

Transformational Leadership, Training and Their Effects on Employee Engagement of Family Planning Fieldworkers in Indonesia

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ABSTRACT

The issuance of Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government has an extraordinary impact on the management of Human Resources at The National Population and Family Planning Board (BKKBN), which is The Family Planning Fieldworkers (PKB) that previously had been managed by the regency/city government, after the regulation, the management authority shifted to BKKBN. This study aims to analyze the effect of training variables on transformational leadership, the effect of training variables on employee engagement, and the influence of transformational leadership variables on employee engagement, and to analyze the effect of training variables on employee engagement through mediating the transformational leadership variable. This study used 397 respondents of The Family Planning Fieldworkers who were spread throughout Indonesia. This study used a questionnaire with references to existing theories accompanied by trials to determine the level of validity and reliability. To find out the relationship between variables, Structural Equation Modeling (SEM) analysis techniques are used which are operationalized through the LISREL program. The results showed: (1) The training conducted for Family Planning Fieldworkers had a significant effect on the Transformational Leadership variable, namely t count (7.66) > t table (1.96) with a coefficient value of 0.41; (2) The training given to Family Planning Fieldworkers has a statistically significant effect on employee engagement, namely t count (7.93) > t table (1.96), with a coefficient value of 0.50; (3) Transformational Leadership has a significant effect on employee engagement, namely t arithmetic (2.66) > t table (1.96), while the coefficient value is 0.14; (4) Training of Family Planning Fieldworkers significant effect on Employee Engagement through mediation of Transformational Leadership variables, which is obtained t value (2.72) > t table (1.96), while the coefficient value is 0.06.

Keywords: Employee Engagement, Training, Transformational Leadership

INTRODUCTION

The shift in the government system has an impact on the management and operational mechanism of The Family Planning Fieldworkers (PKB). Through Law Number 23 of 2014 concerning Regional Government, the division of PKB sub-affairs is divided into two important points, including: (1) The PKB management and utilization function is

carried out by The National Population and Family Planning Board (BKKBN) and the regency/city government only carries out the utilization function; and (2) The transfer is limited to the transfer of PKB personnel, while agencies that previously accommodated the PKB and their equipment were not included. This makes BKKBN hold concurrent government affairs which mean that BKKBN has the authority to set norms, standards, procedures and criteria as guidelines for implementing and managing CPD. (Listiani, 2019).

The initial step taken by BKKBN in accepting the abundance of Human Resources (HR) of PKB is by conducting mass competency test to determine category of competency for each PKB based on Head of BKKBN Regulation Number 5 of 2017. The competency test sets three standards namely technical competence, managerial competence and socio-cultural competence. Competency tests conducted showed that 61% of family planning counselors need a follow up on development (less competent), 29% are above the standard, and 2% are in the standard category. Based on these results, BKKBN was encouraged to make efforts to maintain and develop PKB through training.

According to Kusuma (2015), the training given to employees can encourage them to work harder as they will try to achieve better work performance. Through the training program, employees are expected to be able to improve their competences and performances to achieve the set of work targets. In addition, employee training simultaneously and partially had a significant effect on employee engagement at PT Andalan Finance Indonesia (Dayona, 2016). The data analysis revealed that $F_{count} > F_{table}$ of $(81.827 > 3.112)$ which has a direct and indirect effect of 67.4%, while the rest 32.6% is influenced by other variables not mentioned in this model.

Previous research argued that Employee engagement is influenced by transformational leadership. Sharma & Krishnan (2012) contended transformational leadership is a significant determinant of employee engagement. The study showed a significant correlation between transformational leadership and three engagement factors including vigor, dedication, and absorption.

Based on this background, this study aims to analyze the effect of training variables on transformational leadership, to analyze the effect of training variables on employee engagement, to analyze the effect of transformational leadership variables on employee engagement, and to analyze the effect of training variables on employee engagement through mediating the transformational leadership variable.

Literature Review and Hypothesis

Employee Engagement

Organizations adopt the term employee engagement to understand the type of motivation needed at work. Formerly this term was known as enriching the work of employees in the 1970s and became the term empowerment in the 1980s and 1990s. Attachment is defined as the extent to which people actively manage themselves in their work, the extent to which employees provide intrinsic rewards (Thomas, 2009, p. 11), and the support for employee engagement programs is increasing. The challenges are not only creating content, communication patterns and enriching the program, but also emphasizing the important role of front-line managers as the main contributors to the success of the program. Managers are the most trusted source of information for employees. The success of a program depends on how the manager "leads". They play

a role in creating and maintaining two-way conversations, and assess whether engagement efforts really influence or change the said behavior (Thornton, 2019, p. 118).

According to Robbins & Judge (2013), employees who are bound or engaged will realize the vision and mission of the organization and they will work with colleagues to improve work on their target for the benefit of the organization. Therefore, the organization must work to develop a two-way relationship between the organization and its employees.

According to Schaufeli & Bakker (2004), there are at least a number of engagement dimensions, including vigor, dedication, and absorption. Vigor dimension is a high level and mental toughness when working, as well as a desire to give an optimal effort at work, and an attitude of self-resilience to difficulties in doing work. The dimension of dedication is the attitude or feeling that is full of meaning, enthusiasm, inspiration, pride and challenging in work. Employees with high dedication are very enthusiastic and proud of their work. The absorption dimension will be recognized through full concentration and deep interest in a job.

According to Gallup Q12, the dimensions of employee attachment are four aspects of employee engagement, such as basic needs dimension, managerial and co-worker support, belongingness, as well as development and growth (Buckingham & Coffman, 1999). Sendawula, et. al., (2018) investigated the contribution of training and employee engagement to performance in the Ugandan health sector. The results of the regression analysis showed that training and employee engagement significantly predicted employee performance by 44.7%. The results of the correlation analysis indicated that there is a significant positive relationship between training and employee performance. The results of the correlation analysis further proved that there is a significant positive relationship between employees.

The opinions above lead to a conclusion that employee engagement is an individual condition which includes the dimensions of sincerity, dedication, acceptance at work (managerial and co-worker support), appreciation (absorption), and sense of belonging (belongingness) which intrinsically and extrinsically encourage to commit to carrying out the work.

Training

Siddiqui (2019) analyzes the impact of training, development and communication on employee engagement in Karachi banking sector. The results show the positive impact of training and development and internal communication on employee engagement. Various studies show that efforts to improve the competence and professionalism of employees require training as one of the determining factors. According to Wibowo (2017), that training and development is an important organizational investment in human resources.

According to Handoko (1995), two main objectives of organizational development through training programs are to close the "gap" between the skills or abilities of employees with job requests, and to increase the efficiency and effectiveness of employee work in achieving the set work targets. There are three main domains of training that must be applied in building learning, including cognitive (thinking), affective (social/emotional/feeling), and psychomotor (physical/kinesthetic). These three domains are then translated into many training programs as aspects of knowledge (cognitive),

attitude (affective), and skills (psychomotor). Those explanations lead to a conclusion that training is a systematically planned and measured process to improve employee competencies including knowledge aspects (cognitive), positive attitude changes (affective), improvement of skills (psychomotor) and changes in work behavior.

Transformational Leadership

Luthans (2006) stated that transformational leadership is a leadership approach by making efforts to change awareness, increase enthusiasm and inspire subordinates or members of the organization to spend extra effort in achieving organizational goals, without feeling pressured. Transformational leaders motivate subordinates to do more than expectations, by increasing the importance and value of the task in the eyes of subordinates, by encouraging subordinates to sacrifice individual interests for the benefit of the team, organization, or greater policy, and by raising the level of our needs to a higher level such as self-actualization.

According to Bass and Riggio (2006), there are at least four elements of transformational leadership, including:

1. Idealized Influence (II)
Transformational leaders behave as role models for their followers. Leaders are admired, respected and trusted by their followers.
2. Inspirational Motivation (IM)
Transformational leaders behave by motivating and inspiring people around them by making work more meaningful. They provide motivation to increase the morale of their members.
3. Intellectual Stimulation (IS)
Transformational leaders make it hard for their members to remain innovative and creative by asking, assuming, redefining problems, and solving old situations in new ways.
4. Individualized Consideration (IC)
Transformational leaders pay special attention to the needs of each member to make their members more advanced. Followers and colleagues are developed to achieve more potential.

These conclude that transformational leadership is a model or style of leadership based on the idealism/charismatic, inspirational with adequate intellectual spirit, and individual attention to move, motivate and encourage its employees to optimally carry out activities on their own awareness.

Hypothesis

Based on the literature review, this study is to test the following hypotheses:

1. Training has a positive effect on Transformational Leadership,
2. Training has a positive effect on Employee Engagement,
3. Transformational Leadership has a positive effect on Employee Engagement,
4. Training has a positive effect on Employee Engagement through mediating the Transformational Leadership variable.

RESEARCH METHOD

This research is a quantitative study conducted at BKKBN with a population of family planning counselors, 13,664 civil servants with a minimum service period of 3 years. The sampling was proportional random sampling, due to their widespread distribution of

counselors is in all regions of Indonesia with massive amount. Slovin formula was used to determine the sample size with an error rate of 5% and a total sample of 397 people. Data were collected using a questionnaire. Validity was tested by Product Moment Correlation from Pearson and reliability by Alpha Cronbach.

Data Analysis Technique

To get a general picture of the data processing results, the results of subsequent studies were analyzed by descriptive statistical analysis, analysis of Structural Equation Modeling (SEM) using Lisrel 8.8 software

RESULTS AND DISCUSSION

Descriptive Statistics

Descriptive statistics analyzed the latent indicators, including Transformational Leadership, Training (exogenous variables) and Employee Engagement (endogenous variables).

The transformational leadership variable is measured by four indicators, such as the indicator of the influence of idealism with eight statements, inspirational motivation indicators with nine statements, indicators of intellectual stimulation with eight statements, and indicators of individual attention with six statements. Overall, transformational leadership variables comprise 31 statement items. The mean value of the variable was 3.73, while the highest mean indicator was inspirational motivation of 4.12, and the lowest mean indicator was in intellectual stimulation of 3.31.

Training variable has four indicators with 28 statements. This variable has a mean of 4.20, while the highest average indicator is in the attitude indicator by 4.32, and the lowest indicator is the behavioral indicator which is 4.01.

Employee engagement variables were measured by five indicators, including vigor, dedication, acceptance at work, absorption and belongingness. The variable has an average value of 4.08. The highest average indicator is belongingness by 4.39, and the lowest average is the dedication indicator with a mean of 3.29.

Analysis of Structural Equation Modeling (SEM)

Model Match Test

After the data is normally distributed, the next step is to do Goodness of Fit (GOF) model to examine whether the proposed model fits into sample data or not. A model is said to be fit if the sample covariance matrix is not much different from the estimated covariance matrix (Riadi, 2016). Based on these requirements, the model must be fit in the SEM analysis research model. The model fit test results are presented in the following table.

Table 1. Suitability of Variant GOFI Indicator Research

GOFI Indicator	Remarks GOFI Indicator	Standard Values for Good Match	Lisrel Output	Conclusion
RMSEA	<i>Root Mean Square Error of Approximation</i>	≤ 0.08	0.00	Good Match
NFI	<i>Normed Fit Index</i>	≥ 0.90	1.00	Good Match

NNFI	<i>Non-Normed Fit Index</i>	≥ 0.90	1.02	Good Match
CFI	<i>Comparative Fit Index</i>	≥ 0.90	1.00	Good Match
IFI	<i>Incremental Fit Index</i>	≥ 0.90	1.01	Good Match
RFI	<i>Relative Fit Index</i>	≥ 0.90	1.00	Good Match
Std RMR	<i>Standardized Root Mean Square Residuan</i>	≤ 0.05	0.04	Good Match
GFI	<i>Goodness of Fit Index</i>	≥ 0.90	0.92	Good Match
AGFI	<i>Adjusted Goodness of Fit Index</i>	≥ 0.90	0.90	Good Match

The analysis above indicates that GOF estimation results are in the fit category. Therefore, given that from nine GOF measurements overall fit, it concludes that after modification, the model is fit. In other words, the sample covariance matrix is not much different from the estimated covariance matrix (Riadi, 2016)

Hypothesis Test

To test the hypotheses, the first step is evaluating the magnitude of the effect of each independent latent variable by looking at the path analysis coefficient (if the value is positive then the opposite effect if the result is negative then it has no effect). To determine the significance, t test (statistical T / T-Value)> 1.96 (with an error rate of 5%) is carried out (Widarjono, 2014). The following figure provides the details.

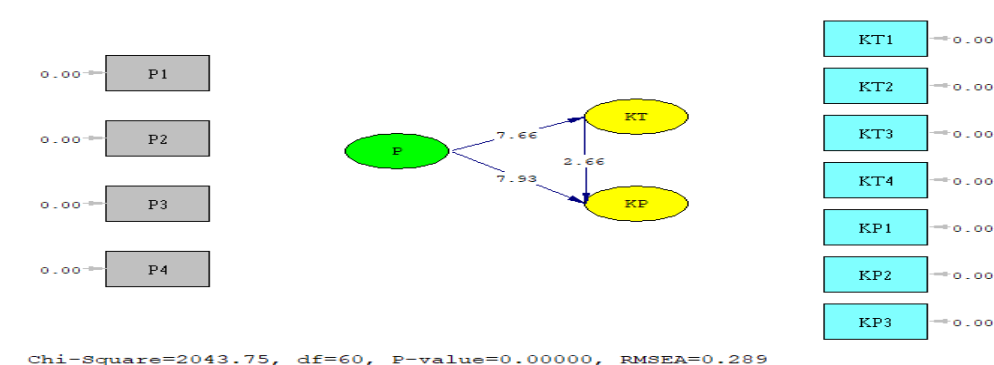


Figure 1. Test the hypothesis to find out the significance research variable

Meanwhile, to find out how much variation of the influence of the dependent latent variable is explained by the independent latent variable as shown in the following picture.

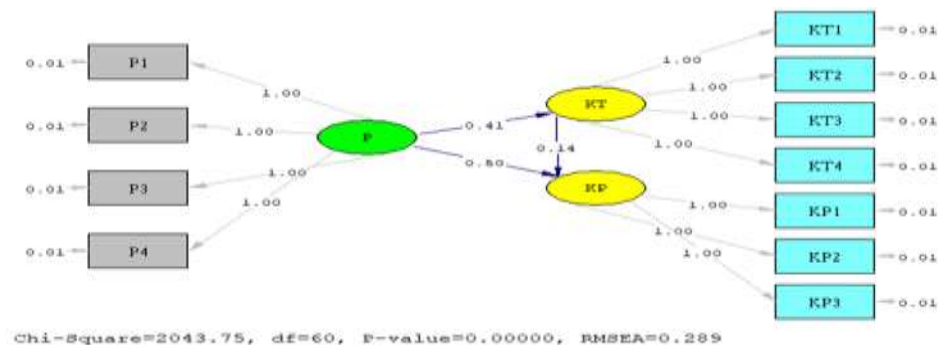


Figure 2: Hypothesis Test to Determine the Effect of Research Variable

Hypothesis 1: Training has a positive effect on Transformational Leadership

The structural equation shows the t value of the latent variable of Training is greater than t table ($t_{value}(7,66) > t_{table}(1.96)$). It concludes that the influence that occurs between the training latent variables on the transformational leadership variable is significant or statistically influential at the 5% significance level.

The path coefficient of the latent variable was examined to find out whether the effect is positive or negative. The path coefficient value of the training latent variable is 0.41. This positive path coefficient value indicates that Training latent variable has a positive effect on Transformational Leadership.

Hypothesis 2: Training has a positive effect on Employee Engagement

The structural equation exhibits the t value of the latent variable of Training is greater than t table ($t_{value}(7,93) > t_{table}(1.96)$). It draws to a conclusion that the influence occurring between the latent variables of Training on the latent variables of Employee Engagement is significant or statistically influential at the 5% significance level.

The path coefficient value of the training latent variable is 0.50. This positive path coefficient value indicates that the Training latent variable has a positive effect on Transformational Leadership.

Hypothesis 3: Transformational Leadership positively influences employee engagement

The structural equation produces t value of the latent variable of Training is greater than t table ($t_{value}(2,66) > t_{table}(1.96)$). It concludes that the influence occurring between the training latent variables on the transformational leadership variable is significant or statistically influential at the 5% significance level.

The path coefficient of value of the training latent variable is 0.14. This positive path coefficient value indicates that the Training latent variable has a positive effect on Transformational Leadership.

Hypothesis 4: Training has a positive effect on employee engagement through mediating Transformational Leadership

Calculations indicate the estimated value for the total effect value of the latent variable of Training on Employee Engagement is 0.56 with a t-value of 9.15 and that of the latent variable of Training on Transformational Leadership is 0.41 with a t-value of 7.66. The indirect effects of the latent variable Training on Employee Engagement through Transformational Leadership are 0.06 with a t-value of 2.72.

Discussion

Hypothesis 1: Training has a positive effect on Transformational Leadership

The analysis indicates that the structural equation of t value of training latent variables is greater than t table ($t_{value}(7,66) > t_{table}(1.96)$). This finding implies that better training has a positive impact on transformational leadership. Various research results show that the role of training is significant to improve the quality of human resources in a broader perspective, as well as to encourage organizational leaders to make improvements. This study supports the research by Ozioma Obi-Anike & Ekwe (2014) examining the impact of training and development on organizational effectiveness in the public sector in Nigeria. It found that there is a positive relationship between training and development and organizational effectiveness. Increasing job satisfaction and reducing employee turnover are one of the benefits of training and development in the public sector. Furthermore, this study concluded that effective training is an investment in the human resources of an organization, with direct and long-term returns.

However, investment alone is not enough. Organizations need to manage training programs more effectively to get the highest return on their investment. This study recommends that organizations should make training and development of their employees a routine activity by involving more than basic skill development. To utilize training to gain competitive advantage, organizations must view training broadly as a way to create intellectual capital. This research shows that the role of leaders is vital in making decisions whether an organization prioritizes training activities. In this case, transformational leadership is suitable to design and implement training as an investment.

Hypothesis 2: Training has a positive effect on employee engagement

The structural equation shows t value of the latent variable of Training is greater than t table ($t_{value}(7,93) > t_{table}(1.96)$). This finding implies that better level of training have a positive effect on increasing employee engagement. According to (Truitt, 2011) that that training is: Although this study did not directly assess organizational "conflict" it seems clear that because training is seen to be so important in forming positive attitudes that it may further lead to job proficiency, and not receiving adequate training is associated with a feeling of reduced competency, it seems very reasonable to predict that poor training could result in poor attitudes about performance, which then could lead to poor performance. This defines that training as something beneficial in forming a positive attitude and more towards employee engagement and skills, through which, indirectly employee engagement is increased.

Hypothesis 3: Transformational Leadership positively influences employee engagement

The structural equation shows t value of the latent variable of Training is greater than t table ($t_{value}(2,66) > t_{table}(1,96)$). This implies that better application of transformational leadership will support increased employee engagement.

According to Luthans (2006), transformational leadership is a leadership approach by making efforts to change awareness, inspire enthusiasm and inspire subordinates or members of the organization to spend extra effort in achieving organizational goals, without feeling pressured. Transformational leaders motivate subordinates to do more than is actually expected by increasing the importance and value of the task in the eyes of subordinates, by encouraging subordinates to sacrifice the interests of their own for the interests of the team, organization, or greater policy, and by raising the level of our needs to a higher level like self-actualization.

This research supports the study conducted by Zhu, Chew, & Spangler (2005) contending that a leader has a very strategic role in the success of the company. This happens since transformational leadership is able to motivate and inspire other members of the organization to excel at the organization and individual excellence. This is the positive influence of transformational leadership in increasing employee engagement which ultimately impacts organizational performance.

Hypothesis 4: Training has a positive effect on employee engagement through mediating Transformational Leadership

The calculations show the estimated total effect value of the latent variable of Training on Employee Engagement is 0.56 with a t-value of 9.15, and that of the latent variable of Training on Transformational Leadership is 0.41 with a t-value of 7.66. As for the indirect effects of the latent variable Training on Employee Engagement through Transformational Leadership is 0.06 with a t-value of 2.72.

These findings indicate that good training will have a positive impact on transformational leadership, which in turn has an effect on increasing employee engagement. This supports the research conducted by Albrecht, Bakker, Gruman, Macey, & Saks (2015) concluding that the Human Resources Management (HRM) practice is very necessary to instill employee management in personal policies such as employee selection and training and development. This shows that the existence of training and development has an important meaning to increase employee engagement.

CONCLUSIONS

The results and discussion from this study point towards the idea that the training conducted on KB counselors had a significant effect on the transformational leadership as t value (7.66) > t table (1.96). Furthermore, the coefficient value of 0.41 indicates that the training has a positive effect on transformational leadership. Furthermore, the training had a statistically significant effect on employee engagement, for t value (7.93) > t table (1.96). The coefficient value of 0.50 means that the training of family planning instructors has a positive effect on employee engagement.

Additionally, transformational leadership has a significant effect on employee engagement, as t value (2.66) > t table (1.96). The coefficient value is 0.14 implying that transformational leadership has a positive effect on employee engagement. Lastly, training on family planning counselors has a significant effect on employee engagement through mediation of transformational leadership variables with t value (2.72) > t table (1.96), while the coefficient value is 0.06 indicating positive influence.

Along with the conclusion, based on the literature review, analysis and hypothesis testing, this study comes up with suggestions that BKKBN to implement a competency-based training model and a transformational leadership model in the recruitment of prospective new leaders. in recruiting prospective family planning counselors, it is necessary to consider employee attractiveness. As for existing KB counselors, systematic efforts should be made to increase their engagement.

Wishfully, this study could be further analyzed in terms of the effect of transformational leadership and training on employee engagement by adding several variables. Further researchers need to conduct more comprehensive research by linking the variables of training, transformational leadership and employee engagement with other variables such as competence and performance.

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