

The Effect Of Transformation Leadership To Workcollective Technology In The Study Of Meaningful Moderation Work Of The Members Of The Police Force In Malang City

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ABSTRACT. Work engagement is crucial to an organization because if employee with a high work engagement will make the organization become a healthy organization per se. A healthy organization will affect the productivity and performance of its employee and their tendencies to drop out of their work. This study use 78 members of the malang city police force as the subject (96% men, 4% women). Subjects will be given transformational leadership scale, work engagement and meaningful work. The result in meaningful work's moderation model significantly explain in the amount of thirty one percent ($R^2 = 31\%$). A high perception in meaningful work can strengthen the relation of transformational leadership with work engagement but a meaningful work can weaken these relations.

Keywords: Work engagement, transformational leadership, meaningful work, police force

Introduction

Positive psychology is a trend in psychology study. It is due to the fact that positive psychology look more into symptoms or individual behavior in a positive side. The term positive in this study meaning to focus on all the things that can be develop from an individual. Positive pycology are now applied in the work fields. Many experiments in industrial fields and organization are now researching for positive psychology. This work fields are now focus not on the issues of their employee but on how to improve their employee's performance and to focus on their own development.

Work engagement is a form of positive feeling in work field which is mark by passion, dedication and absorption. Passion in here are translated into a higher energy level, mental endurance, desire to work more and diligent when faced with a problems. A higher dedication in the involvement of their

work, having the sense of importance, inspiration, sense of proud and challenge. Lastly, absorption is a form of a happy or satisfied feeling and also a full concentration to their work and having difficulty to let go of their works (Schaufeli & Baker, 2006).

Work engagement is crucial to an organization because if an employee with a high work engagement will result in a healthy organization. A healthy organization will affect the productivity and performance of their employee and while decreasing the level of their tendencies to drop out of their work (Stender & Mendes, 2011). While their tendencies to drop out of their work decreased will make their organization much more positive. This is crucial to the employee to any organization to stay involved, because all of the positive result from the employee's involvement and organization (Baker, Xanthopoulou, Demerouti & Schaufeli, 2007).

Individual with a high work engagement have the ability and mental endurance facing every problems and not easily giving up and also have the sense of involvement in their organization, such individual will try their

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maximum effort to advance their organization. In a study done by Camgoz et. Al (2016) found that work engagement is an important mediator between the fear of losing one's job and their tendencies to drop out from organization. In can be concluded that an individual with a higher work engagement will make the organization much more positive and in turn could raise the achievement of that organization.

Employee are much more dedicated to their work, when their leader are able to raise their optimism through the transformation leadership style. This result show that own personal resource and work's involvement maybe crucial in explaining transformational leadership, considering there is a strong positive relationship between work's involvement and performance (Stender & Mendes, 2011). Transformational leadership happen when a leader expand and raise employee's concern, when a leader are able to give self awareness and group's goals acceptance and vision, and when a leader is pushing employee to see far beyond their own personal agenda for the better good of their groups (Bass, 1985). A leader with a charisma to their employee and it could inspire in turn the employee could met their emotional need and or could stimulate intellectually to their peers (Bass, 1985).

Comitted and non-comitted employee are affect by three conditions which is available resources, meaningful work, and psychological safe. Meaningful work transalate into if an employee could view their job as positive and actually give them the sense of meaning to theirselves, so in turn the employee could expand all of their potency (Wrzesniewski & Dutton, 2013). In an experiment conducted by Geldenhuys, Laba & Venter (2014), employee who viewed their job as something meaningful feels a strong bound and committment to their company. Meaningful work resource are affected by other people, whether inside or outside the work field, oncluding co-workers, manager and employer, employee's community and family (Wrzesniewski & Dutton, 2013). Transformational leadership grows workers bound and and it will be strengthen if the individual viewed their job important to them (Ghadi, Fernando & Caputi, 2013). However, in an experiment conducted by May, Gilson & Harter (2014) found that an employee feel bound and a meaning to their work are not affected by a relationship to their employer or their leader except for the work development and the type of works that is suitable.

Relationship with their employer will enhance a bound in their works by a psychological safe.

Base on their findings there are opinions and findings that are slightly different and there are still a few experiment which highlight the meaningful work variable as a moderator variable between transformational leadership and work engagement, researcher are intrested to know the relationship between transformational leadership to work engagement which are modearte by a meaningful work in police member in a police force in Malang teritorial community.

Effects of Transformational Leadership to Work Engagement

The leader role in encouraging employee's committment to their work having a less concern for the researcher (Bakker et.ak, 2011). Leadership style are divided into 3 groups which is, transformational, transactional, and laissez-faire style. The last two leadrship style contributed to employee's work substantially, because they did not have comparable motivational and inspirational strength.

Transformational leadership could intrepet as a leadership style which change the norms and value of employee, motivate them to surpass their own expectation (Bass, 1985). Employee who obtained the support personally, inspiration and leadership quality from their employer will cause a more challenging work experience, work's involovement and feels satisfied. These things will have a consequence to their bound in their work (Bakker et.al, 2011).

H1: Transformational leadership positively and significantly acts as a work engagement's predictor

Effects of Transformational Leadership to Meaningful Work

Meaningful work is a part of the meaning of life, which could define as a 'meaningful experience' for the workers, including meaning, value and benefit of their works (Hackman and Oldham,1975). One of the resource for meaningful work is a social relationship. A leader in an organization could affect workers to feel a meaning in their works. Bono & Judge (2013) found that a successful leader are able to push their worker to focus on how the work is done and their purpose and in turn it could bring meaning in their work.

H2: Transformational leadership positively and significantly acts as a meaningful work's predictor

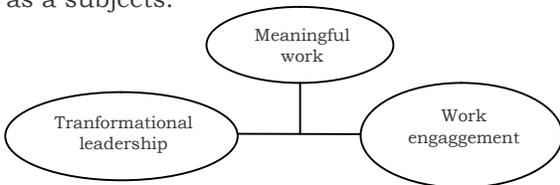
Moderation effects of meaningful work and transformational leadership to work engagement

Of all the exposure mentioned before, a leader or employer in creating a meaning is different from one another. Specifically, transformational leadership style will be able to motivate their employee or worker to do more each day. A leader does not only provide an impressive future for their motivation but also able to direct their employee to the future of their current works. A gap between these concept and so it can be concluded that meaningful works acts as a moderator which will strengthen the relationship between transformational leadership and work engagement.

H3: Meaningful work significantly moderate the effects of transformational leadership to work engagement

Study Design

This study is using causative quantitativ. With members of the malang city police force as a subjects.



Picture 1. Framework

Method

Subjects in this study is police force members of the Malang police force unit reskrim division. From 100 questionnaire handed out, 78 of those return to the researcher. Sampling method using quota sampling. Subjects's age are within 21-52 years old range (M=32,20 years old SD = 6,91). The amount of men as a subject is 96% and 4% for women. Subjects's level of education range between high school graduate 68%, S1 23%, D1 1% and no response 8%.

Researcher using 3 instrumentation to measure each variable. First, to measure work engagement using Utrecht work engagement scale (UWES) with 17 items consist of 3 sub-scale which is Vigor, Dedication, and Adsorption (Schaufeli & Bakker, 2006). The statement's example such as "At my work, I feel bursting with energy", "I find the work that I do full of meaning and purpose". This measurement using likert scale with 5 choice of answer consist of very agree, agree, neutral, disagree and very disagree. With reliability coefficient of 0.92.

Both of the transformational leadership using Multifactor Leadership Questionnaire (MLQ) which are design for the employee to view their employer with 12 items which the divide into 4 sub-scale such as Idealized Influence, Inspirayional Motivation, Intellectual stimulation and Individual Consideration (Bass & Avolio, 1995). The statement's example such as "My supervisor make others feel good to be around me", "Others have complete faith in my supervisor". This measurement instrument using likert scale with five choice of answers consist of very agree, agree, neutral, disagree, and very disagree. With reliability coefficient of 0.87.

To measure the Meaningful Work using The Work and Meaning Inventory (WAMI) with 10 items divided into 3 subscale consist of positive meaning, meaning making through work and greater good motivation (Steger et.al,2012). With the statement's example such as "I have found a meaningful career", "i understand how my work's contributes to my life's meaning". This measurement instrument using likert scale with five choice of answers which is very agree, agree, neutral, disagree and very disagree. With reliablity coefficient of 0.69.

Data analyses using SPSS 21. With simple regression test to measure the effect of transformational leadership to work engagement. After using gradually regression test to know the function of meaningful work variable as a moderator variable whether to strengthen or weaken or even does not effect the relationship between transformational leadership variable to work engagement.

Result

The result of statistical study, table 1 explained mean, deviation standard and the relationship between variable.

Descriptive data the level of work engagement through all subjects are high (M = 3,94). Relevant to the leadership style, the police force members view their leader as the type of transformational leader (M = 4,12). While, the level of meaningful work the police force member of the malang police units are sufficiently high (M = 3,98). Hypothesis 1-2 are test using simple regression and hypothesis 3 including moderation variable. Table 2 show the result of this study or experiment. Those hypothesis prove that there are a sufficient relationship between transformational leadership to work engagement (Hypothesis 1), the effect of transformational leadership to meaningful work (Hypothesis 2). Transformational leadership have the effect as high as 30% to work

engagement ($\Delta R^2 = 0,30$, $\Delta F = 32,54$, $p \leq 0,000$), 27,4 % effects the relationship between transformational leadership to meaningful work ($\Delta R^2 = 0,274$, $\Delta F = 28,63$, $p \leq 0,000$).

Transformational leadership could be the predictor for work engagement in a company ($\beta = 0,55$, $p \leq 0,0000$). Transformational leadership could be a predictor for meaningful work ($\beta = 0,52$, $p \leq 0,0000$). This result indicated that transformational leadership positively and significantly have an effects in meaningful works and work engagement.

Show the result of hypothesis 3 test which observe the relationship between transformational leadership to work engagement with moderation effects by meaningful work. Result obtained that meaningful work moderate by strengthening the relationship between transformational leadership to work engagement. However, the effect of high meaningful work which strengthen the effects of transformational leadership to work engagement. The significant effects of meaningful work in the relationship between transformational leadership to work engagement ($\beta = 0,52$, $p \leq 0,0000$).

Table 1. Regression test

	R	R ²	β	Sig
Direct Effect X-Y	0,55	0,30	0,55	0,00***
Moderation	0,72	0,31	-	-
Transformational Leadership(X)	-	-	-4,89	0,00***
Meaningful Work (M)	-	-	-3,94	0,00***
X*M	-	-	8,26	0,00***

Picture 2. Moderation effects in meaningful work and effect to transformational leadership and work engagement

Discussion

Based on the result of the study, transformational leadership are found to positively and significantly effects work engagement. This experiments are paralel to previous experiment conducted by Salanova, Lorente, Chambel & Martinez (2011) that proves there is a direct relationship which effects the transformational leadership to work engagement. Furthermore, this research are supported by previous research by Tims, Bakker & Xanthopolou (2011) proves that there are a positive relationship between transformational leadership to work engagement.

Employee are mentally bound to their work, when their leader or employer could

give an optimistic feeling and motivate their employee or workers. Such things could happen because work engagement's source are leadership style, to mention one of the factors. Transformational leader could create a feeling of appreciation, inspiration and also quality mentorship to their employee or workers. Such things could effects their employee to feel more committed to their works.

Furthermore, the result of this research prove that transformational leadership positively effects to meaningful work. The result are parallel to research done by Arnold et.al (2007) that proves meaningful works are affects by transformational leadership which also affects the employee's psychological well-being. Employee or workers view their works with meaning, as the result an increase in employee's psychological well-being. Transformational leadership have one of these characteristic that could give motivation by inspiring the employee. Such matter could effects the workers to feel that their works have more meaning because their leader figure have the ability to internalize their positive attitude in the work place.

In this reseaceh, meaningful work significantly moderate the effects between transformational leadership and work engagement. Submitted hypothesis are accepted based on regression test which put meaningful work as an moderation variable. This matter are in line with previous research done by Ghadi, Fernando & Chaputi (2013) that states transformational leadership as predictor to work engagement which are mediated by meaningful work. The idea related to work engagement, its source and what are the effects of work engagement has been widely studied. This research found a few things, first transformational leader could be the significant predictor to employee's work engagement that can be stated that the source of employee's work engagement are based on their leader with transformational leadership style.

Second, the effects of transformational leadership to work engagement are strengthen by how the employee view whether their works have meaning or not. An employee will feel committed to their works if they have a leader with transformational leadership style and strengthen by how the employee view that whether their job have meaning or not.

Conclusion

Based on the reasearch conducted by the research it can be concluded that if transformational leadership style could be the work engagement predictor in an individual.

While, when a meaningful work's variable are placed as an moderation variable it can strengthen the relationship between two variable. In this matter, ability to significantly view their works as significant affect the effect of transformational leadership to employee's work engagement.

This research implication explained if meaningful works are placed as a moderation variable will strengthen the effects of transformational leadership to work engagement. By the findings of this research are hope for the future researcher to expand other variable in the future such as related to theirselves such as personal concept, personal efficacy as moderation variable pr by using the source from work engagement as mediation variable in the effects of transformational leadership to work engagement.

Meaningful work can strengthen the relationship between transformational leadership with work engagement. This findings could be the reference for Human Resource Developmen (HRD) to increase any other resource as a committment to their worker. Just like other development about work meaning, what are the effects of work to everyday life and balance strategy between work and real life (work-life balance).

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