THE IMPORTANCE OF TRANSFORMATIONAL LEADERSHIP AND JOB RESOURCES TO INCREASE LECTURER ENGAGEMENT: LEARNED FROM INDONESIA CASE

Edi Purwanto, Jan Pieter Ate, Maykel Ifan

ARTICLE INFO

Article history:
Received 07 April 2023
Accepted 04 July 2023

Keywords:
Transformational Leadership;
Job Resources;
Engagement;
Urban Private Universities.

ABSTRACT

Purpose: The aim of this study is to examine whether transformational leadership will significantly affect lecturer engagement and whether job resources will mediate the effect of transformational leadership on lecturer engagement.

Theoretical framework: Recent literature has reported that job resources and transformational leadership strongly influence employee engagement. Job resources mediate the effect of transformational leadership on employee engagement.

Design/methodology/approach: This study applied non-probability sampling and collected 102 samples from lecturers from urban private universities, especially in Jakarta and other big cities. SEM-PLS is used as a tool to calculate data statistically.

Findings: The study's results prove that transformational leadership has a positive and significant effect on engagement, as does job resources. Furthermore, job resources are proven to mediate the effect of transformational leadership on engagement.

Research, Practical & Social implications: The results of this research imply that organizations, especially private universities can present and influence transformational leaders to lead organizations and improve job resources that lecturers or employees can access.

Originality/value: The value of the study is the first study on transformational leadership in Indonesia urban private universities.

DOI: https://doi.org/10.26668/businessreview/2023.v8i7.2682

A IMPORTÂNCIA DA LIDERANÇA TRANSFORMACIONAL E DOS RECURSOS DE TRABALHO PARA AUMENTAR O ENGAJAMENTO DO DOCENTE: APRENDIDO COM O CASO DA INDONÉSIA

RESUMO

Objetivo: O objetivo deste estudo é examinar se a liderança transformacional afetará significativamente o engajamento do palestrante e se os recursos do trabalho irão mediar o efeito da liderança transformacional no engajamento do palestrante.

Estrutura teórica: A literatura recente relatou que os recursos do trabalho e a liderança transformacional influenciam fortemente o engajamento dos funcionários. Os recursos do trabalho medem o efeito da liderança transformacional no engajamento dos funcionários.

A Doctor in Development Studies. Department of Management and Jaya Launch Pad, Universitas Pembangunan Jaya. South Tangerang, Indonesia. E-mail: edi.purwanto@upj.ac.id
Orcid: https://orcid.org/0000-0002-7143-4469

B Master of Business in Integrated Logistics Management. Harvest International Theological Seminary. Tangerang, Indonesia. E-mail: indhanpothan@gmail.com Orcid: https://orcid.org/0009-0009-6785-7731

E-mail: Ifan.pascasarjanawiduri@gmail.com Orcid: https://orcid.org/0000-0002-3815-9928
The Importance of Transformational Leadership and Job Resources to Increase Lecturer Engagement: Learned from Indonesia Case

Desenho/metodologia/abordagem: Este estudo aplicou amostragem não probabilística e coletou 102 amostras de professores de universidades privadas urbanas, especialmente em Jacarta e outras grandes cidades. SEM-PLS é usado como uma ferramenta para calcular dados estatisticamente.

Resultados: Os resultados do estudo provam que a liderança transformacional tem um efeito positivo e significativo no engajamento, assim como os recursos de trabalho. Além disso, os recursos de trabalho comprovadamente mediam o efeito da liderança transformacional no engajamento.

Implicações de pesquisa, práticas e sociais: os resultados desta pesquisa indicam que as organizações, especialmente as universidades privadas, podem apresentar e influenciar líderes transformacionais para liderar organizações e melhorar os recursos de trabalho que professores ou funcionários podem acessar.

Originalidade/valor: O valor do estudo é o primeiro estudo sobre liderança transformacional em universidades privadas urbanas da Indonésia.


LA IMPORTANCIA DEL LIDERAZGO TRANSFORMADOR Y LOS RECURSOS LABORALES PARA AUMENTAR EL COMPROMISO DE LOS PROFESORES: APRENDIDO DEL CASO DE INDONESIA

RESUMEN

Propósito: El objetivo de este estudio es examinar si el liderazgo transformacional afectará significativamente el compromiso de los profesores y si los recursos laborales mediarán el efecto del liderazgo transformacional en el compromiso de los profesores.

Marco teórico: la literatura reciente ha informado que los recursos laborales y el liderazgo transformacional influyen fuertemente en el compromiso de los empleados. Los recursos laborales median el efecto del liderazgo transformacional en el compromiso de los empleados.

Diseño/metodología/enfoque: este estudio aplicó muestreo no probabilístico y recolectó 102 muestras de profesores de universidades privadas urbanas, especialmente en Yakarta y otras grandes ciudades. SEM-PLS se utiliza como una herramienta para calcular datos estadísticamente.

Hallazgos: Los resultados del estudio demuestran que el liderazgo transformacional tiene un efecto positivo y significativo en el compromiso, al igual que los recursos laborales. Además, se ha demostrado que los recursos laborales median el efecto del liderazgo transformacional en el compromiso.

Implicaciones de investigación, prácticas y sociales: los resultados de esta investigación implican que las organizaciones, especialmente las universidades privadas, pueden presentar e influir en los líderes transformacionales para liderar organizaciones y mejorar los recursos laborales a los que pueden acceder los profesores o empleados.

Originalidad/valor: El valor del estudio es el primer estudio sobre liderazgo transformacional en universidades privadas urbanas de Indonesia.

Palabras clave: Liderazgo Transformacional, Recursos Laborales, Compromiso, Universidades Privadas Urbanas.

INTRODUCTION

Both scholars and practitioners have extensively explored the question of how to cultivate work engagement among employees. Recognized as a valuable asset, actively-engaged employees demonstrate a strong dedication to their organization's objectives and principles, which drives significant contributions to its achievements (Caniëls et al., 2018). Barry et al. (2020) found that lecturers, especially young lecturers, at an urban private university in Indonesia faced the problem of lecturer engagement. Purnami et al. (2022) also suggest from research results that lecturer engagement at private universities in Indonesia needs to be
improved. Then, according to Balwant et al. (2020) and Hawkes et al. (2017), one of the means to increase engagement is a transformational leader who leads the organization.

Bass (1985) introduced transformational leadership as a theory in organizational leadership. For a considerable period, transformational leadership has been depicted as a universal remedy. However, according to Van Knippenberg and Sitkin (2013; Caniëls et al., 2018), a more recent critical research suggests the need to move away from the notion of transformational leadership and instead to focus on identifying and examining more precisely defined and empirically distinct elements of leadership. Moreover, according to Caniëls et al. (2018), a growing demand for research delves into the circumstances in which transformational leadership might be ineffective, for example, Alvesson & Kärreman (2015) and Blom and Alvesson (2015). Subsequently, Caniëls et al. (2018) recognized the existence of critical perspectives on transformational leadership. However, they took a different approach by examining the circumstances in which transformational leadership proves effective or ineffective in fostering engagement. Caniëls et al. (2018) stated that despite the significance attributed to leadership, the specific leadership style has received comparatively less emphasis in research of job responsibilities. They draw upon existing knowledge about “engaging leadership” and closely related transformational leadership models to bridge this gap.

The comparability of leadership models in developing countries has been questioned, given that developed countries typically exhibit higher living standards and social stability. However, there needs to be more research exploring leadership in emerging markets (Balwant et al., 2020). Considering the existing gaps in engagement and leadership research, the purpose of this study is to investigate the role of a mediator job resources on the relationship between transformational leadership and lecturer engagement in urban private universities in Indonesia. If Balwant et al. (2020) tested the moderating role of job resources in the relationship between transformational leadership and employee engagement, Hawkes et al. (2017) tested the mediating role of job resources. And this study test the mediating role of work resources.

Thus, the questions of this research problem are:

1. How does transformational leadership affect lecturer engagement positively and significantly?
2. How do job resources affect lecturer engagement positively and significantly?
3. How do job resources mediate the effect of transformational leadership on instructor engagement positively and significantly?
THEORETICAL FRAMEWORK

Transformational Leadership

Udin (2023) said that transformational leadership is widely regarded as one of the most efficient leadership styles in contemporary organizational leadership. Its popularity and research interest have grown significantly, particularly concerning organizational performance and effectiveness. Transformational leadership is commonly distinguished from transactional leadership, as transactional leaders primarily influence employees through goal-setting, emphasizing desired outcomes, and providing clarity. In contrast, transformational leaders focus on supporting and motivating employees to foster employee growth and cultivate a more profound commitment to organizational objectives. By providing mental stimulation and inspirational motivation, transformational leaders seek to bring out the best in their employees (Caniëls et al., 2018).

Transformational leadership is a process that entails mutual support and advancement towards elevated levels of morale and motivation for both leaders and followers (Burns, 1978). These leaders are recognized for enhancing their followers' awareness of task outcomes, acknowledging their higher-level needs, and inspiring them to engage in tasks that align with the organization's best interests (Bass, 1985). They possess a profound understanding of their followers' needs and proactively address them, resulting in meaningful interactions and strong relationships. Notably, an essential aspect of being a transformational leader is cultivating a sense of identification and unlocking the full potential of followers within the workplace (Bodenhausen & Curtis, 2016). In addition, these leaders employ management strategies that emphasize active engagement and trust-building, thereby establishing a work environment that highly values and promotes employee involvement (Bodenhausen & Curtis, 2016).

Job Resources

Job resources consist of aspects within a job that facilitates achieving work-related goals, alleviating the challenges and burdens associated with job demands, and supporting personal growth and advancement (Tummers & Bakker, 2021). Similarly, Clausen and Borg (2011) define job resources as the components of a job that assist employees in attaining their work-related objectives as well as promoting individualized growth, studying, and improvement.

These assets can be bodily, social, or organization aspects of the occupation. Examples of occupation resources include job control, availability of information, support from
supervisors, and the overall innovative work climate. These resources collectively create a conducive work environment that supports employees in achieving their goals and enables their professional development (Balwant et al., 2020).

Work management refers to the level of authority and leverage that employees possess more the guidance of their work. Access to information involves the availability and exchange of information and reaction between top and subordinate within an organization. Supervisor support denotes to what extent controller demonstrate awareness, support, then advocate for the well-being on their employees. The innovation environment refers to the degree of focus on creativity, the encouragement of novelty and the frequency of improvements in the working environment. Finally, work atmosphere refers to general ease and support in the wider work environment (Balwant et al., 2020).

**Employee Engagement**

Employee engagement is a valuable tool that assists organizations in achieving a competitive advantage over their counterparts (Anitha, 2014). Employee engagement plays a key role in the prosperity from any organization within the present-day dynamic and competitive landscape (Adeniji et al., 2020). The unique aspect of individuals, which cannot be replicated or mimicked by competitors, is an irreplaceable factor and is widely acknowledged as the organization's most prized possession when effectively managed and engaged. Measuring a company's vigor is predominantly attributed to the significance of employee engagement. The level of engagement of individuals will impact the organization's overall effectiveness (Anitha, 2014).

There are three different categories of people in organization: engaged worker and non-engaged worker. Engaged workers are active contributors which consistently strive to perform well in their roles. On the other hand, not engaged employees tend to prioritize completing assigned tasks rather than aligning with the organization's overarching goals. Their approach revolves around fulfilling directives rather than displaying initiative. Actively disengaged employees pose a significant risk as they not only underperform but also have a detrimental impact on the motivation of other employees within the organization (Anitha, 2014).

**Transformational Leadership and Employee Engagement**

According to Anitha (2014), leadership emerged as a critical criterion recognized as a foundational element in determining employee engagement. The presence of inspirational
leaders naturally fosters a sense of engagement among individuals. It is the leaders' responsibility to effectively convey how employees' contributions significantly contribute to the organization's overall success. When employees perceive their work as meaningful, it generates interest and fosters engagement. Adeniji et al. (2020) stated, the statistical analysis suggests that when it comes to employee engagement, inspirational motivation holds the highest level of significance within the context of transformational leadership. Alamri (2023) also believes transformational leadership positively and significantly affects employee engagement.

Each of the transformational leadership behaviors focused on vision is expected to foster employee engagement:

1. A purposeful vision encourages employees to internalize the big goals and values of the institution, enabling them to recognize the significance of their participant and target in realize this vision. As a result, employees become engaged as they perceive a clear connection between their efforts and the organization's future.

2. Using inspirational communication can involve employees through emotion contagion, the process by which moods and emotions are transmitted unconsciously by mimicking depictions.

3. Intellectually stimulated, leaders challenge employees to critically analyze situations and find innovative solutions to organizational problems. This behavior influences employee perceptions of more challenging tasks and increases autonomy within the work environment as employees are encouraged to take new approaches to solving problems. This perception of increased challenge and autonomy can intrinsically motivate employees, thereby increasing employee engagement.

4. The leader's supportive leadership and personal recognition are expected to relate positively to employee engagement based on theory of social exchange (Balwant et al., 2020).

In the case of collaborative leadership, employees can respond to their manager's genuine attention and support by dedicating themselves to their work. Actions that accompany transformative leadership are expected to foster employee engagement. Numerous empirical studies consistently demonstrate a positive correlation between transformational leadership and employee engagement in various organizations, including service sectors. (Balwant et al., 2020).
Caniëls et al. (2018) stated that previous studies has consistently showed the important associations among transformative leadership behavior also various aspects of engagement, the pair at the individual and organizational levels. Already found that transformative leadership plays a vital role in enhancing employees' work motivation, fostering support from leaders, and creating an environment that values learning from mistakes, thereby promoting psychological safety and encouraging engagement. The positive impact of transformational leaders on employees' work engagement can be attributed to their ability to cultivate a positive mindset among employees, leading to increased engagement levels.

Based on the above concepts and research then, the first hypothesis is the following:

H1. The transformation leadership has positive effect on the employee engagement.

**Job Resources and Employee Engagement**

Balwant et al. (2020) stated that although the current study focuses on exploring as a driver of the relationship between transformational leadership and employee engagement, it is important to note that worker resources are also expected to directly predict employee engagement. Moreover, meta-analytical evidence by Cole et al. (2012) suggests that job resources are among the most influential predictors of employee engagement (Balwant et al., 2020). Job resources are considered a vital prerequisite for cultivating engagement, and their presence enhances the impact of transformational leadership on employee engagement (Balwant et al., 2020).

Job resources can exert both intrinsic and extrinsic motivational effects on employees. On the one hand, these resources facilitate personal growth, development, and learning, thereby fostering employees' intrinsic motivation. On the other hand, job resources also enable goal attainment, contributing to extrinsic motivation. As a result, job resources have the potential to generate a sense of fulfillment in employees, ultimately stimulating their engagement in the workplace. Empirical research substantiates this notion and consistently demonstrates that job resources are robust predictors of employee engagement (Balwant et al., 2020).

Based on the above concepts and research then, the second hypothesis is the following:

H2. The job resources has positive effect on the employee engagement.

**Transformational Leadership, Job Resources and Employee Engagement**

Job resources include job control, availability of information, support from supervisors, an innovative climate, and the overall work climate (Balwant et al., 2020). As an element of
job resources, job control refers to a range of employees. can influence the direction of their work.

When employees have a higher level of job control, it may strengthen the impact of transformative leaders' utilization of intellectual stimulation on employee engagement. In other words, job control allows employees to exercise discretion in their job tasks, making them more receptive to the intellectual stimulation provided by transformational leaders and ultimately enhancing their level of engagement (Balwant et al., 2020).

The exchange of information and feedback between superiors and subordinates is expected to amplify the impact of transformative leaders' supportive leadership behaviors on employee engagement. This is achieved by facilitated more meaningful one-on-one interactions that foster trust and engagement. In addition, when supervisors genuinely demonstrate care for employees' well-being, it can further increase the influence of transformational leadership behaviors on employee engagement. Similarly, an organizational climate promoting innovativeness is anticipated to strengthen the effect of transformational leaders' use of intellectual stimulation on employee engagement, as it gives signals to employees that the organization supports exploring creative solutions. Lastly, a pleasurable and encouraging work atmosphere can reinforce the connection among all transformative leadership behaviors and employee engagement (Balwant et al., 2020).

According to Balwant et al. (2020), within the literature on employee engagement, transformative leadership, and job resources are commonly studied as independent predictors of engagement. However, job resources may be crucial in the relationship among leadership and engagement (Balwant et al., 2020). According to Meng et al. (2022), transformational leadership is not only regarded as a crucial interpersonal job resource within the job demands-resources model but also as an external motivator in assisting employees in attaining their objectives. When the intrinsic motivational aspects of transformational leadership are implemented, it can lead to a rise in work engagement, particularly when transformational leaders actively encourage and support police officers which results in heightened levels of personal engagement.

Based on the above concepts and research then, the third hypothesis is the following:

H3. The job resources mediate the effect of transformational leadership on employee engagement.

We build a conceptual framework based on the hypotheses in Figure 1.
METHODOLOGY

Research Process

Figure 2 describes the process of this research.

Figure 2. Research process

Source: Prepared by the authors (2023)
Population, Sample, and Sampling Technique

This study focused on lecturers employed in urban private universities in Indonesia. Due to resource constraints and the researchers' reliance on personal funds, non-probability convenience sampling was employed. The data collection process involved distributing questionnaires via Google Forms, resulting in 102 usable samples. Most respondents were lecturers based in Jakarta and its surrounding metropolitan areas, with a smaller representation from lecturers in other urban areas on the island of Java.

Research Instrument

To assess transformational leadership, we utilized a measurement tool developed by Podsakoff et al. (1990). Job resources were measured using instruments developed by Pejtersen et al. (2010), which were also employed by Hawkes et al. (2017). Specifically, three resources were evaluated: work influence, supervisor support, and recognition. The employee engagement measurement was modified relative to the instrumentation developed by Schaufeli et al. (2006), which was subsequently modified by Hawkes et al. (2017).

Analysis Technique

This study utilized the Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis method, employing the SmartPLS version 3.0 software. The analysis process involved measuring the outer model's reliability and validity through measurement evaluations. Additionally, the inner model, which encompasses the structural relationships, was evaluated through statistical T-tests or hypothesis tests. Finally, the test results were analyzed thoroughly to derive meaningful research findings.

During the evaluation of the outer model, the outer loadings need to exceed 0.70, as recommended by Hair et al. (2012) and Edi Purwanto et al. (2021), to ensure reliability. Moreover, Cronbach's Alpha values should surpass 0.70, indicating each variable's reliability, as Kristiawan et al. (2022) suggested. Composite Reliability values should also exceed 0.70 to meet the criterion of internal consistency reliability, as outlined by Hair et al. (2012) and Tjiu and Purwanto (2017). As for converging veracity, the Average Variance Extracted (AVE) value should be above 0.50, following the guidelines of Hair et al. (2012) and Purwanto and Purwanto (2020).
Regarding the inner model evaluation, the P-values should be less than 0.05, and the T-Statistics value should exceed 1.96, as Hair et al. (2012) and Jauw and Purwanto (2017) recommended.

RESULTS AND DISCUSSION

Outer Model Evaluation

Table 1 shows that the outer loadings value of all items of the transformational leadership construct is higher than 0.70, then they meet indicator reliability. Likewise, the outer loadings value of job resource items is higher than 0.70, so they meet indicator reliability. Then, the outer loadings of the engagement items are higher than 0.70, so they meet indicator reliability. Furthermore, the Cronbach's Alpha values in Table 1 exceed 0.70, demonstrating each variable's reliability. Table 1 also shows that the Composite Reliability value of each variable is higher than 0.70, so all variables meet the requirements of internal consistency reliability. On the other hand, Table 1 shows that the Average Variance Extracted (AVE) value is higher than 0.50, satisfying the convergent validity criteria.

<table>
<thead>
<tr>
<th>Items</th>
<th>Outer Loadings</th>
<th>Cronbach's Alpha</th>
<th>Composite Reliability</th>
<th>Average Variance Extracted (AVE)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Transformational Leadership</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL1</td>
<td>0.766</td>
<td>0.961</td>
<td>0.966</td>
<td>0.742</td>
</tr>
<tr>
<td>TL2</td>
<td>0.871</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL3</td>
<td>0.792</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL4</td>
<td>0.827</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL5</td>
<td>0.869</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL6</td>
<td>0.909</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL7</td>
<td>0.907</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL8</td>
<td>0.920</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL9</td>
<td>0.846</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TL10</td>
<td>0.892</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Job Resources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JR1</td>
<td>0.718</td>
<td>0.928</td>
<td>0.940</td>
<td>0.634</td>
</tr>
<tr>
<td>JR2</td>
<td>0.758</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JR3</td>
<td>0.845</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JR4</td>
<td>0.793</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JR5</td>
<td>0.847</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JR6</td>
<td>0.715</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JR7</td>
<td>0.874</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JR8</td>
<td>0.824</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JR9</td>
<td>0.778</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Engagement</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENG1</td>
<td>0.865</td>
<td>0.925</td>
<td>0.939</td>
<td>0.690</td>
</tr>
<tr>
<td>ENG2</td>
<td>0.864</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENG3</td>
<td>0.856</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ENG4</td>
<td>0.860</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Purwanto, E., Ate, J. P., Ifan, M. (2023). The Importance of Transformational Leadership and Job Resources to Increase Lecturer Engagement: Learned from Indonesia Case

### Table 2 - Discriminant Validity (Fornell-Larcker Criterion)

<table>
<thead>
<tr>
<th></th>
<th>Engagement</th>
<th>Job Resources</th>
<th>Transformational Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement</td>
<td>0.830</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Job Resources</td>
<td></td>
<td>0.796</td>
<td></td>
</tr>
<tr>
<td>Transformational Leadership</td>
<td>0.861</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: SmartPLS Output (2023)

### Inner Model Evaluation

Table 3 shows that the influence of transformative leadership on lecturer engagement is positive and significant. It showed with the T-Statistic value is $3.994 > 1.96$, and its P-value is $0.000 < 0.05$ (see also figure 3). Likewise, the effect of the job resources on lecturer engagement is positive and significant because its T-statistic value is $3.308 > 1.96$, and its P-value is $0.000 < 0.05$ (see also figure 3).

### Table 3 - Path Coefficients

|                      | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|----------------------|---------------------|-----------------|-----------------------------|--------------------------|----------|
| Transformational Leadership -> Engagement | 0.432               | 0.427           | 0.108                       | 3.994                    | 0.000    |
| Job Resources -> Engagement | 0.328               | 0.339           | 0.099                       | 3.308                    | 0.001    |

Source: SmartPLS Output (2023)

This study proves that urban private universities need transformational leadership because it is proven that the presence of transformational leaders can increase lecturer engagement. The demand to meet the operational needs of private universities, which mainly depend on tuition fees paid by students, leaders of private universities tends to become transactional leaders to implement operational expenditure efficiencies. The impact of transactional leaders, in general, also produces employees who are transactional as well (Montañez, 2022), rather than engaged employees. However, if private university leaders can become transformational leaders, employee engagement will increase. Employee engagement
can undoubtedly improve employee performance (Anitha, 2014). The estuary of employee performance is the university's performance as well (Tarmidi & Arsjah, 2019). Huabis et al. (2023) also said that transformational leadership is a crucial element that contributes significantly to the performance of employees. Transformational leaders encourage employees to reach their objectives through inspiration and motivation, resulting in elevated performance levels.

Facilitating achieving work-related goals and supporting personal growth and advancement (Tummers & Bakker, 2021) is needed to support the performance of lecturers to complete the tri dharma (teaching, researching, and providing services to the community). So This research also proves that job resources are influential and significant for lecturer engagement. In addition, physical and social resources, job control, availability of information, support from supervisors, an innovative climate, and the overall work climate (Balwant et al., 2020) are also elements of the job resources needed by lecturers. When all of these elements are available, their engagement will increase.
Table 4 - Total Indirect Effects

|                                | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (|O/STDEV|) | P Values |
|--------------------------------|---------------------|-----------------|---------------------------|-----------------|----------|
| Transformational Leadership    | 0.245               | 0.254           | 0.076                     | 3.203           | 0.001    |
| -> Engagement                  |                     |                 |                           |                 |          |

Source: SmartPLS Output (2023)

Table 4 shows that the mediating role of job resources on the effect of transformational leadership on instructor engagement is positive and significant. It is shown by its T-Statistics is 3.203 > 1.96, and P-values is 0.001 < 0.05.

In addition to how job resources evidently increase engagement, job resources can also play a role in mediating the influence of transformational leadership on engagement. This means that a transformational leader must facilitate achieving work-related goals and supporting personal growth and advancement, then using it to increase lecturer engagement. Transformational leaders possess persuasive abilities and have the capacity to cultivate positive organizational perceptions among employees. They serve as precursors to empower employees within organizations (Choi et al., 2020). Job resources are a much-needed means of empowering employees. Therefore, university leaders (authorities) cannot make efficient reasons to reduce supporting employee work, as proven by this paper that the increase of employee engagement is assisted by the efficacy of job resources.

CONCLUSION

In conclusion, transformational leadership significantly affects lecturer engagement in urban private universities. Likewise, job resources have proven to affect lecturer engagement significantly. Finally, job resources are proven to mediate the influence of transformational leadership on lecturer engagement.

These results imply that private universities need transformational leaders who can create employee engagement. The leader must also support the creation or availability of job resources that effectively increase employee engagement. This research was conducted at urban private universities in Indonesia, and learning from the results, the condition of urban private universities in other developing countries may be similar. Therefore, this research model can be used again to inspect the role of transformative leadership and job resources in increasing employee engagement at urban private universities in developing countries other than Indonesia.
REFERENCES


The Importance of Transformational Leadership and Job Resources to Increase Lecturer Engagement: Learned from Indonesia Case


