

The Effect Transformational Leadership, Self Efficacy, Intrinsic Motivation and Job Engagement on Proactive Behavior

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ABSTRACT

This article offers a conceptual model of the influence between transformational leadership, self-efficacy, intrinsic motivation and work engagement to proactive behavior. In this model, transformational leadership and self-efficacy are directly related to intrinsic motivation and work engagement. Intrinsic motivation and work attachment act as mediators between transformational leadership and self-efficacy towards proactive behavior.

Keywords: *transformasional leadership, self efficacy, intrinsic motivation, work engagement, dan proactive behavior*

1. INTRODUCTION

Proactive behavior has long been an important study in several scientific studies. Because individuals who think proactively reflect individuals who have responsibility for themselves, are able to take the right decisions and do not blame the circumstances or environmental conditions that are not in accordance with their wishes. Therefore proactive behavior needs to be owned by employees in an organization.

Schmitt, Hartog and Belschak, (2016) revealed that work engagement can improve employee proactive behavior in an organization. The research also found that proactive behavior can be influenced by transformational leadership. Recent research Cai, Parker and Chen, (2019) also found that proactive behavior is influenced by several

factors including transformational leadership and work attachment. Several other factors such as intrinsic motivation and self efficacy are also believed to be factors that can influence proactive behavior. Next is an explanation of the theoretical study for these variables. However, conditions in the organizational environment indicate that often employees have not adopted proactive behavior.

1.1. ProcktiveBehaviour

According to Escrig-tena *et al.*, (2018) behavior is the totality of motion, perception and function which includes human life. The environment is very

influential in the conduct of individual behavior, because the behavior itself from the interaction between an individual and the environment. In a volatile environment, employees' organizational proactive behavior is of great importance to organizational functioning and adaptability (Tu *et al.*, 2020). The behavioral perspective in the human resource management literature assumes that employee behavior is the most relevant factor for achieving the desired level of performance in the company

1.2. Transformational Leadership

Bass divides leadership into two namely transactional leadership and transformational leadership (Kesari, Pradhan and Prasad, (2017). Li and Yuan, (2017) mention the opinion of Avolio and Bass who say that ideal influence, inspirational motivation, individual judgment, and intellectual stimulation are important ways used by transformational leaders collectively to motivate their followers. Howell and Avolio in Graves, Sarkis and Zhu, (2013) define transformational leadership as leadership that is social and cares about the common good. Transformational leadership is leadership that emphasizes the process by which people engage with others and create a relationship that increases motivation both in leaders and followers.

1.3. Self-efficacy

Borgogni *et al.*, (2013) defines that self-efficacy is one's belief or belief in its efficacy to regulate and carry out a series of actions that are appropriate to master the situation that will occur. Caesens and Stinglhamber, (2014) also revealed that self-efficacy is able to encourage employees to show work engagement and ultimately proactive behavior because self-efficacy encourages a person to take a series of effective actions to change the environment. Martin and Rimm-kaufman, (2015) said that self-efficacy is very important role in influencing the effort done, how strong the effort is and predicting success achieved. Self-efficacy refers to an individual's perception of his or her capacity to learn or perform a task in a given domain (Martin and Rimm-kaufman, 2015)

1.4. Work Engagement

Work engagement is a high emotional connection that an employee feels to his organization that influences the employee to exert free and greater effort for his work (Jung and Yoon, 2015). Employee engagement according to Cahill *et al.*, (2015) is a stable psychological state and is the result of interaction between an individual and the environment in which an individual works. Meanwhile, according to (Karatepe, 2010) attachment is a multidimensional idea. Employees are emotionally, cognitively and physically bound. Attachment occurs when someone is consciously alert and / or emotionally connected to another person.

1.5. Intrinsic Motivation

According to Kimura, Bande and Fernández-Ferrín, (2019) individuals who have intrinsic motivation are individuals who have the motivation to carry out their duties and give high dedication to their organizations. According to Amemiya and Sakairi, (2019) intrinsic motivation is defined as a positive experience that is gained directly by an employee from their work. In this research also mentions other opinions that say that intrinsic motivation is an important thing for the development of cognitive openness, they express intrinsic motivation as an act of doing an activity for satisfaction. According to Bialobrzeska *et al.*, (2019) intrinsic motivation is defined as a positive experience that is gained directly by an employee from their work. This research also expresses Ryan and Deci's opinion that intrinsic motivation is defined as an action to get satisfaction from his work.

1.6. Work Engagement and Proactive behavior

Cai, Parker and Chen, (2019) revealed that work attachment had a positive and significant effect on proactive behavior.

Employees who feel that they have a high attachment to the organization will try to show their best performance. So it fosters a sense of responsibility towards the actions it takes for the betterment of the organization.

Previously Schmitt, Hartog and Belschak, (2016) also found that work attachment affects employee proactive behavior. The research also revealed that work attachment mediates the relationship of transformational leadership and proactive behavior. In this study work engagement variables provide an important role in increasing proactive behavior in an organization.

1.7. Transformational Leadership and Intrinsic Motivation

Afsar, Badir and Kiani, (2016) research on leadership influences intrinsic motivation through the environment. A good application of transformational leadership is believed to be able to increase employee intrinsic motivation. Motivated employees will create new ideas and ideas that can help improve organizational performance.

Recent research Li *et al.*, (2020) also revealed that the application of good transformational leadership in an organization is believed to be able to increase employee motivation in carrying out their duties. These findings also reveal that transformational leadership is positively related to employee work motivation. This means that the better the application of transformational leadership, work motivation will increase.

Previously Graves, Sarkis and Zhu, (2013) have proven that transformational leadership has a positive and significant effect on intrinsic motivation and extrinsic motivation. The research also found that a good transformational leadership environment can increase intrinsic motivation.

1.8. Transformational Leadership and Work Engagement

Buil, Martínez and Matute, (2019) transformational leadership refers to the approach

used by leaders motivating followers to identify with the goals and interests of the organization and to perform beyond expectations. Transformational leadership has an important role in causing the changes needed for effective management. According to Buil, Martínez and Matute, (2019) transformational leaders have the ability to change organizations through their vision for the future, and by clarifying the vision, they can empower employees to take responsibility for achieving that vision. "These leaders usually displayed four different behaviors: ideal influence, inspirational motivation, intellectual stimulation and individualized consideration.

According to MacKenzie in Buil, Martínez and Matute, (2019)) transformational leadership is one of the more effective leadership ways to encourage positive behavior in extra employee roles. The research proves that there is a positive influence between transformational leadership and work engagement.

1.9. Transformational Leadership and Self-Efficacy

Recent research by Qiu, Dooley and Xie, (2020) also found that leadership has a positive effect on self-efficacy. Employees who have high self-efficacy are determined by the role of a leader in the organization. Likewise with transformational leadership that must be able to reflect the actions and behavior of subordinates, so that subordinates feel motivated and increase self-efficacy.

Based on the above theories and definitions review, the following framework has been formulated to depict the relationship between the dependent and independent variables.

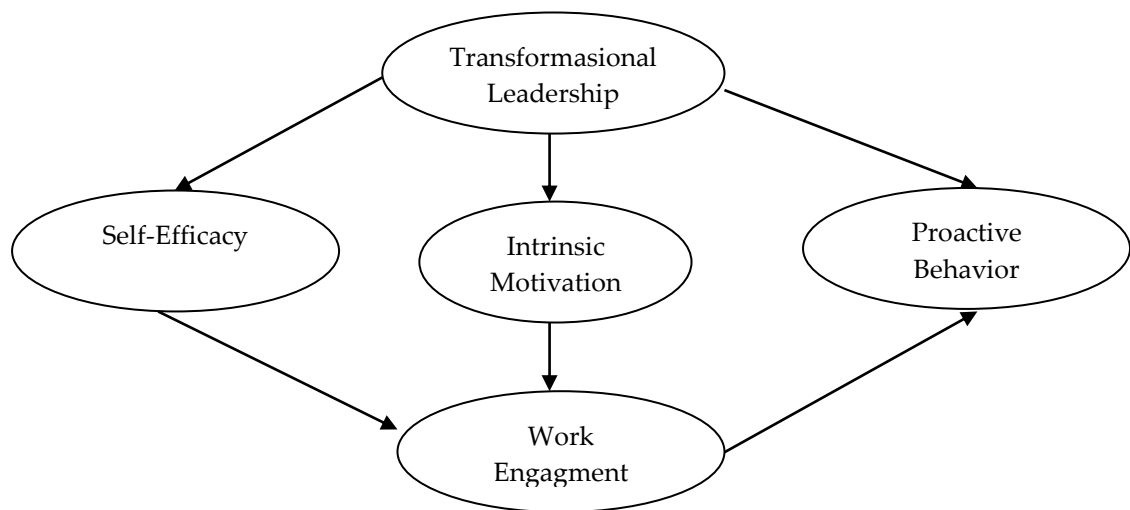


Figure 1: Conceptual framework

2. CONCLUSION

Research on proactive behavior in an organization is a very important study. Proactive behavior is the behavior of taking the initiative to change the circumstances around for the better. Proactive behavior is a basic form of proactive personality as someone who is not relatively urged by the situational power of someone who influences environmental changes. This article offers a conceptual model of transformational leadership relationships, self-efficacy, intrinsic motivation and work attachment to proactive behavior. In this model, transformational leadership and work attachment are directly related to proactive behavior. Work attachment acts as a mediator in the relationship of self-efficacy and proactive behavior. Whereas intrinsic motivation acts as a mediator on the influence of transformational leadership and work engagement.

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