



# The Influence of Transformational Leadership, Psychological Capital and Organizational Support for Work Engagement

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**Abstract.** This study proposes that work engagement is influenced by transformational leadership, perceived organizational support, psychological capital. The purpose of this study was to reveal the effect of transformational leadership, perceived organizational support, psychological capital on work engagement of Nagari employees in South Solok Regency. This study uses quantitative methods with data collection techniques using an online survey of 239. The data were analyzed by Structural Equation Modeling (SEM). The results showed that transformational leadership significantly affected perceived organizational support, perceived organizational support also significantly affected work engagement and psychological capital. Furthermore, psychological capital has a significant effect on work engagement. However, the results of the analysis show that transformational leadership has no significant effect on work engagement and psychological capital. Perceived organizational support was found to mediate the relationship between transformational leadership and work engagement. And psychological capital cannot mediate the relationship between transformational leadership and perceived organizational support on work engagement.

**Keywords:** transformational leadership · perceived organizational support · psychological capital · work engagement

## 1 Introduction

Employees are the main component of an organization and become actors in every activity of the organization. Employees are important assets that need to be developed to support the continuity and success of an organization. To achieve this target, employees who have high work engagement are needed. Work engagement itself is the extent to which a person is committed, dedicated, and loyal to the organization, supervisor, work, and co-workers [1]. Work engagement was first defined [2] as organizational members who carry out their work roles. Also states that employees who are engaged with their work, work and express themselves physically, cognitively, and emotionally during work and employees who are not engaged in disengagement and withdraw physically, cognitively and emotionally during work [2].

Employees who have high work engagement will show goal-oriented behavior, be diligent in achieving something with enthusiasm, and are enthusiastic, meaningful and proud of what they have done. Low work engagement can cause problems such as employee lack of interest in work, often slow in work, often late for work, often absent from work. The level of a person's work engagement can be influenced by several factors. Leadership is one factor that is widely discussed in encouraging the creation of work engagement. One of the leadership styles that can drive the development of work engagement is the transformational leadership style. [3] show that transformational leadership has a significant influence on employee work engagement. A leader must set an example for employees so that employee work engagement will increase. Leaders with leadership patterns become an important aspect in achieving organizational goals.

It is not only about transformational leadership that determines the level of employee engagement, another factor that also has an influence is organizational support. Research conducted [4] shows that employees' views of organizational support have an influence on job involvement. In addition, [5] also stated the same thing that what employees feel about organizational support has a significant effect on work engagement. Perceived organizational support is defined as employees' belief that the organization values their contributions and well-being [6]. In order for employee work engagement to increase, at least the organization needs to pay attention to the welfare, support and appreciation from the organization that can affect the level of employee work engagement in carrying out their duties.

The last mover and also a factor that determines work engagement is psychological capital. Psychological capital in each individual has an important role. This is in line with the research, [7] which explains the strong influence of psychological capital on employee work involvement. With the psychological capital aspect, it will increase the enthusiasm, dedication, and appreciation in the work of employees. High psychological capital makes employees have high work engagement in their work.

## 1.1 Work Engagement

State that work engagement is a positive working condition, a state associated with motivations characterized by passion, dedication, and absorption [8]. Vigor refers to a high level of energy and mental resilience while working. Dedication encourages feelings of importance, enthusiasm, inspiration, pride, and challenge. Finally, absorption is characterized by full concentration and pleasure in a job, where time is running fast and a person has difficulty getting away from work. Work involvement includes an energy dimension and an identification dimension. Work engagement is characterized by a high level of energy and a strong identification with one's work [9] Another opinion regarding work engagement is the positive attitude that employees have towards the organization and the values that exist within it. Engaged workers are aware of the business context and work with fellow workers to improve performance at work for the benefit of the organization [10]. [11] gives an understanding of work engagement as a condition in which a person is able to commit to the organization both emotionally and intellectually.

Furthermore, adds that work engagement has several benefits which are increasing productivity, profits, efficiency, reducing turnover, fraud, absenteeism, increasing customer satisfaction, reducing work accidents and minimizing complaints by the employee

[1]. Work engagement includes a sense of enthusiasm/passion and commitment that enables a person to continuously improve his/her work abilities so as to encourage the company's success. In addition, there are several other elements in the work engagement concept such as feeling proud to be part of the company, being proactive in taking initiatives and looking for opportunities to give their best contribution, although these elements will make the scope of the work engagement concept wider [12]. [13], stated that work involvement is synonymous with passion, dedication, and absorption; and affective commitment, which is characterized by feeling involved and emotionally attached to the organization, are conceptually distinct but interrelated constructs. Employees tend to feel bonded because of their attachment to the company or committed because of their involvement. Job engagement addresses issues related to encouraging employees to think and engage in their work. Engaged employees show positive attitudes towards their work physically, mentally and cognitively, and they have a desire to fully invest themselves in the assigned task [14].

## 1.2 Transformational Leadership

Most recent theories of transformational leadership are influenced by the concepts introduced [13]. Burns in [13] said that groundbreaking administration calls for virtues from adherents in its endeavors to work on their attention to moral issues and preparing their energy and assets to change organizations. [15] states that transformational leadership is often defined by its impact on how leaders strengthen attitudes of mutual cooperation and trust, collective self-efficacy, and team learning [16], transformational leaders mean leaders who inspire their followers to put aside their personal interests for the good of the organization and are able to have a tremendous influence on their followers. Meanwhile, according to [15], groundbreaking administration is an initiative style utilized by a chief when he maintains that a gathering should extend and have execution past the state of affairs or accomplish a completely new arrangement of hierarchical objectives.

Transformational leadership is a leadership style in which the leader changes the basic values, beliefs, and attitudes of followers, inspiring followers to show greater performance than their own expectations [14]. According to [17] transformational leaders pay attention to the needs of each follower and help them look at old problems in new ways, and are able to excite, excite, and inspire followers to expend extra effort to achieve group goals. By the implementation of transformational leadership, subordinates will feel trusted, valued and they will appreciate their leaders more [18].

## 1.3 Perceived Organizational Support

Perceived organizational support is an employee's perception of how the organization values their contribution and cares about their welfare [6]. According to [6] perceived organizational support is the degree to which employees believe the organization values their contributions and cares about their well-being. [19] also found that employees will continue to work in their organizations as long as the organization cares about their well-being and gives them important operational tasks. Seen hierarchical help can likewise be viewed as authoritative obligation to representatives. In the event that the association in values the devotion and dependability of representatives as a type of worker obligation

to the association, then representatives likewise focus on how committed the association needs to them. Grants given by the association can be considered as giving advantages to representatives, for example, feeling acknowledged and perceived, getting pay rates and advancements, getting different admittance to data, as the need might have arisen by workers to have the option to really complete their work. The presence of this proportional standard makes representatives and associations focus on one another's objectives in the functioning relationship [6].

#### **1.4 Psychological Capital**

According to [20] psychological capital is a state of positive individual psychological development, which is characterized by: (1) the self-confidence to take action to achieve success in challenging tasks; (2) positive attribution of current and future success; (3) persistence in achieving goals, the ability to redefine the path to achieving goals if necessary to achieve success; (4) when facing problems and difficulties, able to survive and move forward to achieve success. [20] further explained that psychological capital is open to change, in the sense that psychological capital can continue to grow. Unlike human capital which talks about what one knows, or social capital which talks about who one knows, psychological capital refers more to the individual himself and what the individual will become in the future. Because it focuses on who the individual is, psychological capital can include knowledge, skills, technical abilities, and experience. Psychological capital also includes group-level metaconstructs such as social support and relationships which are also part of the individual. Individuals with high psychcap can act in different capacities flexibly and adaptively to suit the existing demands and will help them feel well-being and realize their competence.

## **2 Research Hypotheses**

### **2.1 Transformational Leadership and Work Engagement**

[3] investigated how employees' perceptions of transformational leadership and the fit between people and work affect their work engagement. The results show that transformational leadership has a significant effect on employee work engagement as an employee's job suitability in China. [18] show that transformational leadership has a significant relationship with relational identification, work engagement and employee voice behavior and relational identification and work engagement sequentially mediate between transformational leadership and employee voice behavior. [21] revealed that transformational leadership style affects work engagement. [17] show that transformational leadership has a positive effect on engagement, which is then negatively related to employee turnover intentions. [22] revealed that transformational leadership styles and corporate brands are mediated by employee engagement. Partially, transformational leadership has a significant effect on employee engagement.

H1. Transformational leadership has a significant effect on work engagement.

## 2.2 Transformational Leadership and Perceived Organizational Support

[23] found that when supervisor's organizational embodiment is high, transformational leadership is related to perceived organizational support which in turn is also related to affective organizational commitment. [24] showed that transformational leadership positively affects perceived organizational support. [25] shows that there is a positive effect of transformational leadership on perceived organizational support and transformational leadership has a strong effect on employee creativity mediated by perceived organizational support. Furthermore, [26] also found that transformational leadership has a positive effect on perceived organizational support for school teachers in Indonesia.

H2. Transformational leadership has a significant effect on perceived organizational support.

## 2.3 Transformational Leadership and Psychological Capital

[27] show that followers' perceptions of transformational leadership are positively related to their positive psychological capital. [28] shows that the relationship between transformational leadership and employee psychological capital is getting stronger along with the growth of employee procedural justice from low to high. [29] show that psychological capital serves as a full mediator between transformational leadership and the service quality of front-line sales staff in Beijing, China. [30] found that psychological capital mediates the relationship between perceived leadership and the proximity of the workplace suggestion network. [31] shows that leadership style has a significant effect on psychological capital and work engagement. [32] revealed that the stronger the employee's perception of transformational leadership, the greater the employee's psychological capital. [33] shows that transformational leadership has a positive effect on psychological capital.

H3. Transformational leadership significantly influences psychological capital.

## 2.4 Perceived Organizational Support and Work Engagement

Research conducted [34] shows that there is a positive relationship between perceived organizational support and employee engagement. [23] state that perceived organizational support has a direct effect on work engagement. [5] stated that perceived organizational support has a significant effect on work engagement of Pakistani banking employees. [35] found that perceived organizational support had a positive effect on work engagement.

H4. Perceived organizational support has a significant effect on work engagement.

## 2.5 Perceived Organizational Support and Work Engagement

[36] found that psychological capital and its two components (optimism and resilience) partially mediate the relationship between perceived organizational support and depressive symptoms. Research conducted by [37] also confirmed the mediating role of psychological capital on the relationship between job burnout and perceived organizational support. [38] showed that perceived organizational support had a positive impact on the

four dimensions of psychological capital (hope, optimism, calm and self-confidence). [39] found that perceived organizational support has a significant and positive effect on psychological capital. [40] also found a significant effect of the impact of perceived organizational support on psychological capital. [41] found a positive and significant relationship between perceived organizational support and psychological capital.

H5. Perceived organizational support has a significant effect on psychological capital.

## **2.6 Psychological Capital and Work Engagement**

Factor analysis conducted by [42] shows that flight attendants with psychological capital have a positive relationship with work engagement. [7] show that psychological capital has a very strong influence on work engagement. [43] show that psychological capital is positively related to work engagement [31] also show that psychological capital is positively related to work engagement. [44] expressed that there is a positive connection between mental capital and work commitment.

H6. Psychological capital has a significant effect on work engagement.

## **2.7 Perceived Organizational Support Mediates the Effect of Transformational Leadership on Work Engagement**

The relationship of leadership to employee job involvement will be mediated by perceived organizational support. The support given by the leader to subordinates is an indicator for subordinates of the positive treatment received from the organization that leads to perceived organizational support. So with the high support given by transformational leaders to subordinates, the perceived organizational support is also getting higher. And this will have an impact on higher job involvement as well.

H7. Perceived organizational support mediates the effect of transformational leadership on work engagement.

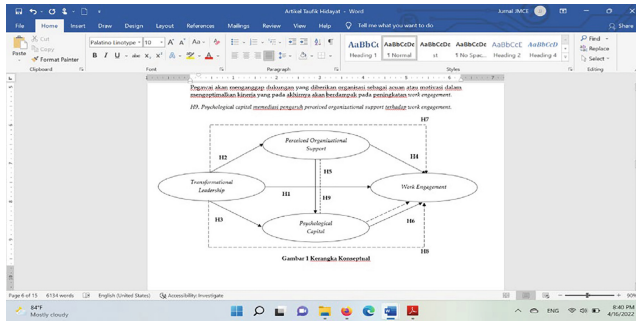
## **2.8 Psychological Capital Mediates the Effect of Transformational Leadership on Work Engagement**

The relationship of leadership to work involvement will be mediated by the psychological state of the employee. Where the psychological state of an employee who is able to think positively will not consider the workload as an obstacle at work and social support from superiors will motivate them to work. So this can increase work engagement.

H8. Psychological capital mediates the effect of transformational leadership on work engagement.

## **2.9 The Role of Perceived Organizational Support Psychological Capital in Job Engagement**

The relationship of perceived organizational support to employee work involvement will be mediated by the employee's psychological state. Perceived organizational support is how much organizational support employees feel for their contribution and organizational concern for their welfare which will have an impact on employee support for



**Fig. 1.** Conceptual Framework

the organization. Employees will consider the support provided by the organization as a reference or motivation in optimizing performance which will ultimately have an impact on increasing work engagement (Fig. 1).

H9. Psychological capital mediates the effect of perceived organizational support on work engagement.

### 3 Methods

The approach method in this research is a quantitative approach. The purpose of descriptive research is to make systematic, factual and accurate descriptions, descriptions, pictures, and descriptions of the facts, nature and relationships between the various phenomena being investigated. This study aims to examine and provide empirical evidence on the effect of Transformational Leadership, Perceived Organizational Support, and Psychological Capital on Work Engagement for Nagari employees in South Solok Regency.

The population of this research is employees who work in Nagari offices in South Solok Regency. The sampling technique used is probability sampling technique, namely clustered sampling with a total sample of 239 people. The questionnaire will be distributed online. The answer for each statement item uses a 5-point Likert scale (1 = strongly disagree, 5 = strongly agree) and then the data will be processed using Structural Equation Modeling.

Work commitment is estimated by nine proclamation things embraced from [45] which alludes to [8]. Groundbreaking initiative is estimated by a seven-thing explanation took on from [46]. Seen authoritative help is estimated by eight explanation things embraced from [47]. Moreover, Psychological capital is estimated by twelve proclamation things took on from [42].

### 4 Result and Discussions

#### Measurement Model

Based on Fig. 2, the chi square value is 348.006, the DF is 241 with a probability of

0.000, the GFI value is 0.900 0.90, the RMSEA value is 0.043 0.08, the AFGI value is 0.865 < 0.90, the TLI value is 0.954 0.90, the NFI value is 0.891 < 0.90, the CFI value of 0.963 0.90 and the CMIN/DF value of 1.444 2.00 indicate that the suitability test of this model produces a good acceptance. The results of the confirmatory analysis of the four variables used in this study are described as follows.

### Primary Model Result

Primary condition displaying examination was utilized to decide the underlying connection between the factors contemplated. The aftereffects of the primary condition displaying examination in this study should be visible in Fig. 3 underneath.

After processing the data, it was found that transformational leadership had no significant effect on employee work engagement. This finding contradicts previous research which states that transformational leadership has a significant effect on employee work engagement [3, 15, 19, 27, 41]. This finding confirms the research conducted by [14] which states that transformational leadership does not have a positive relationship

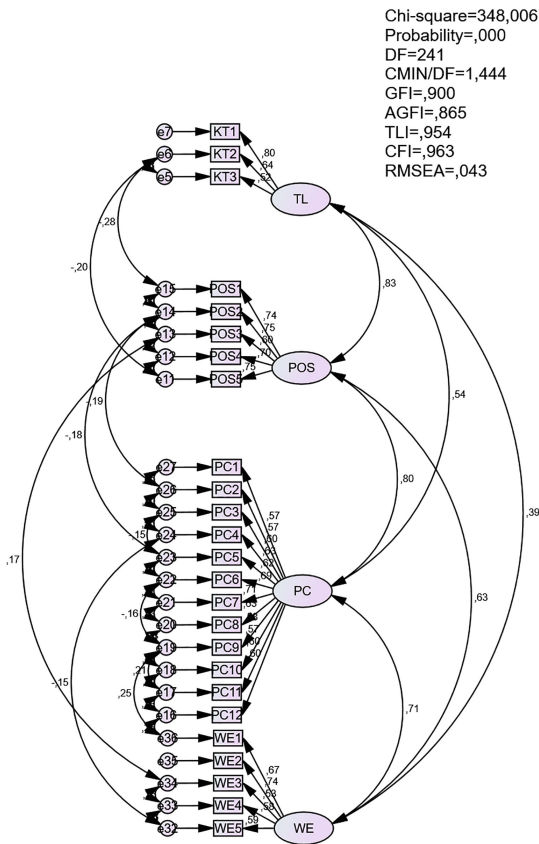
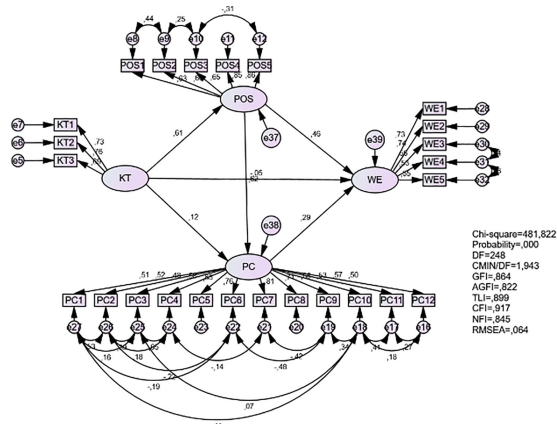


Fig. 2. Overall Measurement Model





**Fig. 3.** Final Structure Analysis

with work engagement, where job autonomy fully mediates the effect of transformational leadership on work engagement. [18] also found that transformational leadership had no significant effect on work engagement. Furthermore, [48] also found that transformational leadership has no effect on work engagement.

Transformational leadership was found to have a significant effect on employees’ perceived organizational support. This is in line with previous findings. Transformational leadership has been found to have an effect on perceived organizational support by [8, 25, 26, 45].

In light of the table over, the chi square worth is 481,822, the DF is 248 with a likelihood of 0.000, the GFI esteem is  $0.864 < 0.90$ , the RMSEA esteem is  $0.066 < 0.08$ , the AFGI esteem is  $0.863 < 0.90$ , the TLI esteem is  $0.899/0.90 \geq 0.90$ , the NFI esteem is  $0.845 < 0.90$ , the CFI worth of  $0.917 < 0.90$  and the CMIN/DF worth of  $1.943 > 2.00$  demonstrate that the reasonableness trial of this model creates a decent acknowledgment. These outcomes are acquired by making a few changes or changes. After the exception and ordinariness tests were completed, the last example was 231 respondents.

**Hypothesis Testing**

Hypothesis testing was led to decide if the exogenous factors affected the endogenous factors. The after effects of speculation testing should be visible in Table 1 and Table 2.

Transformational leaders tend to trust their subordinates’ ability to handle problems and value their contributions.

The support given by the leader to subordinates is an indicator for subordinates of the positive treatment received from the organization that leads to perceived organizational support. And when employees feel strongly connected to their leader, they are more likely to become emotionally attached to the organization. So that it can be said that transformational leadership has a positive effect on organizational support felt by employees. The higher the support given by transformational leaders to subordinates, the higher the perceived organizational support.

**Table 1.** Regression Weights

Variable Endogen	Variable Eksogen	Estimate	S.E.	C.R.	P	Hasil
POS	Transformational Leadership	,581	,091	6,380	***	Diterima
PsyCap	Transformational Leadership	,080	,056	1,423	,155	Ditolak
PsyCap	POS	,440	,083	5,290	***	Diterima
Work Engagement	POS	,431	,115	3,742	***	Diterima
Work Engagement	PsyCap	,388	,136	2,845	,004	Diterima
Work Engagement	Kep. Transformasional	-,044	,087	-,503	,615	Ditolak

This study proposes that transformational leadership has a significant effect on psychological capital. However, after processing the data, it was found that transformational leadership had no significant effect on the psychological capital of employees. This contradicts the previous findings by [4, 27, 29–31, 47] which shows that transformational leadership has a positive effect on psychological capital.

Transformational leadership can have a significant effect on psychological capital if perceived organizational support is excluded from the model. This finding can explain that the psychological state of employees is still able to develop and think positively to be able to work optimally regardless of who the leader is and how they lead. With the organizational support felt by employees for their contribution, they will be willing to contribute more to the organization which in turn will increase employee work engagement.

This study found that perceived organizational support had a significant effect on work engagement. This finding confirms the research conducted by [4, 5, 34]. Perceived organizational support is how much organizational support employees feel for their contribution and organizational concern for their welfare which will have an impact on employee support for the organization. Perceived organizational support is also an important factor affecting employee job satisfaction. With the high level of perceived organizational support, it is expected that the level of employee work engagement will also increase.

Perceived organizational support was also found to have a significant effect on the psychological capital of employees. This finding confirms the research conducted by [29, 37, 39–41]. Perceived organizational support is how much organizational support employees feel for their contribution and organizational concern for their welfare which will have an impact on employee support for the organization. While psychological capital is the psychological state of an employee who is believed to be able to develop and think positively in himself so that he can work optimally. If employees' perceived organizational support is high, then they may feel psychologically comfortable and willing to make more contributions to the organization.

Psychological capital was found to have a significant effect on employee work engagement. This finding confirms the research conducted by [7, 31, 42–44] which shows that employees with high psychological capital tend to show higher work engagement. Psychological capital is the psychological state of an employee who is believed to be able to develop and think positively within himself so that he can work optimally which is characterized by self-efficacy, hope, optimism, and resilience. Employees can change, motivate, and control themselves to be positive, so the workload will not be felt as an obstacle to work, and social support from co-workers, both superiors, subordinates, or the same level can increase work engagement.

Transformational leadership has an indirect effect on work engagement, where perceived organizational support acts as a mediator on the effect of transformational leadership on work engagement. This can be seen from the indirect effect value of 0.380, this value is higher than the direct effect value ( $-0.044$ ). So it can be concluded that H7 in this study is acceptable. Transformational leadership will affect employee job involvement through the organizational support felt by employees for the contribution they make to the organization. The support given by the leadership to subordinates is an indicator for subordinates of the positive treatment received from the organization that leads to perceived organizational support. So with the high support given by the leadership to its employees, the perceived organizational support is also getting higher. And this will have an impact on higher job involvement as well.

Based on the results of data processing, it is known that psychological capital is not able to mediate the relationship between the influence of transformational leadership on work engagement. So it can be concluded that H8 in this study was rejected. This is because transformational leadership itself is not able to directly affect psychological capital. Which means, whoever and however the way someone leads does not have a direct impact on the psychological state of employees. Psychological capital is also unable to mediate the relationship between perceived organizational support and work engagement. This can be seen from the indirect effect of 0.170, this value is lower than the value of the direct effect (0.431). So it can be concluded that H9 in this study was rejected. The status of employees who are only contract employees can be one

**Table 2.** Direct, Indirect dan Total Effect

Variable Endogen	Variable Eksogen	Direct Effect	Indirect Effect	Total Effect
POS	transformational leadership	,581	–	,581
PsyCap	transformational leadership	,080	,255	,335
Work Engagement	transformational leadership	–,044	,380	,336
PsyCap	POS	,440	–	,440
Work Engagement	POS	,431	,170	,602
Work Engagement	PsyCap	,388	–	,388

of the reasons for the lack of employee engagement with their organization, this also applies to the psychological state of employees who cannot be directly influenced by transformational leadership.

The social cognitive theory of Albert Bandura can explain this finding. This theory is based on the proposition that social and cognitive processes are central to understanding human motivation, emotion, and action. In the social cognitive model, the causal model involves triadic reciprocal determinism. Triadic reciprocal determinism is a model consisting of three factors that influence behavior, namely the environment (E), the individual (P), and the behavior (B) itself. This explains that in essence, Bandura believes that individual behavior is influenced by environmental factors and personal characteristics. The environmental component consists of the physical environment around the individual that has the potential to amplify the stimulus, including the social environment i.e., people who are present (or not). The environment affects the intensity and frequency of behavior, just as the behavior itself can have an impact on the environment.

The reciprocal causal relationship between individual factors (P) and behavioral factors (B), reflects the interactions between thoughts, hopes, beliefs, self-perceptions, goals, and intentions that give shape and direction to behavior. What people think, believe, and feel influences how they behave (Bandura, 1986). Furthermore, the reciprocal relationship between behavioral (B) and environmental (E) factors. In everyday transactions, behavior changes environmental conditions, which in turn will be changed by the conditions that created it. When some aspects of the physical and social environment limit an individual's mobility, this can lead to individual reactions whether they like it or not. However, most aspects of the environment have no effect until an appropriate behavioral reaction occurs. In this case, the leader does not influence employees unless they are willing to develop a positive attitude and are willing to commit to the organization regardless of their employment status.

The reciprocal relationship contained in the model does not mean the same in the strength of influence between the two directions. Not also in terms of patterns and forces that influence each other between the causal factors. The power of influence that occurs can be different for different behavioral activities, different individuals and in different sets of situations. When environmental conditions urgently affect behavior, then the dominance of power lies in the causal factors of the environment. When environmental influences are weak, personal factors can become the dominant factors influencing the regulated system. In deciding something, past events will be a reference for the future (Table 3).

**Table 3.** Squared Multiple Correlations

Variable Endogen	Estimate
POS	,372
PsyCap	,488
Work Engagement	,446

The structural model also confirms that the R-Squared or SMC of perceived organizational support is 0.372. This indicates that 37.2% of the modification in perceived organizational support can be explained by transformational leadership. Meanwhile, 62.8% of the variance can be expressed by other variables. Furthermore, the R-Squared or SMC of the psychological capital is 0.488. This suggests that 48.8% of the modifications in psychological capital can be explained by transformational leadership and perceived organizational support. Meanwhile, 51.2% of the variance can be expressed by other variables. Finally, the R-Squared or SMC of work engagement is 0.446. This shows that 44.6% of the variance in work engagement can be explained by transformational leadership, perceived organizational support and psychological capital. And the remaining 55.4% can be explained by other variables not included in this study.

Further, this article as a whole describes the analysis of The Influence of Transformational Leadership, Perceived Organizational Support and Psychological Capital on Work Engagement. This is part of the Piceeba year 2022 theme which discusses from the economic and business aspects that Human Resources greatly determines the success or failure of an organization. Where the role of the leader is the future of an organization.

### **Conclusion**

Groundbreaking initiative fundamentally affects representatives' apparent hierarchical help. Groundbreaking authority meaningfully affects the mental capital of representatives. Perceived organizational support has a significant effect on employee work engagement. Perceived organizational support has a significant effect on the psychological capital of employees. Psychological capital has a significant effect on employee work engagement. Perceived organizational support acts as a mediator on the effect of transformational leadership on work engagement. Psychological capital is not able to mediate the influence of transformational leadership on work engagement. Psychological capital is not able to act as a mediator on the effect of perceived organizational support on work engagement.

There are several suggestions, namely perceived organizational support can be improved by increasing the transformational leadership role of a nagari guardian in increasing organizational support to employees, paying more attention to employees who need special assistance, prioritizing employee welfare. To be able to increase psychological capital, employees are expected to increase their self-confidence at work so that the organization does not doubt the abilities of employees, and further increases their love for work and together think about the survival of the organization. To be able to improve transformational leadership, leaders are expected to be able to provide encouragement to employees who experience difficulties at work and provide recognition for the achievements achieved by employees, be able to communicate the vision to employees more clearly, and be able to become facilitators for employees to improve their abilities. Further research is expected to increase the number of research objects, samples, and other variables in order to obtain more diverse research results.

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