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## THE EFFECT OF TRANSFORMATIONAL LEADERSHIP AND TRANSACTIONAL LEADERSHIP ON WORK MOTIVATION AND EMPLOYEE ENGAGEMENT (MEDICAL) EMPLOYEE AT ZAINAB CHILDHOOD HOSPITAL PEKANBARU

**Abstract:** This study aims to examine and analyze the influence of transformational leadership and transactional leadership on work motivation and employee engagement (medical) at Zainab Mother and Child Hospital Pekanbaru. This study uses a quantitative approach with descriptive analysis method. This study had 127 samples from a total population of 127 medical employees. The data used consists of primary data and secondary data. Data collection was carried out using a questionnaire. Descriptive analysis method is used to describe the characteristics of respondents and research hypotheses using relevant statistical tests. The data analysis technique uses path analysis with the SPSS program. The research results show 1. Transformational leadership has a significant effect on employee engagement at the Zainab Mother and Child Hospital. 2. Transactional leadership has a significant effect on employee engagement at the Zainab Mother and Child Hospital. 3. Transformational leadership has a significant effect on work motivation at the Zainab Mother and Child Hospital. 4. Transactional leadership has a significant effect on work motivation at the Zainab Mother and Child Hospital. 5. Transformational leadership has no significant effect on employee engagement through work motivation at the Zainab Mother and Child Hospital. 6. Transactional leadership has no significant effect on employee engagement through work motivation at the Zainab Mother and Child Hospital.

**Key words:** Transformational leadership, transactional leadership, motivation, employee engagement  
**Language:** English

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### Introduction

Along with the current rapid population growth in Indonesia with a total of 270,203,917 people in general, and specifically in Riau with a total of

6,394,087 people, the need for health services has also increased, both primary and primary basic needs.

Primary needs can be met through puskesmas, primary clinics and primary services can be met at general hospitals or special hospitals, such as mother

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and child hospitals that specifically provide services for maternal and child problems.

A hospital is a health service institution that provides comprehensive individual health services and provides inpatient, outpatient and emergency services. According to Law No. 44 of 2009 concerning hospitals organized based on Pancasila and based on human values, ethics and professionalism, benefits, justice, equal rights and anti-discrimination, equity, protection and patient safety, and has a social function. Nurses are one of the human resources in a hospital that determines the assessment of the quality of health services that must be managed optimally, continuously and given special attention.

Human resources involved in health services in hospitals consist of multi-professions, both health workers and non-health workers. Nurses are the most employees among all health workers in the hospital. According to Law no. 38 of 2014 concerning nursing (PDPERSI, 2014), the duties and responsibilities of nurses in carrying out work, namely carrying out nursing for each patient from simple to complex according to diagnosis, assisting case finding, managing patient nursing care, providing nursing consultations collaborating with doctors, providing knowledge to patients, evaluating the effectiveness of actions on patients, taking care of patients from morning, afternoon, evening and night with passion and patience, treating patients with diligence and focus, provide medication carefully according to the prescription of medical personnel, and provide motivation and attention to patients. Nurses with complex job characteristics are required to work

professionally and to the maximum extent possible to maintain the quality of hospital services in order to remain competitive.

Employee engagement is a multidimensional idea emotionally, cognitively or physically. Engagement occurs when a person is consciously aware of and emotionally connected to another person. When employees are engaged, employees have an awareness of the purpose of their role to provide services so that employees will give all their best abilities. Employees who have high engagement will feel comfortable in their work environment thereby reducing the desire to move (Khan in Luthans and Peterson, 2002).

Researchers conducted interviews with RSIA Zainab employees on (12 March 2021) found that:

1. Employees are anti-global changes and new things that can improve employee performance.
2. The low employee commitment is due to several factors, namely the low level of communication between leaders and employees, so that they are unable to increase employee commitment. Many employees submit resignation if there is a decision from management that is not in line with employee expectations and lack of employee attachment to the hospital, lack of seriousness in work, employee delays specifically to management.
3. Lack of employee concern among the team, employees are more concerned with their own work when it is finished without caring about the work of other employees who are still unfinished.

This is supported by a pre-survey of 20 RSIA Zainab Pekanbaru employees:

**Table 1. Pre Survey Employee Engagement on RSIA Zainab Pekanbaru employees**

No.	Question	Answer		Number of Nurses	Target In %
		Yes	No		
1.	I always try to add insight and learn new things (dynamic)	45	55	20	100
2.	I have always been committed to working for the company	30	70	20	100
3.	I always help co-workers who haven't finished their assignments	35	65	20	100

**RSIA Zainab Pre-Survey**

From table 1 above it can be seen that the three statements show the results that employees do not want to try to add insight and learn new things, low employee commitment and do not want to help colleagues. Low employee commitment can be seen from the LTO level of employees at RSIA Zainab, HRD Zainab stated that in 2020 the employee LTO rate reached 20.8% with 62 people leaving the company. This is of course the company's job to

increase employee engagement among its employees. Low commitment will have an impact on higher LTO levels.

The performance of nurses or employees in a hospital determines success in health services. The performance of nurses or hospital employees must be supported by activities development and coaching so as to improve the quality of service. Some factors that can affect the performance of nurses or employees are

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individual factors (skills, knowledge, abilities, background), psychological factors (perceptions, attitudes, motivation, and personality), and organizational factors (resources, leadership, and supervision). One of the psychological factors that greatly affect the performance of nurses or employees is motivation.

Motivation according to Robbins (2002) is the desire to perform as a willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of that effort to fulfill an individual need. The phenomena found at RSIA Zainab are:

1. Low responsibility for work carried out by employees, so this will be detrimental to the company, which will produce bad work results.

2. Employees are low at doing a good job, it is found that employees are still doing work under the direction of their superiors, in this case employees are not aware of their duties and functions at work, so there must be more instructions from superiors.

From the phenomenon above, the researchers conducted a pre-survey of 20 employees of RSIA Zainab Pekanbaru:

**Table 2. Pre-Survey of Motivation on RSIA Zainab Pekanbaru employees**

No.	Question	Answer		Number of Nurses	Target In %
		Yes	No		
1.	I have a high personal responsibility towards work	25	75	20	100
2.	I am able to do something/work as well as possible	35	65	20	100
3.	I want to get fair wages according to work	65	45	20	100
4.	I have always wanted to earn a higher wage than usual.	50	50	20	100
5.	I want to learn to master the work in their field	40	60	20	100

**RSIA Zainab Pre-Survey**

From table 2 it can be seen that employee motivation at work is very low as can be seen from several statements that answered no. This certainly hinders work if employee motivation is low. In this motivational effort, it is necessary to have a factor that must be owned by employees, namely morale. The spirit of work itself arises and grows within employees due to motivation from the leadership in the sense that the leadership gives motives or encouragement to employees, where the motive itself concerns the needs of employees, both inner needs and physical needs. High employee motivation will have a positive impact on the progress of the company and the development of the employees themselves. This has encouraged many company management to focus and start paying more attention to employee motivation.

According to Zanikham (2008) Transformational leadership is defined as the ability of leaders to change work abilities, work motivation, work patterns and work values perceived by subordinates so that they are better able to optimize performance to achieve organizational goals. Based

on interviews with HRD RSIA Zainab Pekanbaru, it shows that:

1. Leaders are unable to get employees to join in with employees in creating the vision that exists in the company.

2. Leaders are lacking in terms of motivation, meaning that leaders are less passionate about communicating with subordinates things that can make employees motivated to be more enthusiastic at work.

3. Leaders have not been able to make employees accept new ways of working, employees are very afraid of new changes being made.

4. Lack of attention from leaders to employees, leaders pay less attention through rewording employees for the achievements made by employees.

To support the phenomena that occur in the corporate environment regarding transformational leadership in RSIA Zainab employees, researchers also conducted a pre-survey of 20 employees with the following results:

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**Table 3. Pre Survey of Transformational Leadership on RSIA Zainab Pekanbaru employees**

No.	Question	Answer		Number of Nurses	Target In %
		Yes	No		
1.	Leaders are able to motivate employees to be able to jointly create the vision that exists in the company	30	70	20	100
2.	Leaders are able to motivate employees to increase employee morale	45	55	20	100
3.	Leaders are able to encourage employees to solve old problems in new ways	40	60	20	100
4.	Leaders always pay attention and provide examples so that employees are able to develop better personalities	45	55	20	100

**RSIA Zainab Pre-Survey**

Table 3 shows that transformational leadership has not been able to increase employee motivation in doing work. The first consequence of a person's loss of enthusiasm for work is that work is delayed. Employees become unmotivated to do everything and finally the work that is their responsibility is neglected. Employees who do not have enthusiasm for work in the company will easily experience stress. This is caused by a domino effect (sustained reaction) felt by employees in the company.

When employees start to lose enthusiasm for work, they become unmotivated to get the job done and end up getting delayed. After the work is delayed and piled up, employees will experience stress because they see the amount of work that has not been completed. Delayed employee work will certainly have an impact on the company's operational activities. When operational activities are hampered, it is certain that the company will experience a slight decline in terms of revenue. Employees who lack enthusiasm for work not only result in delayed work, but can also have a negative effect on their fellow co-workers. As a leader or superior, a leader must be able to find solutions to increase employee morale for the continuity of the company.

Research conducted by Charista and Nyoto (2015) has proven that transformational leadership has a positive and significant effect on employee engagement with a leadership period of more than 1 year, so this supports the statement that transformational leadership was applied by GMs during the 8 months of their leadership. have not been able to encourage the creation of employee

engagement and have not been able to increase motivation. This research is in line with the research of Marwan Milhem, Habsah Muda, Khalil Ahmed. 2019 with the title "The effect of perceived transformational leadership style on employee engagement" that transformational leadership has a significant effect on employee engagement. This is also reinforced by the research of Herman HM Tse1. March L. To2. Warren CK Chiu 3. 2017 with the title "When and why does transformational leadership influence Employee creativity? The roles of personal control and creative personality ting effect of the leader's emotional intelligence" with the result that transformational leadership has an effect on employees.

According to Wibowo (2014) transactional leadership is leadership that helps organizations achieve current goals more efficiently, such as by linking job satisfaction to reward assessments and ensuring that workers have the resources needed to complete work. Based on interviews with RSIA Zainab employees, it shows that:

1. Lack of rewards given by leaders to subordinates who do a good job or achieve targets.
2. Leaders are still lacking in giving punishment to employees if employees make the same mistakes, so in this case employees do not have a deterrent effect and do not want to correct mistakes.

To support the phenomena that occur in the corporate environment regarding transformational leadership in RSIA Zainab employees, researchers also conducted a pre-survey of 20 employees with the following results:

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**Table 4. Pre-Survey of Transactional Leadership on RSIA Zainab Pekanbaru employees**

No.	Question	Answer		Number of Nurses	Target In %
		Yes	No		
1.	Leaders always reward subordinates for the achievements made	40	60	20	100
2.	The leader always supervises the process of carrying out the tasks of the subordinates directly	50	50	20	100
3.	The leader gives warnings and sanctions to his subordinates if there is an error in the process carried out by the subordinate concerned	45	55	20	100

**RSIA Zainab Pre-Survey**

work system that is not constant because it adapts to the tasks being carried out, lack of motivation to work because there is no motivation from the leadership, leaders who cover up the mistakes of their subordinates so that they can be appreciated by their subordinates, lack of socialization of the application of reward and punishment so that misunderstandings often occur between employees and superiors, division unfair assignments from leaders, lack of appreciation for employees who have good performance. Research conducted by Ida Siswatiningsih, Kusdi Raharjo, Arik Prasetya, 2018 with the title "The Influence of Transformational and Transactional Leadership on Organizational Culture, Work Motivation, Organizational Commitment and Employee Performance" with the result that transactional leadership has no effect on motivation. lack of work motivation due to lack of motivation from leaders, leaders who cover up the mistakes of their subordinates so that they can be appreciated by their subordinates, lack of socialization of the application of rewards and punishment so that misunderstandings often occur between employees and superiors, unfair division of tasks from leaders, lack of appreciation for employees which has good performance. Research conducted by Ida Siswatiningsih, Kusdi Raharjo, Arik Prasetya, 2018 with the title "The Influence of Transformational and Transactional Leadership on Organizational Culture, Work Motivation, Organizational Commitment and Employee Performance" with the result that transactional leadership has no effect on motivation. lack of work motivation due to lack of motivation from leaders, leaders who cover up the mistakes of their subordinates so that they can be appreciated by their subordinates, lack of socialization of the application of rewards and punishment so that misunderstandings often occur between employees and superiors, unfair division of tasks from leaders, lack of appreciation for employees which has good performance. Research conducted by Ida Siswatiningsih, Kusdi Raharjo, Arik Prasetya, 2018

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From the background that researchers have done at RSIA Zainab, therefore researchers are interested in examining the same variables but in different places by taking employees as samples at the Zainab Mother and Child Hospital Pekanbaru with the title: "The Influence of Leadership Transformational and Transactional Leadership on Work Motivation and Employee Engagement (Medical) Zainab Mother and Child Hospital Pekanbaru"

The formulation of the problem in this study refers to the background of the problems that occurred at the Zainab Mother and Child Hospital in Pekanbaru as follows:

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1) Does transformational leadership affect the work motivation of employees at Zainab Pekanbaru Mother and Child Hospital?

2) Does Transformational leadership affect Employee Engagement at Zainab Pekanbaru Mother and Child Hospital?

3) Does transactional leadership affect the work motivation of employees at Zainab Pekanbaru Mother and Child Hospital?

4) Does transactional leadership affect employee engagement at Zainab Pekanbaru Mother and Child Hospital?

5) Does work motivation affect employee engagement at Zainab Pekanbaru Mother and Child Hospital?

6) Does transformational leadership affect employee engagement through work motivation?

7) Does transactional leadership affect employee engagement through work motivation?

## LITERATURE REVIEW

### Employee Engagement

According to Hughes and Rog (2008) employee engagement is a high emotional and intellectual relationship that employees have with their work, the organization, managers, or co-workers that exert influence to increase discretionary effort in their work. A good relationship with the job for which he is responsible, the organization where he works, the manager who is his boss and provides support and advice, or co-workers who support each other allows individuals to give their best efforts that exceed the requirements of a job.

Saks (2006) also put forward an explanation of attachment as a motivational construct that has two dimensions which include attention (a person's cognitive availability to think about his work role in a period of time) and absorption (a person's intensity in focusing on his work role).

Robinson et al (2004) define employee engagement as a positive attitude that employees have towards the organization where they work and the values that are owned by that organization. Thus, in the concept of employee engagement, there is a two-way relationship between employees and the company.

Mujiasih (2015) defines employee engagement as a condition in which humans feel that they have found their full sense of self, have motivation at work, are able to receive positive support from others, and are able to work effectively and efficiently in the work environment.

Schaufeli & Bakker (2004) defines employee engagement as a positive, satisfying state of mind, attitude related to work. Engagement refers to a state of genuine and consistent feeling and thinking that does not only focus on certain objects, events, individuals or behaviors. Based on the descriptions of the several figures above, the meaning of employee

engagement is a high emotional and intellectual relationship between employees and their work. Employee engagement is also indicated by the behavior of employees who give more effort to their work and are able to work effectively and efficiently in the work environment.

### Employee Engagement Indicator

1. *Engagement traits*
  2. *State engagement*
  3. *Behavioral engagement*
- Macey and Schneider (2008)

### Work motivation

Olatunji Eniola (2015) states, "motivation is one of the greatest challenges facing managers across the globe because it influences workers' performance and thus the extent to which organizations are able to achieve their objectives and justify their existence". Robbins in Wilson Bangun (2012) states, "motivation as the processes that account for an individual's intensity, direction, and persistence of effort toward achieving a goal".

Motivation comes from the word "movere" which means "impulse or driving force". Motivation is only given to humans, especially to subordinates or followers. Motivation is a process that begins with a desire or encouragement that directs a person, either physiological or psychological, or there is a need that drives one's behavior, or there is a desire to achieve a goal, or in the form of certain rewards according to Azizil Bana (2016).

### Motivation Indicator

1. *existence*(existence)
  2. *Relatedness*(connectedness)
  3. *growth*(growth)
- Alderfer (2004)

### Transformational leadership

Leadership is the ability of a leader to influence other people (employees), he needs a certain leadership style or behavior, known as 21st century leadership, namely transformational leadership. According to Setiawan and Muhith (2012) lexically the term transformational leadership consists of two words, namely leadership and transformational. The term means a change in form (shape, nature, function, etc.) and some even state that the word transformation stems from the word "to transform" which means transforming vision into reality, heat into energy, potential into factual, latent into manifest.

According to Lensufiie (2010) that transformational leadership has the notion of leadership that aims for change, the change in question is assumed to be a better change against the status quo and active. Transformational leadership is also defined as a leadership approach that creates positive and valuable change for an organization.

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### Transformational Leadership Indicators

1. Charisma.
2. Inspirational Motivation.
3. Intellectual Stimulation.
4. Individual Attention.

### Transactional Leadership

According to Wibowo (2014) transactional leadership is leadership that helps organizations achieve current goals more efficiently, such as by linking job satisfaction to reward assessments and ensuring that workers have the resources needed to complete work. Transactional leadership is more directed to leaders who emphasize giving rewards to subordinates and controlling the work of their subordinates and directing them to the goals that have been set in order to clarify the roles and task demands of Garnasih and Pramadewi (2013).

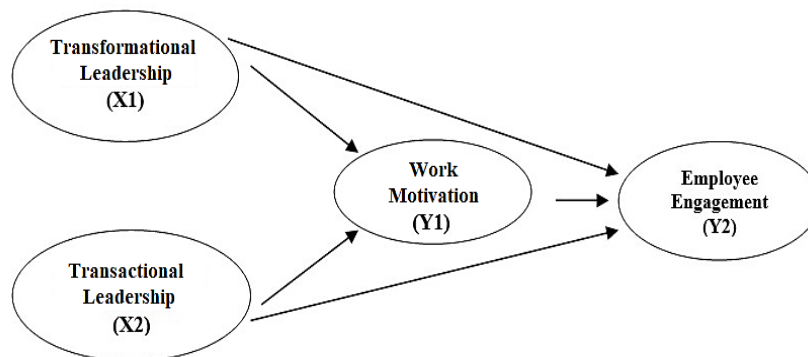
Transactional leadership is a leadership model in which a leader is more likely to provide direction to

his subordinates, and provide incentives and punishments for their performance and focuses on behavior to guide his followers Maulizar and Yunus (2012). Transactional leadership style is also known as managerial leadership which focuses on the supervisory role, organization, and group performance. Transactional leadership style is a leadership style in which the leader encourages the obedience of his followers through two factors, namely rewards and punishments. Leaders with a transactional leadership style work by paying attention to the work of employees to find errors and irregularities. This type of leadership is very effective in crisis and emergency situations.

### Transactional Leadership Indicators

1. Rewards
  2. Supervision
  3. Punishment
- Clouds (2014)

Figure 1. Research Framework



### Research Hypothesis:

1. There is a positive and significant relationship between Transformational Leadership and Work Motivation.
2. There is a positive and significant relationship between Transformational Leadership and Employee engagement.
3. There is a positive and significant relationship between Transactional Leadership and Work Motivation.
4. There is a positive and significant relationship between Transactional Leadership and Employee engagement.
5. There is a positive and significant relationship between work motivation and employee engagement.

6. There is a positive and significant relationship between transformational leadership and employee engagement through work motivation.

7. There is a positive and significant relationship between transactional leadership and employee engagement through work motivation.

### RESEARCH METHODOLOGY

This study uses a quantitative approach with descriptive analysis method. In this study, the population was all medical employees of RSIA Zainab with a sample population of 127 people

Data was collected using a questionnaire. Test the research hypothesis using relevant statistical tests. The data analysis technique uses path analysis with the SPSS program.

### RESULTS AND DISCUSSION

<b>Impact Factor:</b>	<b>ISRA (India) = 6.317</b>	<b>SIS (USA) = 0.912</b>	<b>ICV (Poland) = 6.630</b>
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**Table 5. Structural Path Analysis I**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	4,884	.910		5,321	.000
Transformational Leadership (X1)	.316	.058	.468	5,429	.000
Transactional Leadership (X2)	.326	.082	.433	5,539	.000

Source: Research Processed Data, 2022

Data analysis:

1. Based on table 4.19 the results of the hypothesis test above show that: transformational leadership variable (X1) is obtainedtcount of 5.429 is greater than ttable 1.979 or the significance is less than 0.05, namely 0.000. It means independent variabletransformational leadership (X1)can explain the dependent variableWork Motivation (Y1). Thus it can be concluded that there is an influence of transformational leadership (X1) on work motivation (Y1).

2. Based on table 4.19, the results of the hypothesis test above show that: Transactional leadership variable (X2) is obtainedtcount of 5.539 is greater than ttable 1.979 or significantly less than 0.05, namely 0.000. It means independent variableTransactional leadership (X2)can explain the dependent variableWork Motivation (Y1). Thus it can be concluded that there is an influence of Transactional leadership (X2) on Work Motivation (Y1).

To see the value of work motivation can be seen from the value of R Square:

**Table 6.**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
1 (Constant)	3,293	.756		4,356	.000
Transformational Leadership (X1)	.282	.049	.434	5,822	.000
Transactional Leadership (X2)	.442	.062	.483	7.152	.000
Work Motivation (Y1)	.288	.067	.290	2,855	.000

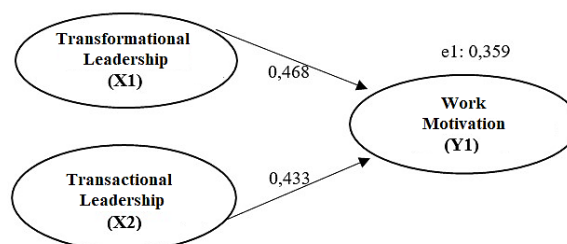
*a. Dependent Variable: Employee Engagement (Y2)*

Source: Research Processed Data, 2022

To get the value of e1:

$$\sqrt{1-0.871} = 0.359$$

**Figure 2. Pathway Analysis I**



**Path Equation I** :  $Y_1 = p_{y1x1} + p_{y1x2} + e_1$

:  $0,468 + 0,433 + 0,359$



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	<b>JIF = 1.500</b>	<b>SJIF (Morocco) = 7.184</b>	<b>OAJI (USA) = 0.350</b>

**Table 7. Structural Path Analysis II**

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.879 <sup>a</sup>	.871	.874	.358
a. Predictors: (Constant), Transactional Leadership (X2), Transformational Leadership (X1)				
b. Dependent Variable: Work Motivation (Y1)				

1. Based on table 4.20, the results of the hypothesis test above show that: transformational leadership variable (X1) is obtained tcount of 5.536 is greater than ttable 1.979 or significantly less than 0.05, namely 0.000. It means independent variable transformational leadership (X1) can explain the dependent variable *Employee Engagement (Y2)*. Thus it can be concluded that there is an influence of transformational leadership (X1) on Employee Engagement (Y2).

2. Based on table 4.20. The results of the hypothesis test above show that: Transactional leadership variable (X2) is obtained tcount of 5.822 is greater than ttable 1.979 or significantly less than 0.05, namely 0.000. It means independent variable Transactional leadership (X2) can explain the

dependent variable *Employee Engagement (Y2)*. Thus it can be concluded that there is an influence of Transactional leadership (X2) on Employee Engagement (Y2).

3. Based on table 4.20, the results of the hypothesis test above show that: the variable Work Motivation (Y1) is obtained tcount of 2.885 is greater than ttable 1.979 or significantly less than 0.05, namely 0.000. It means independent variable Work Motivation (Y1) can explain the dependent variable *Employee Engagement (Y2)*. This it can be concluded that there is an influence of Work Motivation (Y1) on Employee Engagement (Y2).

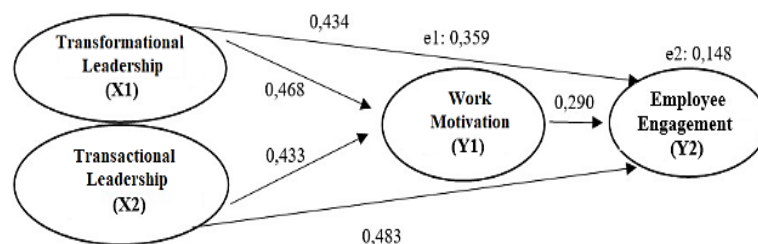
To see the value of work motivation can be seen from the value of R Square:

**Table 8.**

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.960 <sup>a</sup>	.978	.971	.540
a. Predictors: (Constant), Transactional Leadership (X2), Transformational Leadership (X1)				
b. Dependent Variable: Employee Engagement (Y2)				

To get the value of e2:  
 $\sqrt{1-0.978} = 0.148$

**Figure 3. Pathway Analysis II**



**Path Equation II:**  $Y_2 = \beta_{y2x1} X_1 + \beta_{y2x2} X_2 + \beta_{y2y1} Y_1 + e_2$

$: Y_2 = 0,434 + 0,483 + 0,290 + 0,148$

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Data analysis:

1. The effect of transformational leadership on employee engagement through work motivation it is known that the direct effect of transformational leadership on employee engagement is 0.434. Meanwhile, the indirect effect of transformational leadership on employee engagement through work motivation is the multiplication of the beta value (transformational leadership on motivation) and the beta value (transformational leadership on employee engagement), namely  $0.468 \times 0.290 = 0.135$ .

Based on the calculation above, it is known that the direct effect is 0.434 and the indirect effect is 0.135, which means that the indirect effect is smaller than the direct effect, so the conclusion is that transformational leadership on employee engagement through work motivation does not have a significant effect.

2. The effect of transactional leadership on employee engagement through work motivation it is known that the direct effect of transactional leadership on employee engagement is 0.483. Meanwhile, the indirect effect of transactional leadership on employee engagement through work motivation is the multiplication of the beta value (transactional leadership on motivation) and the beta value (transactional leadership on employee engagement), namely  $0.433 \times 0.290 = 0.125$ .

Based on the calculation above, it is known that the direct effect is 0.434 and the indirect effect is 0.125, which means that the indirect effect is smaller than the direct effect. The conclusion is that transactional leadership on employee engagement through work motivation does not have a significant effect.

## DISCUSSION

### 1. The Effect of Transformational Leadership on Employee Engagement

The results of the study show that transformational leadership has a significant effect on employee engagement at the Zainab Mother and Child Hospital. This indicates that the existing employee engagement at the Zainab Women's and Children's Hospital can be determined by transformational leadership. This means that if a company has charismatic leaders, has inspirational motivation, intellectual stimulation and individual attention, employees will form or strengthen employee engagement with the company. The results of the pre-survey show that employee commitment is still low due to several factors, namely the lack of communication between leaders and employees, so that they are unable to increase employee commitment. Many employees submit resignation if there is a decision from management that is not in line with employee expectations and lack of employee attachment to the hospital, lack of seriousness in work,

employee delays specifically to management. If the leaders in the company are able to carry out good transformational leadership, then the commitment to increase employee engagement will be even stronger. The results of this study are in accordance with research conducted by Tims et al. (2011) stated that transformational leadership has a positive effect on the daily work engagement of The Netherlands employees. This is also supported by research by Wulandari et al. (2013) which states that transformational leadership has a positive effect on employee engagement at PT. Two Pati Rabbits.

### 2. The Effect of Transactional Leadership on Employee Engagement

The results of the study show that transactional leadership has a significant effect on employee engagement at the Zainab Mother and Child Hospital. This indicates that the existing employee engagement at Zainab Mother and Child Hospital can be determined by transactional leadership. Things that can strengthen employee engagement in the company are the existence of transactional leaders who provide rewards or rewards to employees who do work within the limits of their abilities, there is supervision carried out by leaders so that work goes well and leaders apply punishment to employees who make repeated mistakes, for the sake of don't make the same mistake. Leaders with a transactional leadership style will provide conditional rewards to employees and perform managerial with positive or negative exceptions. The characteristics of an engaged employee are employees who work with enthusiasm, show sincerity, understand their work, and focus on what they are doing.

The results of this study are in line with research (Inge Victoria, et al) Transformational leadership on employee engagement has a positive and significant effect on employees (Study on Non-Medical Employees at KRMT Wongsonegoro Semarang Hospital) and research (Sinta Yulianti, et al) Transformational leadership has an effect on employee engagement.

### 3. The Effect of Transformational Leadership on Work Motivation

The results of the study show that transformational leadership has a significant effect on work motivation at the Zainab Mother and Child Hospital. This indicates that work motivation at the Zainab Mother and Child Hospital can be determined by transformational leadership. This means that if a company has a leader who is charismatic, has inspirational motivation, intellectual stimulation and individual attention, then employees will be motivated by leaders who have a transformational soul.

With good motivation from leaders to employees, they will be able to encourage employees to behave, provide direction and regulate behavior, and determine behavior towards certain goals. If

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employee behavior is accompanied by high motivation, it will result in satisfactory productivity.

The results of Mujiasih and Hadai's research (2003) found that transformational leader behavior can increase one's motivation to expend extra effort to achieve planned performance. This result is in line with the conception of transformational leadership trying to arouse the needs of its subordinates at a higher level. Judge and Bono (2000) found that, individuals who perceive that their leaders play transformational leadership behaviors tend to show higher work motivation Fahrudin and Pareke (2004).

#### 4. Effect of Transactional Leadership on Work Motivation

The results of the study show that transactional leadership has a significant effect on work motivation at the Zainab Mother and Child Hospital. This indicates that work motivation at the Zainab Mother and Child Hospital can be determined by transactional leadership. This means that transactional leadership is able to motivate employees to perform better. Motivation is able to be awakened by a desire in a person causing that person to take an action. Human behavior is actually just the simplest reflection of their basic motivation and motivation can be built by other people such as transactional leaders, motivation is built by other people a process that begins with a desire or encouragement that directs a person either physiologically or psychologically.

Transactional leadership focuses its attention on interpersonal transactions between managers and employees that involve exchange relationships. The exchange is based on an agreement regarding the clarification of objectives, work standards, and work assignments as well as rewards (rewards and incentives) for task fulfillment.

This research is in accordance with research conducted by Taruk Todingallo Delvi Awan (2020) which states that transactional leadership is significant for work motivation with a positive relationship.

#### 5. The Influence of Transformational Leadership on Employee Engagement through Work Motivation

The results of the study show that transformational leadership has no significant effect on employee engagement through work motivation at the Zainab Mother and Child Hospital. This indicates that transformational leadership on employee engagement in the Zainab Mother and Child Hospital cannot be determined by work motivation. Work motivation in this study cannot mediate between transformational leadership and employee engagement. This means that when employees have job satisfaction, work motivation tends to be high, they also have weak employee engagement.

Transformational leadership has the notion of leadership that aims for change, the change in question

is assumed to be a better change against the status quo and active. Transformational leadership is also defined as a leadership approach that creates positive and valuable change for an organization.

Transformational leadership at RSIA Zainab is not able to encourage activities to influence and direct employees to behave regularly so as to make an employee's attachment weak to the company.

#### 6. The Effect of Transactional Leadership on Employee Engagement through Work Motivation

The results of the study show that transactional leadership has no significant effect on employee engagement through work motivation at the Zainab Mother and Child Hospital. This means that the better the transactional leadership owned by a company is not able to influence the level of employee engagement through the work motivation it gets. Existence, Relatedness and Growth are not able to make employees create self-motivation for the company, so it will create weak employee engagement.

Transactional leadership that is unable to increase high emotional and intellectual relationships with employees will have an impact on their work, the organization, managers, or co-workers and transactional leadership that is unable to exert influence to increase discretionary effort in their work will make employees feel unmotivated and create engagement. weak employees. Transactional leadership must create good relationships with the employees for whom it is responsible, the organization where he works, the manager who is his boss and provides support and advice, or colleagues who support each other so that individuals can give their best efforts that exceed the requirements of a job and are able to increase high employee engagement in the company.

#### 7. The Effect of Work Motivation on Employee Engagement

The results of the study show that work motivation has a significant effect on employee engagement at the Zainab Mother and Child Hospital. This indicates that the existing employee engagement at the Zainab Women's and Children's Hospital can be determined by work motivation. This means that the strength or weakness of employee engagement in a company is determined by the amount of motivation given by leaders and co-workers in the company. Good work motivation will create existence, connectedness and growth in employees, in this way employee engagement will be stronger. If employee engagement is strong, then the desire to stay and performance will shape the employee.

An employee who feels attached to the company where he works will give his best effort beyond what is expected at work, this can happen if the employee has high work motivation in carrying out his duties in

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the company or organization. An employee feels engaged when they find meaning and motivation in their work, receive positive interpersonal support and are in a work environment that functions efficiently.

Employee engagement is the attitude and behavior of employees who have positive motivation at work, characterized by enthusiasm, involvement, and extra effort at work to encourage innovation and achieve organizational goals.

This is in line with research conducted by Aditia (2015) showing that work motivation has a significant effect on employee engagement of 48.5%. Meanwhile, research conducted by Hermin (2015) shows that work motivation has a significant influence on employee engagement by 51%.

### CONCLUSION

1. Transactional leadership has a significant effect on employee engagement at the Zainab Mother and Child Hospital.

2. Transactional leadership has a significant effect on employee engagement at the Zainab Mother and Child Hospital.

3. Transformational leadership has a significant effect on work motivation at the Zainab Mother and Child Hospital.

4. Transactional leadership has a significant effect on work motivation at the Zainab Mother and Child Hospital.

5. Transformational leadership has no significant effect on employee engagement through work motivation at the Zainab Mother and Child Hospital.

6. Transactional leadership has no significant effect on employee engagement through work motivation at the Zainab Mother and Child Hospital.

7. Work motivation has a significant effect on employee engagement at the Zainab Mother and Child Hospital.

### SUGGESTION

1. To increase high employee engagement in companies, it is necessary to have transformational

leaders who are able to make employees commit themselves to the company by means of leaders having charismatic attitudes that are able to influence employees and make employees have a strong sense of attachment to the company.

2. In order for employees to have strong employee engagement with the company, companies need to provide rewards or rewards to employees who do very good work and have an impact on the company, with rewards employees will feel valued and will give a sense of desire to stay at the company and be able to provide strong attachment to the company.

3. Employee engagement will be stronger if the motivation is formed by one of the company leaders, such as the growth provided by the company to employees, such as the needs that a person has to develop skills, be creative and productive. By fulfilling this need, employees are able to increase the level of employee engagement in the company.

4. Motivation is able to increase employee engagement in a company, one way is by having (connectedness) the need to relate to other parties, namely the need to be satisfied by beneficial social relations and interpersonal relations. If leaders or companies are able to establish good relationships with employees, then employees will create strong employee engagement in the company.

5. To improve transformational leadership on employee engagement through work motivation, there needs to be collaboration between appreciation, connectedness and the needs provided to employees.

6. To increase transactional leadership on employee engagement through work motivation, companies must provide needs that are satisfied by factors such as food, water, air and rest. There is a provision of more incentives to employees.

7. Strong work motivation will be able to make employees bind to the company, for this the company needs to provide jobs that are challenging, varied, using different skills, personal considerations, and opportunities to make contributions. Jobs that have high job characteristics can encourage employees to interpret their work more or become more engaged.

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