

Original Article

The Effect of Transformational Leadership on Job Happiness: The Mediating Role of Work Engagement

¹Marwan Man Soleman, ²Febriana Wurjaningrum, ³Rahmat Sabuhari, ⁴Muhammad Asril Arilaha, ⁵Sharifah Milda Amirul, ⁶Johan Fahri

^{1,3,4,6}Management, Faculty of Economics and Business, Universitas Khairun, Ternate, Indonesia.

²Management, Faculty of Economics and Business, Universitas Airlangga, Surabaya, Indonesia.

⁵Faculty of Business, Economics and Accountancy, Universiti Malaysia Sabah, Kinabalu, Malaysia.

Received Date: 12 June 2024

Revised Date: 26 June 2024

Accepted Date: 30 June 2024

Published Date: 11 July 2024

Abstract: A happy person will be concerned about what happens to his company and also pay attention to community issues connected to his affairs in the workplace, attempting to understand every change in the company so that he may set an example for other employees. This study examined the direct relationship between transformational leadership and job happiness and work engagement within the State Civil Apparatus (SCA) and the function of work engagement as a mediating variable that connects the two. Three hundred thirty-six government employees from the Ternate City Government served as the samples. The study team gave the questionnaire to the respondents directly. PLS and the structural equation model are the analytical tools utilized to test the hypothesis. The results showed that transformational leadership and work engagement directly affected job happiness. Work engagement can mediate the influence of transformational leadership on SCA job happiness. SCA is expected to have happy, good feelings in the work environment so that the government's vision and mission can be realized according to the predetermined targets.

Keywords: Transformational leadership, job happiness, work engagement, SCA.

I. INTRODUCTION

A government leader should be a pioneer in various sectors of public life and government, always trying to correct deficiencies in work implementation, develop knowledge, and be a light for the people (Hatta et al., 2018). A good leader is a leader who is able to transform influence and example to create work happiness. Empirical facts have been found that transformational leadership is one of the factors in achieving good governance (Ramona et al., 2017; Hatta et al., 2018)

Everyone has the capacity for happiness, the freedom to choose happiness, and a variety of ways to express it. Happiness, therefore, depends mainly on the person experiencing it and not on others. A person who is content will be concerned about what happens to his company and also pay attention to community issues connected to his affairs in the workplace, attempting to understand every change in the company so that he may set an example for other employees. Therefore, contented individuals can boost individual and group productivity. People prefer to feel happy because happiness is a subjective feeling. Wright et al. (2002) state that the existence of pleasant emotions and the leave of negative emotions work together to produce happiness.

There are findings that happy employees have a positive impact on organizational development. Traditionally, organizations have focused on a model of organizational environmental health that aims to reduce costs caused by unhappy employees. They believe that employees can correct mistakes to improve what is right in their work environment. That is the great benefit that can be obtained by changing the perspective from the model of organizational environmental health compared to a paradigm that prioritizes employee well-being and perks (Wright et al., 2002; Pai & Krishnan, 2015). Someone who works in a company needs to get commensurate material returns and happiness or positive feelings that impact job satisfaction. Happiness at work is defined that refers to happiness in the environment itself. The existence of happiness in the workplace in some organizations is deemed necessary because higher levels of enjoyment inevitably increase employee performance (Joo & Lee, 2017). Research by Pryce-Jones & Lindsay (2014) shows that contented workers produce twice as much, are six times more energetic, and aim to remain in the company twice as long as disgruntled employees. Realizing happiness at work in an organization will undoubtedly be more straightforward if the proper leadership, in this case, a transformational style.

When a leader uses the style of transformational leadership, they are more likely to be attuned to their team members' needs and to be excellent role models for them (Setiawan et al., 2020; Salas-Vallina et al., 2017). Leadership or leading activities is an effort made by someone who inspires himself with all of his skills at motivating, inspiring, directing, and inspiring people to want to work with enthusiasm and belief in attaining excellence and work performance jointly (Tanjung et al., 2020; Agustini



et al., 2020). Personal and organizational happiness can be produced via transformational leadership (Asgarnezhad et al., 2021). According to several earlier studies, the presence of intervening variables would negate the impact of transformative leadership on workplace contentment. However, many researchers state that transformational leadership's influence on workplace happiness with intervening variables still has a significant influence (Setiawan et al., 2020). Given the research gap, the researcher believes that job involvement can be used as a variable that mediates transformative leadership's impact on job satisfaction as a novelty of the study.

Bakker (2009) outlined four justifications for why involved employees perform better than disengaged ones, namely often experience joyful, pleasurable, and desire-inducing emotions; generally better health; express their engagement to others; take responsibility and initiative to improve personal abilities related to their work.

Work involvement encourages positive energy and emotions that can be developed and used in an organization (Demerouti et al., 2001; Maslach & Leiter, 2008; Halbesleben, 2010). Demerouti et al. (2001) encourage researchers to pay more attention to positive emotions because positive emotions obtained from work involvement can encourage someone to be happy. Employees who are happy with their jobs can be more enthusiastic and joyful about what they do, act decisively as soon as they understand that what they are doing is ineffective, and take pride in their work. That is, it is their work that makes them satisfied.

The results of many previous studies have explored the relationship between Transformational Leadership Style on Organizational Happiness (Chua & Ayoko (2019) through the mediating role of Job Passion (Asgarnezhad et al., 2021) or through empowerment (Pai & Krishnan, 2015), then Transformational Leadership and work engagement through mediation of structural empowerment (Amor et al., 2020), happiness at work with employee engagement (Field & Buitendach, 2011; Chinanti & Siswati, 2018), organizational learning capacity and transformational leadership as factors that influence job satisfaction (Salas- Vallina et al., 2017), and transformational leadership in maximizing happiness at work (Setiawan et al., 2020) whose research is limited to specific industries (for example the health industry and the food and beverage business or other industries). Transformational leadership positively affects work engagement through the mediation of job resources and psychological empowerment (Bakker & Schaufeli, 2008). The results of Ibrahim's research (2020) show that Transformational Leadership and job happiness play a role in influencing employee performance in Dubai government organizations. There is a positive correlation between creative workplace behavior and job satisfaction, and transformational leadership. A Lyubovnikova et al. (2017) study showed that transformational leadership could predict employee work engagement in various organizational contexts in private-sector companies in Pakistan and India. Empirical exploration and evidence regarding the mediating role of work engagement in bridging the relationship between transformation leadership and job happiness have yet to be found. To date. Although in limited numbers, several previous research publications have shown a positive relationship between transformational leadership, job happiness, and work engagement. It was also done to respond to the need for further research to prove other mediating variables explaining the relationship between transformational leadership and job happiness (Abdullah et al., 2016).

A good leader can encourage employees to be elaborate in going about and creating a sense of happiness in the workplace. The realistic style of transformational leadership on the presence and involvement of employees is clear because it is the leader who bears the primary responsibility for providing autonomy to employees, performance feedback, cooperation with others, and estimating the level of social support provided to employees to perform their jobs (Blomme, 2012; Blomme et al., 2015). Leadership in government organizations is tasked with paying attention to the structure below it and the process of progress made according to the organization's needs. Regarding bureaucracy, this leader functions as a policy manager with a hierarchy of authority that can affect work effectiveness and the operational sustainability of a sustainable work unit. Based on this concept, transformational leadership is ideal in government and can affect performance productivity through good operational control authority to improve employee performance in government (Dharmawan et al., 2022).

Research on transformational leadership, job involvement, and job happiness has been widely conducted. However, in this study, we will review the condition of the SCA who work in the Ternate City Government of North Maluku Province, the happiest province in Indonesia. This research aims to verify the direct effect of transformational leadership on job engagement and happiness and examine the role of job engagement that mediates the effect of transformational leadership on job happiness in a fresh research design that has yet to be examined by prior scholars.

II. LITERATURE REVIEW

A) Job Happiness

Happiness is essential because when someone wants to be happy, he is determined to improve his life. A happy person has a positive aura emanating from within him that will make those around him feel comfortable. In carrying out their job, employees, as part of the resources who work in a company, need commensurate material reciprocity and happiness or positive feelings that impact job satisfaction (Setiawan et al., 2020).

Myers & Diener (1995) explained that a person's characteristics could measure happiness - does a person enjoy the practice of life? Does the individual like friends and relatives? does the person have hopes, beliefs, and actions to find free time in work? Subjective well-being (hedonic) and psychological well-being are the main ideas used to characterize happiness in the research on well-being, lifestyle quality, strength, and resources (eudemonia). Hedonic studies pertain to the meaning of self-actualization and personal progress at the individual, societal, or organizational level. In contrast, eudemonic studies are studies of happy feelings and life satisfaction, such as enjoyment and avoiding pain. Employees who feel secure and at ease at work are more likely to be content and like their jobs. Workers who are content and at ease at work can contribute to increased productivity. Furthermore, they are less likely to want to leave the company (Chinanti & Siswati, 2018; Setiawan et al., 2020). Employees must take responsibility for their happiness at work to perform at their best, feel good about controlling and affecting their workplace, and provide job satisfaction (Pryce-Jones, 2010).

Fisher (2010) and Dutschke et al. (2019) explain that work happiness is a complex notion that converges at the individual level and includes ephemeral moods and emotions, somewhat stable attitudes, and highly stable individual dispositions. Job happiness can be conceptualized as a framework, considering that satisfied professionals often experience positive emotions such as joy and happiness (Bakker et al., 2011). Research has shown a relationship between happiness and transformational leadership and work engagement (Demerouti et al., 2001; Pai et al., 2015; Salas-Vallina et al., 2017; Setiawan et al., 2020; Salas-Vallina & Alegre, 2021).

B) Transformational Leadership to Job Happiness

According to prior research findings, the happier individuals are at work, the more productive they are. Hence, the existence of work happiness in a business is essential (Joo & Lee, 2017). If an organization has the correct leadership with a transformational approach, it will undoubtedly be simpler to realize work happiness. Transformational leadership is characterized by a leader who pays concern to employee needs, can motivate and inspire colleagues by serving as an ideal example, and is seen to be one of the elements that impact workplace happiness (Setiawan et al., 2020; Salas-Vallina et al., 2017). Creating, presenting, and modeling a vision for the organization or work unit while motivating staff to work toward achieving that goal are all examples of transformational leadership, a form of leadership philosophy (Wibowo, 2017). This leadership style consists of four factors: the nature of idealized influence, idealized affect behavior, inspirational motivation, and intellectual stimulation (Antonakis et al., 2003; Rachman, 2022).

According to several earlier research, transformational leadership's impact on work satisfaction would not be as significant if other factors were present. However, several studies state that the influence of transformational leadership on happiness with intervening variables is significant (Salas-Vallina et al., 2017). When it comes to ideal impact, motivational speaking, mental stimulation, and individual consideration, effective leadership can significantly increase employee and organizational satisfaction. (Salas-Vallina et al., 2017; Setiawan et al., 2020; Asgarnezhad et al., 2021). Additionally, research indicates that the transformational leadership style directly affects work happiness and affective commitment (Abdullah et al., 2016).

H1: Job happiness is positively and significantly impacted by transformational leadership.

C) Work Engagement to Job Happiness

Employees that are engaged at work are those who have a sense of belonging, fulfillment, and excitement about their jobs. Workers with high levels of engagement will be deeply engaged in and passionate about their work (Yudian, 2017; Jufrizen et al., 2023). Work engagement can be viewed as the antithesis of job burnout because it involves doing meaningful work and an emotionally motivating state of being at work. Employees who are enthusiastically immersed in their work have high energy levels (Bakker et al., 2008). The majority of scientists agree that participation includes both an identity and an energy component. Hence, a high level of morale and a sense of ownership of one's work are engagement characteristics. (Bakker & Laiter, 2010).

Passion, dedication, and absorption are traits of a work-engaged individual (Schaufeli et al., 2002; González-Roma et al., 2006). Job participation can be characterized as a high amount of mental toughness and energy displayed while working, a willingness to put out the effort, and a degree of persistence when working is challenging. Work engagement is specific employee behavior that motivates teams and individuals to work diligently and regularly to accomplish organizational objectives (Sastrohadiwiro, 2003). A person is said to be dedicated when they feel motivated, challenged, and excited and have a sense of personal significance. A strong sense of commitment and participation in one's work is a crucial component of dedication; such involvement results in pride and zeal for one's profession (Bakker & Schaufeli, 2008). "absorption" describes being intensely focused and actively engaged in one's job. While immersed, people experience a rapid passage of time and find it challenging to cease working.

Employee involvement and job happiness are essential for the organization's progress. Employees involved in an important job in their organization will bring up positive behaviors that can improve performance and feel happy so that

organizational goals can be more easily achieved. Previous researchers postulated that this theoretical paradigm is extended by researchers who claim that happier employees provide better organizational results (Gavin & Mason, 2004). This theoretical paradigm is extended by researchers who claim that happier employees provide better organizational results (Gavin & Mason, 2004). Previous research found a significant positive relationship between job involvement and happiness (Field & Buitendach, 2011). The results of Chinanti and Siswati's research (2018) show a positive and significant correlation between job happiness and engagement.

H2: Work engagement has a positive and significant effect on job happiness.

D) Transformational Leadership to Work Engagement

Although little is understood about the specific impact of leadership style on workplace engagement, the efficiency of leadership conduct has been examined for decades (Blomme, 2012). Idealistic impact, motivating drive, stimulation of thought, and individual judgment are the four components of transformative leadership (Bass, 1997; Bass & Riggio, 2006). Therefore, the four components of transformational leadership listed above provide employees with access to resources such as support, feedback, and energy to develop work engagement (Blomme et al., 2015). Implementing the transformational leadership style increases employee job involvement (Tims et al., 2011; Vincent et al., 2012; Gozukara & Simsek, 2015). The results also found that higher levels of perceived transformational leadership were associated with higher job involvement (Chua & Ayoko, 2019). Work engagement and transformational leadership are directly related. People who work under transformational leaders are more likely to be enthusiastic, devoted, and absorbed in their work (Ghadi & Fernando, 2012; Amor et al., 2020).

H3: Transformational leadership has a positive effect on job involvement.

H4: The relationship between transformational leadership and work happiness is mediated by work engagement.

According to Figure 1, the exogenous independent variable in this study is represented by transformational leadership, which reflects the extent to which leaders exhibit transformational leadership behaviors such as inspiring and motivating followers, providing intellectual stimulation, and showing individual attention. In addition, there is also Organizational Support, which reflects employee perceptions of the support and resources provided by the organization to improve their welfare and job satisfaction, and job characteristics, which includes aspects of the job itself, such as task variety, autonomy, feedback, and skill utilization, which affects job satisfaction and happiness. Meanwhile, Job Engagement is an Intermediate Endogenous Variable, which describes the enthusiasm, dedication, and involvement experienced by employees in their work. It reflects their psychological state characterized by high energy, engagement, and efficacy levels. While the endogenous dependent variable (Mediation) is job happiness, which represents the subjective well-being and satisfaction employees get from their jobs. It includes positive emotional experiences, satisfaction, and fulfillment in their work.

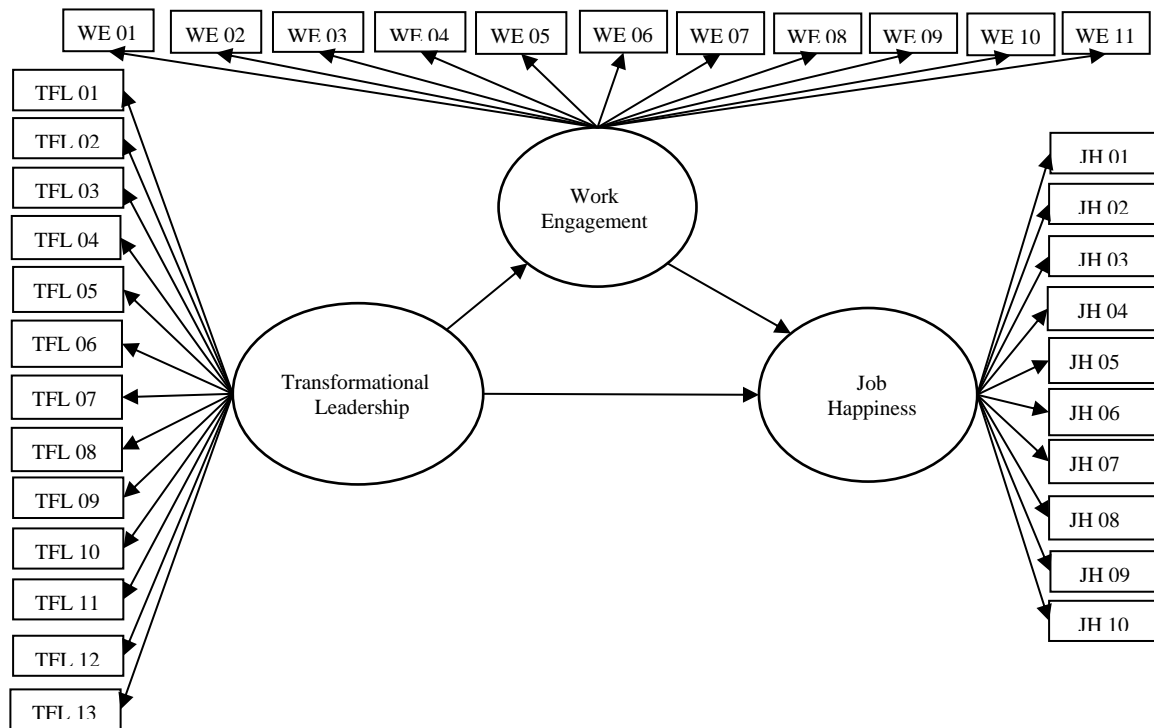


Figure 1. Research Concept Framework Model and Hypotheses

With this conceptual framework, researchers investigate how transformational leadership influences job happiness, and job involvement serves as an intermediary mechanism through which this relationship is mediated. Transformational leadership is expected to impact job engagement and increase job happiness positively. The proposed framework suggests that transformational leaders can positively influence employee job engagement by creating a supportive organizational climate and facilitating favorable job characteristics. Job involvement, in turn, is expected to increase employees' overall happiness, leading to positive job outcomes. This conceptual framework provides an overview, and more specific measurements and relationships between the variables will be further developed and refined based on the existing literature and the current research context.

III. METHODS

The research team delivered the questionnaire directly to SCA in the Ternate City Region, North Maluku Province. Three hundred forty-seven respondents returned the answers to the questionnaire, and 11 questionnaires needed to be validated and processed. The remaining 336 are declared as valid data and can be analyzed. The results of the tabulation of data obtained were that 39.4% were male and 60.6% were female. Regarding age, most of the respondents were aged between 41 to 50 years (38.6%), followed by employees aged between 31 and 40 years (30.2%), over 50 years old (21.5%), and the rest were aged 21 to 30 years (9.7%). However, most respondents expressed concern about their level of education are doctoral, master, and undergraduate graduates, 78.4%, and high school and diploma graduates, 21.6%.

Measurement of the variables responded to by respondents using a five-point Likert scale (strongly disagree = 1 to strongly agree = 5). The four primary components of the study's main factors were job involvement, transformational leadership, and job happiness. Questionnaires are utilized to gauge respondents' responses using direct quotations from the literature that are used as references and have been the subject of prior research. To assess the validity of the questionnaire, use an outer model test with both convergent and discriminant measurements. The initial step involved removing erroneous item values from the data so that reliable and correct item values could be obtained for further research.

IV. RESULTS AND DISCUSSION

The data analysis tool tests hypotheses and runs on the full version of SmartPLS 3.2.9 software. As part of the model's evaluation in PLS, the measuring model (outer model), namely its reflective validity and reflecting dependability metrics, are assessed. Indicators not complying with the loading factor requirements are excluded from further investigation. Convergent validity is used to assess the value's quality by considering factor loading > 0.6 and average variance extracted (AVE) > 0.5 . (Chin, 1995). The reliability test is visible in Cronbach's alpha and composite reliability values. The construct is considered reliable if the composite reliability and Cronbach's alpha values are more than or equal to 0.7 (Hair et al., 2014). The results of the convergent validity analysis of the reflective indicators of the first stage in terms of the value of the outer loading score obtained several indicators having values < 0.60 , namely 0.523 (TFL10), 0.549 (TFL12), 0.545 (JH08), and 0.013 (JH10). The indicator may be considered ineffective at measuring the relevant variable. Then, proceed with the second calculation stage by issuing an indicator with a loading factor value of less than 0.60, as seen in the following figure.

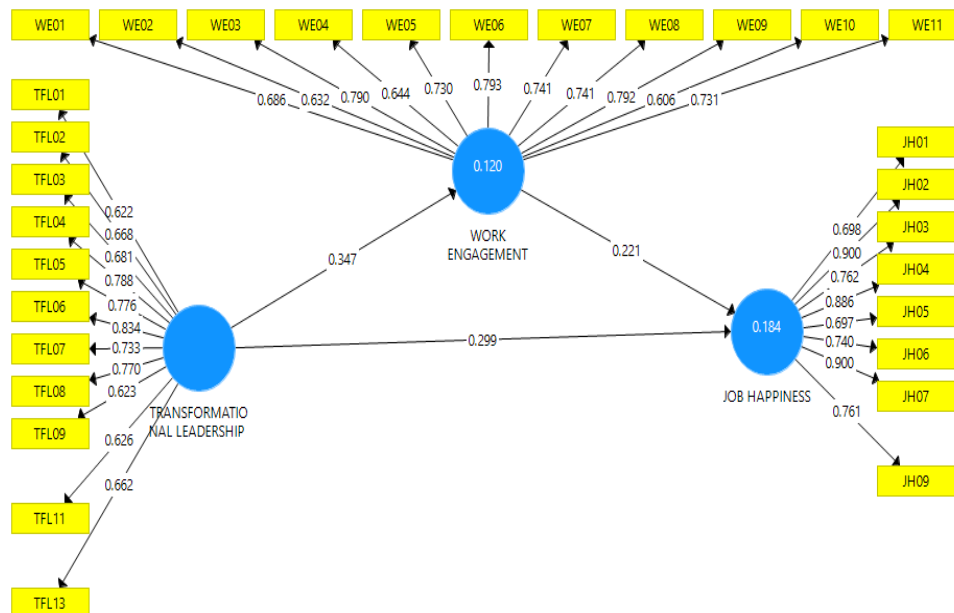


Figure 2. Phase II Calculation Results Using the SmartPLS Application 3.2.9

Considering that all the indicators used in the second stage of the calculation test passed the validity test, the reliability test results in Table 1 are data that meet the requirements and continue with the analysis to the next stage. The analysis results show that job happiness, transformational leadership, and work involvement meet the criteria of validity and reliability. Detailed information is shown in Table 1 below.

Table 1: Validity and Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
JOB HAPPINESS	.916	.933	.636
TRANSFORMATIONAL LEADERSHIP	.905	.918	.508
WORK ENGAGEMENT	.907	.921	.518

Source: SmartPLS Calculation Result Output 3.2.9 (2023)

Structural model assessment (inner model) describes latent variables used for evaluation based on substantive theory. The test uses the goodness of fit (GoF) model to determine how much endogenous variables contribute to exogenous variables. The GoF model is measured by the R2 (R-Square) endogenous variable. Furthermore, the variety of exogenous factors that may be accounted for in the model is assessed using Q2 (Q-Square predictive relevance) (Hair et al., 2014). The R2 for all endogenous constructs, on average, was used to define the GoF index (Tenenhaus et al., 2005). The GoF index, which has an interval value of $0 < Q^2 < 1$, represents the model's overall predictive power. GoF values close to 1 indicate a reasonable estimation of the path model and have better predictive relevance (Akter et al., 2011; Hair et al., 2014). The following formula calculates the value of Q2:

$$Q^2 = 1 - [(1 - R_{12}) \dots (1 - R_{n2})] \dots \dots \dots 1$$

The results shown in Table 2 below were acquired by evaluating the inner model using the GoF model.

Table 2: Results of the Goodness of Fit Model Test

Variable	R ²
Work Engagement	.120
Job Happiness	.184
$Q^2 = 1 - [(1 - R_1^2)(1 - R_2^2)]$ $Q^2 = 1 - [(1 - .120)(1 - .184)]$ $Q^2 = 1 - [(.88)(.816)]$ $Q^2 = 1 - .718 = .282 = 28,2\%$	

Source: Primary data processed 2023

Table 2 demonstrates that all variables examined are appropriate for testing hypotheses, with a Q2 of 28.2% for employee performance factors, with the remaining 71.8% coming from other variables not covered in this study model. Hypothesis testing aims to determine whether the suggested hypothesis is confirmed with a critical point, p-value 0.05 ($\alpha = 0.05$) on every direct and indirect influence avenue. The results of the analysis can be seen in Table 3. and Table 4. below:

Table 3: Path Coefficients, Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational leadership -> Job Happiness	.299	.300	.072	4.182	.000
Transformational Leadership -> Work Engagement	.347	.361	.062	5.612	.000
Work Engagement -> Job Happiness	.221	.228	.060	3.672	.000

Source: SmartPLS Calculation Result Output 3.2.9 (2023)

Table 4: Specific Indirect Effects, Mean, STDEV, T-Values, P-Values

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Transformational leadership -> Work Engagement -> Job Happiness	.077	.082	.025	3.083	.002

Source: SmartPLS Calculation Result Output 3.2.9 (2022)

Considering the outcomes of the data analysis discussed above, each of the hypotheses formulated previously is explained in the following to accept or reject the hypothesis. The study's findings indicate that transformative leadership significantly affects job happiness. The analysis findings indicate the path coefficient = .299 with a t-statistic = 4.182 and a p-value of .000. It suggests that hypothesis one can be accepted based on the available empirical evidence. Hypothesis 2 states that work engagement affects job happiness. The path shows a coefficient = .221, t-statistic = 3.672, and a p-value = .000, which can be significant to accept the second hypothesis. The path coefficient is positive, meaning that work engagement is a good category. Good and can lead to increased feelings of happiness in carrying out daily tasks. Hypothesis 3 states that transformational leadership affects job engagement, which can also be accepted; the outcomes of the calculations can demonstrate this, showing that the path coefficient = .347 with a t-statistic = 5.612 and a p-value of .000, which can be said to be significant. Hypothesis 4 states that the relationship between transformational leadership and work happiness is mediated by work engagement because the analysis results show that the path coefficient = .077, t-statistic = 3.083, and a p-value of .002, which can be said to be significant. There is sufficient empirical evidence that work engagement can partially mediate the effect of transformational leadership on employee job satisfaction. Results focus on the outcome of the research performed. The statistical analysis represents the significance. Visual representation of the data using figures, tables, and graphs. Results must elaborate the exploration of the findings based on the collected information and scientific tools and the exact research findings.

Transformational leadership has a significant effect on job happiness. It implies that applying the transformational leadership type has been going well and can increase employees' feelings of happiness in a significantly positive way. The purpose of implementing transformational leadership is to maximize the process of transforming knowledge and services to SCA so that leaders in a government organization can provide role models for members of the organization so that individual goals and organizational goals can be achieved. The findings of this study demonstrate the beneficial and significant impact of transformative leadership on SCA work happiness in line with and strengthen the results of research (Abdullah et al., 2016; Salas-Vallina et al., 2017; Setiawan et al., 2020; Asgarnezhad et al., 2021). It proves that if the leader applies a transformational leadership style, employees' positive emotions in the form of work happiness increase. The results of this study can also confirm the theory developed by Demerouti et al. (2001) and Blomme (2012) that a transformational leadership style can encourage positive emotions in every employee because motivated people are more likely to be engaged and pleased in their work.

The impact of transformational leadership on employee engagement is substantial. The application of transformational leadership has proven to be successful in augmenting SCA's level of work engagement. The transformational leadership paradigm places a strong emphasis on the leader's ability to inspire followers to take on greater responsibility than they might otherwise (Bass & Avolio, 1990). Job engagement has a significant role in mediating the influence of transformational leadership on SCA work happiness. It means that some SCAs admit that if employees are involved in a strategic job to achieve organizational goals, it will positively impact positive feelings in the form of job happiness. This study supports the opinion (Tims et al., 2011; Vincent et al., 2012; Gozukara & Simsek, 2015; Chua & Ayoko, 2019). The leader is the primary image for employees in behaving in the workplace and bringing new changes to tricky situations and requires the leadership's opinion to understand it. Leaders have a positive and influential role in developing work engagement and efforts to increase job happiness. Transformational leaders will be able to create a supportive environment and good teamwork in the workplace and focus on developing individual potential (Choi et al., 2015). Therefore, work involvement can act as a variable that facilitates the relationship between transformational leadership and SCA satisfaction in Ternate City.

V. CONCLUSION

Transformational leadership is an essential concern of this research associated with SCA happiness. Examine the impact of work involvement mediation on the effect of transformational leadership on SCA work happiness. Increased transformational leadership has an impact on increasing happiness. Government organizations can achieve their vision and mission if they apply a transformational leadership style, involve employees, and must have a work spirit to foster work happiness. High levels of job engagement and transformational leadership play a crucial role in boosting the happiness of SCA. This research has also explored the influence between transformational leadership, job involvement, and happiness. The results show that job involvement can mediate the effect of transformational leadership on SCA work happiness. Some personnel can raise their level of performance

if they are actively involved in their work. The conclusion is the statement where you wrap up all your findings and ideas and present a strong final impression of the research.

In order to build strategic HRM and organizational behavior in governmental organizations, this research helps to develop concepts relating to the kind of transformational leadership, work engagement, and job satisfaction of SCA. Because SCA is involved in strategic work to achieve the organization's vision and mission, this study's theoretical findings in strategic HRM show that transformational leadership, as a multidimensional variable, increases positive emotions in the form of job happiness and the spirit of SCA. Results from the study that examined how job participation, a mediator of SCA pleasure, affected transformational leadership had significant findings. Hence, the multidimensional variable of work involvement's theoretical contribution to organizational behavior theory raises SCA's job satisfaction.

The application of transformational leadership significantly impacts SCA work engagement and satisfaction. As a result, organizations can better implement changes with updated work practices in line with the growth of information technology. It provides a practical contribution that strong transformational leadership makes human resources who work in the sector of government organizations have increased work happiness. The local government can successfully implement policies to achieve the government's vision and goal within a specific time frame if the SCA is effectively involved in strategic work. In order to make the research model more inclusive in a more holistic way, more researchers should incorporate markers of awareness and attitude development as a mediator between job engagement and SCA job pleasure.

VI. REFERENCES

- [1] Abdullah, A.G.K., Ling, Y.L., and Peng, C.S. (2016). Workplace happiness, transformational leadership, and affective commitment. Paper presented for International Conference on Social Sciences and Humanities (SOSHUM), Promenade Hotel, Kota Kinabalu, Sabah. Organized by Malaysia Technical Scientist Association and Universiti Malaysia Pahang.
- [2] Adil, M., Anjum, F., and Shahzad, K. (2021). Transformational leadership, job happiness, and innovative work behavior: Evidence from emerging markets. *Journal of Business Research*, 131, 538-549.
- [3] Agustini, A., Alam, S., and Djalante, A. (2020). Pengaruh Kedisiplinan Loyalitas dan Kepemimpinan Terhadap Produktivitas Kerja pada Sekretariat Dewan Perwakilan Rakyat Daerah Kabupaten Kepulauan Selayar. *AkMen Jurnal Ilmiah*, 17(3), 427-437.
- [4] Akter, S., D'Ambra, J., and Ray, P. (2011). An Evaluation of PLS-Based Complex Models: The Roles of Power Analysis, Predictive Relevance, and GOF Index. In *Proceedings of the Seventeenth Americas Conference on Information Systems*, Detroit, Michigan August 4th-7th 2011. Detroit, Michigan: Publication: AMCIS 2011 Proceedings - All Submissions.
- [5] Amor, A.M., Vazquez, J.P.A., and Faina, J.A. (2020). Transformational leadership and work engagement: Exploring the mediating role of structural empowerment. *European Management Journal*. Vol. 38 (1), p 169-178. <https://doi.org/10.1016/j.emj.2019.06.007>
- [6] Antonakis, J., Avolio, B.J., and Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261-295. [https://doi.org/10.1016/S1048-9843\(03\)00030-4](https://doi.org/10.1016/S1048-9843(03)00030-4)
- [7] Asgarnezhad, N.B., Abbasgholizadeh N., Oleykie F., and Nemati V., (2021), The Effect of Transformational Leadership Style on Organizational Happiness and Mediating Role of Job Passion in Hospitals of Ardabil, *Journal of Health*, Vol. 12, No. 3, pp 368-384.
- [8] Bass, B.M. (1997). Does transactional/transformational leadership transcend organizational and national boundaries? *American Psychologist*, 52, 130-139.
- [9] Bass, B.M. and Riggio, R.E. (2006). *Transformational Leadership*, Second Edition. Lawrence Erlbaum Associates, Inc., Publishers. Mahwah, New Jersey
- [10] Bakker, A.B. and Schaufeli, W.B. (2008), Positive organizational behavior: Engaged employees in flourishing organizations, *Journal of Organizational Behavior*, Vol. 29 No. 2, pp. 147-154.
- [11] Bakker, A.B. (2009), "Building engagement in the workplace", in Burke, R.J. and Cooper, C.L. (Eds), *The Peak Performing Organization*, Routledge, New York, NY, pp. 50-72.
- [12] Bakker, A.B and Leiter, M.P. (2010). *Work engagement: a handbook of essential theory and research*. New York: Psychology Press
- [13] Bakker, A.B., Albrecht, S.L., and Leiter, M.P. (2011), Key questions regarding work engagement, *European Journal of Work and Organizational Psychology*, Vol. 20 No.1, pp. 4-28.
- [14] Blomme, R.J. (2012). Leadership, complex adaptive systems, and equivocality: The role of managers in emergent change. *Organization Management Journal*, 9, 4-19
- [15] Blomme, R.J., Kodden, B. and Beasley-Suffolk, A. (2015) Leadership theories and the concept of work engagement: Creating a conceptual framework for management implications and research. *Journal of Management & Organization*, Available on CJO 2015 <https://doi.org/10.1017/jmo.2014.71>
- [16] Chinanti, D.W.P., and Siswati (2018) Hubungan antara kebahagiaan di tempat kerja dengan keterikatan karyawan pada Karyawan PT. Dwi Prima Sentosa Mojokerto, *Jurnal Empati*, 7(3), pp 199-205.
- [17] Chin, W.W. (1995). Partial Least Square is to LISREL as Principal Component Analysis is to Common Factor Analysis. *Technology Studies*, 8, 342-367.
- [18] Chua, A. and Ayoko, O.B. (2019) Employees' self-determined motivation, transformational leadership, and work engagement. *Journal of Management & Organization*, page 1 of 21 <https://doi.org/10.1017/jmo.2018.74>
- [19] Demerouti, E., Bakker, A.B., Nachreiner, F., and Schaufeli, W.B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499e512. <https://doi.org/10.1037/0021-9010.86.3.499>.
- [20] Dharmawan, G.B., Satria, W.D.H. and Qothrunada, D.T. (2022) Pengaruh Kepemimpinan Transformasional terhadap Produktivitas Kinerja Pegawai Pemerintahan yang dimediasi oleh Disiplin sebagai regulator (Systematic Review), *Jurnal Widya Climago*. Vol.4 No.1 pp. 19-28
- [21] Dutschke, G., Jacobsohn, L., Dias, A., and Combadão, J. (2019). The job design happiness scale (JDHS). *Journal of Organizational Change Management*, 32(7), 709-724. <https://doi.org/10.1108/JOCM-01-2018-0035>
- [22] Field, L.K., and Buitendach, J.H. (2011). Happiness, work engagement and organizational commitment of support staff at a tertiary education institution in South Africa. *SA Journal of Industrial Psychology*, Vol. 37(1), pp 1-10. <https://doi.org/10.4102/sajip.v37i1.946>
- [23] Fisher, C.D. (2010). Happiness at Work. *International Journal of Management Reviews*, pp. 12, 384-412. <https://doi.org/10.1111/j.1468-2370.2009.00270.x>
- [24] González-Romá, V., Schaufeli, W.B., Bakker, A.B., and Lloret, S. (2006). Burnout and work engagement: Independent factors or opposite poles? *Journal*

- of Vocational Behavior, 68(1), 165–174. <https://doi.org/10.1016/j.jvb.2005.01.003>
- [25] Gozukara, I. and Simsek, F.O. (2015). Linking Transformational Leadership to Work Engagement and the Mediator Effect of Job Autonomy: A Study in a Turkish Private Non-Profit University. *Procedia - Social and Behavioral Sciences*, 3 July 2015, Pages 963-971.
- [26] Hatta, I. H., Rachbini, W., Riskarini, D., and Mandagie, YRO. (2018) OCB Analysis, Transformational Leadership Style, Work Ethic, Work Satisfaction, and Good Governance. *Jurnal Manajemen*. Volume XXII, No. 03, pp. 395-408
- [27] Hair, J. F. J., Black, C.W., Babin, B.J. and Anderson, E.R. (2014). *Multivariate Data Analysis* (Seventh Ed). Pearson Education Limited.
- [28] Halbesleben, J. R. B. (2010). A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences. In A.B. Bakker, & M.P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 102e117). New York, NY, US: Psychology Press.
- [29] Ibrahim, Elhadi Mohamed. (2020). The Effect of Transformational Leadership, Job Happiness, and Organization Innovation on Employee Performance within Public Sector Organizations in Dubai. *TEST Engineering & Management*, Vol. 82, p.12047 - 12058 Publication Issue: January-February 2020. ISSN: 0193-4120
- [30] Maslach, C. and Leiter, M.P. (2008). Early Predictors of Job Burnout and Engagement. *Journal of Applied Psychology*, 93, 498-512. <http://dx.doi.org/10.1037/0021-9010.93.3.498>
- [31] Myers, D.G. and Diener, E. (1995). Who is happy? *Psychological Science*, 6, 10-19. <https://doi.org/10.1111/j.1467-9280.1995.tb00298.x>
- [32] Joo, Baek-Kyoo and Lee, I. (2017) Workplace happiness: work engagement, career satisfaction, and subjective well-being, Evidence-based HRM: a Global Forum for Empirical Scholarship, Vol. 5 Issue:2, pp.206-221. <https://doi.org/10.1108/EBHRM-04-2015-0011>
- [33] Jufrizen, Khair, H. and Sari, AP. (2023) Work Engagement: Determinants and its effect on Organizational Citizenship Behavior. *Jurnal manajemen*, Vol 27, No. 02, pp. 254-275 DOI: <http://dx.doi.org/10.24912/jm.v27i2.1130>
- [34] Lyubovnikova, J., Legood, A., Turner, N., Mamakouka, A., and Kousis, M. (2017). How authentic leadership influences team performance: The mediating role of team reflexivity. *Journal of Business Ethics*, 141(1), 59-70. <https://doi.org/10.1007/s10551-015-2694-4>
- [35] Pai, A., and Krishnan, V.R. (2015). Can Transformational Leadership Increase the Happiness Index in Organisations through Empowerment? *Journal of Organization and Human Behaviour* 4(2 & 3) pp 22-28. <https://doi.org/10.21863/johb/2015.4.2and3.009>
- [36] Pryce-Jones, J. (2010). *Happiness at work: Maximizing your psychological capital for success*. Chichester: Wiley-Blackwell.
- [37] Pryce-Jones, J., and Lindsay, J. (2014). What happiness at work is and how to use it. *Industrial and Commercial Training*, 46 (3), 130–134. <https://doi.org/10.1108/ICT-10-2013-0072>
- [38] Rachman, M. M., (2022) Measurement of Job Satisfaction: Transformational Leadership and Interpersonal Communication Impact on Work Discipline. *Jurnal Manajemen*. Vol. XXVI, No. 02, pp. 296-314. <http://dx.doi.org/10.24912/jm.v26i2.966>
- [39] Ramona O, Nurmala K. P, and Kuswanto S. (2017) Effect of Job Satisfaction and Motivation towards Employee's Performance in XYZ Shipping Company. *Journal of Education and Practice* 8 (8), 72-79.
- [40] Salas-Vallina, A., López-Cabrales, Á., Alegre, J., and Fernández, R. (2017). On the road to happiness at work (HAW): Transformational leadership and organizational learning capability as drivers of HAW in a healthcare context. *Personnel Review*, 46(2), pp 314–338
- [41] Salas-Vallina, A., Alegre, J., and López-Cabrales, Á. (2021). The challenge of increasing employees' well-being and performance: How human resource management practices and engaging leadership work together toward reaching this goal. *Human Resource Management*, 60, 333– 347. <https://doi.org/10.1002/hrm.22021>
- [42] Sastrohadiwiry, S. (2003). *Manajemen Tenaga Kerja Indonesia, Pendekatan Administrasi dan Operasional*. Jakarta: Bumi Aksara
- [43] Setiawan, R., Eliyana, A., Suryani, T. and Handojo, A. (2020). Maximizing happiness at work: The best practices of transformational leadership at food and beverage start-up business in Indonesia. *Systematic Reviews in Pharmacy*, 11(12), 1265-1271. <https://doi.org/10.31838/srp.2020.12.186>
- [44] Schaufeli, W.B., Salanova, M., González-romá, V., and Bakker, A. B. (2002) The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies* 3(1):71-92. <https://doi.org/10.1023/A:1015630930326>
- [45] Tanjung, B.N., Rahman, Y., Budiyo, Badawi, Suryanae, A.T., Sumar, W.T., Mufid, A., Purwanto, and A., Wanto (2020) The Influence of Transformational Leadership, Job Satisfaction and Organizational Citizenship Behavior on the Performance of Islamic School Teachers. *Systematic Reviews in Pharmacy*, 11 (7), 539-546. <https://doi.org/10.31838/srp.2020.7.78>
- [46] Tenenhaus, M., Esposito, V. V., Yves-Marie, C., and Carlo, L. (2005). PLS path modeling. *Computational Statistics & Data Analysis*, 48, 159–205. <https://doi.org/10.1016/j.csda.2004.03.005>
- [47] Tims, M., Bakker, A. B., and Xanthopoulou, D. (2011). Do transformational leaders enhance their followers' daily work engagement? *The Leadership Quarterly*, 22 (1), 121–131
- [48] Vincent, Sylvie, Hoper, and Clara M. (2012). Transformational leadership, work engagement, and occupational success. *Career Development International*, No. 7, 2012 pp. 663-682.
- [49] Wibowo. (2017). *Manajemen Kinerja*. Edisi Kelima. Depok: PT. Raja Grafindo Persada
- [50] Wright, T. A., Larwood, L., and Denney, P. J. (2002). The different 'faces' of happiness-unhappiness in organizational research: Emotional exhaustion, positive affectivity, negative affectivity, and psychological well-being as correlates of job performance. *Journal of Business and Management*, 8(2), 109-126.
- [51] Yudianti, E. (2017). Work Engagement Karyawan Pt. Bukit Asam, Persero Ditinjau Dari Spiritualitas. *Psikis: Jurnal Psikologi Islami*, 3(1), 21. <https://doi.org/10.19109/psikis.v3i1.1390>