

CHAPTER I

INTRODUCTION

A. Research Background

Human resources are important in a company or organization. Tanjung, B. N. (2020) human resource management is planning, organizing, controlling and controlling procurement, development, compensation, integration, maintenance, and termination of employees, by realizing the individual goals of the company, employees, and society. The company can be said to be growing if it has human resources who can direct and improve the goals set by the company.

A human resources department must be able to develop and maintain human resources so that the organization's operations can run smoothly. According to Bagis et al. (2019), one of the most important tasks for organizational success is human resource management. One of the most important factors of ultimate success is the success of an organization. An organization needs someone who can be relied on to face challenges, and able to bring followers to achieve the main goals, maintain and improve organizational performance. The role of leaders and human resources in organizations is closely related to this.

The leaders we need are leaders who can be change drivers, have charisma in showing their position, people who dare to face challenges, people who value trust, people who show the most important values, people

who emphasize the importance of goals, have commitment and are consistent with ethical decisions. The existence of a leader like this in an organization is expected to be a dead end in solving various problems in an institution or organization. With a visionary and inspirational leader, this can affect the performance of his subordinates to achieve organizational goals. Since the early 1980s, research has focused on these characteristics of leaders, referred to as transformational leadership. Bass and Avolio's theory highlights its relationship to transformational leadership.

Transformational leadership is a leadership style in which the leader can inspire followers or employees to prioritize organizational progress over personal gain, pay attention to followers' welfare, and persuade followers to solve old problems using the new method. Leadership style describes how a leader organizes, makes decisions, builds relationships with employees and other activities that have an impact on the achievement of agency goals. Company leaders must have and pay attention to a good leadership style in coordinating the activities of organizational group members so that employees can carry out their responsibilities properly and improve employee performance.

Transformational is more proactive and succeeds in motivating subordinates to achieve higher levels of performance. In line with this, Syamsudin et al (2016) define transformational leadership as proactive behavior, increasing awareness of followers' shared interests, and helping followers achieve goals at the highest level. Therefore, this research focuses

more on the Transformational Leadership model which is seen as more complete and has many advantages, especially for organizational change.

Companies need visionary leaders who are close to employees, this can encourage employee engagement so they can work better. According to Handoyo, AW (2017), employee engagement can be defined as the level of commitment and linkage of employees with the organization, as well as the ideals that are the goals of the organization. Employees with a high level of engagement will show concern for their co-workers in order to improve team performance for the benefit of the company. According to Tepayakul & Rinthaisong (2018), employee engagement has been considered a very important issue in the field of human resources. Employee engagement is a feeling of high quality and motivates the overall performance associated with the scenario characterized by means of enthusiasm, dedication and absorption. Enthusiasm refers to solid strength and intellectual resilience at work. Dedication refers to a sense of meaningfulness, enthusiasm, inspiration, pride in the organization, and being challenged by the work done.

The importance of employee engagement in an organization has a significant impact on the organization's ability to achieve its goals. Therefore it is necessary to get serious attention so that organizational goals can be achieved. One of the important goals to be achieved by organization in human resource development is the creation of employee job satisfaction so that employees can carry out their responsibilities in accordance with

their positions and responsibilities. Job satisfaction can be measured in various ways, including satisfaction with salary, satisfaction with promotion fairness, satisfaction with working conditions, satisfaction with work environment conditions, satisfaction with superior attitudes, and satisfaction with coworkers (Siregar, et al 2020).

From an organizational point of view, good job satisfaction can affect the results of better company performance (Smith et al. 2020). The actions of transformational leaders can indirectly increase employee job satisfaction. Employees who are satisfied with their work environment will prioritize their work situation more than employees who are dissatisfied with their work environment.

There are differences in research results between the effect of transformational leadership on employee job satisfaction. Based on research conducted by Zufri et al. (2021) found that transformational leadership has a positive and significant effect on job satisfaction, a positive and significant effect on employee engagement between transformational leadership, and that job satisfaction has a positive and significant effect on employee engagement. Furthermore, according to Retno Rafia et al (2020), transformational leadership has a direct impact on job satisfaction and employee engagement. However, according to Pratama, A. (2021), transformational leadership has no positive or significant effect on job satisfaction.

Balai Pendidikan dan Pelatihan Penerbangan Curug is a technical implementing unit within the Ministry of Transportation which is under and responsible to the Head of the Transportation Human Resources Development Agency. Balai Pendidikan dan Pelatihan Penerbangan Curug, Tangerang, Banten (BP3) seeks to provide services to the community through education and training programs for expertise and skills in the field of aviation in an effort to fulfill personnel who have high professionalism to maintain flight security and safety.

Job satisfaction is one of the important aspects in realizing employee welfare. Based on interviews conducted by researchers, it was explained that the Balai Pendidikan dan Pelatihan Penerbangan Curug had made several efforts to maintain job satisfaction, including organizing activities aimed at increasing a sense of togetherness, holding training activities, training motivation for employees and giving awards to employees. The purpose of providing this reward for employees who excel will make employees have enthusiasm, inspiration, pride and challenges in work competitions.

The leadership also routinely holds morning exercises every Friday at Balai Pendidikan dan Pelatihan Penerbangan Curug which is attended by all employees so that all employees have strong stamina and remain enthusiastic in carrying out activities while working. Measurement of employee job satisfaction is very important to see whether employees are satisfied or dissatisfied with certain aspects, so that information that can be obtained from research on the results of these measurements is needed to

find out further efforts in maintaining or increasing employee job satisfaction.

Based on the explanation of the company background above, there are aspects such as leadership style and employee engagement that play an important role in carrying out the tasks set by the Balai Pendidikan dan Pelatihan Penerbangan Curug that are directly related to employee job satisfaction. Phenomena like this can make the employees of the Balai Pendidikan dan Pelatihan Penerbangan Curug become human resources with high achievement and quality so that they are able to realize the vision of Balai Pendidikan dan Pelatihan Penerbangan Curug, which is to become an international standard aviation education. and training institutions. It also provides benefits for employees as it provides superior human resources and the ability to compete in the aviation industry.

Looking at the phenomena and facts in the field, the leadership style applied by BP3 Curug includes transformational leadership, the transformational leadership style tends to emphasize the relationship between superiors and subordinates that can stimulate motivation from within employees (intrinsic motivation) and look to the future.

The background that has been described prompted the author to conduct a research entitled "The Influence of Transformational Leadership on Intrinsic Job Satisfaction Mediated by Employee Engagement at Balai Pendidikan dan Pelatihan Penerbangan Curug, Tangerang, Banten".

B. Problem Formulation

Based on the background that has been described, the following problems can be identified:

1. Does transformational leadership have a positive effect on intrinsic job satisfaction?
2. Does transformational leadership have a positive effect on employee engagement?
3. Does employee engagement have a positive effect on intrinsic job satisfaction?
4. Does employee engagement mediate transformational leadership on intrinsic job satisfaction?

C. Research Objective

Based on the formulation of the problem above, the objectives of this study are as follows:

1. To analyze that transformational leadership has a positive effect on intrinsic job satisfaction.
2. To analyze that transformational leadership has a positive effect on employee engagement.
3. To analyze that employee engagement has a positive effect on intrinsic job satisfaction.
4. To analyze that employee engagement mediates transformational leadership on intrinsic job satisfaction.

D. Benefits of Research

With the achievement of these objectives, it is hoped that this research will provide the following benefits:

1. For the Company

The results of this study can be input for companies about the importance of transformational leadership for employee engagement which has an impact on job satisfaction.

2. For Institution

The results of this study can be used as a source of information and add broader insight for HR management regarding transformational leadership, job satisfaction and employee engagement in an effort to increase employees.

3. For Researchers

The author can apply the knowledge that has been obtained and will be a provision in doing work in real work.