

# Determinants of Private University Lecturer Engagement in Bekasi City, West Java, Indonesia

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## ABSTRACT

This research aims to find ways to increase lecturer engagement through transformational leadership and personality variables. The sample for this research was lecturers at private universities in the city of Bekasi, totaling 166 lecturers. The method used is path analysis and indicator analysis techniques. This research concludes that; 1) Strengthening Transformational Leadership can increase the engagement of permanent lecturers at private universities. 2) Strengthening Personality can increase the engagement of permanent lecturers at private universities. Suggestions, to strengthen transformational leadership and personality, you can strengthen the indicators for these variables.

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## 1. INTRODUCTION

Lecturers are an important resource in the success of an educational organization because the function, role, and position of lecturers are very strategic in the field of education. According to Article 1 Paragraph 2 of Law of the Republic of Indonesia Number 14 of 2015, lecturers are skilled educators and scientists whose primary responsibility is to impart, advance, and spread knowledge, technology, and art via teaching, research, and community engagement.

An organization in achieving its goals certainly needs reliable human resources who of course have employee engagement with the organization, because employee engagement can be a boost that can control the performance of existing human resources so that it will become the

foundation that has a strong influence on the success of the organization's performance. The term engagement, first appeared by [1], personal engagement is the psychological condition of employees in carrying out their work and is a form that employees can see in expressing themselves physically, cognitively, and emotionally in completing their work so that employees can see that engaged will continue to try to demonstrate and maintain its role in the organization. Engagement is a manifestation of employees carrying out their duties and work by showing their self-expression both physically, cognitively, and emotionally, which can be seen from the way employees are involved in their duties and work, showing more attention to their duties and work, and having good relationships, empathy and attention towards his co-worker [1].

According to [2] employee engagement will be seen in employees who always think, act, and say positively, always do their best for the organization, and have a strong commitment to staying with the organization. High engagement in employees will foster a sense of comfort at work so that the desire to move will decrease (Khan, 1990). Employee engagement can be seen in employees who are passionate and enthusiastic in carrying out their work, have confidence in success at work, and feel appreciated by the results of their work, so they will stay even if other companies make offers [3]. Another definition of Employee Engagement is an employee who has high dedication to the company where he works, is always full of enthusiasm, and is always positive in carrying out every task and job [4].

Transformational leadership has been known since 1980 and has become a concern and is interesting to research, because it can foster enthusiasm and optimism, encourage and be a driving force for change in the company, is consistent and committed to a decision, and can adapt to all changes, thus fostering a sense of mission to all employees, the results of research by [5] It may be inferred that transformative leadership has a beneficial and noteworthy impact on employee engagement. This demonstrates the impact of transformative leadership on employee engagement, as supported by studies conducted by [6], the data indicate that transformative leadership has a significant and positive impact of 0.278 on work satisfaction.

Determinants of employee engagement with the organization are of course also influenced by the nature and personality of the employees themselves, and companies certainly expect employees to have good personalities. The results of [7] conclude that personality factors are related to extraversion, conscientiousness, neuroticism, and openness. has a significant relationship with employee engagement. In addition to extraversion, conscientiousness, neuroticism, and openness to experience were shown to have a considerable impact

on Employee Engagement. However, agreeableness was found to have a minor influence on Employee Engagement.

## 2. LITERATURE REVIEW

### 2.1 Engagement

According to [8], Employee engagement is the utilization of employees in their work by fully investing physical, cognitive, and emotional resources. Employee engagement has three dimensions as follows. Vigor: feeling full of energy, able to work for long periods. Dedication: inspiring work, enthusiastic about work, and proud of work. Absorption: feel that time flies when working and find it difficult to disengage from work.

Furthermore, according to [9], Employee engagement is the extent to which employees are attached and involved (physically, cognitively, and emotionally) in their work and organization, feel satisfied with their working conditions, feel confident in their work, enthusiastic about contributing to achieving organizational goals, as well as feeling ownership and commitment to the organization, has seven dimensions, namely. Concern for Career Development: the existence of career development in the workplace. Concern for Productivity: attention to high productivity will encourage employee engagement in their work. Ownership: a sense of ownership of work and the organization where you work. Loyalty (Commitment): loyalty and commitment of employees to obediently become members of the organization. Vigor: refers to the level of excitement, stamina, and energy displayed by an individual when working. It is characterized by a strong willingness to exert significant effort and a persistent determination to overcome challenges encountered in the workplace. Dedication: a person's involvement in work by experiencing a sense of meaning, enthusiasm, and pride. Absorption (dissolution): concentration

and seriousness in work, enjoying work, and finding it difficult to separate oneself from work.

Furthermore, according to [10], Employee Engagement is a positive awareness in terms of fulfillment and outlook on working conditions which are characterized by enthusiasm, dedication, and absorption, engagement is persistent and more cognitive-affective, and has three other dimensions. Vigor: enthusiasm characterized by a high level of energy and mental resilience when working, a willingness to put effort into work, not getting tired easily, and persistence even when facing difficulties. Dedication: dedication is characterized by a very strong feeling of involvement in employees in doing their work. Apart from that, employees also feel significance, enthusiasm, pride, and challenge. Absorption: solubility which is characterized by full and serious concentration when working. Apart from that, at work time seems to pass quickly and it is difficult to separate yourself from your work.

## 2.2 Personality

According to [11], Personality is a relatively stable set of characteristics, tendencies, and temperament (of an individual) that significantly originate from inheritance and socio-cultural factors, and the environment, has five dimensions. Conscientiousness: awareness. hardworking, diligent, organized, and persistent. Extroversion: Extroversion is the degree to which a person is sociable, gregarious, and assertive. Agreeableness: friendliness. degree of working well with others by sharing trust, warmth, and cooperation. Emotional Stability: emotional stability. the ability a person shows to handle stress by remaining calm, focused, and confident. Openness to Experience: Openness to Experience, is the range of a person's interest in new things.

According to [12], Personality refers to the structures and tendencies within a person that explain their

characteristics: thought patterns, emotions, and behavior, having five dimensions, among others. Conscientiousness, and awareness (with characteristics: dependable, organized, dependable, ambitious, hardworking, and persistent). Agreeableness refers to the quality of being friendly, cooperative, empathetic, helpful, courteous, and warm. Neuroticism refers to a personality trait characterized by being prone to nervousness, moodiness, emotional jealousy, and instability. Openness to Experience refers to an individual's inclination towards being curious, imaginative, creative, complicated, subtle, and sophisticated. Extraversion refers to a personality trait characterized by being chatty, gregarious, energetic, forceful, courageous, and often dominant.

According to [13], the five-factor theory of personality describes the structure of personality traits which are validated by personality theory and have psychological implications, having the following dimensions: Extraversion; identified as affiliative (desire social interaction) and social potential (proactivity in influencing others). Agreeableness; This trait represents a tendency to be trusting and trustworthy, gentle, kind, and warm. Openness to experience; is associated with scientific and artistic creativity and divergent thinking Neuroticism; or the need for stability is defined in terms of worry, insecurity, self-consciousness, and temperament. Conscientiousness; work, attendance at work, and work results.

## 2.3 Transformational Leadership

According to [14], transformational leadership is a behavioral pattern in which the leader motivates their followers to dedicate themselves to a common goal, while also providing significance to their job and acting as a role model to aid in their personal growth. potential and seeing problems from a new perspective has four dimensions, namely: Idealized

influence (charisma): influence and direction towards the thought patterns (idealism) of subordinates, can be seen from the admiration, trust, and respect of followers, causing followers to want to identify and imitate leader. Inspiration Motivation: providing ideas, support, and assistance that motivates subordinates, behavior can be seen in a way that fosters enthusiasm and commitment to a shared vision of the future. Intellectual stimulation: providing stimulation or challenges to stimulate the thinking power of subordinates, to be innovative and creative by questioning assumptions and reframing old situations in new ways. Individualized Consideration (individual attention), provides individualized attention and treatment based on the level of performance and needs of subordinates in a way that helps followers achieve their potential through coaching, development, and mentoring.

According to [15], transformational leadership is a pattern of leadership behavior that can change employees to pursue organizational goals above personal interests, generate trust, seek to develop leadership in others, show self-sacrifice, and serve as agents. moral, focusing themselves and their followers on goals that go beyond the needs of the group, and encouraging their followers to do extraordinary things, has four dimensions, namely: Inspirational Motivation; Charismatic leadership is considered to be individuals' inspirational and motivational characteristics, attracting commitment, energizing, creating meaning in their lives, setting standards of excellence, promoting high ideals. Idealized Influence; able to inspire confidence in their followers because they express their integrity by being consistent, persistent in pursuing their goals, and able to make sacrifices for the good of the group. Individualized Consideration; not only cares about the welfare of his subordinates but actively

encourages subordinates to grow and excel by giving them challenging work, more responsibility, empowerment, and individual mentoring. Intellectual Stimulation; talented at communicating organizational strengths, weaknesses, opportunities, and threats so that subordinates develop new goals, view problems as surmountable as personal challenges that they are responsible for overcoming, and seek creative solutions.

According to [16], Transformational Leadership motivates other people to do more than their initial goals even more than they thought, they challenge expectations more and achieve higher performance, are more committed and satisfy followers more, empowering followers and paying attention to them, helping followers to develop their leadership potential, with dimensions. Idealized Influence; behave in a way that is a role model for their followers, admired, respected and trusted, willing to take risks, and consistent rather than arbitrary. Inspirational Motivation (IM); behave in ways that motivate and inspire their followers by providing meaning and challenge to their work, stimulate team spirit, demonstrate enthusiasm and optimism engage and communicate with followers in imagining exciting future states. Intellectual Stimulation (IS); encourages creativity, stimulates followers to be innovative and creative with assumptions, reframing old problems and situations by looking for new solutions and ways. Individualized Consideration (IC); special attention to each follower's need to further achieve and grow by acting as a coach or mentor, able to accept individual differences.

### 3. METHODS

This research uses a quantitative method approach, and the object is lecturers at private universities in Bekasi City with a research sample of 166 respondents. When this research was carried out from November 2023 to April 2024, the instrument used was a

positive instrument with a Liker scale and rating scale, the sampling method used was proportional random sampling using the Slovin formula, data was collected using a questionnaire, and data was analyzed using path analysis and indicator analysis techniques.

**4. RESULTS AND DISCUSSION**

**Resume of Normality Test Result**

Kolmogorov Smirnov normality test with Monte Carlo approach. [17] states that the Kolmogorov-Smirnov Test (K-S Test) is seen from the Monte Carlo test. If the significant value of the Monte Carlo Sig test probability > 0.05 means the data is normally distributed and H0 is accepted, conversely if the significant value of the Monte Carlo Sig test probability data < 0.05 means the distribution data is not normal, and Ha is accepted.

The results of the normality test using Kolmogorov-Smirnov obtained a Monte Carlo Sig value. (2-tailed) of 0.138 > 0.05. Thus, H0 is accepted and Ha is rejected, which can be concluded that the data is normally distributed.

**Resume of Homogeneity Test Result**

Transformational Leadership X1 with Engagement Z, the value of F count 0.96 < F table 1.73 at alpha 0.05, it is concluded that the data is homogeneous. Personality X2 with Engagement Z, the value of F count 1.36 < F table 1.73 at alpha 0.05, it is concluded that the data is homogeneous.

**Resume of Linearity Test Result**

Based on the results of calculations with SPSS software shows that the value of F\_hit = 5.432 and Ftablel at a significant level

$\alpha$  0.05 obtained F\_tab = 8.54. because F\_hit = 5.432 < F\_tab = 8.54 then Ho is accepted, and it is concluded that the regression model of the Transformational Leadership variable (X1) with Engagement (Z) has a linear pattern.

Furthermore, the value of F\_hit = 2.431 and Ftablel at a significant level of  $\alpha$  0.05 obtained F\_tab = 18.49. because F\_hit = 2.431 < F\_tab = 18.49, Ho is accepted, and it is concluded that the regression model of the Personality variable (X2) with Engagement (Z) has a linear pattern.

**Indicator Analysis Result**

Indicator X1.2: Inspiring Motivation with Z3: Dedication has the most dominant correlation coefficient, namely: 0.762 indicates a strong relationship. This means that strengthening the indicator X1.2: Inspiring Motivation can increase the indicator Z3: Dedication.

Indicator X2.4: Emotional stability with Z3: Dedication. has the most dominant correlation coefficient, namely: 0.839 indicating a very strong relationship. This means that strengthening the X2.4 indicator: Emotional stability can increase the indicator Z3: Dedication.

**Path Analysis**

From Figure 1 and Table 1, it can be seen that the regression coefficient of the Transformational Leadership path to Engagement  $\beta_{YX1}$  is 0.148, which means that there is a moderate positive effect of Transformational Leadership on Engagement, then the regression coefficient of the Personality path to Engagement  $\beta_{YX2}$  is 0.335, which means that there is a strong positive effect of Personality on Engagement.

Table 1. Value of Path Coefficients Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	2.049	4.628		.443	.659
Personality	.316	.067	.335	4.690	.000
Transformational Leadership	.175	.062	.148	2.801	.006

Source: Processed primary data (2024)

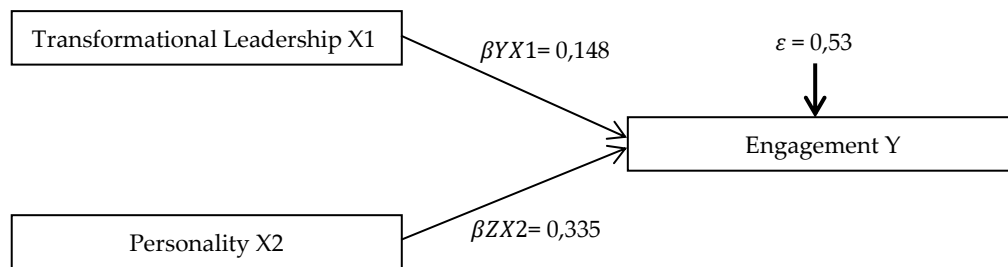


Figure 1. Empirical Causal Relationship Model Between Variables

## 5. CONCLUSION

This research concludes that; Strengthening Transformational Leadership can increase the engagement of permanent lecturers at private universities. Strengthening Personality can increase the engagement of permanent lecturers at private universities. Suggestions, to strengthen transformational leadership and

personality, you can strengthen the indicators for these variables.

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