

Transformational Leadership and Gender of the Leader for Government Insurance Worker in Covid Situation

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Abstract: This research aims to determine the effect of transformational leadership, employee engagement, job satisfaction on job performance with gender moderation from the leader on Health Social Security Administering Agency employees. This research was conducted in Indonesia with a total of 329 respondents. Research respondents were selected using the purposive sampling method. The research sample is Health Social Security Administering Agency employees at branch offices in Indonesia in region DKI Jakarta, Bogor, Depok, Tangerang, and Bekasi with a minimum of 2 years. This research is a quantitative research using the Structural Equation Model (SEM) method. This study proves that there is no effect between transformational leadership and job performance and no gender moderating effect of transformational leadership on job performance. This study also confirms the impact of transformational leadership on employee engagement and job satisfaction. In addition, it also proves the effect of job satisfaction and employee engagement on job performance. The contribution of this research is to add information at the theoretical level of human resource management and positive managerial implications, especially for company management, to determine the proper steps to improve job performance.

Key-Word: Transformational Leadership, Employee Engagement, Job Satisfaction on Job Performance

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1 Introduction

Leadership is essential in organizational development, especially in terms of human resources [1]. The importance of research on leadership can be seen by the many related studies currently developing. One aspect of leadership theory that is now designed is about transformational leadership. Some examples of research on transformational leadership are related to employee engagement [1], job satisfaction [2], [3], and job performance [4], [5].

Transformational leadership affects job performance at university employees in Pakistan [5] and in Law Firm employees in Pakistan [6]. Then, transformational leadership is known to have a more substantial positive effect on employee engagement and job performance to a school employee in Thailand [1].

Then related to employee engagement, transformational leadership has also led to increased employee engagement for company employees in China [7] and at a private bank in India [8]. Further, employee engagement positively affects job performance at an information technology company in Jordan [9].

About job satisfaction, Transformational leadership increases job satisfaction in information technology companies in Turkey [10] and the manufacturing industry in Malaysia [11]. Then, Job satisfaction affects the job performance of company employees in Taiwan [12] and in manufacturing companies in Zimbabwe [13].

About gender, several studies explained the difference between male and female leaders, which moderate the effect of transformational leadership on job performance. In addition, several studies have shown that male and female leaders adopt transformational leadership skills in different ways, which lead to a different effect on job performance levels. Further, empirical evidence shows that transformational leadership with gender moderation is known to affect job performance at company employees in the United States [14][15][16].

Transformational leadership is essential if we relate with the current condition when significant changes happen because of the COVID-19 pandemic. The COVID-19 outbreak in China is a threat to employee well-being worldwide [17]. In addition, the World Health Organization (WHO)

announced the COVID-19 epidemic as a global public health threat [18].

The COVID-19 pandemic has created a crisis; leaders had to face the challenge of leading in an extreme and volatile condition [19]. For example, the COVID-19 pandemic has drastically changed many aspects of our society and work-life and affected the employee engagement of university employees in China [20]. Moreover, the COVID-19 pandemic has also changed work-life and affected employee engagement at hospital employees in China [21]. Transformational leadership can help the company in managing crises effectively [22]. Transformational leadership divides crisis management into two situations: task management during a crisis and personnel management in a concern [23].

Many studies explained the relationship between transformational leadership, employee engagement, job satisfaction, and their effect on job performance. However, it is still rare research in explaining this relationship in Health Insurance employees, especially on government insurance agencies or Health Social Security Administering Agency in Indonesia. Furthermore, this research is deepened with moderation using gender of the leader during the covid-19 pandemic as moderation variable.

This study will explain the relationship of transformational leadership, employee engagement, job satisfaction to job performance during the covid-19 pandemic. In addition, this research will define the gender of the leader as moderating variable during the COVID-19 pandemic.

2 Literature Review

2.1 Transformational Leadership

Transformational leadership is what the leader does, about the process of leading a group and influencing a group to achieve their goal through creating positive and valuable change for employees [24].

Further, transformation leaders must focus on changing others to help each other, maintain, encourage, align and care for the organization as a whole [25]. Moreover, it includes the relationship between leader and employee behavior [26].

Furthermore, a leader achieves the goal by changing the organization and employees [27]. Then, a leader with the ideal influence can be seen when they become inspiring motivators and facilitators of employees to continue learning [28]. That leader will make their employees develop trust

and respect in the organization. Hence, they will show extraordinary behavior to meet the expectation of the leader [29]

2.2 Employee Engagement

Employee engagement is defined as a cognitive, emotional, and behavioral condition to achieve organizational goals [30]. Further, employee engagement is a combination of attitude and behavior [31]. Then, employee engagement can be seen as the enthusiasm, satisfaction, and involvement of an employee in his work [32].

Employees engaged in tasks will have a higher level of energy, enthusiasm for their work, and loyalty to their work from day to day [33]. Employee engagement measures the emotional bond, positive or negative that affects employee attitudes towards work, friends, and the organization.

Employee engagement is also a workplace approach designed to ensure that employees are committed to the goal and value of the organization, motivated to contribute to the organization's success, and able to increase the employee's sense of well-being [34]. Employee engagement is the extent to which an employee is involved in work and the organization cognitively, emotionally, and behaviorally [35]. When an employee believes that the organization cares about the employee and well-being, the employee will be more involved [36]. In addition, job suitability, affective commitment, and psychological climate have been associated as an antecedent of employee engagement [30].

2.3 Job Satisfaction

Job satisfaction includes cognitive, affective, and evaluative reaction or attitude and pleasant or positive emotional states resulting from assessing one's job or work experience [37]. From a psychological point of view, job satisfaction views multidimensional outcomes on a single job, and such consequences have become an exciting factor, involving both cognitive and behavioral [38].

Job satisfaction is an attitude variable determined by the quality of the organization's working conditions and specifies a series of consequences on the level of employee behavior, such as absenteeism, work involvement, and loyalty to the company [39]. Further, job satisfaction is an employee's feeling towards work which is expressed as an employee's attitude [40] [41]. So then, Job satisfaction is classified into three aspects: the work environment, job characteristics, and individual attributes [42].

2.4 Job Performance

Job performance is about doing work and achieving the result [43]. Further, it can be seen as a series of values resulting from employee behavior that positively and negatively contribute to the achievement of organizational goals [44]. Furthermore, it is related to the ability of the employee to perform specific skills [45].

Job performance is the result of work through the quality and quantity achieved by the employee in carrying out their duties following the responsibility given [46]. Moreover, its assessment includes the amount of work, quality of work, work knowledge, creativity, awareness of attendance, and completion of quality work [43].

3 Hypotheses Development

3.1 The Effect of Transformational Leadership on Job Performance

Transformational leaders as change agents can achieve job performance that exceeds expectations by assigning challenging tasks to direct and motivate employees to achieve higher job performance [47]–[50]. In addition, it has a significant effect on job and company performance because transformational leadership facilitates and encourages employees' ability to think creatively and independently [51]–[53]. Moreover, it encourages employees to develop proactive behavior through individual and intellectual stimulation [54] [55].

Transformational leadership helps employees reduce their intention to change jobs and improve job performance [56]. The relationship between transformational leadership and job performance has been investigated, considering the critical role of transformational leadership in organizational learning [57][58][59]. Based on this, the following hypothesis is proposed.

H1. Transformational leadership improves job performance.

3.2 The Effect of Transformational Leadership on Employee Engagement

Transformational leadership is a catalyst for employee engagement [60]. It is related to employee engagement because it changes individual mindset towards achieving team and organizational goals. Further, transformational leadership positively affects employee engagement because the employee feels more meaningful at work. Hence, there is an increase in an employee's performance, and they

become more positive at work, such as being creative, innovative, proactive, initiative, and learning. In addition, transformational leadership gives employees more support for self-development, so they want to be more involved in work [61]. It is in line with several previous studies [61]–[66]. Therefore, the following hypothesis is proposed:

H2. Transformational leadership increases employee engagement.

3.3 The Effect of Transformational Leadership on Job Satisfaction

Transformational leadership visualizes the role of the leader as being more interactive, visionary, supporting employee creativity, increasing performance achievement, and having a positive impact on job satisfaction [67]. Job satisfaction for both individuals and teams is formed directly from transformational leadership traits [68]. In addition, transformational leadership increases job satisfaction and reduces employee turnover [69]. Several previous studies have also explored the influence of transformational leadership on job satisfaction both directly and indirectly [70]–[77] [28]. Thus, the following hypothesis is proposed:

H3. Transformational leadership increases job satisfaction.

3.4 The Effect of Job Satisfaction on Job Performance

An employee who has a positive attitude at work has a higher level of job satisfaction and, as a consequence, is more oriented towards improving job performance [78] [79]. Job satisfaction reflects how well employee feels enforced in the workplace and how devoted employee is to the company's success. If job satisfaction is high, the employee is more interested in improving job performance and contributing to the company's success. It follows several previous studies [80][81]–[84]. Thus, the following hypothesis is proposed:

H4. Job satisfaction has a positive influence on job performance.

3.5 The Effect of Employee Engagement on Job Performance

Job performance depends on employee engagement [36]. The employees involved in their work have a good tendency and positive feeling in the work environment. These positive feelings and experiences result in better job performance [85]. Employee engagement benefits employees and organizations because employee involvement is

expected to show better job performance [86]. Employee engagement has been shown to predict job performance positively and innovation [87], represented in simultaneous investment that focuses on cognitive, affective, and physical work [88]. It is in line with several previous studies which state that employee engagement will affect job performance [31] [89][90]. Thus, the following hypothesis is proposed:

H5. Employee engagement improves job performance.

3.6 The Effect of Moderation of Gender Transformational Leadership on Job Performance

Many studies on moderate leadership behavior have been carried out, but the results are still far from a comprehensive understanding [91]. Leadership has been studied in different dimensions, which is usually influenced by demographic characteristics, more specifically by the gender of the leader [92]. Several studies have shown that female leaders are more likely to hate male subordinates than female subordinates [93]). There are several explanations for the reason for this condition. First, boys and men have more masculine schema leaders than girls and women [94][95]. Second, a man has been more negative attitudes toward the woman in management than a woman [96]. Subordinates' evaluation of woman's leadership performance is significantly more negative to the extent that they have more negative attitudes toward women in management [97]. Third, research has shown that men are more likely than women to see the world in terms of hierarchical relationships. In addition, a man with hierarchical preferences is more likely to stereotype women negatively [98]. Fourth, female subordinates judge male and female leaders similarly while male subordinates differ [99]. Increasing the representation of women in transformational leadership has a significant influence and creates a positive performance effect both in times of stability and during the COVID-19 pandemic crisis [100]. Thus, the following hypothesis is proposed::

H6. Gender of the leader moderates the positive effect of transformational leadership on job performance

Based on the above hypothetical framework, the research model can be described as shown in figure 1 below:

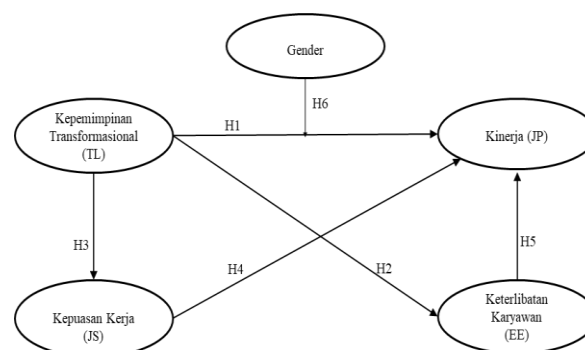


Fig. 1: Research Model Framework

4 Research Methodology

Data collection in this study used a survey method by distributing an online questionnaire. Measurement was made using a Likert scale of 1 – 5 (1 = strongly disagree and 5 = strongly agree). The measurement of transformational leadership (TL) variable adopted consists of 7 questions [49]. The employee engagement variable consists of 9 questions [101], job satisfaction consists of 7 questions [102]. Job performance consists of 9 questions [103]. The total measurement is 32 questions.

The population of this study is the employees of the Health Social Security Administering Agency in Indonesia. Health Social Security Administering Agency was chosen as the object of research because it is a public government legal entity that administers social security programs in the health sector, which is an essential factor in overcoming the COVID-19 pandemic and has an extensive network spread throughout Indonesia.

The sample in this study was selected using a purposive sampling method. Sampling criteria used are employees who have worked for at least two years in area DKI Jakarta, Bogor, Depok, Tangerang, and Bekasi, the representative of the Health Social Security Administering Agency territory of Indonesia.

The minimum sample amount for Smart PLS is 100 because there is moderation using gender leadership. It makes the minimum number of respondents become 200 people [104]. The number of respondents used in this study was 329 respondents.

This study uses the gender of the leader as a moderating variable. Respondents were divided into two groups. The first group was asked about how leadership is under male leaders, and the second group was asked about how leadership is under female leaders.

The time of the study is taken from February to

July 2021. This study used the variance-based structural equation modeling method. The nature of the data is non-metric data, namely the gender variable that uses nominal data. Therefore, the variance-based structural measurement model is more recommended to use in that condition rather than the covariance-based structural equation model [105].

Variance-based structural equation modeling is a prediction-oriented approach to structural equation modeling, mainly used for exploratory and confirmatory research. It can facilitate structural equation modeling solutions at all levels of complexity in high-level structural and construction models, which usually reduces the problem of heterogeneous multicollinearity and multi-group analysis.

Data includes attributes, characteristics, or categorical properties that describe an object, and variables are measured using nominal and ordinal scales. For example, structural equation modeling based on variance is non-metric data that works well on non-normal distribution, variance. Based on structural equation modeling, it is also possible to estimate the error of model parameters. Furthermore, it can facilitate the test of significance, structure, or relationship evaluated by the size and significance of the beta coefficient, also considering the model's predictive ability, which usually uses a coefficient of determination that measures the model's predictive power in the sample [106].

5 Results

Respondents in this study were employees of Health Social Security Administering Agency Kesehatan spread across branch offices in DKI Jakarta, Bogor, Depok, Tangerang, and Bekasi. Of the 329 respondents, 151 were male and 178 female. They had different educational backgrounds. Based on academic experience, respondents with high school education background are 26 people, respondents with D3 education background are 33 people, while for employees with undergraduate education background are 257 people and for respondents with S2 educational experience are 13 people. In terms of age, respondents have different age ranges, including those with an age range of fewer than 25 years as many as 33 people, for an age range of 25 years to 35 years, which is 228 people, while for employees aged 36 to 45 years there are 58 people. And ten employees aged 46 to 55 years.

About the rank of position, respondents in this study who had staff positions amounted to 296 people. However, for the assistant manager position,

as many as 31 people, and respondents with manager rank as many as two people.

Judging from the length of work, respondents who have worked for 2 to 10 years are 289 people, respondents who work from 11 to 20 years are 34 people and respondents who have worked for more than 20 years are six people.

The construct validity and reliability test were carried out in this study. The construct validity measurement was accepted and declared valid because all indicators in each variable had a loading factor of more than 0.5 [106]. The results of calculations from construct reliability and variance extracted in this study can meet the overall requirements. The value of the construct reliability test must meet the reliability requirements with an AVE value above 0.50 [106]. The results of the calculation of CR and AVE on male leadership all show above the standards mentioned, namely transformational leadership (CR = 0.920; AVE = 0.793), employee involvement (CR = 0.925; AVE = 0.673), job satisfaction (CR = 0.869; AVE = 0.625), performance (CR = 0.913; AVE = 0.636). The value of the construct reliability test must meet the reliability requirements with a value of 0.7 [107].

The value of R Square is the coefficient of determination on the endogenous construct. The R Square value of 0.75 was categorized as very strong, the R Square value of 0.5 was organized as strong, and the R Square value of 0.25 was categorized as weak. Structural test analysis was carried out to determine the value of R^2 in each equation [108].

The value of R^2 shows how far the independent variable can explain the dependent variable. Based on the Smart PLS analysis results, the results of the first analysis are obtained. Namely, the employee involvement variable is directly influenced by the transformational leadership variable with an R^2 value of 0.323. Thus, it can be interpreted that 32.3% of the variance of work involved can be explained by transformational leadership variables, while other variables can explain the remaining 67.7%. The second analysis is that the performance variables are jointly influenced by transformational leadership, employee involvement, and job satisfaction with an R^2 value of 0.583. Therefore, it can be interpreted that 58.3% of the performance variance can be explained by transformational leadership, employee involvement, and job satisfaction, while other variables can explain the remaining 41.7%. Then the third analysis was carried out on the job satisfaction variable, which was directly influenced by the transformational leadership variable with an R^2 value of 0.238. So, it can be interpreted that 23.8% of the variance of job

satisfaction can be explained by transformational leadership variables, while other variables can explain the remaining 76.2%.

The following is the result of the research in the form of a value diagram image:

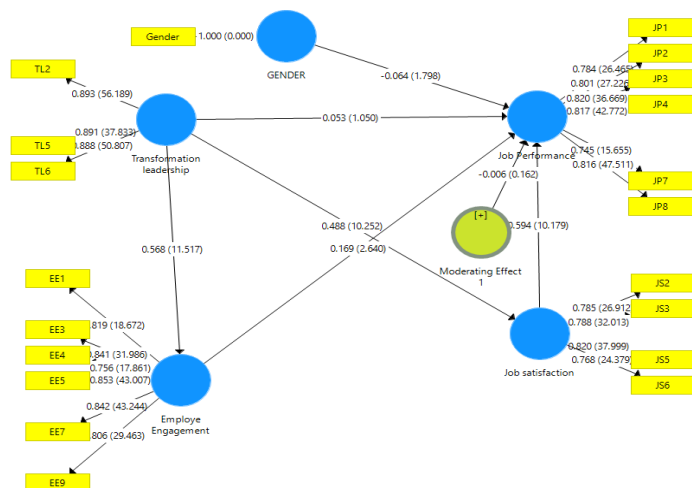


Fig. 2: Path Diagram T-Values

Based on the T-Values Path Diagram above, the hypothesis testing in this research model is as follows:

Table 1. Research Model Hypothesis Testing

Hypothesis	Statement	Score	Information
	Hypothesis	T-Value	
H1	Transformational leadership improves performance	1,050	The data do not support the hypothesis
H2	Transformational leadership increases employee engagement	11,517	The data support the hypothesis
H3	Transformational leadership increases job satisfaction	10,252	The data support the hypothesis
H4	Job satisfaction has a positive influence on performance	10,179	The data support the hypothesis
H5	Employee engagement improves performance	2,640	The data support the hypothesis
H6	Gender of the leader moderates the positive influence of transformational leadership on performance	0,162	The data do not support the hypothesis

Source: Smart PLS 3 data processing

6 Discussion

This study aims to determine the effect of transformational leadership on performance moderated by the gender of the leader. In addition, the influence of transformational leadership on employee engagement and job satisfaction. Finally,

it also wants to know the effect of job satisfaction and employee involvement on performance.

The finding of this study showed that transformational leadership does not increase the employee's job performance. Thus, transformational leadership actions such as providing support to subordinates do not affect performance. One of the reasons is because the status of employees of the Health Social Security Administering Body is an employee of government administrators. In Indonesia, this status means that employees are not afraid to be fired if they do not achieve their performance. No matter how well a manager or leader tries to support their subordinates. This is different from some study that explains that transformational leadership improves performance [5]. Another reason is the effect of COVID 19. When there are COVID-19 conditions like today, the company limits the distribution of employee work schedules to work from office 25% and work from home 75% per day. Therefore, even the leaders have supported employees with transformational leadership conduct, such as increasing employee engagement and cohesiveness. However, it still cannot improve employee performance because COVID 19 condition hampers employee performance. Again, this is different from previous research, which explains that transformational leadership improves performance [5].

Gender of the leader moderates the positive effect of transformational leadership on performance. The findings in this study prove that there is no such effect. It shows that gender has no effect despite taking transformational leadership actions such as encouraging staff development, recognizing staff, fostering trust, involvement, and cooperation among team members, having consistency between the values conveyed and implementing these values and during the COVID-19 pandemic. 19 does not prove the transformational leadership type itself. It does not influence performance, such as employee work efficiency, higher quality standards than formal standards, working as expected, producing high-quality work, and finding pleasure in position. This is different from previous research, which explains that the gender of the leader moderates the positive effect of transformational leadership on improving performance [14].

It shows that the COVID-19 condition has forced the company to limit employees' work with a schedule of work from office 25% and work from home 75% per day. Although the leadership has supported employees to work through virtual, virtual work meetings, coordination between virtual

fields, work assignments, and coordination between employees through electronic media, the male leadership style based on gender is goal-oriented. On the other hand, rational, assertive, ambitious, independent, aggressive, competitive, low-stress levels, and adaptive in the environment. Compared to female gender leadership who are expressive, emotional, and relationship orientated, interpersonally sensitive, more caring, empathetic, and collaborative are not visible. They do not influence employees to maximize their work due to the restrictions of the COVID-19 condition. Thus, the gender of the leader does not moderate the positive influence of transformational leadership on performance. This is different from previous research, which explains that the gender of the leader moderates the positive effect of transformational leadership on improving performance [15].

This study proves the influence of transformational leadership on employee engagement. It shows that transformational leadership actions include encouraging staff development, fostering trust, involvement, and cooperation between team members. On the other hand, having consistency between the values conveyed and the implementation of these values influences employee engagement such as focus, concentration, and paying a lot of attention to work, sharing work values, the same work goals with colleagues, and feeling energetic enthusiastic about work. It is in line with previous research, which explains that transformational leadership increases employee engagement [1].

It shows that leaders can build communication, interaction, and connections, care about employees and employee welfare, maintain employee cohesiveness, motivate, inspire and increase employee morale. Other than that, convince employees about the company's goals clearly to commit and contribute optimally to the company, despite the COVID-19 conditions and the company limiting work from office schedules to 25% and from home 75% per day. And employees working through virtual, virtual work meetings, coordination between virtual fields, work assignments, and coordination between employees through electronic media, permanent employee involvement maintained so that transformational leadership has a positive effect on employee engagement [7].

Transformational leadership increases job satisfaction, indicating that this study proves this effect. It shows that transformational leadership actions such as encouraging staff development, recognizing staff, fostering trust, involvement, and

cooperation between team members have consistency between the values conveyed. Implementing these values influences job satisfaction, such as abilities and skills matching the employee's work. The work done contributes to the company, the performance reaches the expected target, and the result is maximized. It is in line with previous research, which explains that transformational leadership increases job satisfaction [10].

It shows that leaders can motivate employees to work optimally and improve performance, instill trust in leaders, provide examples of personality, principles of life, and fun at work. Other than that, offer a supportive working environment and conditions, provide welfare, convince employees of the company's goals. Moreover, despite the COVID-19 conditions and the company limiting work from office schedules to 25% and work from home 75% per day, employees are satisfied at work, so transformational leadership positively affects job satisfaction. [11].

Job satisfaction has a positive effect on performance, indicating that this study proves the existence of this influence. It shows that job satisfaction measures such as abilities and skills that match the employee's work, the work done contributes to the company, the performance reaches the expected target, the job done is maximized, and influences performance. It such as employee work efficiency, higher quality standards than employees. Formal means, work as expected and high-quality produce work, and find pleasure in position. It is in line with previous research, which explains that job satisfaction increases performance [12].

It shows that employees feel involved, motivated, well treated, rewarded, work that matches their personality, supportive working conditions, and co-workers. Employees receive reasonable compensation and welfare, good career path opportunities, and work results that meet expectations despite the COVID-19 conditions and the company limiting work from office schedules to 25% and from home 75% per day. Job satisfaction remains maintained for employees working through virtual, virtual work meetings, coordination between virtual fields, work assignments, and coordination between employees through electronic media. Job satisfaction positively affects performance [13].

This study proves the influence of employee involvement on performance. It shows that employee involvement actions such as focusing, concentrating, and paying a lot of attention to work,

sharing work values, the same work goals with colleagues, and feeling energetic and enthusiastic in work influence performance. In addition, it includes employee work efficiency, higher quality standards, working as expected, producing high-quality work, and finding pleasure in work. It is in line with previous research, which explains that employee engagement improves performance [9].

It shows that there is good communication, interaction, connection, and cohesiveness between fellow employees and between employees and leaders. Employees get good care, appreciation, and welfare. Employees get a supportive working environment and conditions, and employees feel motivated and enthusiastic about work and confident. With clear company goals, employees feel committed and contribute maximally to the company, even though the COVID-19 conditions and the company have little work from office schedules 25% and work from home 75% per day. Employees work through virtual, virtual work meetings, coordination between fields, virtual work assignments, and coordination between employees through electronic media. Employee engagement is well maintained so that employee engagement has a positive effect on performance [8].

7 Conclusion

This study proves that there is no influence between transformational leadership and performance, and there is no gender moderating effect of transformational leadership on performance. This study also confirms the impact of transformational leadership on employee engagement and job satisfaction. In addition, it also demonstrates the result of job satisfaction and employee involvement in the performance.

In addition, this study has limitations. First, this study only looks at one variable in leadership, namely transformational leadership, even though other variables need to be known about performance, employee involvement, and job satisfaction, for example, transactional leadership variables, servant leadership, and laissez-faire leadership. So that further research needs to consider determining the effect that occurs between transactional leadership, servant leadership, and laissez-faire leadership with performance, employee engagement, and job satisfaction. Second, this study still only looks at one variable in engagement, namely employee involvement, even though other variables need to be known about job satisfaction and performance, namely work involvement and

organizational involvement. Third, this research is limited to one health insurance company, the Health Social Security Administering Body, so it may not necessarily describe the condition or represent other health insurance. The same research can be done in the future but not only one health insurance company.

The managerial implication of this research is to increase employee engagement, job satisfaction, and employee performance. Then company leaders need to apply transformational leadership principles, such as communicating clearly and positively about company goals, encouraging staff development, fostering trust, involvement, and cooperation among employees. Employees, the process of appreciation for employees, a sense of trust and respect is always fostered. Leaders are also expected to have clarity and consistency between the values conveyed and the implementation of the values in question. To improve the performance of company leaders, it is necessary to increase employee involvement such as focusing, concentrating, and paying a lot of attention to work, sharing work values, having the same work goals with colleagues, and feeling energetic and enthusiastic about work. In addition, to improve the performance of the company's leaders, they can take job satisfaction actions such as abilities and skills that match the employee's work, the work done contributes to the company, the performance reaches the expected target, and the work done is maximized.

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