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Optimizing Human Resources Empowerment In The Era Of Covid-19: From Transactional To Transformational Leadership

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Abstract. There are two important things to consider in business resilience, namely market dependence (competitiveness) and industry turbulence (speed of change). In the crisis era, due to the COVID-19 pandemic, rapid changes occur in the business environment so that companies that want to survive must be able to quickly adapt. Organizational failure is usually determined by leadership or the nature of the organization itself. This research is aiming at answering the questions of how to optimize the company's human resources (HR) in the Covid 19 period and what criteria must be fulfilled so that someone is able to become a transformational leader. This study applies a case study approach from qualitative research design. In this study a semi-structured interview is used to get the perspectives of transformational leadership. The research proved that HR optimization can be implemented by improving the elements of employee engagement and employee enablement. However, to be able to improve these elements, a change in leadership style from transactional to transformational leadership must be applied. This study contributes significantly to the development of leadership knowledge, especially regarding the effectiveness of transformational leadership in advancing the company. In addition, the results of this study can be used as input for authorized organizations in the development of transformational leadership in order to optimize the company's human resources.

Keywords. Employee engagement, employee enablement, Human Resources empowerment, transformational leadership.

1. Introduction

The outbreak of COVID-19 has brought us into VUCA situations: Volatility, Uncertainty, Complexity, and Ambiguity. This situation suggests a period of unexpected and unstable challenges with no known expiration time. Business people consider the corona virus to have a big negative impact on the Indonesian economy, because it has disrupted the industrial production chain so that business turnover is not smooth, while the obligations of entrepreneurs must continue to run. In this pandemic period, companies are demanded to remain competitive. Therefore both employees and leaders have a big role to play in maintaining the survival of the organization.

Organizations need employees who can make a meaningful contribution and of course can increase productivity. Therefore, good and appropriate management and empowerment of human resources in organizations is needed. To get employees who have high performance for

an organization is not easy because it takes a lot of factors that need to be contributed by employees to the organization. Organizations need employees who not only have high competence but loyalty and great dedication to the company. But in reality, even though employees are satisfied with their work and are committed, engaged in high work, this does not guarantee that they will remain in the organization and contribute their best performance to the organization. Therefore, employee engagement and employee enablement are two things that must be prioritized so that the company can continue to grow. Especially in the COVID-19 era where many companies set Work From Home (WFH) policies.

On one hand, WFH does provide benefits for workers including: (i) a balance between work and family life; (ii) reducing travel time to the office and saving fuel; (iii) can control work schedules and work atmosphere; (iv) can choose to work when the mood is good. While the benefits for employers are (i) encouraging enthusiasm for work; (ii) reducing laziness and absence; (iii) reducing employee turnover; (iv) strengthening the company's image as a family-friendly workplace [1]. However, in practice, it is not as easy as turning the palm of our hand, because only employees who have high work motivation can be relied on by the company to work from home under minimum supervision.

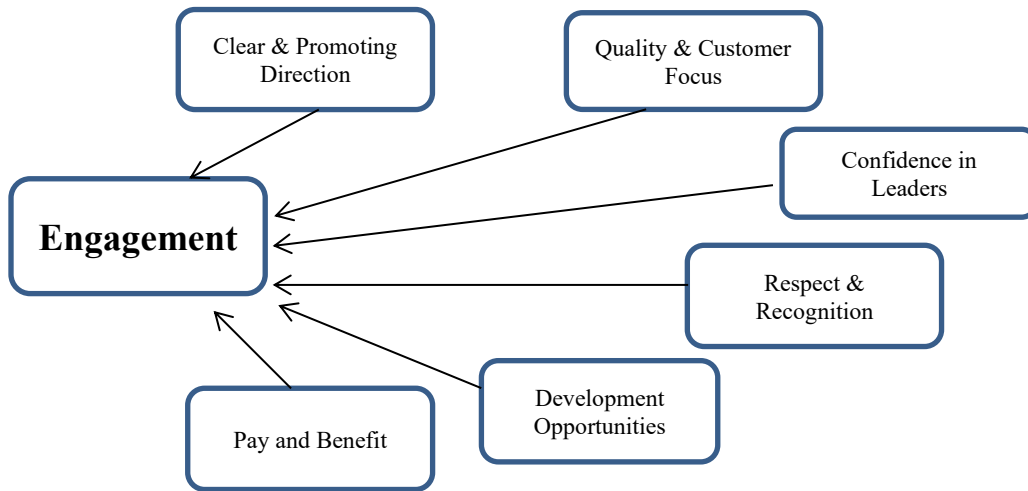
1.1 Employee Engagement

Employee engagement is the emotional commitment of employees, organization and goals, which mean that employees are truly involved and care about their work and the company they work for. Employee engagement makes employees not only work for salary or just for promotion but work on behalf of company goals. If employees have a high 'engagement', they will have the awareness to work with partners to improve performance on the job for the purpose of the organization [2].

Meanwhile, [3] states that a worker who is 'engaged' will have a strong commitment to use all his abilities in carrying out tasks. Employees like this will also always maintain their behavior at work and always try to complete their duties properly, even always open to an improvement and constructive criticism. Employee engagement also has several benefits, namely increasing productivity, increasing profits, increasing efficiency, reducing turnover, reducing absenteeism, reducing fraud, increasing customer satisfaction, reducing work accidents and minimizing employee complaints [3].

Hewitt in [4] states that employees who feel bound consistently show 3 general behaviors namely: Say, Stay, Strive. Tobing, Dewi L., Hay Group Senior Consultant, EOC survey (2013) cited in [5] stated that engagement is influenced by 6 main driving factors, namely: Employee Engagement, Clear and Promoting Direction, Quality and Customer Focus, Confidence in Leaders, Respect and Recognition, Development Opportunities, Pay and Benefit, as illustrated in Figure 1 below.

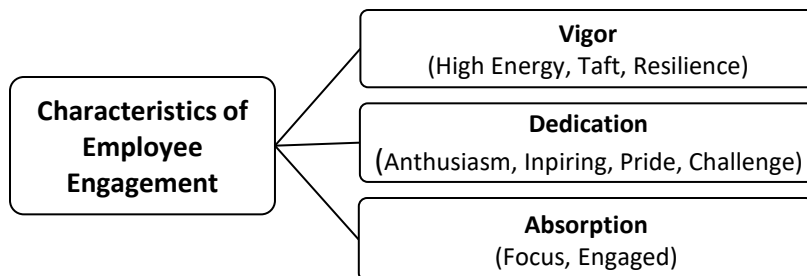
Figure 1
 Factors influencing Engagement



Source : Tobing, Dewi, L. (2013) cited in Cahyono (2019)

Engagement is considered important by the management of the organization and is one of the topics that is being hotly discussed in the current human resource management insight. Employee engagement is a solution that can be recommended to leaders in dealing with the problems of motivation and performance of their employees, especially in this pandemic period, companies can easily assess which employees are 'engaged' and which are not or not engaged. It can be imagined how companies that have never prioritized employee engagement suddenly had to implement WFH. Employees who are not 'engaged' will work arbitrarily without clear targets and do not care about the goals of the organization. [6] mention there are three characteristics in employee engagement, namely: 1) *Vigor*. This is characterized by high energy levels and mental toughness when working, also endurance in the face of difficulties, 2) *Dedication*. Dedication is characterized by enthusiasm, inspiration, pride and challenge, 3) *Absorption*. It is characterized by full concentration and pleasure when involved in work, so that time will seem to run quickly even if an employee is facing problems.

Figure 2
 Characteristics of Employee Engagement



Source : Schaufeli dan Bakker (2004:295)

Engaged employees are valuable business assets [7]. From the various definitions explained earlier, it can be concluded that employee engagement is a form of employee statement for their work that exceeds what is expected by the organization. Employees will be fully involved and enthusiastic about their work, concerned about the company's future and willing to invest their

best work for the success of the organization where they work. Employee Engagement is one way to make employees have high loyalty, like the opinion of [8] which states that employee engagement makes employees have a higher loyalty thereby reducing the desire to leave the company voluntarily. Employees who have high engagement tend to have better performance because they have positive feelings and do not make their work a burden.

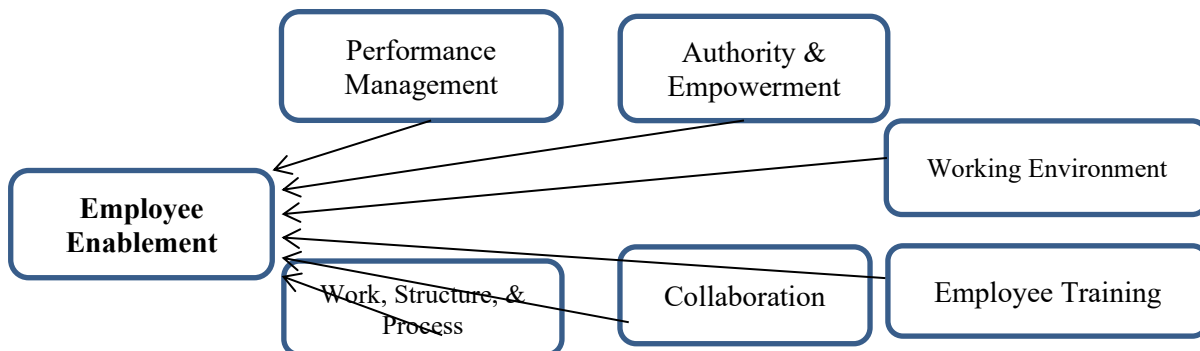
1.2 Employee Enablement

In its development, employee engagement alone is not enough to be able to maintain the sustainability of the company. Another important aspect is employee enablement. With employee enablement, companies not only equip employees to have competence, skills, and knowledge, but companies also think about how employees feel comfortable working at the company, so that dedication and loyalty will emerge. The difference between the terms employee engagement and employee enablement is actually simple: employee engagement gives employees the ability to continue to perform high-level work functions, while employee enablement ensures that employees are dedicated and loyal to the company's vision.

Highly engaged and highly enabled employees are employees who are emotionally committed to work and the company at all times, the knowledge and skills possessed are really utilized by the company, have a strong motivation to keep learning, innovating improvements and showing the expected performance. Conversely, employees who are not engaged and not enabled are employees who are emotionally not committed to work and the company, their knowledge & skills are not used by the company, even actively like to gossip, grumble, spread issues inside or outside the company (community) and poor performance. A study has found a positive relationship between employee engagement and employee enablement with organizational performance. Companies with engaged employees have high employee retention resulting from decreased employee turnover, reducing the intention to leave the company, increasing productivity, profitability, growth and customer satisfaction (Markos, Sridevi, 2010 as quoted by [9]).

According to Dewi L. Tobing (2013) cited in [5] employee effectiveness is influenced by employee enablement and employee engagement. The main drivers of employee enablement are: (a). Performance Management where managers use management performance tools in setting individual, team and company targets. Clear personal goals that prioritize improving performance are very important because they can make employees focus on their business and add value to their duties; (b). Authority and Empowerment. Employees can work more effectively when they have certain autonomy and wisdom; (c). A supportive work environment is very important and will not be useless because it keeps employees motivated. Employees can work well if they have the required information, training and resources; (d). Training Employees need the right skills and tools for their best performance. Trained employees become more enthusiastic about work and are highly committed to the company; (e). Collaboration. Collaboration is one of the important skills for managers and teams. Connections between team members bond and become motivational; (f). Work, structure and process. When employees are asked to work hard, they also want to feel they are working smart, as illustrated in Figure 3 below.

Figure 3
Factors influencing Enablement



Source : Tobing, Dewi, L. (2013) cited in Cahyono (2019)

To be able to implement employee engagement and employee enablement, a leader is needed who can develop a conducive work environment and build a motivational climate for members of the organization so that it is expected to produce high productivity. The leadership style of a leader in an organization is very important because it can determine the progress or retreat of a company, especially in this COVID-19 era, a company without a leader who has the ability to lead in the disruptive era or VUCA, with high visibility and can show empathy and attention to employees will have difficulty to bring the condition of the company to its original condition [10].

1.3. Leadership style needed in COVID-19 era

The old paradigm in leadership runs by emphasizing stability, without any change. Relationships with followers are carried out by controlling and emphasizing competition for progress. This causes frequent conflicts, thus destroying the organization or company. The old paradigm only paid attention to a few things and demanded uniformity, not differences. Meanwhile, in this pandemic era, changes occur radically and cannot be avoided. However, the fact is with the increasing number of organizations that introduce change programs to their employees, or companies that have experienced changes due to forced by the pandemic, not many know how to manage these changes. Not many organizations teach managers and their teams how to effectively manage the "human aspect" of change itself. The consequence arising from a paradigm shift is the need to find leaders who can positively respond to these conditions so they can bring the organization together with members to adapt well.

One of the most well-known leadership styles in the world is transactional leadership. Transactional leadership is in principle very dependent on the exchange of rewards between leaders and subordinates. The agreement between the leader and subordinates about what should be done by a subordinate is intended to obtain compensation or to avoid punishment. The transactional leadership model has positive and negative impacts. The positive impact where the transactional model lies in efficiency in the implementation of work, because the clarity of the division of labor in accordance with the main tasks and functions of each staff in the organization, standardization of guidelines and work rules, and consistency of the rules that have been set [11]. The leadership has the main characteristic that is the exchange between productivity and reward or punishment. This leadership style is not very suitable to be applied in a crisis era such as the COVID-19 pandemic, where every employee has been burdened with problems in their families, ranging from learning difficulties of children with the online

education system, additional efforts in outside the office that is forced to close, to the point of difficulty with the WFH work system that requires employees to master work with digital systems.

Transactional leadership style is very different from transformational leadership style. Transformational leadership has the potential to inspire subordinates to do their best, develop their skills to take these subordinates to a higher intellectual level. Transformational leaders are able to urge followers to achieve more than expected. [12] notes that transformational leadership is a pattern of leadership used by leaders to change the current situation through inspiration, persuasion, and excitement for shared goals. Meanwhile, [13] states that transformational leadership involves four sub-dimensions. First, idealized influence refers to the ability of leaders to increase loyalty, dedication, and identification without focusing on self-interest. Second, inspirational motivation refers to the ability of leaders to create a vision that makes subordinates play an important role in the organization. Third, intellectual stimulation refers to the ability of leaders to provide opportunities for employees to be innovative and dare to take risks. Finally, empowerment, the leader will coordinate with subordinates and act as a motivator. This is achieved by giving confidence to subordinates in the form of authority to make decisions.

One of the basic assumptions of transformational leadership theory that needs to be underlined is that organizational leaders must be able to deal with changes on an ongoing basis in order to compete in the fast-changing economic situation. [14] states that transformational leadership is the ability to inspire and motivate followers to achieve results that are greater than originally planned and for internal rewards. By expressing a vision, transformational leaders persuade followers to work hard to achieve the goals described. The leader's vision provides motivation for followers to work hard, namely to reward themselves. At this time, especially since the COVID-19 pandemic, people no longer need a leader who is versatile and instrumentalist, but a leader who can accommodate shared aspirations to be jointly manifested in systematic institutional actions. Such a leadership foundation is a "fusion of performance" between leaders and subordinates. In a disruptive era like this the changes are no longer moving slowly or linearly. The changes that occur actually tend to move quickly. For this reason, the type of leadership that is suitable to be applied in the face of these changes is transformational leadership.

Research on transformational leadership has been carried out by several previous researchers. [15] examines the *Implementation of Transformational Leadership in Network Marketers Corporate Systems*. This research was conducted at a foreign company namely Tianshi in Surabaya branch. This type of research is descriptive qualitative. The results of this study prove that the concept of transformational leadership applied by Tianshi makes leaders and employees work well together in achieving company targets. Another researcher, namely [16] also examines leadership, but the subject is the Indonesian National Army: Military Regiment V / Brawijaya, East Java. This research focuses on the leadership model of transformational military organizations which is also analyzed by descriptive qualitative. The results showed that the leadership model in the Indonesian National Army is transformational leadership that makes subordinates respect, proud and loyal to the leadership.

Other research conducted by [17] was published in *International Review of Management and Marketing*, Vol. 1: No. 4, 2011, about *The Effect of Transformational Leadership Behavior on*

Organizational Culture: An Application in Pharmaceutical Industry. This study examines the effect of transformational leadership in the pharmaceutical industry on corporate culture. This study uses a quantitative approach with a sample of 96 (ninety six) involved in various departments in a pharmaceutical industry in Istanbul, Turkey. This research proves that transformational leadership style is very influential on company culture which will determine employee performance and company progress. Another issue is the relationship and implications of transactional and transformational leadership examined by [18]. This research proves that employees who work under transformational leadership feel their leaders are more effective than employees who work for transactional leaders.

Of the four previous studies described above, the first two used a qualitative approach and the other two used a quantitative approach. Although the two previous studies used a qualitative approach, they were very different from this study because the previous research only focused on transformational leadership styles that were associated with employee performance but did not discuss specifically about employee engagement and enablement.

Research that specifically discusses employee engagement and employee enablement has also been carried out. One of them is a study entitled *The Effect of Employee Engagement on Employee Performance in Telkom Bandung Pension Funds (Dapen)*, written by [19]. This research was conducted with a quantitative approach using Multiple Linear Regression analysis methods. The results of this study prove that Employee Engagement is the most significant factor affecting the performance of Telkom Bandung employees. Another researcher who also examined Employee Engagement is [20]. The results of his research entitled *Employee Engagement as the Key to Improving Performance* prove that Employee Engagement is closely related to company performance outcomes.

Companies that have employees who have a high sense of attachment will make employees feel at home to work at the place. In addition, productivity, profits, growth, and customer satisfaction will also increase. Another study entitled *The Effect of Employee Engagement on Employee Performance at the Human Capital Center of PT. Telekomunikasi Indonesia, Tbk*, written by [21], applies data processing in descriptive statistics. The results of his research prove that the level of employee engagement at HCC Telkom is included in the very high category with a percentage of 81.81%. Other research related to employee engagement was conducted by Shindie. A, Muhammad. S, and Lindawati (2015) cited in [9]. Research entitled *The influence of organizational culture and Employee Engagement on the performance of employees of PT. PLN (Persero) Bekasi Area* stated positive results. Organizational culture has a significant effect on employee engagement. This means that the better the organizational culture value is embraced by employees, the higher the level of employee engagement in PT PLN (Persero) Bekasi Area.

The four researchers above conducted this research with a quantitative approach and only discussed employee engagement but did not touch the issue of its relationship with leadership. This research is very different from previous studies, because this research links the success of employee engagement and enablement with the role of leader with transformational style. Therefore this study aims to answer the questions of: 1) how to optimize the company's human resources (HR) in the COVID-19 period, and 2) what criteria must be fulfilled so that someone is able to become a leader in the disruptive era. This study contributes significantly to the development of leadership knowledge, especially regarding the effectiveness of leadership in advancing the company. In addition, the results of this study can be used as input for authorized

organizations in the development of transformational leadership in order to optimize the company's human resources.

3. Research Methods

This research is a qualitative research using a case study approach. Case study research allows researchers to investigate an event, situation, or certain social conditions and to provide insights that explain how certain events or situations occur [22]. Hodgetts & Stolte further explained that case studies of individuals, groups, communities helped to show important matters of concern, social processes in concrete events, stakeholder experiences. [23] defines a case study as a research process that aims to examine research questions and problems, which cannot be separated between phenomena and the context in which they occur.

“A case study is an empirical inquiry that investigates a contemporary phenomenon (the ‘case’) within its real-life context, especially when the boundaries between phenomenon and context may not clearly evident” (p.16).

The focus of the case study is the case specification in an event that includes individuals, cultural groups or a portrait of life [24]. Creswell further revealed several characteristics of a case study, namely: (a) identifying "cases" in depth for a study; (b) The case under investigation is a "system bound" by time and place; (c) In collecting data, case studies use various sources of information aimed at providing a broad and in-depth overview of the response of an event and other characteristics of a case study are (d) Researchers will need a lot of time in describing the context or setting for a case [24].

According to [24], a case study approach is preferred for qualitative research. As revealed by [25] that the depth and detail of a qualitative method are derived from a small number of case studies. Therefore, when compared with other research approaches, case studies require a relatively longer time and are different from other disciplines. This research was conducted at a multinational company located in Jakarta. However, due to ethical issues and objections from the company, in this study, the company name and participant's name were not written down. Sampling in qualitative research is done by purposive sampling or in other words, the sampling technique in this study is sampling in accordance with the objectives [26].

In collecting data, this study uses interview techniques as primary data and documentation as secondary data. For interviews, semi structured interviews are applied because with this method the researcher can develop questions in accordance with the interview process, so that it is possible to explore more data that can occur during the interview. However, the challenge that researchers must face is that data analysis activities are much more time-consuming and thought-provoking than analyzing structured interview data. Meanwhile for documentation, researchers used sources from previous researchers and various sources related to the problem of leadership and human resources.

The participants for in depth interviews consisted of 15 people namely 5 people who were already sitting in the upper management positions to get a perspective on how to optimize company HR during the COVID-19 pandemic and what the criteria for leaders are in a period that is vulnerable to change and disruptive (VUCA). Interviews were also carried out on 10 employees to get their perspectives on what differences they felt when working in normal times and during the COVID-19 pandemic and how according to employees the attitude should be

taken by leaders when they have to lead employees to work with various changes happens quickly, starting from the work system that was previously in the office to WFH, the way the work that was previously still manually changed to all-digital and others.

[27] revealed four forms of data analysis and their interpretation in case study research, namely: (1) collecting categories, researchers looking for a collection of data examples and hoping to find meaning that is relevant to the issues that will arise; (2) direct interpretation, case study researchers look at one example and draw meaning from it without looking for many examples; (3) the researcher forms a pattern and looks for a match between two or more categories; (4) in the end, researchers develop naturalistic generalizations through data analysis, these generalizations are made through people who can learn from a case, whether it is their own case or apply it to a case population.

4. Results and Discussion

From interviews conducted with 5 leaders at the upper management level, data were obtained that the transactional leadership style is not appropriate when applied during the COVID-19 pandemic, because during this crisis, employees have faced problems and difficulties in their families, starting from the difficulties of paying home installments, motor vehicle repayments, additional fees for the internet, plus having to supervise children learning through online methods. These employees' problems must be understood by the leaders, so that leaders as representatives of the company do not constantly think about how to reward employees who work in accordance with the company's targets and apply sanction to employees who cannot fulfill their duties and work on time.

Leaders in the era of disruption must be able to act not only as superiors, but also as partners, or coworkers of employees who can encourage, provide motivation so that employees remain patient, enthusiastic, focused on their work and leaders must be able to inspire their subordinates [14]. However, the most important of all is that leaders must continue to engage employees. This is important so that employees' motivation does not decrease and employees feel that the company still care for them [6]. Leaders who are able to motivate their employees, inspire, encourage employees to achieve more than expected are those of transformational leadership. Leaders with transformational leadership styles are calmer, more flexible and highly adaptive to the changes that occur, not only incremental changes but also radical changes [12].

Leaders in the crisis era are those who understand the meaning of VUCA itself, and must view VUCA not from the negative side (Volatility, Uncertainty, Complexity, Ambiguity) but from the positive side, namely Vision, Understanding, Clear, and Agile. Leaders in the era of disruption are highly demanded to be able to be 'agile', very flexible and adaptive to various changes, must have the ability to cooperate (people agility), able to adapt to changes as extreme as anything (change agility), able to survive in a disruptive era and able to produce something in conditions that do not allow. (result agility), able to survive in any mental pressure (mental agility), and has the ability to learn new things (learning agility) [28].

“Leaders in the VUCA era must be resilient because they will face turbulence and sudden change. Therefore, company leaders must be responsive in dealing with changes that occur in the industrial world, not only domestically but also at the global level. Then, adapt to these changes. The company does not just

maintain its existence, but also must succeed in its field in building an economy and innovation ecosystem. "

To be able to keep the company running in times of crisis, leaders must continue to strive to maintain employee effectiveness. The effectiveness of employees is not only determined by employee engagement, but also employee enablement. During the COVID-19 period, it was precisely employee enablement which played an important role in fostering a sense of security and comfort for employees so that the dedication and loyalty of employees to the company would be maintained. Leaders must be able to empower employees so that they can work effectively but still feel comfortable. Training also really needs to be given to employees so that they are more skillful and developed. Collaborating in teams between superiors and subordinates needs to be made as a culture so that relations among the employees become stronger. In addition, training for employees is necessary so that they will become more skilled and have high competence. Thus their commitment to the company will be even stronger (Tobing, Dewi. L, 2013) cited in [5].

The results of interviews with 10 employees provide data at the beginning that the company determined work from home (WFH), employees feel there were good sides of doing work at home, namely: decreased operational costs. Previously employees had to go to the office to work, which of course required transportation and lunch costs, when they had to run WFH, employees did not need to pay these costs. In addition, looking at it from a working system, WFH is more flexible, especially when bored working, employees can move from the desk to the living room, terrace, garden, room or other room in the house that is comfortable for work. In addition to flexible workplace issues, in terms of time, WFH can also be adjusted. Work life balance (the balance between work and daily life) increases because with WFH, employees can get closer to family and the surrounding environment so that life balance is fulfilled.

Decreased stress levels will increase employee work satisfaction. When able to get the job done better and faster, of course this will increase job satisfaction so that employees become loyal to the company. Nevertheless, despite the advantages of WFH, employees also feel that there are obstacles in the WFH work system, namely that work motivation can disappear because the atmosphere is very different from working in an office. Moreover, the temptation at home is more numerous and there is no supervision from the direct supervisor, thus making the work motivation eventually disappear. One sign is that working is always late from a predetermined deadline. In addition, not every job done from home can run smoothly. There are so many disturbances, especially from children and families, for example when employees are working, suddenly at the same time children also ask to be accompanied to attend online learning. Another problem that is often encountered is miscommunication. Not all superiors or fellow employees can be contacted at any time, so if there are employees who need advice or need to discuss something, it is difficult to do so, therefore it requires a long time to decide something. In addition, the crucial problem is data security. In WFH, we need to pay more serious attention to work data. In this case it is not recommended to send data with a normal network, but it is preferred to send data with a VPN security service and can only be accessed by the sender and receiver. Another obstacle encountered by working on a WFH basis is an increase in home operating costs such as additional costs for the internet which also affect electricity usage.

When asked how superiors monitored the work of employees, the ten employees interviewed said that their superiors always monitored each subordinate through video calls. In addition to

monitoring employee performance, voice / video calls can be used as a means for employees to consult and prevent missed communication. Besides being useful for the relationship between superiors and employees, video conferencing can also be used to maintain relationships and performance among the employees, so that employees can still exchange information with other employees and do not feel lonely. Employers also provide clear and detailed work schedules and workflows and targets that must be met every day, so that the company's performance is maintained even though employees work from home.

When asked whether employees had experienced stress or decreased work motivation during WFH, 3 out of 10 employees said that they felt somewhat pressured because superiors only monitored work while continuing to remind deadlines, deadlines and deadlines. The employers always reminded that if employees are always late to submit their duties, then it is likely to be transferred to other departments, even for those who continue to show declining performance, the company does not hesitate to terminate the contract. It turns out that such words which are always conveyed by superiors to subordinates actually make the subordinates become stressed and less motivated to work, because employees think that the company only thinks about their work but not the slightest thought about the worries and problems they face. A good leader should not only remind the problem of the tasks that must be completed but also provide motivation with words that are soothing, and inspire their subordinates.

From the results of the above analysis, it can be concluded that the multinational company is very experienced in running business, however, apparently not all leaders understand the leadership style that must be applied, especially in a crisis or COVID-19 pandemic. There are still leaders who apply the transactional leadership style in the crisis era, which is actually not in accordance with the existing circumstances. Therefore, to be able to lead a company in a disruptive era, we need leaders who understand not only employee engagement but also employee enablement that can build employee confidence, motivation, inspiration, so that it will decrease employee turnover, reduce the intention to leave the company, increase productivity, profitability, growth and customer satisfaction (Markos, Sridevi, 2010 as quoted by [9]). In addition, leaders in the disruptive era must be able to implement employee enablement by increasing loyalty, dedication, and identification without focusing on self-interest, providing inspirational motivation refers to the ability of leaders to create a vision that makes subordinates play an important role in the organization, building intellectual stimulation refers to the ability of leaders to provide opportunities for employees to be innovative and dare to take risks and carry out empowerment, the leader will coordinate with subordinates and act as a motivator. This is achieved by giving a trust to subordinate in the form of authority to make decisions [13]. It also shows that employees who work under transformational leadership perceive their leaders are more effective than employees who work for transactional leaders [18].

5. Conclusion and Recommendation

From the analysis described above, it can be concluded that company leaders needed in a crisis or disruptive era are transformational leaders, who are not only capable of employee engagement but also employee enablement. This research is expected to make a significant contribution to the science of leadership and also the development of human resources. For future research, the researcher recommends to conduct a study on leadership style in the VUCA era with a different approach.

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