

# Peran Inklusivitas sebagai Mediator antara Transformational Leadership dengan Work Engagement pada Pekerja Wanita di Jabodetabek. = The Role of Inclusivity as a Mediator between Transformational Leadership and Work Engagement for Female Workers in Jabodetabek

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## Abstrak

Berdasarkan survei Gallup (2022), karyawan wanita di regional Asia Tenggara memiliki work engagement yang lebih rendah (22%) dari karyawan laki-laki (25%). Hal ini juga didukung oleh beberapa penelitian sebelumnya yang menyatakan hal yang sama. Penelitian ini bertujuan untuk mengetahui peran inklusivitas dalam lingkup bekerja sebagai mediator pada hubungan antara transformational leadership dengan work engagement pada karyawan wanita yang bekerja di lingkungan kerja mayoritas pria. Penelitian ini adalah penelitian korelasional non eksperimental kuantitatif dengan teknik single trial test. peneliti mengambil partisipan yang berasal dari 150 partisipan karyawan wanita yang bekerja di perusahaan yang memiliki mayoritas karyawan laki-laki dengan rentang usia 21 s.d. 58 tahun di daerah Jabodetabek. Penelitian menggunakan tiga alat ukur berupa kuesioner yaitu Transformational Leadership Questionnaire (Ashikali & Groeneveld, 2015), Workgroup Inclusion (Chung dkk., 2020), dan Utrecht Work Engagement Scale 9 (Schaufeli, Bakker & Salanova, 2006). Hasil penelitian menunjukkan bahwa pengaruh transformational leadership terhadap work engagement pekerja wanita di jabodetabek di mediasi penuh oleh inklusivitas. Dengan demikian penting bagi perusahaan untuk menerapkan budaya inklusivitas di organisasi, untuk menunjang terjadinya work engagement pekerja wanita.

.....Based on the survey that Gallup (2022) has made, Southeast Asian women employee has a lower work engagement level at 22 percent than men 25%. This research is aiming at finding the role of inclusivity at workplace as a mediator on the connection between transformational leadership and work engagement on woman employee that works at a company with men as their majority employee. This research is a non experimental correlational research with a single trial test technic. The researcher took 150 women employee with an age range of 21 to 58 years old as a participant that works in an organization that mostly consist of male employee. This research use 3 measuring instrument that consist of Transformational Leadership Questionnaire (Ashikali & Groeneveld, 2015), Workgroup Inclusion (Chung dkk., 2020), and Utrecht Work Engagement Scale 9 (Schaufeli, Bakker & Salanova, 2006). The results shows that the correlation between transformational leadership and work engagement on woman's employee at Jabodetabek is fully mediated by inclusivity. Therefore it's very important for a company to start accumulating inclusive culture at their office, to support women's work engagement.