A Systematic Literature Review: Identification of Transformational Leadership and Trust in Leadership on Increasing Organizational Work Engagement

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Abstract

Trust in leadership significantly affects employee trust in leadership and behavior during organizational changes that lead to improvement. In Transformational Leadership, there are four essential elements for leadership relationships, namely (1) relationships based on influence; (2) the leader and the follower are the people in this relationship; (3) leaders and followers want real change; and (4) leaders and followers develop mutual goals. Transformational Leadership and Trust in Leadership will increase work engagement within the organization. Thus, the research carried out using the SLR method aims to analyze Transformational Leadership and Trust in Leadership in work engagement in organizations.

Keywords
Transformational Leadership, Trust in Leadership, Work Engagement

1. Introduction
Organizations that use transformational leadership styles in increasing work engagement are carried out by motivating employees through the leadership dimension (Ansa & Nahib, 2021). Today, leaders and followers or employees play an essential role in organizational sustainability (Burcu & Serdar, 2017). One of the essential parts of an organization is human resources (Sunil & Becky, 2019); (Janes & Novak, 2018). An organization is said to be successful or not in achieving its goals, which is determined by how much employees are committed to the organization (Adekunle, Abimbola, & Ehimen, 2019). Management research identifies transformational leadership as one of the most influential leadership approaches, significantly when changing organizations (Hasan, 2016); (Yashuo, Ranran, Tong, Shangjun, & Chunjiang, 2018). Transformational leadership has been described as managing organizational change that focuses on nurturing potential followers and changing their mindset to facilitate their involvement in the change process (Donny, 2018); (Aida, Fumitaka, & Islam, 2020) as a transformational leader can accelerate organizational change by influencing the attitudes of the workforce and increasing the level of job involvement (Klug, Maier, & Steinmann, 2018).

As a leader in implementing planned organizational change, around 70% of organizations are said to have experienced some form of failure in their transformational change initiatives Bakari, Hanjra, & Niazi, 2017); (Jones, Firth, Hannibal, & Ogunsyin, 2019); (Aida, Fumitaka, & Islam, 2020). The complexity associated with organizational change often does not result in the change process (Hasan, Islam, & Chowdhury, 2020). Researchers and practitioners argue that due to the level of complexity associated with transformational leadership change, they are often unable to complete the change process successfully (Aida, Fumitaka, & Islam, 2020); (Fong, Hui, Szu, Yu, & Cheng, 2020). In times of uncertainty, however, employees may disagree with organizational leaders and cynic about the administrative change process (Mega, Rini, & Chichi, 2020); (Aida, Fumitaka, & Islam, 2020)

Previous research studies have highlighted different leadership approaches as essential for enhancing employee trust-supportive behavior (Agote, Aramburu, & Lines, 2016; Bakari, Hanjra, & Niazi, 2017). Uncertainty and complexity associated with Transformational Leadership changes; an employee will fear that a question mark will arise with another meaning of distrust. It shows an unwillingness to be involved in approaching work with leaders. Therefore, a study describes that employee championing behavior is considered effective change

support behavior to successfully manage organizational change (Faupel & Suß, 2019); (Islam, Furuoka, & Idris, 2020). Such bonds between leaders and subordinates develop a trustworthy relationship and increase employees' psychological ownership (Griep, Wingate, & Brys, 2017), which encourages them to become champions in organizational change due to being given great trust.

1.1 Research Objectives

Based on the background and problems presented, this research aims to identify trust in leadership in increasing work engagement and identify transformational leadership in increasing work engagement.

2. Literature Review

This study focuses on identifying transformational leadership and trust in leadership in increasing work engagement in organizations.

Behavior and skills in providing direction and managing its members (subordinates) so that they can work together and carry out a process well to achieve organizational success. Leadership is a form of one-way influence because leaders have specific characteristics that distinguish them from their followers (Silalahi et al., 2020). Leadership has several roles, including (Marjaya & Pasaribuj, 2019):

- Role as a catalyst, namely as a person who causes changes in an event
- Role as a facilitator, namely as a person who provides facilities for its members
- Role as a problem solver, namely as a person who is quick to solve problems
- Role as a source liaison, namely as a medium in the delivery of information
- Role as a communicator, namely as a person who conveys messages to its members

Transformational leadership is a leadership trait that involves all existing systems in the company, such as employees, resources, and others, to achieve organizational goals and visions and create solutions for a company (Kurniawati & Agustina, 2021). Transformational leadership is a leader who can inspire their followers to change their lives to achieve bigger goals and visions (Hutagalung et al., 2020). Transformational leadership is a leadership style that can create conditions that can motivate work partners, where transformational leaders will make their work partners have high trust in their leaders (Windarwati et al., 2021). Transformational leadership includes four factors which are also known as the Four I's which include: individual influence or individual influence (charisma), inspirational motivation or inspirational motivation, intellectual stimulation or intellectual stimulation, and individualized consideration (Lai et al., 2020) (Lai et al., 2020) (Rusmawati & Indriati, 2019).

In addition to transformational leadership, there is also leadership trust to support employee work engagement. Trust in a leader is a person's willingness to rely on others and hope that they will return the favor for what they have given before, which represents the capacity for cooperative existence and is needed in the relationship between leaders and employees (Muslichah & Asrori, 2018). The dimensions that underlie trust in leaders include (Ulumuddin & Audah, 2020):

- ✓ Affective trust is how subordinates will receive guidance from their leaders because they have been treated fairly and respected.
- ✓ Cognitive trust is leadership driven by knowledge so that leaders will feel trusted because of that knowledge.

According to (Ulumuddin & Audah, 2020), several attributes can influence individuals to feel confident in other individuals. Among them:

1. Saying the truth, where the leader's words can be trusted.
2. Allowing (allowing), where a leader keeps his promise by allowing subordinates to do something.

Job involvement is an employee who has a severe concern for work and has a psychological connection with the work and has confidence in his ability to complete their work (Afriani, 2017). Work involvement is also defined as employees who identify and have a serious concern for the type of work and show high commitment, more responsibility, and availability to support the company's success through productivity and performance (Syamsuri, 2018).

3. Method

In this study, the researcher uses a systematic literature review (SLR) method, namely by identifying, selecting, and critically assessing research to answer questions that have been formulated before (Dewey, A, & Drahota, A. 2016). A systematic literature review (SLR) should follow a protocol or a predetermined plan in which the criteria will be clearly stated before the research review is carried out. This research involves planning a well-thought-out search strategy that focuses on answering the specified questions.

The research review will identify the type of information to be sought, critiqued, and reported on within a set timeframe. A literature review can create a solid basis for advancing knowledge. A good literature review will facilitate theory development, cover areas where much research exists, and uncover areas where research is needed (Webster & Watson, 2002 p8).

The systematic review of the literature review is an explicit and reproducible systematic method for identifying and evaluating the work to be completed and reaped by the researcher (Fink, 2014, p3). The review process should be well developed and planned to reduce bias and eliminate irrelevant and low-quality studies.

The steps for implementing a systematic review have been determined by PICO, namely patients, intervention, comparator, and outcomes (Sepriano, 2017). The SLR approach also allows the synthesis of ideas that help disseminate a scientific work to advance the field of research and effectively create new knowledge so that it has the same value (Rousseau et al., 2008).

This research follows the method of Denyer and Tranfield (2009) and consists of five steps as below:

1) First step: Review question formulation
   The first step in SLR research is to determine the formulation of specific review questions that aim to determine the scope and focus of the objectives. The main aim of conducting a comprehensive review, identify definitions, elements, and strategies to develop a holistic framework. This review aims to answer

   Q1: How to place trust in leadership in increasing organizational work engagement.

   Q2: How to identify transformational leadership in improving organizational work engagement?

2) Second step: Locating relevant literature
   This second step aims to design the search criteria in such a way as to ensure that the literature identified is comprehensive enough to capture all relevant key points and indicators with review questions (Denyer and Tranfield, 2009). This study reviewed 100 articles obtained from Google Scholar, Scopus, ScienceDirect, and Emerald. With the keywords "Transformational Leadership," "Trust in Leadership," or "Work Engagement Organization". Each word search will add the word and produce a complete article. In addition, each search involves secondary keywords that are either "Leadership," "Trust", "Engagement," or "Work".
3) Third step: Literature selection and evaluation
   With several search criteria from the year (2016 to 2021) and article types, the researcher collected 100 articles that matched the research topic. Still, not all these articles were relevant to the research title. Therefore, in total, this study repeated 71 themes.
4) Fourth step: Analysis and synthesis
   Based on 100 journal articles obtained, 71 papers are good to use in preparing chapters 1-3 of the research entitled "Analysis of Transformational Leadership on Trust in Leadership in Work Engagement Organizations."
5) Fifth step: Reporting and using the findings
   At this stage, the researcher begins to summarize the research results that have been searched for and researched. This will help researchers to do other writing.

4. Data Collection

In this study, researchers collect journal data through several platforms such as Google Scholar, Scopus, ScienceDirect, and Emerald. From these platforms, the researchers collected 100 reference journals to be used as research review material. In the Synthetic Literature Review (SLR) method, one of the methods used to select references is through the synthesis process, which means integrating some of the outputs obtained from the

research results. From the results of several reviews of the articles studied, the researchers filtered several factors to be used as research references, such as topics and years of research, with the following results: (Figure 1)
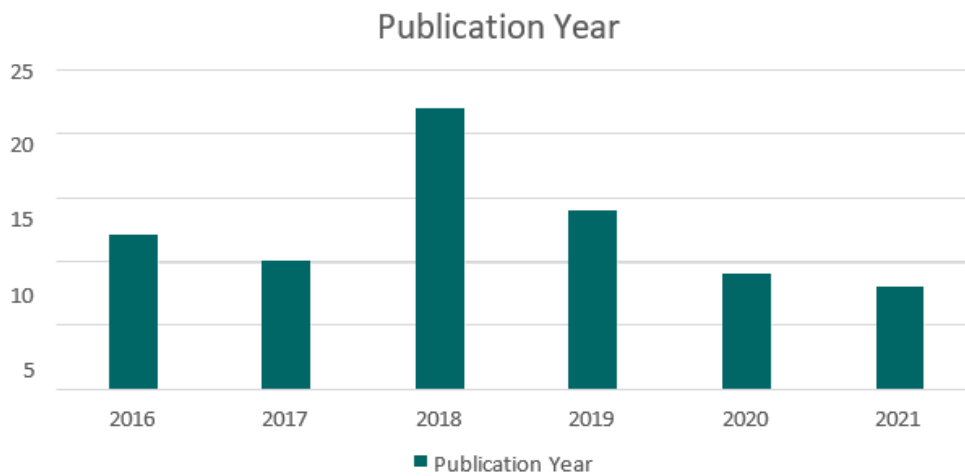

Figure 1 research review based on the last five years

Researchers conducted a research review based on the last five years, which started from 2016 to 2021 and obtained seventy-five articles included in the research reference. This selection stage is important to clarify the relevance of the article to be written by the researcher.

4.1 Work Engagement Industry

Researchers took article data with discussions from several industries that experienced work engagement with transformational leadership and trust in leadership factors in the research process. These industries will be explained in the following diagram:
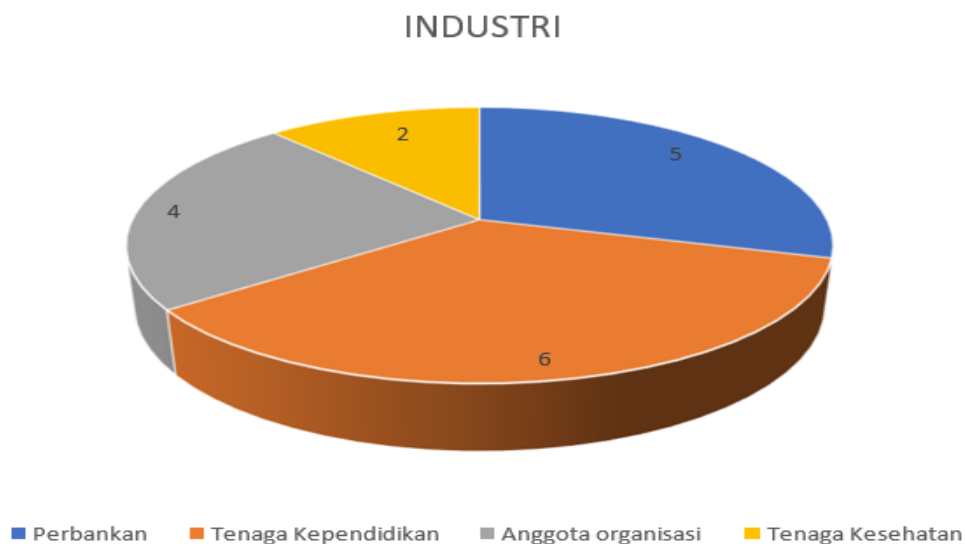

Figure 2 leadership and Transformational leadership systems

Based on the diagram Figure 2 above, it can be concluded that the Trust In leadership and Transformational leadership systems in the work engagement process can be implemented in several types of work industries, such as industries that the authors have found, banking (5), educational staff (6), organizational members (4), and health workers (2). Trust In leadership and Transformational leadership systems can determine the quality of work engagement in a work industry. A good work industry tends to have an organized Trust In leadership and a Transformational leadership system.

5. Results and Discussion

5.1 Identification of Trust in Leadership in increasing Work Engagement
Researchers and practitioners underscore the importance of behavior change that supports employee change to manage organizational change successfully (Agote, Aramburu, & Lines, 2016); (Faupel & Suß, 2019). Another study revealed that trust in leadership significantly affects trust in employees' leadership and behavior during organizational changes that lead to increased work engagement (Islam, Fumitaka, & Aida; 2020).

It is crucial in the realm of leadership because it provides direction that leaders are aware of the welfare of their followers and promote workers who can build strength within the organization (Burcu, Serdar, 2017); (Himawan, Tba, & Reni, 2019). Therefore, a high level of job involvement to the extent to which employees associate their own identity, which means they have trust in their leader (Jelena, Milan, Slavica, & Dubravko, 2018) with their role in an organization is one of the most important factors to consider when managing relationships with leaders to increase work engagement (Aida, Fumitaka, & Islam, 2020).

Believe in the relationship of leaders with workers from the workers' perspective (Shurland, 2016). Trust in leadership increases employee job involvement during the period of change (Li, Wang, & Wang, 2019). Trust can also mediate between trust in a leader and work engagement during organizational change (Fullchis, Ridolf, Ayu, Jappy, 2021). Having a vision for the future, servant leaders seek to empower and serve their followers to provide a positive environment in their organizations (Burcu & Serdar, 2017); (Farida, Yingying, Gopinath, & Ahmad, 2020). The role of the leader in this regard is key in framing employee readiness to change because lack of preparedness can lead to resistance to change (Kirrane, Lennon, O'Connor, & Fu, 2016); (Aljanan & Walden, 2021).

It was found that trust in leadership can communicate results, employee expectations, commitment to change in employees, support and establish organizational justice that they do, work security, corporate culture, organizational character, and employee motivation so that work engagement is formed (Tefera & Mutambara, 2016); (Faupel & Süß, 2019); (Islam et al., 2020). If trust in the leader increases, then job involvement will increase. So, in increasing work involvement, managers in organizations undergoing fluctuating changes must adequately pay attention and increase employee confidence in leaders (Islam et al., 2021).

5.2 Identification of Transformational Leadership in increasing Work Engagement
Previous research has four essential elements so that transformational leadership relationships can bind between them to improve work engagement, namely (1) relationships based on influence; (2) the leader and the follower are the people in this relationship; (3) leaders and followers want real change; and (4) leaders and followers develop mutual goals (Himawan, Tba, & Reni, 2019). Transformational leadership controls keeping the company relevant in providing services to consumers (Ehimen & Alegebe, 2019). Effective delivery of quality services to consumers will make consumers loyal to the organization and facilitate customer retention, thereby increasing sales and profitability (Rita, Oliveira, & Farisa, 2019). Leaders by themselves cannot achieve this goal without the obligations of committed employees (Basel & Issam, 2019). Therefore, every leader needs to have the entire level of commitment of their employees to have outstanding performance both in the short term and in the long term (Ehimen & Alegebe, 2019).

Transformational leadership has the principle of gaining the trust of their employees, so this will increase employee work engagement. Specifically, transformational leadership is a leadership style that moves employees to look beyond their self-interest for the group's good by changing their morals, ideals, interests, and values (Luo, Guchait, Lee, & Magera, 2019). Perceived organizational support and transformational leadership make a significant impact on performance and commitment to employees' perceived organizational support (Ketut & I Gede, 2018); (Kurniasari, Jajuk, & Didik, 2020), and transformational leadership makes a significant impact on employee performance and commitment (Astuty, & Udin, 2020). Companies can provide formal training on the skills and attitudes of transformational leaders and apply these skills to foster trust and work engagement as they lead in the future (Islam et al., 2021).

6. Conclusion
One of the crucial aspects of an organization or company is human resources. Currently, leaders and staff or employees play an important role in an organization or company. The success of an organization or company in achieving a goal can be seen by how committed the leaders and employees are to the organization or company. Transformational leadership is one of the most influential leadership approaches, especially when an organization or company wants to make changes. Transformational leadership is described as leadership aimed

at managing a change in an organization or company, which focuses on employees' potential and involves them in the transition.

Transformational Leadership exercises control in maintaining the company to remain stable and provide satisfactory service to customers. Providing quality and effective services to consumers will make consumers happy and become loyal consumers, and it can also increase customer retention for organizations and companies. Therefore, leaders need to have a high commitment to their employees to have excellent performance and run the organization or company.

Leader commitment is described as dedication or loyalty given by employees to the organization or company. Dedication is a form of hard work of employees and intends to remain in a relationship and be bound to the organization or company. A transformational leader can create a trusting environment to help and support employees in doing their jobs. Transformational leadership can also be a change driver in an organization or company and can also emphasize trust. Trust becomes an important factor when an organization or company wants to increase the success factor and increase positive work results. This trust needs to be built and maintained by the leader to establish trust between the leader and employees. There are no gaps in communication and relationships between leaders and employees, and that way, the goals of the organization or company can be achieved.

7. Suggestions

7.1 For Businesspeople
Organizations and businesses change every year and continue to grow. Businesspeople are also required to be sensitive and adapt to these changes. Businesspeople make important changes and developments to run without obstacles and achieve a goal. A good business is a business that can survive in any conditions and is a long-term business. Therefore, businesspeople need to choose transformational leaders. To build trust between leaders and employees. Thus, employees have a good sense of trust in the leader and the company. So that company goals can be easily achieved.

7.2 For Further Researchers
The hope for further research is to prepare sufficient time to research so that the research results will be even better. For further researchers, the results of this study are expected to be used as a reference and as a consideration for further research.

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