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**THE EFFECT OF LEADERSHIP, POSITIVE WORK ENVIRONMENT,  
GROWTH, AND BASIC NEEDS TO MEMBER ENGAGEMENT IN STUDENT  
ASSOCIATION AS NON-PROFIT ORGANIZATIONS**

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**Abstrak**

Keberlanjutan eksistensi dari himpunan mahasiswa sangat bergantung pada kontribusi yang diberikan oleh anggota nya dalam menjalankan roda kegiatan di setiap periodenya. Sangat diperlukan bagi setiap himpunan mahasiswa mampu memahami kondisi *engagement* dari setiap anggota nya dengan melakukan analisis secara berkala. Tidak menutup kemungkinan kondisi *engagement* anggota terhadap organisasi dapat berubah seiring dinamika kondisi internal organisasi yang terjadi karena adanya faktor-faktor tertentu. Saat ini, masih sangat terbatas penelitian yang mengkaji kondisi dari *engagement* anggota organisasi non-profit khususnya himpunan mahasiswa. Untuk itu, penelitian ini ditujukan untuk menginvestigasi kondisi dan faktor yang memengaruhi *engagement* anggota dengan objek penelitian di tiga himpunan mahasiswa yang berada di Institut Teknologi Bandung. Penelitian ini menggunakan metode kualitatif melalui wawancara semi-struktur dengan melibatkan 15 orang sebagai informan. Setiap informan berasal dari level (manajerial/staff), divisi dan memiliki karakteristik yang berbeda-beda. Hasil wawancara menunjukkan terdapat empat faktor yang memengaruhi *engagement* anggota himpunan mahasiswa, terdiri dari: Kepemimpinan, Lingkungan Kerja Positif, Pertumbuhan, dan Kebutuhan Dasar. Keempat variabel tersebut dapat memengaruhi kondisi *engagement* anggota himpunan mahasiswa secara langsung baik secara positif maupun negatif.

**Kata Kunci:** Anggota, Engagement, Himpunan Mahasiswa, Organisasi Non-Profit

**Abstract**

*The sustainability existence of the student association is highly dependent on the contributions made by its members in running the wheels of activity in each period. It is very necessary for each student association to understand the condition of engagement of each member by conducting regular analysis. It does not rule out the possibility that the condition of member engagement with the organization can change along with the dynamics of the internal conditions of the organization that occur due to certain factors. Currently, very limited studies examine the conditions of engagement of members of non-profit organizations, especially student associations. Therefore, this study aims to investigate the conditions and factors that influence member engagement with the object of research in three student associations located at the Bandung Institute of Technology. This research uses qualitative methods through semi-structured interviews involving 15 people as informants. Each informant comes from a different level (managerial/staff), division and has different characteristics. The interview results show that there are four factors that influence the engagement of student association members, consist of: Leadership, Positive Work Environment, Growth, and Basic Needs. These four variables can directly affect the engagement condition of student association members both positively and negatively.*

**Keywords:** *Engagement, Member, Non-Profit Organization, Student Association*

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## Introduction

### Background Problem

As one of the student associations at the *Institut Teknologi Bandung (ITB)*, KMM (Keluarga Mahasiswa Manajemen) is an organization that accommodates students majoring in management. Student association is an organization that accommodates student activities based on the same scientific field (ITB, 2023). There are four institutions in running the management period of KMM ITB in 2022/2023, consisting of BP (*Badan Pengurus*), DPA (*Dewan Perwakilan Anggota*), *Kesenatoran*, and one BSO (Semi-Autonomous Body) namely *Progressio* (student business consulting organization). During the management period, the function of BP, DPA, *kesenatoran*, and *Progressio* as the semi-autonomous body can not be separated because each institution bears the critical responsibility as the facilitator that has the same goal to facilitate student development appropriate to their interest.

In order to work things out, almost every organization tries to pay attention to the members, so that appears a sense of belonging to each other and member engagement arises. The engagement between the member and the company is expected to be the main factor to develop productivity, performance, and support the organization's sustainability (Febriansyah and Ginting, 2020). The word engagement can be referred to in a specific job-related way to describe the condition when people are getting interested in and feel positive, moreover, reach excited about their jobs, allowing the emergence of discretionary behavior, and drive to achieve high levels of performance. It is described as a job or work engagement (Armstrong and Taylor, 2014). The author realizes, as a member of DPA KMM ITB for 2 periods, almost all levels of activeness and engagement of KMM ITB members have not reached the maximum point. There are many non-profit organizations other than the student association for students to explore their potential, and the case is currently more students prefer to choose to be active in non-profit organizations other than the student association. It is undeniable that in the transition from the pandemic to the new normal era today, student associations and other organizations need to readjust the design of the work program, and if during the execution, the programs or activities not running optimally it is possible that the impact will also result in the engagement of members. Leaders and managers in organizations need to respond to a new set of challenges in this new normal era, that will have a direct impact on workplace engagement (Metals Service Center Institute, 2022). This means that the leader or related parties as the main controller of the student association need to analyze the circumstances and needs of its members before making goals as the main foundation in innovating to create products in the sense of programs that will be undertaken during the management period. There has been no study and evaluation conducted specifically as a basis for designing impactful efforts to solve this engagement problem in student associations, especially KMM ITB as one of the non-profit organizations. Being able to embed and realize a high level of engagement for every member is still a challenge that needs to strive in every management period from year to year in KMM ITB as a non-profit organization in the student's environment.

In order to clarify the condition of member engagement at KMM ITB showed still relatively low, it is necessary to hold observations within KMM ITB itself and the author involves two other associations in *Institut Teknologi Bandung* to be identified as testing and evaluation related to member engagement in the student association. Those two student associations from other majors that the author has chosen are *Ikatan Mahasiswa Geodesi (IMG)* and XYZ ITB (anonymous name). Both are student associations for students of one of the engineering majors at *Institut Teknologi Bandung*. The characteristics of these two associations are famous for the solidarity between their members because they are united by sustainable values that are always evaluated every period as their guidelines in the organization. Rofiadzia Siswo, one of the staff in the cadre division of XYZ ITB, shared that in the cadre phase, the activities carried out are deliberately

designed to involve cognitive, physical, and mental strength to emphasize certain values embedded by the association. This cadre process strengthens a sense of kinship among one another and also interprets the set culture of *XYZ ITB* deeply. In addition, according to the Head of the Intracampus Division of *IMG ITB*, the main factor why students join this association is because of the alignment in the scholarly field to create a learning environment as one of its main missions, *IMG ITB* facilitates professional and academic needs, so students are interested and want to be bound in this association.

An organization that has leadership absenteeism is like not have purposes that will be brought to move its members. Schaufeli (2015) introduces the concept of engaging leadership which has the optimal function in the workplace to enhance member engagement. The Head of People and Performance division in *BP KMM ITB* stated that in process of creating member engagement actually is related a lot to leadership style and contribution to delivering the job with determined characteristics of the staff, but not all leader performs in the best manner to lead and encourage team yet, as the result members can not maximize their personal development and the engagement to the entire organization decreased. A study carried out by Mazzetti and Schaufeli (2022) showed that engaging leadership has a significant role in the processes leading to work engagement at both the team and the individual levels.

To foster members on a higher level of engagement, *KMM ITB*, *IMG ITB*, or *XYZ ITB* need to understand the context of basic needs. In the current conditions, especially in *KMM ITB*, members are less engaged because they feel that the organization has not met their needs and expectations maximally. Hickman and Dvorak as contributors from Gallup (2019) state that the most ideal leader is when they discuss their subordinate's expectations at work. The Head of People and Performance in *BP KMM ITB* shared in the recruitment process is quite complicated because there are many divisions in that fewer even not registrars are interested to join in, while in certain divisions many registrars picked it. As a result, there is some member plotted in the division outside their division choice that does not fit with their expectation. Compared with two other student associations which are *IMG ITB* and *XYZ ITB*, *KMM ITB* is still not stable to build a positive working environment in every management period from year to year. This can be seen from the communication relationship that exists between *BP KMM ITB*, *DPA KMM ITB*, *Kesenatoran KMM ITB*, and *Progressio* which are not so strong even though during one management period, several programs need to be implemented collaboratively. Besides that, based on the author's experience and get the information from other *KMM ITB*'s member, most of them take a double role in other organizations, in their priority scale, they place *KMM ITB* as their not main priority, so they did not give a maximal performance to their work in *KMM ITB* which able to hinder teamwork process. A positive work environment is closely related to team relationships and communication because it is able to avoid any kind of difference and miscommunication which can trigger negative emotions and block the sense of unity (Chakraborty and Ganguly, 2019).

## Literature Review

In this research, the topic of engagement to be studied are in the student association as a non-profit organization in a university environment. In this case, there is an adjustment of the object not to be mentioned as the "employee" but with another word, which is "member", in terms of literature related to engagement the author still uses several previous studies to refer to the topic related to employee engagement.

## Leadership

Deloitte (2015) initiated the framework of employee engagement, one of the driver variables is leadership, they stated hanging clear on mission and purpose and continuously inspiring the

members are able directly to influence member engagement. In previous studies, the top impactful leadership styles as the component to influence employee or member engagement in organizations are transformational leadership and engaging leadership. Each style has its own characteristics to promote engagement. Leaders who have transformational leadership characters are able to become role models that can be emulated by their members (individualized influence), emphasize promoting high innovation practice (intellectual stimulation), uncover the uniqueness and strength of members (individualized consideration), and sensitize members with the meaning of their work by opening up a future-oriented view (inspirational motivation) (Bass and Riggio, 2006; Mazzetti and Scahufeli 2022). The relationship between transformational leadership and employee engagement is significantly positive according to a study found by Irianto & Basbeth (2021). The concept of engaging leadership initiated by Schaufeli (2015) is that leaders foster the engagement of employees by satisfying their basic needs which are firm by SDT (Self-Determination Theory) including the need for autonomy, need for relatedness, and need for competence. Schaufeli (2015) also highlighted three points about engaging leadership. First is to encourage the members, leaders need to build members' enthusiasm to contribute to organizations. Second is to strengthen the members, such as delegating the member with challenging tasks and responsibilities to hone their talent to be more competent. The third is to connect the members, enforce collaboration and high spirit to realize great teamwork between each member. These three points are aligned with the approach to meet members' basic needs for autonomy, relatedness, and competence, which is linked to fostering engagement. Engaging leadership is refer to how the leader builds a supportive climate through team collaboration and maintains psychological safety and connects their members by setting a clear goals through fostering a sense of purpose (Mazzetti & Schaufeli, 2022). Non-profit organizations such as communities are able to generate benefits from leadership with appropriate styles because they have a strong commitment to reach the mission of the organization and bring inspiration for the volunteers to design engagement behavior (Posner, 2015).

### **Positive Work Environment**

Positive working environment also describes as a favorable working environment to enhances the level of productivity of workers (Bushiri, 2014). In the framework engagement of Deloitte (2015), a positive work environment is also considered employee engagement through implementing a flexible work environment, humanistic workplace, there is a culture of recognition and tolerance to inclusivity and diversity. The strong correlation between work environment and engagement in the workplace also lies in the research by Robianto, et.al (2020) shows that the work environment significantly positive effect on work engagement. A positive work environment in a non-profit organization can be realized by have culture to empower members, emphasizing matters of trust, and a happy environment to motivate member engagement (Chiniara and Bentein, 2016). In certain teams, leaders that succeed in creating a positive environment full of collaboration, team building, and developing other skills increase the scale of productivity and drive engagement in the organization (Hudson, 2021).

### **Growth**

The word of growth in organization referred to process for enable members to meet their career goals and develop professional skill (Weng & McElroy, 2012 ; Long Huo, 2021). As an influential variable in engagement, both Deloitte and Gallup support this. In the framework to foster employee engagement, Deloitte (2015), there are growth opportunities including training and support on the job, facilitated talent mobility, self-directed, dynamic learning, and high-impact learning culture as the components in growth. Deloitte (2015) also defined growth opportunities as developmental opportunities, in the form of formal or informal to facilitate members' learning while carrying their role, take developmental exercises, and build a culture of support by giving

member time intended to learn. While in Gallup Q12, it shows that the growth parameter is to measure members' opportunities to learn and grow and the progress that can be achieved from the job. Growth is closely related to the development process, Tang, et,al (2015) stated that the development process of human resources in an organization is able implemented within three dimensions, which are career growth, training opportunities, and performance evaluation, over these three dimensions, showed positively affect employee engagement. Students who are in academic student organizations have the inspiration to participate in terms of focusing on their future and being career-driven. Students learn how to engage with student organizations from practitioners and their peers since the organization within the university as fundamental to realizing their need for realizing opportunities to grow and learn together with their colleagues in the organization (Haines, 2019). The study created by Bai and Liu (2018) found that member growth in an organization was significantly positive for work engagement.

### Basic Needs

Basic needs according to Ryan and Deci (2017) support to fulfill the root elements of self-determination theory (SDT) including needs for competence, relatedness, and autonomy. The need for autonomy is the sense of freedom and self-choice, need for competence effectively interacts within the organization because supported by the learning environment and delegated challenging tasks, so that they have enough opportunity to show up their self-capacity, last is the need for relatedness is the needs to build a strong relationship with leaders or peers (Benlahcene, et.al., 2020). The study by Benlahcena et.al (2021) claimed that basic needs related to needs for competence and needs for relatedness are positively affecting student engagement within those four aspects (behavioral, emotional, cognitive, and agentic), while needs for autonomy related to engagement in the agentic aspect. In a research executed by Handayani (2017) the dimension of leaders related to individualized consideration, in meeting the individual needs of their members, leaders tend to provide a supportive climate and fully care for their employees which gives more attention to employees needs. Understanding why students are willing and choose student organizations to join is important because the organization would serve what its members need currently and continuously during the organization period take place (Haines, 2019).

### Conceptual Framework

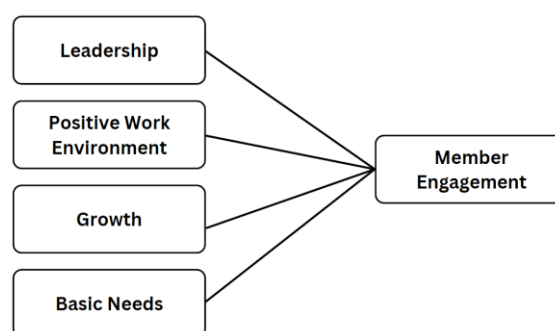


Figure 1. Conceptual Framework

### Metode

This study focus to uses the qualitative method as the primary data collection in order to gather accurate and specific information from the respondents in each student association already selected. Semi-structured interviews will be conducted with the aim of getting answers to 14 main questions consisting of 4 variables and some follow-up questions to dig up information related to the themes to be discussed. In total there are 15 interviewees as the informant, consisting of 5

interviewees as the representative for each student association (*KMM ITB, XYZ ITB, IMG ITB*). All of the 14 interviewees are members of a student association that take a position for the management period during 2022/2023, meanwhile, 1 interviewee is a former member of *KMM ITB* for the 2021/2022 period. Each interviewee from a different level, role and has different characteristics.

This research uses thematic analysis as a mechanism to systematically identify, organize, and use insights that will translate into a set of meanings (themes) across the data. The process of analyzing data in this study used Braun and Clarke's (2012) six steps of thematic analysis which consisted of: familiarizing with the data, generating initial codes, searching for themes, reviewing potential themes, defining and naming themes, and producing the report.

## Result and Discussion

### Coding Result

After the data collection stage through interviews with 15 informants who have been determined, below is a table of the results of the interview data analysis. By adopting the six steps of thematic analysis, the author simplifies and forms a more specific pattern by dividing the raw data into three coding groups, namely open coding, axial coding, and selective coding. **Table 1** is the result of coding for leadership variables consisting of 6 groups of open codes and axial codes and produces one selective code-named "transformational leadership and engaging leadership". While in **Table 2** are the coding results for data related to positive work environment variables consisting of 5 groups of open codes and axial codes, specified with "supportive environment around members" as a selective code. The coding results for the growth variable are in **Table 3**. There are a total of 4 groups of open codes and axial codes in this variable, and the author concluded it into "student association as a place to learn and grow" as the selective code. The results of the analysis for the last variable, namely basic needs, are contained in **Table 4**, which consists of 5 groups of open codes and axial codes, and ends in one selective code with the name "Things that members need and expect during join student association". The following four tables are the results of the interview data coding process grouped by variable.

**Tabel 1. Coding Result of Leadership Variable**

Open Coding	Axial Coding	Selective coding
leader set clear objectives; Leader stated his expectation and how to achieve; Leader set guideline that able to understand; Leader set clear working benchmark	Clear goals	Transformational and engaging leadership
leader have a charm; Leader encourages members; Leader provide motivation in work	Inspiring	
Leader gives a good example; being a decisive leader; trustworthy; reliable	Role model	
Adaptive leader; leader being a neutral person; open to communicated; leader open-minded	Inclusive leadership	
Leader do controlling; leader build collaboration; leader solve problems	Active leadership	
Leader embracing members; being a good listener; give constructive feedback; leader approached members personally	Empathetic Leadership	

**Tabel 2. Coding Result of Positive Work Environment Variable**

Open Coding	Axial Coding	Selective coding
Able to shift some program offline to online; try to reduce ineffective forums; initial objectives can be adjusted	Flexibility	
Help productivity in academic; there's encouragement through work pressure; clear task distribution based on member capabilities; develop a sense of competitiveness from reward culture; member willing to give maximal contribution to carry out the task; have a meaningful purpose for doing activities	Productivity	
Member do task without burden; feel comfort and enjoy; placing members in division that suit with their interests; members with different background easy to mingle; tolerate other members with contra opinion; open for feedback and criticism between each member; being a safe place for all members with different background; give an autonomy to think creatively	Positive work environment	Supportive environment around member
Best staff announcement; give merchandise for best staff; daily/informal appreciation by words; there's special division "Apresiasi Anggota"; birthday greetings; give food for free as the appreciation	Reward culture	
Positive internal relationship; getting together often	Strong kinship between member	

**Tabel 3. Coding Result of Growth Variable**

Open Coding	Axial Coding	Selective coding
How to manage time; how to manage emotion; self-adjustment ability; how to make a decision; improve leadership skills; train public speaking; how to be responsible; how to solve problem; improve teamwork skills; being a critical thinking; improve communication skills; how to managing people; how to plan and organize program	Professional skills improvement	
Cadre program; expand network with senior, alumni and new people; have the same opportunity as the event committee; open discussion program (from "Department Diskusi dan Kajian"); transferring knowledge from leader	Self-development process	Student association as place to learn and grow
There's training program related to academic & professionalism; soft-skill training; Hard-skill training related to job responsibility; company visit; learning through the work evaluation session; sharing program with alumni about career	Learning for future career	
Bonding program, There's "Club of Interest (COI)"	engagement program	

**Tabel 4. Coding Result of Basic Needs Variable**

Open Coding	Axial Coding	Selective coding
Close relationship with other members; caring leader; member encouragement and support of one another; empathy from other members to offering help	Supported needs (need for relatedness)	
Freedem to give opinion	Supported needs (needs for autonomy)	Things that members need and expect during join student association
Program to help in academic and professionalism; coaching from leader; interaction with alumni to share new insight; learn from a challanging task; committee help me to give feedback in evaluation session	Supported needs (needs for competence)	
people/members; secretariat room with supporting facilities;support in financial needs	Supported needs (tangible needs)	
Members feel satisfied to join the organization; work-life balance; have better performance compared to other student association; the implementation of	expectations	

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program/activities already in line with vision and mission; provide moral and spiritual support; member that have role-playing skills; people that able to see with negative and positive sides; decision maker; members' commitment and responsibility; member with critical thinking

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## Leadership

On leadership variable, the author founds additional factors that affect member engagement. In the beginning, as already stated in chapter 3 the operating variable for leadership consists of three elements: clear goals, inspiring, and role model. However, after categorizing the data obtained from the interviews through open codes, there are new three patterns emerged which the author named inclusive leadership, active leadership and empathetic leadership. In this case, the three additional elements can be regarded as new findings. In total there are 40% of the interviewees or 2 interviewees in *KMM ITB* who stated that leadership positively affects member engagement. Leaders were able to set clear goals and able to be role model such as leader gives a good example to members an being decisive leader are the main reasons to improve their engagement to the student association through leadership. For the *XYZ ITB*, there are 60% of the interviewees or 3 interviewees who stated that leadership positively affects member engagement. The dominant reason because leaders able to being a role model, being inclusive leader, leaders showed high activeness, also related about leaders able to set clear goals. While, in *IMG ITB* had a higher number of interviewees who stated that leadership positively affects member engagement, there are 80% of the interviewees or 4 interviewees, as in *KMM ITB* and *XYZ ITB* the main factor because leader had set clear goals, leaders showed their empathy to members, able to being role model and inclusive leader, also inspiring their members.

In the contrary, 60% of interviewees or 3 interviewees in *KMM ITB* stated that leadership negatively affects member engagement, in *XYZ ITB* there are 40% of interviewees or 2 interviewees stated that leadership negatively affects member engagement, while in *IMG ITB* only 20% of interviewees or 1 interviewee stated that leadership negatively affects member engagement. The reasons are related to leaders not able to embrace, less give encouragement, not able to be a role model, did not set proper goals, and being less involved at work.

## Positive Work Environment

Besides leadership, on the positive work environment variable, the authors also found new data patterns, in chapter 3, it was written that there are four operating variables for positive work environment: flexibility, productivity, positive work environment, and reward culture. However, after going through the open coding process, there is one new group that the author names strong kinship between members. Total only 20% of the interviewees or 1 interviewee in *KMM ITB* who stated that positive work environment positively affects member engagement. The main reasons because there is flexibility and reward culture. For the *XYZ ITB*, there are 60% of the interviewees or 3 interviewees who stated that a positive work environment positively affects member engagement. The main reasons are because there are reward culture in the association such as best staff announcement and deliver appreciation by through words or gifts, *XYZ ITB* also improve members' productivity, there is strong kinship between member and provide flexibility. While, in *IMG ITB* all of the interviewees or 100% of the interviewees stated that positive work environment positively affects member engagement. The reason of interviewees indicated that all of the factors in a positive work environment such as support by the positive environment, there is a close or strong relationship between members, an already implemented reward culture, and able to improve members' productivity had been exist in *IMG ITB*.

In the other hand, for the interviewees that indicate positive work environment negatively affects member engagement, total there are 80% of interviewees or 4 interviewees in *KMM ITB*, the main reasons are because in *KMM ITB* there is not program to support member's productivity in work or academic and between member are less strong kinship. 40% of the interviewees or 2 interviewees in *XYZ ITB* shows that positive work environment negatively affects member engagement. The reasons are because less support and contribution from other members also difficult to work together with member who both introvert, 20% of interviewees state because lack of time efficiency, less communication, not open for feedback and criticism between members. Meanwhile for *IMG ITB*, none of the interviewees that stated positive work environment negatively affects member engagement.

## **Growth**

For *KMM ITB*, from 5 the interviewees none of them stated that they agree growth positively affects member engagement. In *XYZ ITB* there are 80% of interviewees or 4 interviewees stated that growth positively affects member engagement. The main reasons are they able to improve professional skills and utilize cadre process for self-development. While in *IMG ITB* all of the interviewees or 100% of the interviewees stated that growth positively affects member engagement. The reason that dominating growth is positively affecting member engagement similarly with *XYZ ITB* because they able to improve professional skills, utilize cadre process for self-development and able to gather self-development through expand network with senior, alumni, and new people. Besides that, there are strategies to improve member engagement through engagement program such as bonding, and able to get provisions for future careers through various types of training programs.

In contrast, 100% of the interviewees or 5 interviewee stated that growth negatively affects member engagement because there is not well prepare and execution to held training and self-development program related to academic, hard-skill and soft skills includes related to cadre process. In terms of the cadre process, the cadre system at *KMM ITB* still needs a lot of improvement, because currently the *KMM ITB* cadre system is not as efficient implemented as the other two associations, so that the impact on its members is not effective, especially as a tool for self-development. Based on these conditions, in terms of providing growth opportunities and embedded a learning environment in *KMM ITB*, it is very necessary to pay attention, such as reviewing the essence of *KMM ITB* for its members, aligning the growth program made according to the needs of its members. While during the execution stage needs to be consistency with predetermined planning and building synergies between *KMM ITB* as the facilitator and members as a resource to be developed. Then, 20% of the interviewees or 1 interviewee of *XYZ ITB* stated that growth negatively affects member engagement because the interviewee not actively participate in every training program and not feels enjoy when join bonding event as the engagement program. Meanwhile for *IMG ITB*, none of the interviewees that stated growth negatively affects member engagement.

## **Basic Needs**

Total only 20% of the interviewees or 1 interviewee in *KMM ITB* who stated that basic needs positively affects member engagement. The main reasons because there is supporting facilities in secretariat room, leader was caring, and there is coaching from leader. In *XYZ ITB* there are 60% of interviewees or 3 interviewees stated that basic needs positively affects member engagement. The prior reason because there are supporting needs related to needs for competence and tangible needs also able to fulfilled by *XYZ ITB*. As well as in *IMG ITB* there are 60% of interviewees or 3 interviewees stated that basic needs positively affects member

engagement. Most of them stated that *IMG ITB* able to support related tangible needs, support needs for relatedness and meet the expectation of the interviewees as a member of *IMG ITB*.

In other hand, 80% of the interviewees or 4 interviewees stated that basic needs negatively affects member engagement in *KMM ITB* because all of the interviewees mentioned that not meet member expectations when join *KMM ITB*, such as there is gap condition between before and after join the association, less support for student welfare, lack of active members to inspire to do work, and less initiative from other members to help in solving problems. In *XYZ ITB* total there are 40% of the interviewees or 2 interviewees stated that basic needs negatively affects member engagement because according to them mentioned that supporting needs related to needs for relatedness are still lack, such as they mentioned that less caring member and need more embracing members, while related to supporting need for competence, 20% of them said that there is less work coaching while carried out some responsibility. While in *IMG ITB*, same with *XYZ ITB* there are 40% of the interviewees or 2 interviewee that indicate basic needs negatively affects member engagement because 20% of them said that *IMG ITB* is not fit his expectations as the introvert person, and 20% of them have reasons because *IMG ITB* not maximally provide secretariat room with proper facilities, lack of work coaching, need more room for discussion, limit for interaction with senior members, and there is gap condition between before and after join the association.

**Table 5. Summary of Variable Calculation Results in Each Student Association**

(L= Leadership, PWE= Positive Work Environment, G= Growth, BN= Basic Needs)

	KMM		XYZ		IMG
L	40%	L	60%	L	80%
PWE	20%	PWE	60%	PWE	100%
G	0%	G	80%	G	100%
BN	20%	BN	60%	BN	60%
MAX	40% L	MAX	80% G	MAX	100% G/PWE
MIN	0% G	MIN	60% L/PWE	MIN	60% BN

Based on coding and analysis of interview results, can be viewed at **Table 5.** in *KMM ITB*, the variable that most influence the emergence of member engagement with the student association is leadership, while in *XYZ ITB* growth is the most influential variable to increase member engagement with the association, lastly in *IMG ITB*, there are two variables that influence the increase in member engagement with the association, consist of growth and positive work environment.

**Table 6. Average Calculation Per Variable in Each Student Association**

Leadership			PWE			Growth			Basic Needs		
KMM	XYZ	IMG	KMM	XYZ	IMG	KMM	XYZ	IMG	KMM	XYZ	IMG
40%	60%	80%	20%	60%	100%	0%	80%	100%	20%	60%	60%
Avg 60%			Avg 60%			Avg 60%			Avg 47%		

However, based on the calculation of grouping for each variable in all student associations (*KMM ITB*, *XYZ ITB*, *IMG ITB*), the total average percentage of data shows that leadership, positive work environment, and growth of 60% positively affect member engagement in student association. While the basic needs positively affect member engagement in student associations equal to 47%.

## Conclusion

Referring to the explanation of the results of the data analysis above, it states that the four variables: leadership, positive work environment, growth and basic needs are factors that can increase or decrease, which means positively or negatively affects member engagement with the student association. However, when compared there are differences in variables as the dominating factors to influence the conditions of engagement between each student association. As in *KMM ITB*, the variable that has more influence on increasing engagement is leadership, while *XYZ ITB*, the growth variable is the one that has more impact on growing member engagement, and for *IMG ITB* two variables namely growth and a positive work environment are the main factors for increasing engagement.

## Recommendations

1. Student associations are able to become the main gateway that provides facilities and support programs for those who want to hone their potential through off-campus opportunities. *Magang Studi Independen Bersertifikat (MSIB)* and Indonesian International Student Mobility Awards (IISMA) programs are currently targeted by many students. For students who want to gain internship experience in companies or start-ups in Indonesia, they can join the *MSIB* program for 6 months (1 semester) which will later be converted into certain courses. In this case, the student association can hold a special socialization for students who want to join the *MSIB* program, such as inviting seniors who are *MSIB* alumni. The socialization can explain what documents must be prepared, registration tutorials through the website, tips & tricks to pass the selection, and related required final reports that must be made after participating in the *MSIB* program. In addition, the student association also needs to assist students who want to take part in this program in preparing files, this is the most important initial step as a requirement for students to be able to register for the program. Student associations are capable to help by creat a control sheet through the Google Spreadsheet platform to check the completeness of the data required by students which needs to be coordinated regularly by the study program administrator. The study program administrator takes a long time to process the data needed by each student because the number of students who want to register is quite a lot, therefore the student association can remind first and coordinate students at least 1 month before the *MSIB* program opens in order to prepare documents that can be processed by the study program in advance such as academic transcript document. Meanwhile, for students who wish to take part in IISMA, apart from the preparation of files and sharing sessions with IISMA alumni, student associations are also able to provide learning opportunities for their language test preparation such as holding lessons for TOEFL or IELTS preparation. Actually there are many other programs or opportunities that students are targeting besides these two programs. These action plans can also be implemented to support student preparation so that students as members of the student association will feel facilitated, and if they qualify to take part in the program there, then their recognition will arise as part of their student association, such as they felt proud of the student association as the main supporting system. It is capable to hone their engagement through provide mutual feedback to the student association through performance or other contributions they can make for the organizational development.
2. This strategy can also be used to find out the basic needs of members while carrying out their responsibilities in the student association or other needs that they expect from the student association. Similarly, through the Google Form platform, we accommodate feedback from them. If among these needs there are urgent needs related to tangible needs

in terms of facilities or finance which cannot be covered entirely only from student association funds, to meet these needs the student association can ask for support from the study program, alumni, parents or even support from outside sponsors. However, the student association as a fundraiser needs to make clear details written descriptions and calculations in the proposal. Then, it would be recommended to create innovation as the mutual benefit, for them as funders in return. For example, if applying for funding to the alumni, as the return benefit, student associations will be given a certain number of slots for those who want to promote their business or other branding content through the student association's social media accounts. This method is very reasonable for an organization or committee that is non-profit based.

3. As part of a student association, leaders need to position themselves as team-oriented and personal-oriented for their members. Based on the data obtained, members who are less engaged because their leaders are deemed unable to provide full support at work because they rely more on their members, and the leaders also have not been able to fully embrace their members. Leaders in each division need to hold regular meetings with their members, not only for the purpose of reporting progress, but leaders do coaching by providing different material every week that is still related to their job descriptions, for example in the graphics division, the leader is able to provide coaching related to color tone in making designs. In addition, leaders also need to hold 101 sessions as personal approaches to find out the conditions and developments of each member while they are taking part in the student association in a particular division. This is very necessary to ensure the performance of members and they feel more cared for.
4. For all members, it is necessary to increase and instill commitment as part of the student association to be able to offer the best contribution. Members are able to make a priority list minimum per week to carry out their responsibilities, considering that all members need to balance between academic and non-academic related activities such as in student associations.

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