

# THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON WORK ENGAGEMENT: MEANINGFUL WORK AND PERSONAL RESOURCES AS MEDIATORS

*by Veronika Agustini Srimulyani*

---

**Submission date:** 13-Jun-2022 11:21AM (UTC+0700)

**Submission ID:** 1855775595

**File name:** 4015-Article\_Text-14503-1-2-20220414.doc (487.5K)

**Word count:** 6600

**Character count:** 36683

# THE ROLE OF MEDIATION MEANINGFUL WORK AND PERSONAL RESOURCES ON THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON WORK ENGAGEMENT

Putri Hardanti Gita Larasati<sup>1</sup>, Veronika Agustini Srimulyani<sup>2\*</sup>, F. Anif Farida<sup>3</sup>

<sup>1,2,3</sup> Widya Mandala Surabaya Chatolic University

Management Study Program (Madiun Campus)

Manggis Street 15-17, Madiun City, East Java, 63131, Indonesia

E-mail: [laras.putrihardanti@gmail.com](mailto:laras.putrihardanti@gmail.com)<sup>1</sup>, [veronika.agustini.s@ukwms.ac.id](mailto:veronika.agustini.s@ukwms.ac.id)<sup>2\*</sup>, [florentida5@gmail.com](mailto:florentida5@gmail.com)<sup>2</sup>

## Abstrak

Salah satu dampak pandemi Covid-19 dalam sektor ekonomi dan bisnis adalah perubahan pada kehidupan kerja seperti perubahan waktu kerja dan perubahan pola kerja yang harus disikapi secara positif oleh manajer perusahaan dan karyawan dengan tetap bekerja secara profesional dan memiliki pemikiran inovatif dalam bekerja. Oleh karena itu dibutuhkan peran aktif pemimpin dalam menyiapkan karyawan menghadapi perubahan tersebut, sehingga tetap terlibat aktif, bersemangat, dan produktif meskipun banyak kendala selama masa pandemi ini. Menyikapi kondisi terkini, terjadinya pandemi covid-19 menjadi momentum penting yang menunjukkan bahwa keterikatan kerja sangat berharga bagi perusahaan. Kajian empiris ini bertujuan menganalisis pengaruh kepemimpinan transformasional terhadap keterikatan kerja dengan kebermaknaan pekerjaan dan sumber daya personal sebagai pemediasi. Populasi penelitian berjumlah 150 karyawan tetap CV Industri Kreatif Madiun dan sampel berjumlah 134 responden. Pengujian hipotesis menggunakan analisis jalur dengan metode kausal step. Hasil penelitian menunjukkan bahwa: 1) kepemimpinan transformasional berdampak positif signifikan pada keterikatan kerja; 2) kepemimpinan transformasional berdampak positif signifikan terhadap kebermaknaan pekerjaan; 3) kebermaknaan dalam pekerjaan berdampak positif signifikan terhadap sumber daya personal; 4) kebermaknaan kerja memediasi secara parsial pengaruh kepemimpinan transformasional pada keterikatan kerja; 5) kepemimpinan transformasional berdampak positif signifikan pada sumber daya personal; 6) sumber daya personal berdampak positif signifikan pada keterikatan kerja; 7) Sumber daya personal memediasi secara partial pengaruh kepemimpinan transformasional terhadap keterikatan kerja.

**Kata kunci:** *Kepemimpinan transformasional, Kebermaknaan pekerjaan, Sumber daya personal, Keterikatan Kerja*

One of the impacts of the Covid-19 pandemic in the economic and business sectors is changes in working life such as changes in work time and changes in work patterns that must be addressed positively by company managers and employees by continuing to work professionally and having innovative thinking in work. Therefore, it takes the active role of leaders in preparing employees to face these changes, so as to remain actively engaged, excited, and productive despite many obstacles during this pandemic. Responding to the latest conditions, the occurrence of the Covid-19 pandemic is an important momentum that shows that work engagement is very valuable for companies. This research aims to analyze the effect of transformational leadership on work engagement through meaningful work and personal resources as a mediator. The research population is 150 fulltime employees of CV Industri Kreatif Madiun and the sample is 134 respondents. Hypothesis testing using path analysis with the causal step

method. The results show that: 1) transformational leadership has a significant positive impact on work engagement; 2) transformational leadership has a significant positive impact on meaningful work; 3) meaningful work has a significant positive impact on work engagement; 4) the meaningful work partially mediates transformational leadership to work engagement; 5) transformational leadership has a significant positive impact on personal resources; 6) personal resources has a significant positive impact on work engagement; 7) there is a transformational leadership effect on work engagement through personal resources as a mediator.

**Keywords:** *Transformational leadership, Meaningful work, Personal resources, Work engagement*

## 1. Introduction

Currently, Indonesia is entering the era of industrial revolution (IR) 4.0 and is also faced with the problem of the Covid-19 pandemic outbreak. The era of the IR 4.0 that occurred had an impact on progress on the industrial world including on the machinery industry. This progress is a big challenge for organizations to be able to manage organizational management well, especially the management of human resources (HR). HR become a driving factor is very important for an organization and serves as the life of the organization. HR contained in the organization are mobilized to be able to assist the organization in achieving goals. When an organization is able to achieve a goal, then the organization can be said to be an effective organization.

In addition to being faced with the industrial revolution 4.0, an organization, especially for the leaders of today's organizations, is also faced with other major challenges. The big challenge is the problem of the Covid-19 pandemic. Until now, there have been many cases and fatalities due to the Covid-19 pandemic. The number of cases and fatalities caused by the Covid-19 pandemic caused concern for many parties such as the government, private parties, and other parties, especially employees. In addition, the Covid-19 pandemic has also greatly affected all sectors of life, especially the economic and business sectors because this event is an outbreak with a large scale and is an event of uncertainty (D'auria & Smet, 2020). The influence of the Covid-19 pandemic in the economic and business sectors is one of them is changes in working life in the company such as changes in working time and changes in work patterns. The changes that occur must be addressed positively with innovative thinking at work. Cultivating this attitude requires the strategic role of the company's leadership behavior. This is in accordance with the opinion of Robijn et al. (2020) one of the organizational resources that have a dominant influence in an organization is the behavior of leaders.

Effective leader behavior and having a good leader mindset quality is needed to deal with the work

situation and is expected to be able to face and prevent excessive action on the problems of the Covid-19 pandemic. Leaders are also required to be able to maintain the spirit, dedication, and enthusiasm of employees by forming a task force, making decisions in situations of uncertainty, showing empathy, and communicating and being transparent about information. Strong leader character such as a calm, cautious, and optimistic leader character is needed during the Covid-19 pandemic where the character of the leader is in the leader who implements transformational leadership (D'auria & Smet, 2020). According to Yukl (2010:276) with transformational leadership, employees trust, are amazed, loyal, and respectful towards leaders, and employees are motivated to do more than the organization expects in employees. Transformational leadership (T.L.) focuses on increasing employee engagement and attachment to company goals. Handayani & Pitoyo (2018) explained that strong transformational leadership will be able to form employee commitments that eventually employees will feel attached or "engaged" with work. There are several other studies that state that the application of good T.L. practices significantly increases W.E. (Ghadi et al., 2013; Lai et al., 2020; Pitoyo & Sawitri, 2016).

Work engagement (W.E.) is the mental state of employees when they feel late, have energy, and are enthusiastic about the work done (Bakker, 2017). Schaufeli & Bakker (2004, in Robijn et al., 2020) stated that Another term of W.E. is employee engagement (E.E.) or simply called "engagement". W.E. is defined as a positive and satisfactory state of mind related to work characterized by vigor, dedication, and absorption.

Meaningful work or meaning in work is a job that earns wages or does not get wages or work roles that are meaningful to employees, have a purpose, or have meaning (Steger, 2016:61). Steger (2016:71) states that the high value that is in employees involved with meaningful work (M.W.) will increase engagement and there is a possibility that employees who engage with meaningful work will get a good working relationship with leaders through increased engagement. Some previous studies have stated that employees with M.W.

will increase W.E. in employees either influential or increase meaning in work directly or indirectly (as a mediation variable) through T.L. practices (Ghadi *et al.*, 2013; Handayani & Pitoyo, 2018; Pitoyo & Sawitri, 2016; Van Wingerden & Van Der Stoep, 2018).

According to Bakker & Demerouti (2008) personal resources are one of the aspects or factors that can drive work engagement. Personal resources (P.R.) are self-perspectives that relate to resilience and success of personal abilities in influencing the environment (Hobfoll *et al.*, 2003). This is supported by the opinion of Bakker & Leither (2010:21) that based on the JD-R model, personal resources and job resources can encourage work engagement. Some studies state that high employee personal resources are able to increase work engagement directly or indirectly through transformational leadership (Handayani & Pitoyo, 2018; Hardaningtyas, 2020; Lazauskaite-Zabielske *et al.*, 2018; Tims *et al.*, 2011).

## 2. Literature Review

### Transformational Leadership (T.L.)

TL is a leadership approach that can inspire and has the ability to influence employees to set aside personal interests to achieve company profits (Robbins & Judge, 2017:261). Yukl (2010:261) states that T.L. leads to the moral value of followers as a form of efforts to increase followers' awareness of ethical problems as well as for the management of energy and also resources for the renewal or improvement of an organization. According to Yukl (2010:276) and Barnsworth *et al.* (2019) there are 4 TL behaviors, namely: a) idealized influence (charismatic); b) inspirational motivation; c) intellectual stimulation; and d) individualized consideration.

### Meaningful Work (M.W.)

Meaningful work is defined as work experienced by a person as a job that is very positively meaningful for a person (Rosso *et al.*, 2010:95) and the "meaning" that leads to work has the meaning that work has meaning or work has significance. Rosso *et al.* (2010) and Morin (2008) there are 3 characteristics of the customary dimensions of meaning in work, namely value (census), motivation (sumo), beliefs (phenology).

### Personal Resources (P.R.)

P.R. lead to the relationship between individuals and the environment and have a relationship with certain domains, such as self-efficacy with work (Van den Heuvel *et al.*, 2010:128). According to Van den Heuvel, *et al.* (2010:129) the definition of the concept of personal resources is the cognitive-affective aspect of personality, a more renadah aspect of personality, a positive self-belief system that can be developed to explain the individual self (self-esteem, self-efficacy, and expertise). Characteristics of personal resources

according to Hobfoll *et al.* (2018) and Lazauskaite-Zabielske *et al.* (2018) include self-efficacy and optimism, where both characteristics are key skills and personal traits. Optimism and confidence can motivate a person to achieve goals and face challenges and difficulties.

### Work Engagement (W.E.)

W.E. is things that are positive, provide satisfaction, affective motivation from well-being that is related to work and contrary to job burnout (Bakker & Leiter, 2010:1). Work engagement can be defined as conditions that include vigor, dedication, and absorption (Bakker & Demerouti, 2008). There are 3 characteristics of work engagement (Bakker & Demerouti, 2008) namely vigor, dedication, and absorption. In this case, the concept of vigor, dedication and absorption are three various components of work engagement, namely physical, emotional and cognitive (Geldenhuys *et al.*, 2014).

### Impact of transformational Leadership (T.L.) relationships on work engagement (W.E.)

Transformational leadership (T.L.) as one of the leadership approaches is expected to be able to grow work engagement. Bakker and Leither (2010: 128) stated that leaders play a special role in fostering work attachment to employees. Bakker and Leither (2010:95) stated that leadership that emphasizes the importance of interpersonal relationships such as T.L. has the possibility as energy in building engagement. This statement is supported by the results of the empirical study Lai *et al.* (2020); Handaya *et al.* (2018); Pitoyo dan Sawitri (2016); Ghadi *et al.* (2013); Tims *et al.* (2011) which stated that T.L. has a positive impact on work engagement (W.E.) This indicates that the more effective the practice of T.L. in a company, the higher the W.E.. Based on theoretical studies and empirical studies, the first hypothesis is formulated as follows:

**Hypothesis 1:** Transformational leadership (T.L.) has a significant positive impact on work engagement W.E.)

### Impact of transformational leadership (T.L.) on meaningful work (M.W.)

Spirit, originality, energy, and emphasis of the company's vision on T.L. relate to the quality of leaders with the assumption that the work done to realize the company's vision is valuable and has a lot to do. Yukl (2010:289) explains that T.L. strengthens existing visions or builds commitment to a new vision. A clear leader's vision can explain organizational achievements or help employees understand the company's intentions, goals, and priorities so that it will give work meaning, have a function as self-esteem,



and build common goals. There is evidence that leadership is related to meaningful work or meaning in work (Steger, 2016:71). This is supported by the research of Handayani and Pitoyo (2018); Ghadi et al. (2013) which proves that T.L. has a significant positive impact on M.W. This shows that transformational leadership is able to form meaning in the work of employees, so the second hypothesis of this study is formulated as follows:

**Hypothesis 2:** Transformational leadership (T.L.) has a significant positive impact on meaningful work (M.W.).

#### **Impact of meaningful work (M.W.) on work engagement (W.E.)**

Meaningful work (M.W.) is beneficial for employees at work and employees feel more engagement. This means that meaning in work will increase work engagement. Steger (2016:60) states that it is basically time to move past engagement and toward meaningful work or meaning in work. When the employee's work is felt to be very meaningful, it is believed that it can increase work engagement (Ghadi, 2017). Van Wingerden and Van der Stoep (2018); Pitoyo and Sawitri (2016); Ghadi et al. (2013) stated that meaningful work has a positive impact on work engagement. This can be interpreted that high employee meaningful work can increase employee work engagement, so the third hypothesis of the study is formulated as follows

**Hypothesis 3:** Meaningful work (M.W.) has a significant positive impact on work engagement (W.E.)

#### **Impact of Transformational Leadership (T.L.) on work engagement (W.E.) through meaningful work (M.W.) as a mediator**

Steger (2016:71) states that employees who feel meaningful work usually have a good working relationship with leaders so as to increase commitment, engagement, effort, performance, and social contributions. Ghadi (2017) argues that leaders with transformational leadership characteristics can grow meaning in work in employees so that it has an impact on work engagement. Results of the empirical study of Handayani and Pitoyo (2018); Pitoyo and Sawitri (2016); Ghadi et al. (2013) showed that meaning in work acts as partial mediation transformational leadership relationship with work engagement. This research means that in indirect influences, transformational leadership can include the meaning in work of each employee to create work engagement. Leaders who adopt transformational leadership not only provide a good future but also direct employees how to work towards a good future with the work currently done. Thus it can be interpreted that the better transformational leadership owned by the leader will increase the meaningful work of employees and eventually will also increase employee work

engagement, so the fourth hypothesis of the study is formulated as follows:

**Hypothesis 4:** Transformational leadership (T.L.) has a significant positive impact on work engagement (W.E.) through meaningful work (M.W.) as mediation.

#### **Impact of transformational leadership (T.L.) on personal resources (P.R.)**

The optimism and self-confidence of the leader can be felt by employees, where fostering optimism and self-confidence is important when employees are in trouble or in dangerous circumstances, such as during the Covid-19 pandemic. Luthans (2006:344) states that research reviews on the impact of self-efficacy include topics of organizational behavior, and one of them is leadership. Yukl (2010:290–291) states that employees will believe in the leader's vision when the leader can show confidence and self-certainty, and it is important for the leader to still show optimism about the team's success in achieving goals or visions, especially when the team faces challenges. The results of research by Tims et al. (2011) state that T.L. does not have a positive significant impact on self-efficacy (S.E.), while transformational leadership has an indirect impact on optimism with personal resources as mediation. Thus it can be interpreted that leaders who apply T.L. in work is able to exert influence and improvement on the personal resources of employees, so the fifth hypothesis in this study is formulated as follows:

**Hypothesis 5:** Transformational leadership (T.L.) has a significant positive impact on personal resources (P.R.)

#### **Impact of Personal resources (P.R.) on work engagement (W.E.)**

Van den Heuvel et al. (2010:129) stated that there is a study in the relationship of personal resources to the work environment and work outcomes such as performance, job satisfaction, and work engagement. Saraswati and Lie (2018:4) explained that employees who have a high level of self-efficacy then the energy and effort expended when carrying out work will also increase, so that employees will exert all their attention to complete the work and employees who have a high level of optimism will be able to manage their work well, thus increasing work engagement. The results of empirical studies of Tims et al. (2011) stated that personal resources (reflected by the dimensions of self-efficacy and optimism) have a significant effect on work engagement. Furthermore, in the study it was explained that self-efficacy is an important personal resource that can increase work engagement and an employee who feels optimistic in achieving work goals, then they will be involved and willing to do the work more vigorously. The results of empirical studies from Hardaningtyas (2020) stated that personal resources (reflected by the dimensions of self-efficacy, organizational based self-esteem, and optimism) have a

significant positive effect on work engagement. Simi<sup>22</sup>y, Lazauskaite-Zabielske et al. (2018) states that job resources and personal resources can have a significant effect on work engagement separately. That is, when the level of employee personal resources is high, it is able to make employee work engagement also higher, so the sixth hypothesis in the study is formulated as follows:

**Hypothesis 6:** Personal resources (P.R.) has a significant positive impact on work engagement (W.E.).

**The Impact of Transformational Leadership (T.L.) on work engagement (W.E.) through personal resources (P.R.) as a mediator**

According to Bakker dan Leither (2010:21) personal resources and job resources can encourage work engagement. This statement is supported by the results of empirical studies from Handayani dan Pitoyo (2018) which stated that T.L. has a significant positive impact on W.E. through P.R. as mediation. The research reinforces the results of a study by Tims *et al.* (2011) which states that personal resources through the optimism dimension can be a mediation of T.L. relationships with W.E. Thus it can be interpreted that the implementation of T.L. can provide an increase in W.E. through P.R. as mediation, so that the seventh hypothesis in this study is formulated as follows:

**Hypothesis 7:** Transformational leadership (T.L.) towards work engagement (W.E.) through personal resources (P.R.) as mediation.

The research model can be seen in figure 1.

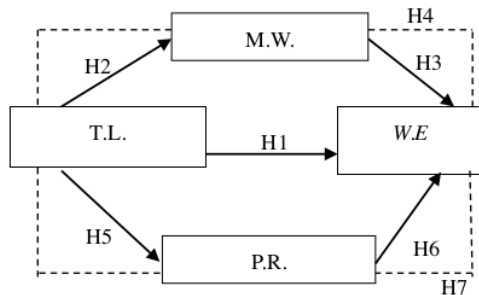


Figure 1. Research Model

### 3. Research Method

#### Population, Sample, and Sampling Techniques

The research population is all employees of CV

Creative Industry Madiun which amounted to 150 employees and the sample in the study amounted to 150 employees (saturated sampling). Data collection is carried out by distributing questionnaires. Of the 150 questionnaires distributed that were filled out by respondents and returned as many as 134 questionnaires or 89.33%, while the number of questionnaires that were not returned was 16 questionnaires or 10.67% of the number of questionnaires distributed.

#### Variable Measurement

The number of items in the study questionnaire was 56 statement items consisting of 20 statement items to measure T.L. variables adapted from Zhu et al. (2009, in Pitoyo & Sawitri, 2016); Handayani and Pitoyo (2018); 6 statement items to measure meaning in work variables adapted from Handayani and Pitoyo (2018); 13 items to measure personal resources adapted from Tims et al. (2011); Handayani and Pitoyo (2018); and 17 statement items to measure work engagement adapted from Handayani and Pitoyo (2018).

## 4. Result and Discussion

#### Characteristics of Respondents

The characteristics of the respondents obtained were grouped by age, gender, last education, and length of service (table 1).

TABEL 1  
CHARACTERISTIC OF RESPONDENTS

Characteristics	Number of Respondents	Percentage
<b>Age</b>		
18-25 yeras	67	50,00%
26-33 years	50	37,31%
34-41 years	15	11,19%
42-49 years	1	0,75%
>50 years	1	0,75%
<b>Gender</b>		
Man	125	93,28%
Female	9	6,72%
<b>Last education</b>		
SMA	20	14,93%
SMK	108	80,60%
D3	3	2,24%
S1	3	2,24%
<b>Working Period</b>		
< 1 years	4	2,99%
1 years	55	41,04%
2 years	42	31,34%
3 years	24	17,91%
> 3 years	9	6,72%

### Validity and Reliability Test

Validity testing is used to measure how well an instrument is developed to measure a concept (Sekaran & Bougie, 2017:35). The validity test aims to make valid measurements or not a research questionnaire provided that the questionnaire can be said to be valid or not (Ghozali, 2018:51–52): 1)  $r_{\text{count}} > r_{\text{table}}$ , then the statement item in the questionnaire is valid for use; 2)  $r_{\text{count}} > r_{\text{table}}$ , then the statement item in the questionnaire is valid for use.

Validity testing is performed by comparing  $r_{\text{count}}$  with  $r_{\text{table}}$  which has a  $df = n-2$  formula; with  $\alpha = 5\%$ , so the value of the  $r_{\text{table}}$  ( $df = n-2 = 134-2$ ) is 0,1697.

TABLE 2

#### VALIDITY TEST RESULTS

Item	$r_{\text{count}}$	$r_{\text{table}}$	Information
<b>Transformational Leadership</b>			
1	0,563	$r_{\text{count}} > r_{\text{table}}$	Valid
2	0,518	$r_{\text{count}} > r_{\text{table}}$	Valid
3	0,544	$r_{\text{count}} > r_{\text{table}}$	Valid
4	0,634	$r_{\text{count}} > r_{\text{table}}$	Valid
5	0,252	$r_{\text{count}} > r_{\text{table}}$	Valid
6	0,527	$r_{\text{count}} > r_{\text{table}}$	Valid
7	0,542	$r_{\text{count}} > r_{\text{table}}$	Valid
8	0,541	$r_{\text{count}} > r_{\text{table}}$	Valid
9	0,585	$r_{\text{count}} > r_{\text{table}}$	Valid
10	0,601	$r_{\text{count}} > r_{\text{table}}$	Valid
11	0,651	$r_{\text{count}} > r_{\text{table}}$	Valid
12	0,626	$r_{\text{count}} > r_{\text{table}}$	Valid
13	0,607	$r_{\text{count}} > r_{\text{table}}$	Valid
14	0,566	$r_{\text{count}} > r_{\text{table}}$	Valid
15	0,349	$r_{\text{count}} > r_{\text{table}}$	Valid
16	0,516	$r_{\text{count}} > r_{\text{table}}$	Valid
17	0,586	$r_{\text{count}} > r_{\text{table}}$	Valid
18	0,527	$r_{\text{count}} > r_{\text{table}}$	Valid
19	0,439	$r_{\text{count}} > r_{\text{table}}$	Valid
20	0,247	$r_{\text{count}} > r_{\text{table}}$	Valid
<b>Meaning in Work</b>			
1	0,665	$r_{\text{count}} > r_{\text{table}}$	Valid
2	0,578	$r_{\text{count}} > r_{\text{table}}$	Valid
3	0,578	$r_{\text{count}} > r_{\text{table}}$	Valid
4	0,528	$r_{\text{count}} > r_{\text{table}}$	Valid
5	0,679	$r_{\text{count}} > r_{\text{table}}$	Valid
6	0,653	$r_{\text{count}} > r_{\text{table}}$	Valid
<b>Personal Resources</b>			
1	0,746	$r_{\text{count}} > r_{\text{table}}$	Valid
2	0,720	$r_{\text{count}} > r_{\text{table}}$	Valid

3	0,719	$r_{\text{count}} > r_{\text{table}}$	Valid
4	0,683	$r_{\text{count}} > r_{\text{table}}$	Valid
5	0,660	$r_{\text{count}} > r_{\text{table}}$	Valid
6	0,621	$r_{\text{count}} > r_{\text{table}}$	Valid
7	0,594	$r_{\text{count}} > r_{\text{table}}$	Valid
8	0,616	$r_{\text{count}} > r_{\text{table}}$	Valid
9	0,349	$r_{\text{count}} > r_{\text{table}}$	Valid
10	0,320	$r_{\text{count}} > r_{\text{table}}$	Valid
11	0,450	$r_{\text{count}} > r_{\text{table}}$	Valid
12	0,578	$r_{\text{count}} > r_{\text{table}}$	Valid
13	0,509	$r_{\text{count}} > r_{\text{table}}$	Valid
<b>Work Engagement</b>			
1	0,242	$r_{\text{count}} > r_{\text{table}}$	Valid
2	0,664	$r_{\text{count}} > r_{\text{table}}$	Valid
3	0,571	$r_{\text{count}} > r_{\text{table}}$	Valid
4	0,618	$r_{\text{count}} > r_{\text{table}}$	Valid
5	0,763	$r_{\text{count}} > r_{\text{table}}$	Valid
6	0,697	$r_{\text{count}} > r_{\text{table}}$	Valid
7	0,276	$r_{\text{count}} > r_{\text{table}}$	Valid
8	0,613	$r_{\text{count}} > r_{\text{table}}$	Valid
9	0,668	$r_{\text{count}} > r_{\text{table}}$	Valid
10	0,641	$r_{\text{count}} > r_{\text{table}}$	Valid
11	0,592	$r_{\text{count}} > r_{\text{table}}$	Valid
12	5,38	$r_{\text{count}} > r_{\text{table}}$	Valid
13	0,508	$r_{\text{count}} > r_{\text{table}}$	Valid
14	0,606	$r_{\text{count}} > r_{\text{table}}$	Valid
15	0,604	$r_{\text{count}} > r_{\text{table}}$	Valid
16	0,620	$r_{\text{count}} > r_{\text{table}}$	Valid
17	0,635	$r_{\text{count}} > r_{\text{table}}$	Valid

Reliability tests are used to find out which measurement instruments can consistently measure the concept being measured (Sekaran & Bougie, 2017:35) with criteria according to Sekaran dan Bougie (2017:115) as follows:

1. Coefficient values between 0.8-1 indicate good reliability;
2. Coefficient values between 0.6-0.79 or reliability in the range of 0.7 indicate acceptable reliability;
3. The coefficient value of  $<0.6$  indicates poor reliability.

TABLE 3

#### SUMMARY OF RELIABILITY TEST RESULTS

Variable	<i>Alpha</i> Hitung	<i>Cronbach</i> <i>Alpha</i>	Information
<i>Transformational leadership</i>	0,859	0,8-1	Good reliability
<i>Meaningful work</i>	0,668	0,6-0,79	Acceptable reliability

<i>Personal resources</i>	0,839	0,8-1	Good reliability
<i>Work engagement</i>	0,873	0,8-1	Good reliability

TABLE 4

SUMMARY OF THE CAUSAL STEP METHOD TEST

Variable	Unstandardized Coefficient	Standardized Coefficient	t <sub>count</sub>	Sig.	R <sup>2</sup>	Adj R <sup>2</sup>	Information
	B	Beta					
Direct effect							
Model 1	Dependent Variable: <i>Work engagement</i>				0,090	0,083	Significant
Constant	42,222						
<i>Transformational leadership</i>	0,323	0,299	3,605	0,000			
Model 2	Dependent Variable: <i>Meaning in work</i>				0,041	0,034	Significant
Constant	19,003						
<i>Transformational leadership</i>	0,072	0,202	2,374	0,019			
Model 3	Dependent Variable: <i>Work engagement</i>				0,107	0,100	Significant
Constant	43,719						
<i>Meaning in work</i>	0,986	0,327	3,973	0,000			
Indirect effect							
Model 4	Variabel dependen: <i>Work engagement</i>				0,164	0,151	Significant
Constant	26,301						
<i>Transformational leadership</i>	0,262	0,246	3,402	0,003			
<i>Meaning in work</i>	0,838	0,088	2,980	0,003			
Direct effect							
Model 5	Dependent Variable: <i>Personal resources</i>				0,076	0,069	Significant
Constant	35,690						
<i>Transformational leadership</i>	0,199	0,276	3,302	0,001			
Model 6	Dependent Variable: <i>Work engagement</i>				0,109	0,103	Significant
Constant	42,570						
<i>Personal resources</i>	0,496	0,331	4,026	0,000			
Indirect effect							
Model 7	Dependent Variable: <i>Work engagement</i>				0,156	0,143	Significant
Constant	27,849						
<i>Transformational leadership</i>	0,243	0,225	2,697	0,008			
<i>Personal resources</i>	0,403	0,268	3,215	0,002			

#### Impact of transformational leadership (T.L) on work engagement (W.E)

In table 4, it shows that T.L. has a significant positive impact on W.E. This is shown from  $t_{count} 3,605 > t_{table} 1,656$  and a p-value of  $0,000 < 0,05$ ; thus hypothesis 1 is supported. The results of this empirical research are in line with Handayani and Pitoyo (2018); Pitoyo and Sawitri (2016); Ghadi et al. (2013); Lai et al. (2020) which states that T.L. has a positive impact on W.E. Leaders with good individual consideration behavior such as leaders who are able to provide coaching (coaching) and become a good coach for employees, providing support and motivation to encourage employees to organizational goals will cause a feeling that the work done has its own meaning and purpose for employees. In addition, leaders who

guide and provide feedback for employee self-development will generate greater employee energy while working.

#### Impact of transformational leadership (T.L) on meaningful work (M.W.)

Test results (table 4), shows that T.L. has a significant positive impact on M.W. This is evidenced by the results of regression analysis which shows that  $t_{count} 2,374 > t_{table} 1,656$  and significance values  $0,0095 < 0,05$ ; then hypothesis 2 is supported. This research proves that T.L. is able to increase M.W., meaning that T.L. practices can shape and increase the meaningfulness of the work done for employees. The results of this study support the results of research Handayani and Pitoyo (2018); Ghadi et al. (2013) which stated that T.L. has a positive impact on M.W..



Meaning in high employee work cannot be separated from the role or influence of T.L. practices in a company. Leaders who are willing to provide learning opportunities, are willing to train and provide feedback for employee self-development will cause employee feelings that the work done will bring more significant changes and provide higher value or benefits.

#### **Impact on meaningful work (M.W.) on work engagement (W.E.)**

In table 4, it shows that meaningful work (M.W.) has a significant positive impact on work engagement (W.E.). The results of the regression analysis show that  $t_{count} 3.973 > t_{table} 1.656$  and the significance value of  $0.000 < 0.05$ , then hypothesis 3 is supported. The results of this empirical study show that the meaningfulness in work felt by employees is able to influence work engagement; meaning that high employee meaning in work can increase employee work engagement. The results of this study are in line with the results of empirical studies from Pitoyo and Sawitri (2016); Van Wingerden dan Van der Stoep (2018); Ghadi et al. (2013) which found that meaningful work has a significant positive impact on work engagement. Vigor, absorption, and dedication characteristics are main characteristics in employee work engagement. When employees feel that the work done today brings change and employees feel that the work done provides a lot of value and benefits for employees, then employees will feel that the work done has its own meaning and purpose for employees and the energy felt by employees while working will also be greater.

#### **Impact of Transformational leadership (T.L.) on work engagement (W.E.) through meaningful work (M.W.) as a mediator**

In analyzing the role of M.W. as mediation between the influence of T.L. on W.E. is done by comparing the value of the T.L. regression coefficient to W.E. before and after the mediation variable is included in the regression equation. Analysis of the role of M.W. as a mediator between the impact of T.L. on W.E. by comparing the value of the T.L. regression coefficient with W.E. at the time before and after the mediator variable is included in the regression equation model. Referring to Baron dan Kenny (1986), the meaning in work variable is said to be a mediation variable (1) T.L. has a significant impact on M.W. (2) T.L. has a significant impact on W.E.; 3) M.W. has a significant impact on W.E. The role of mediation variables according to Baron dan Kenny (1986) consists of: 1) perfect mediation, occurs when mediation variables are included in the regression equation model then the influence of free variables on bound variables that were originally significant becomes insignificant and equal to zero; 2) Partial mediation, occurs when a mediation variable is included in the regression equation model then the impact of the independent variable on the

dependent variable is originally significant but still significant and not equal to zero.

In table 4, it can be known that the three criteria of a variable are mediation variables are entirely fulfilled so that the meaning in work variable can be said to be a mediation variable with a partial mediation role. So hypothesis 4 is supported. This indicates that transformational leadership has an indirect impact on work engagement through meaningful work as a mediator, and the role of meaningful work mediation variables is partial mediation. This is evident from the comparison between the value of the transformational leadership regression coefficient to work engagement before the mediation variable is included in the regression equation with the value of the transformational leadership regression coefficient against the work engagement after the mediation variable is included in the regression equation which shows a significant decrease from 0.323 with a significance value of 0.000 to 0.262 with a significance value of 0.001. Partial mediation indicates that in certain situations T.L. can affect directly on W.E. (the results of direct influence testing prove significant) but in other situations, namely with the level of meaning in work owned by employees, The T.L. impact of leadership on indirect W.E. through M.W. as a mediator. The results of this study support previous research, namely Handayani and Pitoyo (2018); Pitoyo and Sawitri (2016); Ghadi et al. (2013) which states T.L. has a significant positive impact on W.E. through M.W. as a mediator.

#### **Impact of transformational leadership (T.L.) on personal resources (P.R.)**

In table 4, it shows that T.L. has a significant positive impact on P.R. This is evidenced by the results of regression analysis which shows that  $t_{count} 3.302 > t_{table} 1.656$  and a p-value of  $0.0005 < 0.05$ , then hypothesis 5 is supported. The results of this empirical study show that transformational leadership has a significant impact on increasing personal resources, meaning that leaders who work to implement transformational leadership are able to influence and increase personal resources in employees. The results of testing this hypothesis are in accordance with the results of empirical studies of Tims et al. (2011); Handayani and Pitoyo (2018); which states that T.L. has P.R. in employees a positive impact on P.R. in employees.

#### **Impact of personal resources (P.R.) on work engagement (W.E.)**

Test results (table 4), show that P.R. have a significant positive impact on W.E. This is evidenced by the results of regression analysis which shows that  $t_{count} 4.26 > t_{table} 1.656$  and significance values  $0.000 < 0.05$ ; then hypothesis 6 is supported. The results of this study prove that personal resources are able to

influence work engagement, meaning that the high level of personal resources in employees can make employee work engagement increase. The results of this study support the results of Tims et al. (2011); Lazauskaite-Zabielske et al. (2018); Hardaningtyas (2020) which states that personal resources have a significant positive impact on work engagement. Well-established teamwork when carrying out work can increase work engagement. When employees can build teamwork well, make employees feel more that the work done has meaning and purpose, and make employees more energized while working.

#### **Transformational leadership (T.L.) impact on work engagement (W.E.) through personal resources (P.R.) as a mediator**

In table 4, it is shown that the three criteria of a variable are mediation variables fulfilled so that the P.R. variable can be said to be a mediation variable with a partial mediation role, so that hypothesis 7 is supported. This indicates that T.L. has an indirect impact on work engagement through P.R. as a mediator where the role of the personal resource mediation variable is partial mediation. This is evident from the comparison between the values of the T.L. regression coefficient on W.E. before and after the mediating variable (P.R.) are included in the model, which shows a significant but still significant decrease from 0,323 with a significance value of 0,000 to 0,243 with a significance value of 0,004. Partial mediation indicates that in certain situations T.L. can affect directly on W.E. (the results of direct influence testing prove significant) but in other situations, namely with the level of personal resources owned by employees, the impact of T.L. W.E. can be through P.R. as a mediator. The results of this study support the results of Tims et al. (2011); Handayani and Pitoyo (2018) who stated that T.L. has a positive significant impact on W.E. through partial mediation (partial mediation) of P.R.

#### **5. Conclusions, Limitations, and Suggestions**

From the results of hypothesis testing and the discussion that has been outlined, the conclusion of this study are: 1) Transformational leadership (T.L.) has a significant positive impact on work engagement (W.E.), this means transformational leadership can increase employee work engagement; 2) Transformational leadership (T.L.) has a positive significant impact on meaningful work (M.W.), this means transformational leadership is able to increase employee meaningful work; 3) Meaningful work (M.W.) has a positive significant impact on work engagement (W.E.), this means that meaningful work can increase work engagement; 4) There is an indirect impact of T.L. on W.E. through M.W. as a mediator with partial mediation role; 5) Transformational leadership (T.L.) has a significant positive impact on personal resources (P.R.), this means T.L. can increase P.R.; 6) P.R. have a positive significant impact on W.E., this means that T.L.

can increase W.E.; 7) There is an indirect impact of T.L. on W.E. through P.R. as a mediator with partial mediation role.

From the results of empirical studies obtained, this shows good research results, so that the advice given to management in order to maintain employee work engagement to remain high are: 1) Company management is advised to maintain the implementation or practice of transformational leadership by maintaining the provision of learning opportunities to subordinates because it can foster a feeling of work engagement and a sense of employee trust in the leader that the leader is able to become a good coach; 3) Companies are advised to maintain the application of cooperation in the team while employees work because it can shape the employee's self-efficacy and cause employees to be more attached to work; Companies are advised to maintain employee dedication, because employees who have a high dedication will have a higher attachment to the work and can feel the work they do so far has its own meaning and purpose for employees, has high enthusiasm with work, and is more challenged with the work done.

In addition, the practical advice, for the development of further research, it is necessary to conduct a study on other company objects with a large sample number, and can use other leadership measurement models, such as authentic leadership.

#### **Daftar Pustaka**

- Bakker, A. B. (2017). Strategic and Proactive Approaches to Work Engagement. *Organizational Dynamics*, 46(2), 67–75.
- Bakker, A. B., & Demerouti, E. (2008). Towards a Model of Work Engagement. *Career Development International*, 13(3), 209–223.
- Bakker, A. B., & Leiter, M. P. (2010). *Work Engagement: A Handbook of Essential Theory and Research*. Psychology Press.
- Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research. Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.
- D'auria, G., & Smet, A. De. (2020). Kepemimpinan di

- Masa Krisis: Menghadapi Wabah Virus Corona dan Tantangan di Masa Depan. *Mckinsey.Com*, 1–7.
- Farnsworth, D., L. Clark, J., Hall, J., Johnson, S., Wysocki, A., & Kepner, K. (2019). Transformational Leadership: The Transformation of Managers and Associates. *Edis*, 1–3.
- Geldenhuys, M., Laba, K., & Venter, C. M. (2014). Meaningful Work, Work Engagement and Organisational Commitment. *SA Journal of Industrial Psychology*, 40(1), 1–10.
- Ghadi, Mohammed Yasin, Fernando, M., & Caputi, P. (2013). Transformational Leadership and Work Engagement: The Mediating Effect of Meaning in Work. *Leadership and Organization Development Journal*, 34(6), 532–550.
- Ghadi, Muhammed Yasin. (2017). Transformational Leadership And Meaningful Work :, Building A Conceptual Model Of Indirect And Direct Paths. *Jordan Journal of Business Administration*, 13(April 2016), 143–160.
- Ghozali, I. (2018). *Aplikasi Analisis Multivariate dengan Program SPSS 25* (Edisi Ke 9). Semarang:Badan Penerbit-Undip.
- Handayani, W. P. P., & Pitoyo, D. J. (2018). Pengaruh Transformational Leadership Terhadap Work Engagement Yang Dimediasi Oleh Meaning In Work dan Personal Resources. *Jurnal Ekonomi Universitas Kadiri*, 3(2), 105–117.
- Hardaningtyas, R. T. (2020). Personal Resources and Turnover Intention Among Private Sector Employees: Does Work Engagement Still Matter? *JEMA: Jurnal Ilmiah Bidang Akuntansi Dan Manajemen*, 17(1), 1–18.
- Hobfoll, S. E., Halbesleben, J., Neveu, J. P., & Westman, M. (2018). Conservation of Resources in The Organizational Context: The Reality of Resources and Their Consequences. *Annual Review of Organizational Psychology and Organizational Behavior*, 5(1), 103–128.
- Hobfoll, S. E., Johnson, R. J., Ennis, N., & Jackson, A. P. (2003). Resource Loss, Resource Gain, and Emotional Outcomes Among Inner City Women. *Journal of Personality and Social Psychology*, 84(3), 632–643.
- Lai, F. Y., Tang, H. C., Lu, S. C., Lee, Y. C., & Lin, C. C. (2020). Transformational Leadership and Job Performance: The Mediating Role of Work Engagement. *SAGE Open*, 10(1), 1–11.
- Lazauskaite-Zabielske, J., Urbanaviciute, I., & Rekasiute Balsiene, R. (2018). From Psychosocial Working Environment to Good Performance: The Role of Work Engagement. *Baltic Journal of Management*, 13(2), 236–249.
- Luthans, F. (2006). *Perilaku Organisasi* [Terjemahan] (Edisi ke 10). Yogyakarta:ANDI.
- Morin, E. (2008). *Studies and Research Project-The Meaning of Work, Mental Health, and Organizational Commitment* (Issue January 2008). Montreal:IRRST-Communication Division.
- Pitoyo, D. J., & Sawitri, H. S. R. (2016). Transformational Leadership, Meaning in Work, Leader Member Exchange (Lmx), Job Performance Dan Work Engagement. *Jurnal Bisnis Dan Manajemen*, 16(2), 15.
- Robbins, S. P., & Judge, T. A. (2017). *Perilaku Organisasi* [Terjemahan] (Edisi ke 16). Jakarta:Salemba Empat.
- Robijn, W., Euwema, M. C., Schaufeli, W. B., & Deprez, J. (2020). Leaders, Teams and Work Engagement: a Basic Needs Perspective. *Career*

*Development International*, 25(4), 373–388.

Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On The Meaning of Work: A Theoretical Integration and Review. *Research in Organizational Behavior*, 30, 91–127.

Saraswati, K. D. ., & Lie, D. (2018). *Keterikatan Kerja: Faktor Penyebab & Dampak Pentingnya Bagi Dunia Industri dan Organisasi*. Yogyakarta:ANDI.

Sekaran, U., & Bougie, R. (2017). *Metode Penelitian untuk Bisnis Jilid 2* (Edisi ke 6). Jakarta:Salemba Empat.

Steger, M. F. (2016). Creating Meaning and Purpose at Work. In *The Wiley Blackwell Handbook of the Psychology of Positivity and Strengths-Based Approaches at Work* (1st ed., Issue October, pp. 60–81). Chichester, Sussex, UK:Wiley Blackwell.

Tims, M., Bakker, A. B., & Xanthopoulou, D. (2011). Do Transformational Leaders Enhance Their Followers' Daily Work Engagement? *Leadership Quarterly*, 22(1), 121–131.

Van den Heuvel, M., Demerouti, E., Schaufeli, W. B., & Bakker, A. B. (2010). Personal Resources and Work Engagement in the Face of Change. In *Contemporary Occupational Health Psychology: Global Perspectives on Research and Practice, Volume 1* (1st ed., Vol. 1, pp. 124–150). New Jersey:Wiley Blackwell.

Van Wingerden, J., & Van Der Stoep, J. (2018). The Motivational Potential of Meaningful Work: Relationships With Strengths Use, Work Engagement, and Performance. *PLoS ONE*, 13(6), 1–11.

Yukl, G. (2010). *Leadership in Organization* (7th ed.). New Jersey:Prentice Hall.



# THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON WORK ENGAGEMENT: MEANINGFUL WORK AND PERSONAL RESOURCES AS MEDIATORS

---

## ORIGINALITY REPORT

---

7%

SIMILARITY INDEX

4%

INTERNET SOURCES

5%

PUBLICATIONS

2%

STUDENT PAPERS

---

## PRIMARY SOURCES

---

- |  |   |                |
|--|---|----------------|
| <div style="background-color: red; color: white; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">1</div>    | <p>Van, Dung Pham, Bhaskar Prasad Rimal, and Martin Maier. "Fiber optic vs. wireless sensors in energy-efficient integrated FiWi smart grid networks: An energy-delay and TCO comparison", IEEE INFOCOM 2016 - The 35th Annual IEEE International Conference on Computer Communications, 2016.</p> <p>Publication</p> | <p>&lt;1 %</p> |
| <hr/>  |   |                |
| <div style="background-color: purple; color: white; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">2</div> | <p><a href="http://ejournal.unikama.ac.id">ejournal.unikama.ac.id</a></p> <p>Internet Source</p>  | <p>&lt;1 %</p> |
| <hr/>  |   |                |
| <div style="background-color: purple; color: white; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">3</div> | <p>Risma Niswaty, Hillman Wirawan, Haedar Akib, M. Said Saggaf, Dahyar Daraba. "Investigating the effect of authentic leadership and employees' psychological capital on work engagement: evidence from Indonesia", Heliyon, 2021</p> <p>Publication</p>  | <p>&lt;1 %</p> |
| <hr/>  |   |                |
| <div style="background-color: teal; color: white; width: 40px; height: 40px; display: flex; align-items: center; justify-content: center; margin: 0 auto;">4</div>   | <p>Samuel Adomako. "Regulatory focus, persistence and new venture performance",</p>   | <p>&lt;1 %</p> |

# Journal of Small Business and Enterprise Development, 2020

Publication

5	Submitted to Southern Cross University Student Paper	<1 %
6	<a href="http://www.aabss.org.au">www.aabss.org.au</a> Internet Source	<1 %
7	<a href="http://docplayer.net">docplayer.net</a> Internet Source	<1 %
8	<a href="http://www.tandfonline.com">www.tandfonline.com</a> Internet Source	<1 %
9	Aleksandra Grobelna. "Effects of individual and job characteristics on hotel contact employees' work engagement and their performance outcomes", International Journal of Contemporary Hospitality Management, 2019 Publication	<1 %
10	<a href="http://espace.curtin.edu.au">espace.curtin.edu.au</a> Internet Source	<1 %
11	<a href="http://link.springer.com">link.springer.com</a> Internet Source	<1 %
12	<a href="http://www.i-scholar.in">www.i-scholar.in</a> Internet Source	<1 %
13	<a href="http://www.sajip.co.za">www.sajip.co.za</a> Internet Source	<1 %

---

14	Bernard J. Vasquez, Peter J. Cargill. "The evolution of strongly modulated, low-frequency, moderate-amplitude wave packets in a dispersive plasma", Physics of Fluids B: Plasma Physics, 1993 Publication	<1 %
----	--	------

---

15	Submitted to Hochschule Bremen Student Paper	<1 %
----	---	------

---

16	Jessica Van Wingerden, Daantje Derks, Arnold B. Bakker. "The Impact of Personal Resources and Job Crafting Interventions on Work Engagement and Performance", Human Resource Management, 2017 Publication	<1 %
----	--	------

---

17	Submitted to Universitas Negeri Jakarta Student Paper	<1 %
----	--	------

---

18	e-journal.polnes.ac.id Internet Source	<1 %
----	---	------

---

19	jurnal.ugm.ac.id Internet Source	<1 %
----	-------------------------------------	------

---

20	"Ethics, Governance and Risk Management in Organizations", Springer Science and Business Media LLC, 2020 Publication	<1 %
----	---	------

---

21	www.atlantis-press.com Internet Source	<1 %
----	---	------

---

22 Jurgita Lazauskaite-Zabielske, Ieva Urbanaviciute, Rita Rekasiute Balsiene. "From psychosocial working environment to good performance: the role of work engagement", *Baltic Journal of Management*, 2018  
Publication <1 %

---

23 [etd.iain-padangsidimpuan.ac.id](http://etd.iain-padangsidimpuan.ac.id)  
Internet Source <1 %

---

24 [www.ijrrjournal.com](http://www.ijrrjournal.com)  
Internet Source <1 %

---

25 Chiu, Randy. "DOES PERCEPTION OF PAY EQUITY, PAY SATISFACTION, AND JOB SATISFACTION MEDIATE THE EFFECT OF POSITIVE AFFECTIVITY ON WORK MOTIVATION?", *Social Behavior and Personality An International Journal*, 2000.  
Publication <1 %

---

26 [onesearch.id](http://onesearch.id)  
Internet Source <1 %

---

27 [repository.unib.ac.id](http://repository.unib.ac.id)  
Internet Source <1 %

---

Exclude quotes On

Exclude matches < 1%

Exclude bibliography On