



MILLENNIALS EMPLOYEES' WORK ENGAGEMENT: THE INFLUENCE OF EMPOWERING LEADERSHIP, SELF-EFFICACY AND WORK MEANINGFULNESS

Abdul Kadir Alamudi

Management Study Program, Faculty of Economic and Business, University of Muhammadiyah Gresik, Indonesia

Article's Information

DOI:

10.37253/jgbmr.v7i1.10343

e-ISSN:

2685-3426

EDITORIAL HISTORY:

SUBMISSION: April 23, 2025

ACCEPTED: June 25, 2025

CORRESPONDENCE*:

kadiralamudi@umg.ac.id

AUTHOR'S ADDRESS:

Jalan Nyamplungan 9/78, Ampel, Semampir, Surabaya, East Java, Indonesia

ABSTRACT

The study was conducted to analyze and prove whether there is an influence of empowering leadership and self-efficacy on employees' work engagement with work meaningfulness as a mediating variable in employees of the manufacturing industry in East Java, Indonesia. The type of research uses explanatory research methods, survey methods, and approaches used quantitatively and data was collected using questionnaires on 400 employees. The data has been collected, then tested using Structural Equation Model (SEM) method in the SmartPLS4 program application. It was found that the result of the study found that empowering leadership had an insignificant effect on work engagement, while self-efficacy and work meaningfulness had a positive and significant effect on work engagement. Empowering leadership and self-efficacy also have a positive and significant effect on work meaningfulness. Work meaningfulness is able to mediate the influence of empowering leadership and self-efficacy on work engagement positively and significantly.

Keywords: *millennial employees, empowering leadership, self-efficacy, work meaningfulness, work engagement*

INTRODUCTION

Globalization, speed, and ambiguity in the business realm demand the highest level of organizational fitness in order to survive. The challenges faced by current conditions are that workers are faced with heavy workloads, leading to a decrease in resources that result in psychological consequences such as fatigue, all of which lead to the desire to leave the organization, especially those carried out by the millennial (generation Y) workers (Afdaliza, 2015; Jefri & Daud, 2016). As a result, individual worker careers are in disarray and cause a breakdown in the relationship between employees and the organization. There are some workers who are present at work only as a formality of work activities and not as part of their existence, indicating that their attachment to work is marginalized and they are no longer engaged with their work (Lim, 2018).

New career strategies from both organizations and individuals collaborating with each other become an important instrument, one of the main goals of which is a strong and sincere interest in the welfare of its most valuable assets, namely the employees themselves (Steyn, 2011). Employee work engagement is something important in facing tight competition (Osborne & Hammoud, 2017; Pech & Slade, 2006) and allows generation Y to achieve excellent work performance because they tend to have positive emotions in work (Al Mehrzi & Singh, 2016; Anitha & Aruna, 2016; Mulyati et al., 2019). Simply put, employee work engagement functions as an agent that connects personal resources and organizational attributes to employee work performance (Hidayat & Dwiyanto, n.d.). Thus, human resource management can collaborate well between the organization and its employees in order to form employee work engagement (Al Mehrzi & Singh, 2016; Bakar, 2013).

According to (Bakker & Albrecht, 2018), there are at least four reasons why employees who have better work engagement are that they always have positive emotions, have good health, create work resources and personal resources, and they will influence others. So that many studies show the positive effects of employee work engagement on organizational performance (Bailey et al., 2017; Kuok & Taormina, 2017). Work engagement is believed to increase job satisfaction, reduce the intention to leave the organization, and ultimately increase the behavior of organizational members (Baklaieva, 2016). The reasons above make many organizations try to retain talented employees by creating conditions for work engagement, as it is the key to organizational success (Albrecht & Andreetta, 2011) as well as competitive advantage (Bakker & Schaufeli, 2010).

Personal resource factors in this study in the form of self-efficacy also have a significant positive impact on efforts to achieve employee work engagement because when they are faced with difficulties in the work activity process, they respond with persistent efforts to solve problems (Steyn, 2011). The relationship between self-efficacy and work engagement can foster a sense of meaningfulness in work from employees (Ladyshewsky & Taplin, 2018) so that they experience better health levels because of their ability to manage positive expectations about the future and partly because of their increased feelings of commitment (Del Libano et al., 2012).

Self-efficacy is said to be a determining factor for successful interventions in a number of common adaptation problems to healthy actions in behavior when facing difficulties (Hirschi, 2012). Low levels of self-efficacy can be seen in individuals who experience work stress (Tian et al., 2019), they have a high frequency of anxiety and

have avoidance behavior towards challenges and skills in dealing with difficult situations (Alessandri et al., 2015). As a result, there is a decrease in performance, the decreasing competence felt by individuals in certain domains, also causing disorders in their health in the end (Bandura, 1997).

The results of the study showed that the results of good self-efficacy are related to attitudes desired by the organization such as job satisfaction, commitment to the organization (Albrecht & Marty, 2020), decreased turnover intentions, and perceived organizational effectiveness (Lepisto & Pratt, 2017). Other studies also show that consistently high self-efficacy allows individuals to deal with fear and anxiety stimuli so that work stress can be minimized (Albrecht & Su, 2012). Those with high self-efficacy are more likely to utilize job resources at that time, thereby stimulating work enjoyment (Carter et al., 2018; Chan et al., 2017) and making them become attached to work (Tadić Vujčić, 2019) and even these positive effects can last for a longer period of time (Consiglio et al., 2016).

Empowerment provides benefits in strengthening and maintaining their competitive position in the market, it can maintain employee motivation (Kim & Beehr, 2018). The relationship between generation Y and leadership, they want a leadership pattern that makes them feel comfortable with the conditions of the organization and they want leaders to give them trust by empowering them in activities or decision-making that they think are meaningful to them (Spiegel, 2013). The ability of leaders to communicate effectively is the basis for achieving employee work engagement (Cheong et al., 2019; Li et al., 2017). Leadership style affects a person's perception of their role and identity in the organization (Bakker & Albrecht, 2018). As a result, organizations

will continue to strive to empower them, so empowering leadership is needed to help teams and individuals become more engaged (Osborne & Hammoud, 2017).

Generation Y employees want challenges in their work and leaders trust them to complete the tasks given (Omer et al., 2016). Empowering leaders will give subordinates autonomy to do something, so that a sense of ownership of the work arises which ultimately makes subordinates tend to feel valuable and appreciated (Hao et al., 2018). As a result, employees will continue to seek and expect more meaningful work and show higher work engagement (Jefri & Daud, 2016). Empowering leadership is claimed to be able to increase employees' intrinsic motivation so that they have excess energy and have their work meaningfulness.

Employees from generation X and Y as human beings have a need to engage in activities that they believe are important in an effort to live a meaningful life as a means of gaining work engagement (Hoole & Bonnema, 2015). Work provides individuals with identity and self-esteem who try to find it at work (Ghadi et al., 2015). Employees who consider their work meaningful will have a positive impact and become valuable assets to the organization because the meaningfulness they feel makes them tied to their work, productive, concentrated, committed to the organization, healthy, and happy (Lysova et al., 2019). Increasing the experience of meaningful work can create employees who are tied to their work (Hager, 2018) and willing to commit to the organization for a long time (Albrecht & Andreetta, 2011).

Because not all employees are capable of developing their personal goals, organizations need to be present to play a role in creating opportunities to find meaningful work, especially for employees who find it difficult to do it themselves (Lee et al., 2017). The presence of an organization is considered necessary

because meaningful work is obtained when employees have a perfect understanding of the nature and expectations of the job, the fit between their own values and the mission and goals of the organization (Ghadi et al., 2015). Surveys show the importance of meaningful work as an important and interesting component of job satisfaction (Lips-Wiersma et al., 2016). Getting a decent job is a key factor in getting satisfaction and meaningfulness in work (Grama & Todericiu, 2017).

Meaning in work practices, such as the development of culture, ideology, identity and leadership community, can foster meaningfulness in work (Kundu et al., 2019), especially when employees support an inspiring vision and purpose of the organization and see how they realize their tasks as part of the organization's identity (Martela & Pessi, 2018). Employees who experience psychological meaning tend to believe that they are valuable, useful, and worthy with feelings of being expected or asking for and receiving more forms of work about their work role (Kahn, 1990). As (Emmons, 1999 in Steyn, 2011) said, seemingly small tasks can be given extraordinary personal meaning if they are framed as a link to something big.

When employees are faced with favorable working conditions, they will respond by mobilizing more personal resources such as emotions, psychological and cognitive into the organization which then becomes positive behavior. which is expected to reduce the intention to leave and create good relationships with other fellow workers (Pech & Slade, 2006). This study does not examine the impact of work engagement on performance, because many studies have proven it with significant positive results and instead the focus of this study is on the factors that cause employee work engagement to be achieved. Especially for generation Y employees. So that makes the author interested in

conducting research with the theme "Millennials Employees' Work Engagement: The Influence of Empowering Leadership, Self-efficacy, and Work Meaningfulness".

LITERATURE REVIEW

Job Demands-Resources (JD-R) Model

The background of the occupational health model is about work tension due to disruption of the balance between employee demands and their resources (Bakker et al., 2014; Bakker & Demerouti, 2007; Lim, 2018). The core of the JD-R model lies in the assumption that each worker may have their own specific risk factors related to work stress which are classified into two general categories, namely, job demands and job resources (Bakar, 2013; Bakker & Demerouti, 2007). Job demands refer to the physical, psychological, social, and organizational aspects of work that require ongoing physical and psychological skills (cognitive and emotional) and are related to certain physiological or psychological (Bakker & Demerouti, 2007).

An important explanation of the JD-R model is the inclusion of personal resources in the model and theory, which has an explanation as a positive self-evaluation related to resilience and refers to an individual's ability to control and impact their environment successfully (Bakker et al., 2014). Three personal resources, namely self-efficacy, organizational-based self-esteem, and optimism, are believed to have a positive role in predicting employee work engagement (Bakker et al., 2014) and also reduce the undesirable effects of work demands (Lim, 2018). Personal resources are reciprocal or have a parallel influence on job resources and work engagement over time (Bakker et al., 2014).

Employees' Work Engagement

(Kahn, 1990) as the first person to introduce work engagement defines it as the utilization of organizational members' self

to play a role in their work by expressing themselves physically, cognitively, and emotionally during their role. While the newer and more complete view by (Bakker & Schaufeli, 2010) is defined as a positive, fulfilling, state of mind related to work that is characterized by vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience while working, dedication refers to a strong attachment in a person to work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; absorption is characterized by being fully concentrated and happily engrossed in work.

That is, to engage in a work role, employees need not only to perform work tasks physically, but to be focused with attention and alertness, and to maintain an emotional connection with their own work as well as with coworkers or clients (Bakker & Schaufeli, 2010; Kahn, 1990). This process can be summarized as a form of “hand, head, and heart” investment according to (Rich et al., 2010 in Jefri & Daud, 2016). In short, employee work engagement is an experience that requires individuals to contribute their personal resources (Osborne & Hammoud, 2017), while from the organizational side to create the management practices needed to play the role of these job resources (Lim, 2018).

Empowering Leadership

The roots of empowering leadership begin with the concept of power sharing by (Vroom & Yetton, 1973 in Bakar, 2013) and the idea of job delegation, as covered in the situational theory of leadership by (Hersey et al., 1969) in. Empowering leadership is a type of leadership that involves sharing power with employees to develop their self-control and encourage greater self-direction according to (Justin & Pearce, 2010 in Bakar, 2013). Empowering leadership refers to the process of sharing power and allocating more autonomy and

responsibility to followers through a series of specific behaviors that require increased meaningfulness of work (Cheong et al., 2016).

(Manz & Sims, 2001 in Hao et al., 2018), recognize empowering leadership as “superleadership” that emphasizes leaders to encourage employees to lead themselves. Empowering leadership focuses on employee motivation towards their own work (Lee et al., 2017). (Amundsen & Martinsen, 2014) identify the main characteristics of empowering leader behavior: (1) delegating, (2) having subordinates' encouragement to take initiative, (3) focusing on goals, (4) providing support, (5) inspiring, (6) coordinating, (7), setting an example, and (8) guiding.

Self - Efficacy

(Stajkovic & Luthans, 1998 in Steyn, 2011) explain self-efficacy as a person's belief about their ability to gather the motivation, cognitive resources, and courses of action needed to perform a particular task. The concept of self-efficacy is largely derived from social cognitive theory (Bandura, 1986, 1997) which states that individuals who demonstrate self-efficacy qualities deliberately choose to be more involved in a task and rise to the challenge; put in more effort to succeed; and show persistence despite difficulties. Self-efficacy represents an individual's belief about their ability to succeed in doing something (Bandura, 1997).

Experience is an individual's attempt to exercise control over the environment and is the most influential source of self-efficacy information (Bandura, 1997). Individuals with high self-efficacy are more prepared to react to setbacks and stressors in their work environment, and are therefore more likely to maintain their physical and psychological health levels (Steyn, 2011). Self-efficacy has three dimensional aspects in its measurement, namely the level of task

difficulty (magnitude) in the form of the degree of task difficulty where the individual feels able to do it, the breadth of the behavioral field (generality) is the individual's belief in their ability to perform tasks in various activities, the stability of beliefs (strength) is the individual's ability to their beliefs (Bandura, 1997).

Work Meaningfulness

The concept of meaningful work is not new as in (Maslow's motivation theory 1943 in Lim, 2018) which argues that individuals will continue to seek meaningful work until they reach a state of self-actualization. (Charovsky, 2003 in Baklaieva, 2016) who first introduced the concept of meaningful work defines it as the way we express the meaning and purpose of our lives through work activities which are the majority of the time spent there. Meaningfulness of work can also be said to be a positive psychological state that makes people feel they are making a positive, important, and useful contribution to a useful goal through the implementation of their work (Albrecht & Su, 2012). Meaningfulness of work determines how a person balances their activities at work with their personal life, not the importance of work when someone receives a salary (Grama & Todericiu, 2017).

According to (Kahn, 1990) there are factors that make someone feel meaningful in work, including: job challenges, autonomy, variety, feedback, roles, suitability, opportunities for development, and rewards and recognition. Meanwhile (Steger et al., 2012), stated that meaningful work consists of at least positive meaning in work which in this aspect captures the feeling that individuals consider their work important and meaningful, meaning making through work which in this aspect can help individuals deepen their understanding of themselves, facilitate their personal growth so that this aspect helps capture the broader context of life from one's work, greater

good motivations is an aspect that contains and reflects the commonly held ideas that work is most meaningful if it has a broader impact and benefits on others. Therefore, providing a meaningful work environment must be a joint effort between employees and employers.

METHODS

This research will be conducted at East Java, Indonesia. This study uses explanatory research with survey methods and quantitative approaches. Explanatory research is a study that explains the causal relationship between variables through the submission of hypotheses (Singarimbun & Effendi, 2006). The survey method is a research method used to obtain data, researchers carry out data collection activities, for example by providing questionnaires (Sugiyono, 2015). The quantitative approach in question is a process that starts from theory, then becomes a research hypothesis accompanied by measurement and operational concepts.

The population in this study is workers in the manufacturing industry in East Java, Indonesia. Since the population size is unknown, this study uses the Lemeshow method to determine a representative sample size. Lemeshow's formula for determination:

$$n = \frac{Z^2 \times p \times (1 - p)}{d^2}$$

Description:

Z = The Z value for 95% confidence level are 1,96

p = Assumed proportion 0,5

d = Using a margin of error of 5% or 0,05

Based on this calculation, the minimum sample size needed are 384 respondents. To increase the reliability of the research, the sample size will be increased to around 400 respondents using purposive sampling technique. The inclusion criteria for

respondents are: (1) Workers in manufacturing industry in East Java, Indonesia, (2) aged between 29 and 44 years, (3) Willing to fill out the research questionnaire.

This study uses data with primary data types obtained by direct collection from data sources (Sugiyono, 2015). Primary data is collected directly by researchers by providing questions in the questionnaire method which are then answered directly by respondents. The technique for classifying or providing a scale in this research uses a 5-category Likert scale: (1) Strongly Disagree, (2) Disagree, (3) Neutral, (4) Agree, (5) Strongly Agree (Ghazali, 2018). Data that has been obtained then analyzed and calculated with method Structural Equation Model (SEM) obtained through SmartPLS 4 application program.

RESULTS

Respondent Characteristics

This research obtained respondents who were working on manufacturing industry in East Java, Indonesia as many as 400 people. The questionnaire was given directly and all respondents answered according to the instructions for filling out the questionnaire. Respondent characteristics were categorized based on gender, age, last education, and length of service at the company. Based on the results of filling out the questionnaire that had been carried out, the following characteristics of the respondents were obtained:

Table 1. Respondent Characteristics

No	Information	Number of Respondents	Percentage (%)
1.	Gender:		
	Man	348	87%
	Woman	52	13%
Amount		400	100%
2.	Age:		
	29-36 years	264	66%
	37-44 years	136	34%
Amount		400	100%
3.	Last education:		
	High School/ Vocational School	340	85%
	Diploma/ Bachelor	60	15%
Amount		400	100%
4.	Length of Service at the Company:		
	2-8 years	200	50%
	8-12 years	184	46%
	>12 years	16	4%
Amount		400	100%

Source: (Processed Primary Data, 2025)

Table 1 shows that the respondents in this study consisted of 348 male respondents (87%) and 52 female respondents (13%). The age of the respondents was dominated by the age range of 29-36 years as many as 264 people (66%) while for the age of 37-44 years as many as 136 people (34%). Most of the respondents came from high school /vocational high school educational backgrounds as many as 340 people (85%) and 60 people (15%) with higher education backgrounds, either diploma or bachelor's degree. The length of service of respondents in the company was dominated by a work period of 2-8 years as many as 200 people (50%) then followed by a work period of 8-12 years as many as 184 people (46%) and >12 years as many as 16 people (4%).

Partial Least Square (PLS) Analysis

PLS model analysis consists of three forms of analysis, namely outer model analysis, inner model analysis, and analysis of hypothesis testing.

1. Outer Model Analysis Results

The outer model is used to measure the level of validity and reliability of the model because the indicators used are reflective. In addition, this analysis defines the relationship between each indicator and its variables.

a. Convergent Validity Test Results (convergent validity)

The outer loading values for the convergent validity test are in table 2 below:

Table 2. Validity Test Results

Variable s	Indicator	Outer Loading	Information
Empowering Leadership (X1)	Delegating	X1.1	0,577 Valid
		X1.2	0,746 Valid
		X1.3	0,630 Valid
	Giving Encouragement to Take Initiative	X1.4	0,731 Valid
		X1.5	0,808 Valid
	Focus on the Goal	X1.6	0,715 Valid
		X1.7	0,728 Valid
	Giving Support	X1.8	0,576 Valid
		X1.9	0,579 Valid
		X1.10	0,587 Valid
	Inspiring	X1.11	0,763 Valid
	Coordinate	X1.12	0,710 Valid
	Giving Examples	X1.13	0,672 Valid
		X1.14	0,659 Valid
		X1.15	0,745 Valid
Guiding	X1.16	0,806 Valid	
	X1.17	0,820 Valid	
	X1.18	0,710 Valid	
Self Efficacy (X2)	Magnitude	X2.1	0,689 Valid
		X2.2	0,580 Valid

Work Engagement (Y)	Generality	X2.3	0,782 Valid	
		X2.4	0,676 Valid	
		X2.5	0,804 Valid	
		X2.6	0,774 Valid	
		X2.7	0,823 Valid	
	Strength	X2.8	0,747 Valid	
		X2.9	0,753 Valid	
		X2.10	0,825 Valid	
		Vigor	Y1	0,700 Valid
			Y2	0,763 Valid
Y3	0,557 Valid			
Y4	0,737 Valid			
Y5	0,762 Valid			
Y6	0,795 Valid			
Dedication	Y7	0,629 Valid		
	Y8	0,761 Valid		
	Y9	0,801 Valid		
	Y10	0,750 Valid		
	Y11	0,778 Valid		
Absorption	Y12	0,471 Invalid		
	Y13	0,713 Valid		
	Y14	0,661 Valid		
	Y15	0,682 Valid		
	Y16	0,593 Valid		
	Y17	0,691 Valid		
Meaningful Work (Z)	Positive Meaning in Work	Z1	0,788 Valid	
		Z2	0,763 Valid	
	Meaning Making Through Work	Z3	0,714 Valid	
		Z4	0,838 Valid	
		Z5	0,763 Valid	
	Greater Good Motivations	Z6	0,733 Valid	
		Z7	0,638 Valid	
		Z8	0,781 Valid	
		Z9	0,790 Valid	
		Z10	0,802 Valid	

Source: (Processed Primary Data, 2025)

Table 2 explains that the results of the convergent validity test show an outer loading value of ≤ 0.5 , namely on indicator Y12, so that the indicator is not valid for measuring its variables and must be eliminated to obtain the outer loading value on all indicators as expected, namely outer loading ≥ 0.5 . The results of the convergent

validity test after eliminating invalid indicators are in table 3 below:

Table 3. Convergent Validity Test Results After Elimination

Variables	Indicator		Outer Loading	Information
Empowering Leadership (X1)	Delegating	X1.1	0,578	Valid
		X1.2	0,746	Valid
		X1.3	0,630	Valid
	Giving Encouragement to Take Initiative	X1.4	0,731	Valid
		X1.5	0,808	Valid
	Focus on the Goal	X1.6	0,715	Valid
		X1.7	0,728	Valid
	Giving Support	X1.8	0,576	Valid
		X1.9	0,578	Valid
		X1.10	0,587	Valid
	Inspiring	X1.11	0,763	Valid
	Coordinate	X1.12	0,710	Valid
	Giving Examples	X1.13	0,671	Valid
		X1.14	0,659	Valid
		X1.15	0,745	Valid
Guiding	X1.16	0,806	Valid	
	X1.17	0,821	Valid	
	X1.18	0,710	Valid	
Self Efficacy (X2)	Magnitude	X2.1	0,689	Valid
		X2.2	0,580	Valid
		X2.3	0,782	Valid
	Generality	X2.4	0,676	Valid
		X2.5	0,804	Valid
		X2.6	0,774	Valid
		X2.7	0,823	Valid

Strength	X2.8	0,748	Valid	
	X2.9	0,754	Valid	
	X2.10	0,825	Valid	
Work Engagement (Y)	Vigor	Y1	0,703	Valid
		Y2	0,772	Valid
		Y3	0,556	Valid
	Dedication	Y4	0,734	Valid
		Y5	0,766	Valid
		Y6	0,801	Valid
		Y7	0,634	Valid
Absorption	Y8	0,764	Valid	
	Y9	0,812	Valid	
	Y10	0,761	Valid	
	Y11	0,779	Valid	
	Y13	0,708	Valid	
	Y14	0,647	Valid	
	Y15	0,669	Valid	
Meaningful Work (Z)	Positive Meaning in Work	Z1	0,787	Valid
		Z2	0,763	Valid
	Meaning Making Through Work	Z3	0,714	Valid
		Z4	0,837	Valid
		Z5	0,763	Valid
	Greater Good Motivations	Z6	0,733	Valid
		Z7	0,639	Valid
		Z8	0,781	Valid
		Z9	0,790	Valid
		Z10	0,802	Valid

Source: (Processed Primary Data, 2025)

Based on the table above, it shows the results of the convergent validity test that all indicators have an outer loading value ≥ 0.5 , which means that all indicators in the empowering leadership, self-efficacy, meaningful work, and work engagement variables are declared valid for measuring the variables.

b. Discriminant Validity Test Results

Determinant validity value based on the results of the average variant extracted test is in table 4 below:

Table 4. Discriminant Validity Test Results

Variables	Average Variance Extracted (AVE)	Information
Empowering Leadership	0.501	Valid
Self-Efficacy	0.561	Valid
Work Engagement	0.511	Valid
Meaningful Work	0.582	Valid

Source: (Processed Primary Data, 2025)

Based on the measurement results above, it shows that the discriminant validity for the constructs of empowering leadership, self-efficacy, meaningful work, and work engagement, each variable has an average variant extracted (AVE) value ≥ 0.5 , which means that the model used in this study has a valid discriminant validity value and is good at making measurements.

c. Composite Reliability Evaluation Results

Reliability testing can be based on the results of composite reliability testing and Cronbach's alpha values contained in the table below:

Table 5. Composite Reliability Value and Cronbach's Alpha

Variables	Composite Reliability	Cronbach's Alpha
Empowering Leadership	0,942	0,938
Self-Efficacy	0,916	0,911
Work Engagement	0,939	0,935
Meaningful Work	0,924	0,919

Source: (Processed Primary Data, 202 5)

Based on table 5 above, it can be seen that all variables in this study have composite reliability and Cronbach's alpha values ≥ 0.5 , which means that all variables

have good reliability values and are reliable for continuing measurement.

2. Inner Model Analysis Results

Structural model testing (inner model) is used to test the ability to connect between latent constructs or in other words, inner model analysis is used to measure the level of accuracy of the research model as a whole by forming it through several constructs and their indicators.

a. Results of the Determination Coefficient Test (R-square) on Endogenous Constructs

The coefficient of determination (R^2) shows the ability of exogenous constructs to explain the variability of endogenous constructs and also shows the strength or weakness of a research model. The results of the determination coefficient test on endogenous variables in this study can be seen in table 6 below:

Table 6. Results of the Determination Coefficient (R^2)

Variables	R Square Value
Work Engagement	0,697
Meaningful Work	0,563

Source: Processed Primary Data, 2025

The results of the determination coefficient measurement (R^2) of the work engagement variable are 0.697 or 69.7%, which means that the variance of the work engagement variable can be explained by the empowering leadership, self-efficacy, and meaningful work variables by 69.7% and 30.3% can be explained by other variables outside this study.

Meanwhile, the results of the determination coefficient measurement on the meaningful

work construct have a value of 0.563 or 56.3%, meaning that the variance of the meaningful work variable explained by the empowering leadership and self-efficacy variables is 56.3% and the remaining 43.7% can be explained by other constructs outside of this research.

b. Total Determination Coefficient Test (Q² or Goodness of Fit)

The Q- square test is a measure of how well the observations made can provide results for the research model. The way to find and calculate Q- square uses the following formula:

$$Q^2 = 1 - (1 - R^2_1) (1 - R^2_2)$$

Where:

Q² = Total Determination Coefficient

R² = Coefficient of Determination

The calculation results based on the formula above are:

$$\begin{aligned} Q^2 &= 1 - (1 - 0.697) (1 - 0.563) \\ &= 1 - (0.303) (0.437) \\ &= 1 - 0.1324 \\ &= 0.8676 \end{aligned}$$

Based on the calculation of the formula above, it shows that the value of the total determination coefficient (Q²) in explaining the two latent construct relationships for the model in the study above is 0.8676 or 86.76% of the contribution of variables in the study both directly and indirectly and the remaining 0.1324 or 13.24% can be explained by other constructs or variables that are not included in this study.

3. Hypothesis Testing

The research conducted has a hypothesis of seven items which are measured using the SmartPLS 4

application program tool with the following fit model.

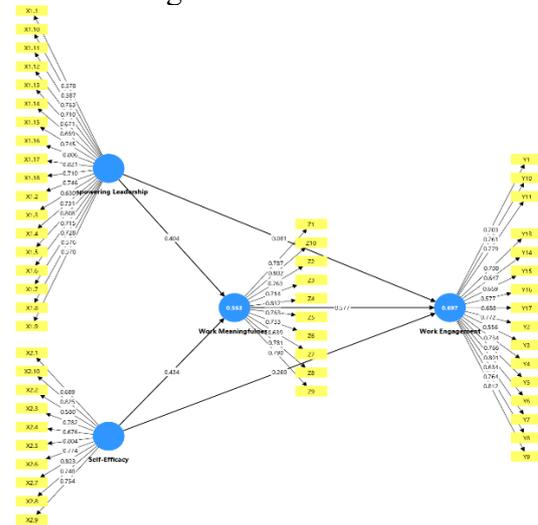


Figure 1. Model Fit Results of Partial Least Square (PLS) Analysis
Source: (Processed Primary Data, 2025)

a. Direct Influence Test Results

The results of the hypothesis test on the direct influence on the two variables can be seen in table 7 below:

Table 7. Results of Hypothesis Test of Direct Influence Between Variables

Hypothesis	Path Coefficient	Standard Deviation	T Statistics	P Values	Information	
					H _a	H ₀
X1 → Y	0.081	0,043	1,891	0,059	Rejected	Accepted
X2 → Y	0.260	0,056	4,629	0,000	Accepted	Rejected
Z → Y	0.577	0,045	12,944	0,000	Accepted	Rejected
X1 → Z	0.404	0,037	11,008	0,000	Accepted	Rejected
X2 → Z	0.434	0,036	11,955	0,000	Accepted	Rejected

Source: (Processed Primary Data, 2025)

H1: Empowering Leadership has A Significant Influence on Work Engagement

The first hypothesis tests the direct influence of empowering leadership on work engagement. Based on the results of the study, it

is known that the path coefficient value is 0.081; standard deviation of 0.043; T- statistic of 1.891; and P- Values of 0.059, which can be concluded that there is no significant influence between empowering leadership and work engagement.

H2: Self Efficacy has A Significant Effect on Work Engagement

The second hypothesis tests the direct influence of self-efficacy on work engagement. Based on the research conducted, it is known that the path coefficient value is 0.260; standard deviation of 0.056; T- statistic of 4.629; and P- Values of 0.000 which can be concluded that there is a positive and significant influence between self-efficacy and work engagement.

H3: Work Meaningfulness has A Significant Effect on Work Engagement

The third hypothesis tests the effect of work meaningfulness on work engagement. The results of the study showed that the path coefficient value was 0.577; standard deviation of 0.045; T- statistic of 12.944; and P-value of 0.000, which concluded that the effect of work meaningfulness on work engagement was positive and significant.

H4: Empowering Leadership has A Significant Influence on Work Meaningfulness

The fourth hypothesis tests the direct influence of empowering leadership on work meaningfulness. Based on the research conducted, it is known that the path coefficient value is 0.404; standard deviation of 0.037; T- statistic of 11.008; and P-

Values of 0.000 which can be concluded that there is a positive and significant influence between empowering leadership and work meaningfulness.

H5: Self Efficacy has A Significant Effect on Work Meaningfulness

The fifth hypothesis tests the direct influence of self-efficacy on work meaningfulness. Based on the research conducted, it is known that the path coefficient value is 0.434; standard deviation of 0.036; T- statistic of 11.955; and P- Values of 0.000 which can be concluded that there is a positive and significant influence between self-efficacy and work meaningfulness.

b. Indirect Effect Test Results

The results of the hypothesis test on the indirect influence of the mediating variable can be seen in table 8 below:

Table 8. Results of Hypothesis Testing of Indirect Effects

Hypothesis	Coefficient Track	Standard Deviation	T Statistics	P Values	Information	
					H _a	H ₀
X1 → Z → Y	0,233	0,024	9,729	0,000	Accepted	Rejected
X2 → Z → Y	0,250	0,032	7,716	0,000	Accepted	Rejected

Source: (Processed Primary Data, 2025)

H6: Work Meaningfulness Mediates the Influence of Empowering Leadership on Work Engagement

The sixth hypothesis tests the indirect effect of empowering leadership on work engagement through work meaningfulness. Based on the research conducted, it is known that the path coefficient value is 0.233; standard deviation

of 0.024; T- statistic of 9.729; and the significance value of P- Values of 0.000 which can be concluded that there is a positive and significant influence between empowering leadership on work engagement through work meaningfulness.

H7: Work Meaningfulness Mediates the Influence of Self Efficacy on Work Engagement

The seventh hypothesis tests the indirect effect of self-efficacy on work engagement mediated by work meaningfulness. Based on the research conducted, it is known that the path coefficient value is 0.250; standard deviation of 0.032; T- statistic of 7.716; and P- Values of 0.000 which can be concluded that there is a positive and significant influence between self-efficacy on work engagement through work meaningfulness.

DISCUSSIONS AND CONCLUSIONS

Discussion

The Influence of Empowering Leadership on Work Engagement

The results of the study indicate that employees feel they are not an important part of the company because when leaders empower them, the response given does not make them more committed to their work. This study also proves that the more leaders empower employees, it does not make them significantly committed to their work as in the form of investment of "hands, head, and heart" mentioned by (Rich et al., 2010 in Jefri & Daud, 2016) which is characterized by enthusiasm, dedication, and full concentration on work organization (Bakker & Schaufeli, 2010).

Several other studies have revealed the reasons why empowering leadership does

not have a significant influence on employee work engagement namely employee characteristics such as employee learning orientation level, desire to progress, ability, and willingness play an important and significant role in the influence of empowering leadership. Which makes how employees view related to the desire of leaders to empower them (Ma, 2016). Empowering leadership causes tension to employees, namely employees feel tense and nervous about work (Cheong et al., 2016). Empowering leadership makes employees feel they are carrying additional burdens because they perceive their leaders as abdicating their responsibilities and duties to them, not caring about what they do, and trying to avoid potential criticism in case of failure (Lee et al., 2017).

The Influence of Self-Efficacy on Work Engagement

Employees with a high level of confidence to succeed high, they have confidence in three things, namely the belief in being able to complete the work even in high levels of difficulty (magnitude), belief in their ability to do the work even in unexpected situations (generality), and the steadfastness of belief in their ability to face difficulties (strength). Thus, employee confidence to succeed has a positive and significant impact on efforts to achieve employee work engagement because when employees are faced with difficulties in the work process, they will respond with persistent efforts in solving problems that are characterized by the presence of enthusiasm (vigor) which refers to high levels of energy and mental resilience when working; have dedication (dedication) in the form of enthusiasm, inspiration, pride, and challenges; and absorption (absorption) by being fully concentrated and happy to do the work.

The Influence of Work Meaningfulness on Work Engagement

Employees can feel meaningful work at least they feel that their work is important and meaningful (positive meaning in work); employees can understand and know themselves and facilitate their personal growth (meaning making through work), and employees feel that they have a great impact and benefit on others (greater good motivations). So, employees who feel meaningful in their work will give everything to the company, be it energy (vigor), loyalty (dedication), and mind (absorption) which is known as the investment term "hands, head, and heart" from (Rich et al., 2010 in Jefri & Daud, 2016).

The Influence of Empowering Leadership on Work Meaningfulness

Employees will gain meaning from the work they do, as long as they feel that the work gives them an identity, the opportunity to use various skills, and allows them to have a certain autonomy and control. This is certainly obtained from the type of empowering leadership with all the characters that exist in it such as delegating tasks, encouraging subordinates to take the initiative, focusing on goals, providing support, inspiring, coordinating, setting an example, and guiding and motivating their employees actively in realizing organizational goals and ensuring that employees do what is instructed.

The Influence of Self-Efficacy on Work Meaningfulness

Employees with the belief to succeed high tend to face challenges that are manifested in skills in dealing with difficult situations or tasks rather than avoiding them. Confidence in the ability to complete tasks makes them reduce the pressure they get from work and can enjoy the work they do so that the work becomes meaningful

(work meaningfulness). On the other hand, employees with confidence to succeed low tend to avoid challenges and difficulties. As a result, they feel stressed about work and as a result employees become unable to feel pleasure and meaning in work.

The Influence of Empowering Leadership on Work Engagement Through Work Meaningfulness

Leadership that empowers its employees will make them feel their work more meaningful. Employees who feel their work is more meaningful, then they also feel that they are an important part of the company so that employees can more easily feel attached to their work. Employees feel their work is meaningful as long as they feel that the work gives them the opportunity to use the skills they have and there is an opportunity to get certain autonomy or control or in other words employees want empowerment in their work. This reason is the reason that meaningful work arises when someone can show personality, goals, and motivations in the right context.

Meaningful work is a prerequisite for employee work engagement because it makes employees produce a sense of ownership of their work and then leads to the experience of psychological meaningfulness of work for them. The point is, when employees are faced with favorable working conditions, they will respond by mobilizing more of their personal resources such as emotions, psychology, and cognitive into the organization and then become the behavior desired by the organization itself and create better quality relationships with other fellow employees.

The Influence of Self Efficacy on Work Engagement with Work Meaningfulness as a Mediating Variable

The higher the confidence to succeed the employees they have, then employees

will feel more connected to their work through meaningful work, the occurrence of employee work engagement not only the direct influence of the belief to succeed high employee, but also the meaningfulness of work felt by employees. Employees who feel they have high confidence to succeed are more likely to utilize work resources, thus stimulating work enjoyment and meaningfulness and making them become attached to their work (work engagement), and these positive effects can even last for a longer period of time.

Conclusion

1. Empowering leadership has a positive but insignificant effect on work engagement, meaning that the higher the empowering leadership, the higher the employee work engagement, but the change is not significant.
2. Self-efficacy has a positive and significant effect on work engagement, which means that the higher the employee's self-efficacy, the higher their sense of work engagement.
3. Work meaningfulness has a positive and significant effect on work engagement, meaning that the higher employees feel work meaningfulness, the higher their work engagement towards the company's work.
4. Empowering leadership has a positive and significant effect on work meaningfulness, meaning that the higher the empowering leadership given to employees, the higher the work meaningfulness felt by employees.
5. Self-efficacy has a positive and significant effect on work meaningfulness. This means that the higher the self-efficacy of employees, the more they will feel high work meaningfulness too.
6. Work meaningfulness successfully mediates the influence of empowering

leadership on work engagement. The higher the empowering leadership, the higher the work engagement felt by employees if employees previously felt work meaningfulness.

7. Work meaningfulness successfully mediates the influence of self-efficacy on work engagement. The higher the self-efficacy that employees have, the higher the work engagement that employees feel if employees previously felt work meaningfulness.

LIMITATIONS

This study is subject to several limitations that should be acknowledged. First, the research focused solely on three independent variables—empowering leadership, self-efficacy, and work meaningfulness—as predictors of work engagement. While these variables are theoretically and empirically relevant, they do not encompass the full range of factors that may influence employee engagement, such as workload, organizational culture, job satisfaction, leadership style, or the overall work environment.

Second, the use of self-report questionnaires as the sole method of data collection introduces the risk of social desirability bias and subjective interpretation by respondents. This method may limit the objectivity and accuracy of the data collected.

Fourth, the study employed a cross-sectional design, capturing data at a single point in time. As a result, the study cannot establish causal relationships between variables but only identify correlations or statistical associations.

Lastly, the insignificant effect of empowering leadership on work engagement found in this study may be influenced by unmeasured moderating factors, such as employees' level of readiness, hierarchical organizational

structures, or negative perceptions of delegated autonomy. These variables were not included in the model and present opportunities for future research to provide a more comprehensive understanding of the dynamics involved.

REFERENCE

- Afdaliza, A. (2015). Pengaruh Efikasi diri terhadap keterikatan kerja dengan persepsi pemenuhan kontrak psikologis sebagai moderator. *Jurnal Ilmu Ekonomi Dan Sosial*, 4(1), 1–14.
- Al Mehrzi, N., & Singh, S. K. (2016). Competing through employee engagement: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 831–843.
- Albrecht, S. L., & Andretta, M. (2011). The influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers: Test of a model. *Leadership in Health Services*, 24(3), 228–237.
- Albrecht, S. L., & Marty, A. (2020). Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and turnover intentions. *The International Journal of Human Resource Management*, 31(5), 657–681.
- Albrecht, S. L., & Su, M. J. (2012). Job resources and employee engagement in a Chinese context: the mediating role of job meaningfulness, felt obligation and positive mood. *International Journal of Business and Emerging Markets*, 4(4), 277–292.
- Alessandri, G., Borgogni, L., Schaufeli, W. B., Caprara, G. V., & Consiglio, C. (2015). From positive orientation to job performance: The role of work engagement and self-efficacy beliefs. *Journal of Happiness Studies*, 16, 767–788.
- Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *The Leadership Quarterly*, 25(3), 487–511.
- Anitha, J., & Aruna, M. (2016). Enablers of Employee Engagement of Gen Y at the Workplace with reference to Automobile Sector. *Amity Journal of Training and Development*, 1(1), 93–108.
- Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19(1), 31–53.
- Bakar, R. A. (2013). *Understanding factors influencing employee engagement: a study of the financial sector in Malaysia*. Citeseer.
- Bakker, A. B., & Albrecht, S. (2018). Work engagement: current trends. *Career Development International*, 23(1), 4–11.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD–R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(2014), 389–411.

- Bakker, A. B., & Schaufeli, W. B. (2010). *Engagement in business and academia*.
- Baklaieva, O. (2016). The relationship among meaningfulness of work, work engagement and intention to leave. *Unpublished Master's Thesis for the Degree of Master of International Marketing, University of Management and Economics, Ukraine*.
- Bandura, A. (1986). Social foundations of thought and action. *Englewood Cliffs, NJ, 1986(23–28), 2*.
- Bandura, A. (1997). *Self-efficacy: The exercise of control*. Freeman.
- Carter, W. R., Nesbit, P. L., Badham, R. J., Parker, S. K., & Sung, L.-K. (2018). The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *The International Journal of Human Resource Management, 29(17), 2483–2502*.
- Chan, X. W., Kalliath, T., Brough, P., O'Driscoll, M., Siu, O.-L., & Timms, C. (2017). Self-efficacy and work engagement: test of a chain model. *International Journal of Manpower, 38(6), 819–834*.
- Cheong, M., Spain, S. M., Yammarino, F. J., & Yun, S. (2016). Two faces of empowering leadership: Enabling and burdening. *The Leadership Quarterly, 27(4), 602–616*.
- Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., & Tsai, C.-Y. (2019). A review of the effectiveness of empowering leadership. *The Leadership Quarterly, 30(1), 34–58*.
- Consiglio, C., Borgogni, L., Di Tecco, C., & Schaufeli, W. B. (2016). What makes employees engaged with their work? The role of self-efficacy and employee's perceptions of social context over time. *Career Development International, 21(2), 125–143*.
- Del Líbano, M., Llorens, S., Salanova, M., & Schaufeli, W. B. (2012). About the dark and bright sides of self-efficacy: Workaholism and work engagement. *The Spanish Journal of Psychology, 15(2), 688–701*.
- Ghadi, M. Y., Fernando, M., & Caputi, P. (2015). Describing work as meaningful: towards a conceptual clarification. *Journal of Organizational Effectiveness: People and Performance, 2(3), 202–223*.
- Ghazali, I. (2018). Aplikasi Analisis Multivariate dengan Program IBM SPSS 25.0. *Universitas Diponegoro. Semarang*.
- Gramma, B., & Todericiu, R. (2017). What makes work meaningful. *Studies in Business and Economics, 12(2), 46–52*.
- Hager, F. W. (2018). The links between meaningfulness of work, work-engagement and mental well-being. *14th Annual International Bata Conference for Ph. D. Students and Young Researchers, 76*.
- Hao, P., He, W., & Long, L.-R. (2018). Why and when empowering leadership has different effects on employee work performance: The pivotal roles of passion for work and role breadth self-efficacy. *Journal of Leadership & Organizational Studies, 25(1), 85–100*.
- Hidayat, & Dwiyanto. (n.d.). *Pelatihan Kebermaknaan Kerja Untuk Meningkatkan Keterikatan Pegawai (Employee Engagement) Pada PNS*.
- Hirschi, A. (2012). Callings and work engagement: moderated mediation

- model of work meaningfulness, occupational identity, and occupational self-efficacy. *Journal of Counseling Psychology*, 59(3), 479.
- Hoole, C., & Bonnema, J. (2015). Work engagement and meaningful work across generational cohorts. *SA Journal of Human Resource Management*, 13(1), 1–11.
- Jefri, N. A. M., & Daud, N. (2016). Exploring employee retention among Gen Y in oil and gas industry in Malaysia. *International Academic Research Journal of Business and Technology*, 2(2), 152–156.
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724.
- Kim, M., & Beehr, T. A. (2018). Organization-based self-esteem and meaningful work mediate effects of empowering leadership on employee behaviors and well-being. *Journal of Leadership & Organizational Studies*, 25(4), 385–398.
- Kundu, S. C., Kumar, S., & Gahlawat, N. (2019). Empowering leadership and job performance: mediating role of psychological empowerment. *Management Research Review*, 42(5), 605–624.
- Kuok, A. C. H., & Taormina, R. J. (2017). Work engagement: Evolution of the concept and a new inventory. *Psychological Thought*, 10(2), 262–287.
- Ladyshevsky, R. K., & Taplin, R. (2018). The interplay between organisational learning culture, the manager as coach, self-efficacy and workload on employee work engagement. *International Journal of Evidence Based Coaching and Mentoring*, 16(2), 3–19.
- Lee, M. C. C., Idris, M. A., & Delfabbro, P. H. (2017). The linkages between hierarchical culture and empowering leadership and their effects on employees' work engagement: Work meaningfulness as a mediator. *International Journal of Stress Management*, 24(4), 392.
- Lepisto, D. A., & Pratt, M. G. (2017). Meaningful work as realization and justification: Toward a dual conceptualization. *Organizational Psychology Review*, 7(2), 99–121.
- Li, S.-L., Huo, Y., & Long, L.-R. (2017). Chinese traditionality matters: effects of differentiated empowering leadership on followers' trust in leaders and work outcomes. *Journal of Business Ethics*, 145, 81–93.
- Lim, T. K. (2018). *Effects of psychological capital on the relationship between meaningful work, job burnout and employee engagement of social workers in Singapore*.
- Lips-Wiersma, M., Wright, S., & Dik, B. (2016). Meaningful work: differences among blue-, pink-, and white-collar occupations. *Career Development International*, 21(5), 534–551.
- Lysova, E. I., Allan, B. A., Dik, B. J., Duffy, R. D., & Steger, M. F. (2019). Fostering meaningful work in organizations: A multi-level review and integration. *Journal of Vocational Behavior*, 110, 374–389.
- Ma, C. (2016). *Perceived overqualification, empowering leadership, and role clarity: a three-way interaction effect on work engagement*.
- Martela, F., & Pessi, A. B. (2018). Significant work is about self-

- realization and broader purpose: Defining the key dimensions of meaningful work. *Frontiers in Psychology*, 9, 363.
- Mulyati, R., Himam, F., Riyono, B., & Suhariadi, F. (2019). Model work engagement angkatan kerja generasi millennial dengan meaningful work sebagai mediator. *Gadjah Mada Journal of Psychology (GamaJoP)*, 5(1), 34–49.
- Omer, N., Ahmed, A., Rabbi, F., Farrukh, M., & Waheed, A. (2016). Role of empowerment and leadership in turnover intentions among the Generation Y academicians in Saudi Arabian Higher Educational Institutes. *Journal for Studies in Management and Planning*, 1(11), 719–733.
- Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), 4.
- Pech, R., & Slade, B. (2006). Employee disengagement: is there evidence of a growing problem? *Handbook of Business Strategy*, 7(1), 21–25.
- Singarimbun, M., & Effendi, S. (2006). Metode Penelitian Survei, LP3ES. Jakarta: PT Pustaka LP3ES Indonesia.
- Spiegel, D. E. (2013). *The Gen Y handbook: Applying relationship leadership to engage Millennials*. SelectBooks, Inc.
- Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of Career Assessment*, 20(3), 322–337.
- Steyn, R. (2011). *Optimism, self-efficacy and meaningfulness: towards a salutogenic model of occupational wellbeing*. Stellenbosch: Stellenbosch University.
- Sugiyono, S. (2015). Metode Penelitian Kuantitatif Kualitatif Dan R & D Cetakan 17. Bandung: CV Alfabeta.
- Tadić Vujčić, M. (2019). Personal resources and work engagement: A two-wave study on the role of job resources crafting among nurses. *Društvena Istraživanja: Časopis Za Opća Društvena Pitanja*, 28(1), 5–24.
- Tian, G., Wang, J., Zhang, Z., & Wen, Y. (2019). Self-efficacy and work performance: The role of work engagement. *Social Behavior and Personality: An International Journal*, 47(12), 1–7.