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

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## 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 *work engagement* sangat berharga bagi perusahaan. Penelitian ini bertujuan menganalisis pengaruh *transformational leadership* terhadap *work engagement* melalui *meaning in work* dan *personal resources* sebagai mediasi. Populasi penelitian berjumlah 150 karyawan tetap CV Industri Kreatif Madiun dan sampel berjumlah 134 responden. Teknik pengambilan sample menggunakan teknik sampling jenuh. Teknik analisis data menggunakan analisis statistik deskriptif dan analisis jalur (*path analysis*) dengan metode kausal step. Hasil penelitian menunjukkan bahwa *transformational leadership* berpengaruh signifikan positif terhadap *work engagement*, *transformational leadership* berpengaruh signifikan positif terhadap *meaning in work*, *meaning in work* berpengaruh signifikan positif terhadap *work engagement*, terdapat pengaruh *transformational leadership* terhadap *work engagement* melalui *meaning in work* sebagai mediasi, *transformational leadership* berpengaruh signifikan positif terhadap *personal resources*, *personal resources* berpengaruh signifikan positif terhadap *work engagement*, dan terdapat pengaruh *transformational leadership* terhadap *work engagement* melalui *personal resources* sebagai mediasi.

**Kata kunci:** *Transformational leadership*, *Meaning in work*, *Personal resources*, *Work engagement*

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 meaning in work and personal resources as mediation. The research population is 150 fulltime employees of CV Industri Kreatif Madiun and the sample is 134 respondents. The sampling technique used was saturated sampling technique.

The data analysis technique used descriptive statistical analysis and path analysis with the causal step method. The results show that transformational leadership has a significant positive effect on work engagement, transformational leadership has a significant positive effect on meaning in work, meaning in work has a significant positive effect on work engagement, there is a transformational leadership effect on work engagement through meaning in work as mediation, transformational leadership has an effect significantly positive on personal resources, personal resources have a significant positive effect on work engagement, and there is a transformational leadership effect on work engagement through personal resources as mediation.

Keywords: *Transformational leadership, Meaning in work, Personal resources, Work engagement*

## 1. Introduction

Currently, Indonesia is entering the era of industrial revolution 4.0 and is also faced with the problem of the Covid-19 pandemic outbreak. The era of the industrial revolution 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 most influential social resources in the workplace 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). Yukl (2010:276) stated that with transformational leadership, employees feel trust, admiration, loyalty, and respect for leaders, and employees will be motivated to do more than employees expect. Transformational leadership 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. This opinion is supported by several studies that state that the application of good transformational leadership practices can influence and increase work engagement (Ghadi et al., 2013; Lai et al., 2020; Pitoyo & Sawitri, 2016).

Work engagement 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 work engagement is sometimes referred to as employee engagement or simply engagement is defined as a positive and fulfilling state of mind related to work characterized by vigor, dedication and absorption.

Meaning in work or meaningful 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 or meaning in work 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 meaningful work or large meaning in work will increase work engagement in employees either influential or increase meaning in work directly or indirectly (as a mediation variable) through transformational leadership 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 are self-perspectives that have a relationship with resilience and the success of personal ability to influence 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

Transformational leadership is a leader who can be an inspiration and has the ability that can influence employees to set aside personal interests to achieve company profits (Robbins & Judge, 2017:261). Yukl (2010:261) states that transformational leadership 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 Farnsworth *et al.* (2019) there are 4 transformational leadership behaviors, namely idealized influence, inspirational motivation, intellectual stimulate, individualized consideration.

### Meaning in Work

Meaning in work or meaning in work is defined as the work experienced by a person as a very significant job and has a positive meaning 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

Personal resources 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

Work engagement 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 (Geldenhuis *et al.*, 2014).

### Impact of transformational Leadership relationships on work engagement

Transformational leadership 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 transformational leadership has the possibility as energy in building engagement. This statement is supported by the results of the empirical study Lai *et al.* (2020); Handayani dan Pitoyo (2018); Pitoyo dan Sawitri (2016); Ghadi *et al.* (2013); Tims *et al.* (2011) which stated that transformational leadership has a positive effect on work engagement. This indicates that the more effective the practice of transformational leadership in a company, the higher the employee work engagement. Based on the study of theory and empirical studies, hypotheses are formulated as follows:

**Hypothesis 1:** Transformational leadership has a significant positive effect on work engagement.

### Impact of transformational leadership on meaning in work

Spirit, originality, energy, and emphasis of the company's vision on transformational leadership 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 transformational leadership 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 transformational leadership has a significant positive effect on meaning in work. This indicates that transformational leadership is able to form meaning in employee work, so the research hypothesis is formulated as follows:

**Hypothesis 2:** Transformational leadership has a significant positive effect on meaning in work.

#### **Impact of meaning in work on work engagement**

Meaningful in work 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 employees perceive that their work is very meaningful then it is believed to 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 effect on work engagement. This can be interpreted that high employee meaning in work can increase employee work engagement, so the research hypothesis is formulated as follows:

**Hypothesis 3:** Meaning in work has a significant positive effect on work engagement.

#### **Transformational leadership towards work engagement through meaning in work as mediation**

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 meaning in work of employees and eventually will also increase employee work engagement, so that the research hypothesis is formulated as follows:

**Hypothesis 4:** Transformational leadership has a significant positive effect on work engagement through meaning in work as mediation.

#### **Impact of transformational leadership on personal resources**

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 the study Tims et al. (2011) stated that day-level transformational leadership does not have a positive significant effect on day-level self-efficacy, while day-level transformational leadership has an indirect effect on day-level optimism with personal resources as mediation. Thus it can be interpreted that leaders who apply transformational leadership in work are able to exert influence and improvement on employee personal resources, so that the hypothesis in this study is formulated as follows:

**Hypothesis 5:** Transformational leadership has a significant positive effect on personal resources.

#### **Impact of Personal resources on work engagement**

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. Penelitian 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. Similarly, Lazauskaite-Zabielske et al. (2018) states that job resources and personal resources can have a significant effect on work engagement separately. This means that when the level of employee personal resources is high, it is able to make employee work engagement also higher, so the research hypothesis is formulated as follows:

**Hypothesis 6:** Personal resources has a significant positive effect on work engagement.

**Transformational leadership towards work engagement through personal resources as mediation**

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 transformational leadership has a significant positive effect on work engagement through personal resources 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 transformational leadership relationships with work engagement. Thus it can be interpreted that the implementation of transformational leadership can provide increased work engagement through personal resources as mediation, so that the research hypothesis is formulated as follows:

**Hypothesis 7:** Transformational leadership towards work engagement through personal resources as mediation.

Graphically, the research model can be seen in figure 1.

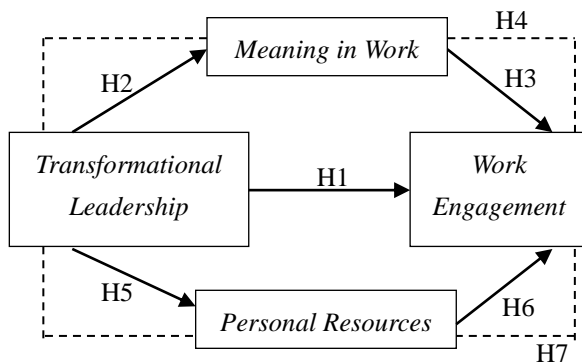


Figure 1. Research Model

**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 techniques are 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 transformational leadership 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**

Based on the results of data collection obtained characteristics of respondents grouped by age, gender, last education, and working period (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%

Working Period		
< 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 Test and Reliability Test

### Validity Test

A validity test is a test 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.  $R_{count} > r_{table}$ , then the statement item in the questionnaire is valid for use;
2.  $R_{count} > r_{table}$ , then the statement item in the questionnaire is valid for use.

The validity test is done by comparing the  $r_{count}$  value with the  $r_{table}$  value which has a degree of freedom ( $df = n-2$ ) formula; with  $\alpha = 5\%$ , so the value of the  $r_{table}$  ( $df = n-2 = 134-2$ ) is 0,1697.

TABLE 2  
VALIDITY TEST RESULTS

Item	r count	r table	Information
<i>Transformational Leadership</i>			
1	0,563	$r_{count} > r_{table}$	Valid
2	0,518	$r_{count} > r_{table}$	Valid
3	0,544	$r_{count} > r_{table}$	Valid
4	0,634	$r_{count} > r_{table}$	Valid
5	0,252	$r_{count} > r_{table}$	Valid
6	0,527	$r_{count} > r_{table}$	Valid
7	0,542	$r_{count} > r_{table}$	Valid
8	0,541	$r_{count} > r_{table}$	Valid
9	0,585	$r_{count} > r_{table}$	Valid
10	0,601	$r_{count} > r_{table}$	Valid
11	0,651	$r_{count} > r_{table}$	Valid
12	0,626	$r_{count} > r_{table}$	Valid
13	0,607	$r_{count} > r_{table}$	Valid
14	0,566	$r_{count} > r_{table}$	Valid
15	0,349	$r_{count} > r_{table}$	Valid
16	0,516	$r_{count} > r_{table}$	Valid
17	0,586	$r_{count} > r_{table}$	Valid
18	0,527	$r_{count} > r_{table}$	Valid
19	0,439	$r_{count} > r_{table}$	Valid

20	0,247	$r_{count} > r_{table}$	Valid
<i>Meaning in Work</i>			
1	0,665	$r_{count} > r_{table}$	Valid
2	0,578	$r_{count} > r_{table}$	Valid
3	0,578	$r_{count} > r_{table}$	Valid
4	0,528	$r_{count} > r_{table}$	Valid
5	0,679	$r_{count} > r_{table}$	Valid
6	0,653	$r_{count} > r_{table}$	Valid
<i>Personal Resources</i>			
1	0,746	$r_{count} > r_{table}$	Valid
2	0,720	$r_{count} > r_{table}$	Valid
3	0,719	$r_{count} > r_{table}$	Valid
4	0,683	$r_{count} > r_{table}$	Valid
5	0,660	$r_{count} > r_{table}$	Valid
6	0,621	$r_{count} > r_{table}$	Valid
7	0,594	$r_{count} > r_{table}$	Valid
8	0,616	$r_{count} > r_{table}$	Valid
9	0,349	$r_{count} > r_{table}$	Valid
10	0,320	$r_{count} > r_{table}$	Valid
11	0,450	$r_{count} > r_{table}$	Valid
12	0,578	$r_{count} > r_{table}$	Valid
13	0,509	$r_{count} > r_{table}$	Valid
<i>Work Engagement</i>			
1	0,242	$r_{count} > r_{table}$	Valid
2	0,664	$r_{count} > r_{table}$	Valid
3	0,571	$r_{count} > r_{table}$	Valid
4	0,618	$r_{count} > r_{table}$	Valid
5	0,763	$r_{count} > r_{table}$	Valid
6	0,697	$r_{count} > r_{table}$	Valid
7	0,276	$r_{count} > r_{table}$	Valid
8	0,613	$r_{count} > r_{table}$	Valid
9	0,668	$r_{count} > r_{table}$	Valid
10	0,641	$r_{count} > r_{table}$	Valid
11	0,592	$r_{count} > r_{table}$	Valid
12	5,38	$r_{count} > r_{table}$	Valid
13	0,508	$r_{count} > r_{table}$	Valid
14	0,606	$r_{count} > r_{table}$	Valid
15	0,604	$r_{count} > r_{table}$	Valid
16	0,620	$r_{count} > r_{table}$	Valid
17	0,635	$r_{count} > r_{table}$	Valid

### Uji Reliabilitas

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  
RELIABILITY TEST RESULTS

Variabel	Alpha Hitung	Cronbach Alpha	Keterangan
<i>Transformational leadership</i>	0,859	0,8-1	Reliabilitas baik
<i>Meaning in work</i>	0,668	0,6-0,79	Reliabilitas dapat diterima
<i>Personal resources</i>	0,839	0,8-1	Reliabilitas baik
<i>Work engagement</i>	0,873	0,8-1	Reliabilitas baik

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							
<b>Direct effect</b>									
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					
<b>Indirect effect</b>									
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					
<b>Direct effect</b>									
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					
<b>Indirect effect</b>									
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 on work engagement

In table 4, it shows that transformational leadership has a significant positive effect on work engagement. This is evidenced by the t count of 3,605 > the t table 1,656 and the significance value of 0,000 < 0,05; then hypothesis 1 is accepted. The results of this study

support the results of previous studies, namely Handayani and Pitoyo (2018); Pitoyo and Sawitri (2016); Ghadi et al. (2013); Lai et al. (2020) which states that transformational leadership has a positive effect on work engagement. 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 on meaning in work**

Test results (table 4), show that transformational leadership has a significant positive effect on meaning in work. 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 accepted. This research proves that transformational leadership is able to influence meaning in work, meaning that transformational leadership practices can improve and shape employee meaning in work. The results of this study support the results of research Handayani and Pitoyo (2018); Ghadi et al. (2013) which stated that transformational leadership has a positive effect on meaning in work. Meaning in high employee work cannot be separated from the role or influence of transformational leadership 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 meaning in work on work engagement**

In table 4, it shows that meaning in work has a significant positive effect on work engagement. This is evidenced by the results of regression analysis which shows that  $t$  count  $3,973 > t$  table  $1,656$  and the significance value of  $0,000 < 0,05$ , then hypothesis 3 is accepted. This research proves that proving that meaning in work is able to influence work engagement, meaning that high employee meaning in work can increase employee work engagement. The results of this study support the results of pitoyo and sawitri studies (2016); Van Wingerden dan Van der Stoep (2018); Ghadi et al. (2013) which states that meaning in work has a significant positive effect on work engagement. Vigor, absorption, and dedication characteristics are characteristics that play a role 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.

### **Transformational leadership effect on work engagement through meaning in work as mediation**

In analyzing the role of meaning in work as mediation

between the influence of transformational leadership on work engagement is done by comparing the value of the transformational leadership regression coefficient to work engagement before and after the mediation variable is included in the regression equation. Referring to Baron dan Kenny (1986), the meaning in work variable is said to be a mediation variable if: 1) transformational leadership (independent variable) has a significant effect on meaning in work (mediation variable); 2) transformational leadership (independent variable) has a significant effect on work engagement (dependent variable); 3) meaning in work (mediation variable) has a significant effect on work engagement (independent variable). 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 effect of the free variable on the bound 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 accepted. this means that transformational leadership has an indirect effect on work engagement through meaning in work as mediation, while the role of meaning in 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 transformational leadership can affect directly on work engagement (the results of direct influence testing prove significant) but in other situations, namely with the level of meaning in work owned by employees, the transformational influence of leadership on work engagement can be through meaning in work as mediation. The results of this study support previous research, namely Handayani and Pitoyo (2018); Pitoyo and Sawitri (2016); Ghadi et al. (2013) which states transformational leadership has a significant positive effect on work engagement through meaning in work as mediation.

### **Impact of transformational leadership on personal resources**

In table 4, it shows that transformational leadership has a significant positive effect on personal resources. This is evidenced by the results of regression analysis which shows that  $t$  count  $3,302 > t$  table  $1,656$  and the value of significance  $0,0005 < 0,05$ , then hypothesis 5 is accepted. The results of this study prove that transformational leadership is able to influence personal resources, meaning that leaders who in working to implement transformational leadership are able to exert influence and increase personal resources in employees. The results of this study support the results of empirical studies from Tims et al. (2011); Handayani and Pitoyo (2018); which states that transformational leadership has a positive effect on personal resources.

#### **Impact of personal resources on work engagement**

Test results (table 4), show that personal resources have a significant positive effect on work engagement. This is evidenced by the results of regression analysis which shows that  $t$  count  $4,026 > t$  table  $1,656$  and significance values  $0,000 < 0,05$ , then hypothesis 6 is accepted. 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 effect on work engagement. Kerja sama tim yang terjalin dengan baik saat melaksanakan pekerjaan mampu meningkatkan 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 effect on work engagement through personal resources as mediation**

In table 4, it is shown that the three criteria of a variable are mediation variables fulfilled so that the personal resources variable can be said to be a mediation variable with a partial mediation role, so that hypothesis 7 is accepted, meaning transformational leadership has an indirect effect on work engagement through personal resources as mediation where the role of the personal resources mediation variable is partial mediation. This is evident from the comparison between the value of the transformational leadership regression coefficient to work engagement before and after the personal resource mediation variable is included in the regression equation, 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 transformational leadership can affect directly on work engagement (the results of direct influence testing prove significant) but in other

situations, namely with the level of personal resources owned by employees, the transformational influence of leadership on work engagement can be through personal resources as mediation. The results of this study support the results of Tims et al. (2011); Handayani and Pitoyo (2018) who stated that transformational leadership has a positive significant effect on engagement work through partial mediation (partial mediation) of personal resources.

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

Based on the results of data analysis and discussions that have been outlined, the conclusions of this study are: 1) Transformational leadership has a significant positive effect on employee work engagement, this means transformational leadership can increase employee work engagement; 2) Transformational leadership has a positive significant effect on employee meaning in work, this means transformational leadership is able to increase employee meaning in work; 3) Meaning in work has a positive significant effect on employee work engagement, this means that meaning in work can increase employee work engagement; 4) There is an indirect influence of transformational leadership on work engagement through meaning in work as mediation with partial mediation role; 5) Transformational leadership has a significant positive effect on employee personal resources, this means that transformational leadership can increase employee personal resources; 6) Personal resources have a positive significant effect on employee work engagement, this means that transformational leadership can increase employee work engagement.

Based on the results of the research obtained, this study 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; 2) 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.

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Journal Editor

Mohon maaf, respon late, akan kami perbaiki sesuai template JAEMB

veronika\_agustini  
Sep 23

Yth. Editor JAEMB

Bersama ini saya kirimkan ulang artikel kami, dengan sudah meringkas kata pada abstrak agar memenuhi aturan pada jurnal. Terima kasih.

veronika\_agustini  
Sep 23

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**Transformational Leadership Practices and Employee Engagement: Meaningfulness of Work and Personal Resources as Mediators**  
Putri Hardanti Gita Larasati, Veronika Agustini Srimulyani, F. Anif Farida

Submission | **Review** | Copyediting | Production

Round 1

**Round 1 Status**  
Submission accepted.

**Notifications**

<a href="#">[JAEMB] Editor Decision</a>	2022-12-28 09:09 AM
<a href="#">[JAEMB] Editor Decision</a>	2023-03-21 03:14 AM
<a href="#">[JAEMB] Editor Decision</a>	2023-03-21 03:17 AM

## Hasil Review oleh Reviewer

Close Panel

### Participants

- Andi Erna Mulyana (andierna)
- Jessica - Olifia (jessica)
- Veronika Agustini Srimulyani (veronika\_agustini)

Dear Author,

jessica

Dec 27

Berdasarkan hasil review oleh reviewer, ada beberapa perbaikan yang harus Anda lakukan, revisi tersebut adalah sebagai berikut:

1. This article has some value for the audience, yet it lacks supporting theories. The authors use "Bakker, A. B., & Leiter, M. P. (2010). *Work Engagement: A Handbook of Essential Theory and Research*. Psychology Press." which suggests using the theory of positive emotions, conservation of resources theory, etc. Among other areas in management, I think human resource management theories are quite stable compared to marketing management which discovers new theories quite often.

2. In terms of English, 57% is quite low. I believe the authors should aim for more than 90%. I have attached the Grammarly report for your consideration to improve your English writing.

3. "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)."

The authors refer to Handayani and Pitoko (2018) for variable measurement very much, while the original article of Handayani and Pitoko (2018) does not even mention the item statements. It mentions dimensions broadly. So, where do the authors get their statements from?

4. The article lacks a subsection: limitations, theoretical implication, and contribution/significance of work.

Dimohon untuk melakukan perbaikan terlebih dahulu. Setelah Anda melakukan perbaikan, maka paper Anda akan kami lanjutkan ke proses berikutnya untuk diterbitkan pada JAEMB edisi **Desember 2022**. Terima kasih.

Best Regards,

Journal Editor

**Notifications**

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## [JAEMB] Editor Decision

2022-12-28 09:09 AM

Veronika Agustini Srimulyani:

We have reached a decision regarding your submission to JURNAL AKUNTANSI, EKONOMI dan BISNIS, "THE ROLE OF MEDIATION MEANING IN WORK AND PERSONAL RESOURCES ON THE TRANSFORMATIONAL LEADERSHIP ON WORK ENGAGEMENT".

Our decision is: Revisions Required

Jessica - Olifia  
Politeknik Negeri Batam  
jessica@polibatam.ac.id

---

[JURNAL AKUNTANSI, EKONOMI dan MANAJEMEN BISNIS](#)

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Yth. Journal Editor

Mohon maaf atas keterlambatan respon kami, apabila masih diberikan kesempatan untuk publish di jurnal ini, pada periode selanjutnya di tahun 2023 ini, akan kami lakukan revisi sesuai saran revisi non 1 s.d. 4.

Terima kasih

Veronika Agustini dkk

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Yth. Editor Jurnal

veronika\_agustin  
i  
Jan 30

veronika\_ag  
ustini  
Feb 02



Bersama ini kami kirimkan artikel kami dengan berbagai revisi, dengan mempertimbangkan hasil review yang dikirim pada tanggal 28 Desember 2022 lalu. Mohon maaf atas keterlambatan respon kami. Jika masih dipertimbangkan dipublikasikan di Jurnal ini, mohon kami diinformasikan.

Terima kasih atas kesempatan yang diberikan.

Salam Hormat

Veronika Agustini

[veronika\\_agustini, Revisi 2Feb 4015-Article Text-15976-1-18-20220923.doc](#)

**Jessica Mar 21**

Dear Author,

Terima kasih telah melakukan perbaikan atas paper Anda. Paper Anda akan kami proses ke proses berikutnya. Terima kasih.

Best Regards,

Journal Editor



### Participants

Andi Erna Mulyana (andierna)

Jessica - Olifia (jessica)

Veronika Agustini Srimulyani (veronika\_agustini)

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<p>▶ Terima kasih informasinya, akan kami perbaiki dan submit kembali</p> <p>Salam Hormat</p>	<p>veronika_agustini Jun 12</p>
<p>▶ Yth. Editor JAEMB</p> <p>Bersama ini kami kirimkan artikel yang telah direvisi dan</p>	<p>veronika_agustini Jun 13</p>



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

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

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## Abstrak

Salah satu dampak pandemi Covid-19 adalah perubahan pada kehidupan kerja seperti perubahan waktu kerja dan perubahan pola kerja yang harus disikapi secara positif oleh manajer perusahaan dan karyawan agar tetap bekerja secara profesional, sehingga dibutuhkan peran aktif pemimpin untuk mengelola keterikatan kerja. Kajian empiris ini bertujuan menganalisis pengaruh kepemimpinan transformasional terhadap keterikatan kerja dengan kebermaknaan pekerjaan dan sumber daya personal sebagai pemediasi. Sampel penelitian sebanyak 134 karyawan tetap CV Industri Kreatif Madiun. Hasil pengujian hipotesis dengan menggunakan analisis jalur sebagai berikut: 1) kepemimpinan transformasional berdampak positif signifikan pada keterikatan kerja, kebermaknaan pekerjaan, dan sumber daya personal; 2) kebermaknaan dalam pekerjaan berdampak positif signifikan terhadap sumber daya personal dan memediasi pengaruh kepemimpinan transformasional pada keterikatan kerja; 3) sumber daya personal berdampak positif signifikan pada keterikatan kerja dan memediasi pengaruh kepemimpinan transformasional terhadap keterikatan kerja.

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

## Abstract

One of the impacts of the Covid-19 pandemic is changes in work life that must be addressed positively by company managers and employees in order to continue working professionally, so that an active role of leaders is needed to manage work engagement. This empirical study aims to analyze the impact of transformational leadership on work engagement to the meaningful work and personal resources as mediators. The research sample was 134 full time employees of CV Creative Industries Madiun. Hypothesis testing using path analysis with the causal step method. The results of hypothesis testing using path analysis are as follows: 1) transformational leadership has a significant positive impact on work engagement, meaningful work, and personal resources; 2) meaningful work has a significant positive impact on personal resources and mediates the impact of transformational leadership on work engagement; 3) Personal resources have a significant positive impact on work engagement and mediates the impact of transformational leadership on work engagement.

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 Farnsworth 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 (Geldenhuis *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); Handayani dan Pitoyo (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. Similarly, 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.

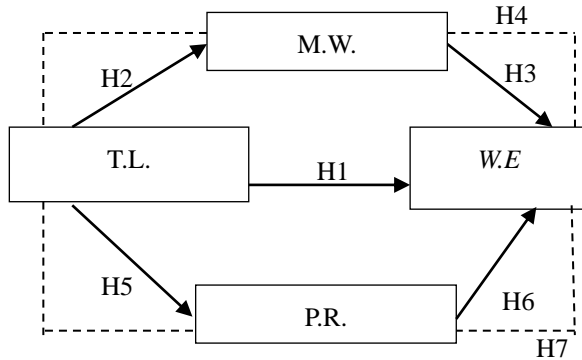


Figure 1. Research Model

### 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 years	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)  $r_{count} > r_{table}$ , then the statement item in the questionnaire is valid for use; 2)  $r_{count} > r_{table}$ , then the statement item in the questionnaire is valid for use.

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

TABEL 2

VALIDITY TEST RESULTS

Item	r count	r table	Information
<i>Transformational Leadership</i>			
1	0,563	$r_{count} > r_{table}$	Valid



2	0,518	$r_{count} > r_{table}$	Valid
3	0,544	$r_{count} > r_{table}$	Valid
4	0,634	$r_{count} > r_{table}$	Valid
5	0,252	$r_{count} > r_{table}$	Valid
6	0,527	$r_{count} > r_{table}$	Valid
7	0,542	$r_{count} > r_{table}$	Valid
8	0,541	$r_{count} > r_{table}$	Valid
9	0,585	$r_{count} > r_{table}$	Valid
10	0,601	$r_{count} > r_{table}$	Valid
11	0,651	$r_{count} > r_{table}$	Valid
12	0,626	$r_{count} > r_{table}$	Valid
13	0,607	$r_{count} > r_{table}$	Valid
14	0,566	$r_{count} > r_{table}$	Valid
15	0,349	$r_{count} > r_{table}$	Valid
16	0,516	$r_{count} > r_{table}$	Valid
17	0,586	$r_{count} > r_{table}$	Valid
18	0,527	$r_{count} > r_{table}$	Valid
19	0,439	$r_{count} > r_{table}$	Valid
20	0,247	$r_{count} > r_{table}$	Valid
<b>Meaning in Work</b>			
1	0,665	$r_{count} > r_{table}$	Valid
2	0,578	$r_{count} > r_{table}$	Valid
3	0,578	$r_{count} > r_{table}$	Valid
4	0,528	$r_{count} > r_{table}$	Valid
5	0,679	$r_{count} > r_{table}$	Valid
6	0,653	$r_{count} > r_{table}$	Valid
<b>Personal Resources</b>			
1	0,746	$r_{count} > r_{table}$	Valid
2	0,720	$r_{count} > r_{table}$	Valid
3	0,719	$r_{count} > r_{table}$	Valid
4	0,683	$r_{count} > r_{table}$	Valid
5	0,660	$r_{count} > r_{table}$	Valid
6	0,621	$r_{count} > r_{table}$	Valid
7	0,594	$r_{count} > r_{table}$	Valid
8	0,616	$r_{count} > r_{table}$	Valid
9	0,349	$r_{count} > r_{table}$	Valid
10	0,320	$r_{count} > r_{table}$	Valid
11	0,450	$r_{count} > r_{table}$	Valid
12	0,578	$r_{count} > r_{table}$	Valid
13	0,509	$r_{count} > r_{table}$	Valid
<b>Work Engagement</b>			
1	0,242	$r_{count} > r_{table}$	Valid
2	0,664	$r_{count} > r_{table}$	Valid

TABLE 4

## SUMMARY OF THE CAUSAL STEP METHOD TEST

Variable	Unstandardized Coefficient	Standardized Coefficient	$t_{count}$	Sig.	$R^2$	Adj $R^2$	Information
	B	Beta					

3	0,571	$r_{count} > r_{table}$	Valid
4	0,618	$r_{count} > r_{table}$	Valid
5	0,763	$r_{count} > r_{table}$	Valid
6	0,697	$r_{count} > r_{table}$	Valid
7	0,276	$r_{count} > r_{table}$	Valid
8	0,613	$r_{count} > r_{table}$	Valid
9	0,668	$r_{count} > r_{table}$	Valid
10	0,641	$r_{count} > r_{table}$	Valid
11	0,592	$r_{count} > r_{table}$	Valid
12	5,38	$r_{count} > r_{table}$	Valid
13	0,508	$r_{count} > r_{table}$	Valid
14	0,606	$r_{count} > r_{table}$	Valid
15	0,604	$r_{count} > r_{table}$	Valid
16	0,620	$r_{count} > r_{table}$	Valid
17	0,635	$r_{count} > r_{table}$	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	Alpha Hitung	Cronbach Alpha	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

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 if: 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 T.L. has a significant impact on increasing P.R., meaning that leaders who work to implement T.L. are able to influence and increase P.R. 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 4,026 >  $t$  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

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; 2) 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.

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Terima kasih banyak atas informasinya.

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