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Transformational Leadership Practices and Employee Engagement: Meaningfulness of Work and Personal Resources as Mediators

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4 Abstrak

Perubahan pada kehidupan kerja seperti perubahan waktu kerja dan perubahan pola kerja merupakan akibat dari pandemic Covid-19, yang harus disikapi secara positif oleh pimpinan perusahaan dengan para karyawan agar tetap bekerja secara profesional. Oleh karena itu, peran aktif pemimpin sangat dibutuhkan dalam peningkatan *employee engagement* (E.E). Tujuan kajian empiris adalah menganalisis pengaruh langsung dan tidak langsung *transformational leadership* (T.L.) terhadap E.E. melalui *meaningfulness of work* (M.W.) dan *personal resources* (P.R.). Responden penelitian sebanyak 134 karyawan di CV X Kota Madiun. Pengujian dilakukan dengan analisis jalur dan Sobel test. Hasil pengujian hipotesis menunjukkan bahwa: 1) T.L. meningkatkan E.E., M.W. dan P.R. secara signifikan; 2) M.W. meningkatkan P.R. secara signifikan, serta memediasi pengaruh T.L. terhadap E.E. secara signifikan; 3) P.R. meningkatkan E.E. secara signifikan serta memediasi pengaruh T.L. terhadap E.E. secara signifikan.

Kata kunci: Keterikatan Kerja, Kebermaknaan pekerjaan, Sumber daya personal

4 Abstract

Changes in work life such as changes in working hours and changes in work patterns are the effect of the Covid-19 pandemic, which must be addressed positively by company leaders with employees so that they continue to work professionally. The purpose of empirical studies is to analyze the direct and indirect influence of transformational leadership (T.L.) on E.E. through meaningfulness of work (M.W.) and personal resources (P.R.). The respondents of the study were 134 employees at CV X Madiun City. The test was carried out by path analysis and Sobel test. The results of hypothesis testing show that: 1) T.L. significantly increases E.E., M.W., and P.R.; 2) M.W. increases P.R. significantly, and mediates the effect of T.L. on E.E. significantly; 3) P.R. significantly increase E.E. and mediate the effect of T.L. on E.E significantly.

Keywords: Employee engagement, Meaningfulness of work, Personal resources

1. Introduction

Currently, Indonesia is entering the era of the industrial revolution kebermaknaan pekerjaan (I.R.) 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 in the industrial world including in 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 (H.R.).

H.R. become a driving factor is very important for an Organization and serves as the life of the organization. H.R. contained in the organization is 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 R.I. 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 on a large scale and is an event of uncertainty (D'auria & Smet, 2020). The influence of the Covid-19 pandemic on the economic and business sectors is one of the changes in working life in the company such as changes in working time and changes in work patterns. 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 leadership behavior and having a good leadership mindset quality is needed to deal with the work situation and are 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 leadership characteristics such as a calm, cautious, and optimistic leader character are needed during the Covid-19 pandemic where the character of the leader is the leader who implements T.L. (D'auria & Smet, 2020). According to Yukl (2010:276) with T.L., employees trust, are amazed, loyal, and respectful towards leaders, and employees are motivated to do more than the organization expects in employees. T.L. focuses on increasing employee engagement and attachment to company goals. Strong T.L. will be able to form employee commitments that eventually employees will feel attached to "engaged" with work. There are several other studies that state that the application of good T.L. practices significantly increases W.E. (Asmaluddin & Sintaasih, 2021; Lai et al., 2020; Pitoyo & Sawitri, 2016; Ghadi et al., 2013;).

Employee engagement (E.E.) is the mental state of

employees when they feel late, have energy, and are enthusiastic about the work done (Bakker, 2017). W.E. is defined as a positive and satisfactory state of mind related to work characterized by vigor, dedication, and absorption.

Meaningful work (M.W.) 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 M.W. will increase engagement and there is a possibility that employees who engage with M.W. will get a good working relationship with leaders through increased engagement. Some previous studies have stated that employees with M.W. can increase E.E. either increasing M.W. directly or indirectly through TL practices. Likewise Asmaluddin & Sintaasih (2021) and Van Wingerden & Van Der Stoep (2018) show that M.W. increases E.E.

According to Bakker & Demerouti (2008), P.R. are one of the aspects or factors that can drive E.E. 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, P.R. and job resources can encourage E.E. Some studies state that high employee P.R. are able to increase E.E. directly or indirectly through T.L. Previous research results that support this include: Asmaluddin & Sintaasih (2021) and Ghadi et al. (2013).

2. Literature Review

Transformational Leadership (T.L.)

T.L. 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 effort 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 Farnsworth et al. (2019) there are four T.L. behaviors, namely: a) charismatic (idealized influence); b) inspirational motivation; c) intellectual stimulation; and d) individualized consideration.

Meaningfulness Work (M.W.)

The M.W. contributes importantly in increasing the capacity of employees for the achievement of organizational goals and objectives (Kaur & Mittal, 2020). M.W. 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. M.W. can be defined as the positive and significant contribution of work to the life of an employee, and the satisfaction that an employee gets from the work performed (Mowday et al., 1982). Another term meaningfulness of work is meaningful work. Rosso et al. (2010); Morin, (2008) there are three dimensions of M.W., namely values, motivations, and beliefs about works. Another dimension of M.W. is inner self-development, unity with others, service to others, and expressing full potential (Lips-Wiersma & Wright, 2012).

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. According to Van den Heuvel, et al. (2010:129) the definition of the concept of P.R. is the cognitive-affective aspect of personality, the more friendly aspects 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); 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.

Employee Engagement (E.E.)

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

Impact of T.L. on E.E.

T.L. as one of the leadership approaches is expected to be able to grow E.E. 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 of energy in building engagement. This statement is supported by the results of the empirical study Asmaluddin & Sintaasih (2021); Lai et al. (2020); Ghadi et al. (2013);Tims et al. (2011) which stated that T.L. has a positive impact on E.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: T.L. improve W.E. significantly.

Impact of T.L. on 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 Asmaluddin & Sintaasih (2021); 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: T.L. improve M.W. significantly.

Impact of M.W. on E.E.

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

Hypothesis 3: M.W. improve E.E. significantly.

Impact of T.L. on E.E. through 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. Leaders with T.L. characteristics can grow meaningfulness of work in employees it has an impact on E.E. (Ghadi, 2017). Results of the empirical study of Asmaluddin & Sintaasih (2021); Pitoyo & Sawitri (2016); Ghadi et al. (2013) showed that M.W. acts as partial mediation T.L. relationship with E.E. This research means that in indirect influences, T.L. can include the meaning in work of each employee to create E.E. Leaders who adopt T.L. not only provide a good future but also direct employees on how to work towards a good future with the work currently done. Thus it can be interpreted

that the better T.L. owned by the leader will increase the M.W. of employees and eventually will also increase E.E., so the fourth hypothesis of the study is formulated as follows:

Hypothesis 4: T.L. improve E.E. significantly through M.W. as mediation.

Impact of T.L. on 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. Tims et al. (2011) state that T.L. does not have a positive significant impact on S.E., while T.L. has an indirect impact on optimism with P.R. such as mediation. Thus it can be interpreted that leaders who apply T.L. in work are able to exert influence and improvement on the P.R. of employees, so the fifth hypothesis in this study is formulated as follows:

Hypothesis 5: T.L. improve P.R. significantly

Impact of P.R. on E.E.

Van den Heuvel et al. (2010:129) stated that there is a study on the relationship of P.R. to work outcomes such as performance, job satisfaction, and employee engagement. Saraswati & Lie (2018:4) explained that employees who have a high level of S.E. 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 E.E. The results of empirical studies of Tims et al. (2011) stated that P.R. have a significant effect on E.E. Furthermore, in the study it was explained that S.E. is an important P.R. that can increase E.E. and an employee who feels optimistic in achieving work goals, they will be involved and willing to do work more actively. The results of empirical studies from Hardaningtyas (2020) stated that P.R. have a significant positive impact on E.E. Similarly Lazauskaite-Zabielske et al. (2018) state that J.R. and P.R. can have a significant impact on E.E. separately. That is, when employees' P.R. are high, E.E. is also high, so the sixth hypothesis in this study is formulated as follows:

Hypothesis 6: P.R. improve E.E. significantly.

The Impact of T.L. W.E. through P.R. as a mediator

According to Bakker dan Leither (2010:21) P.R., and job resources (J.R.) can encourage E.E. This statement is supported by the results of empirical studies from Asmaluddin & Sintaasih (2021) which stated that T.L. has a significant positive impact on E.E. through P.R. as mediation. The research reinforces the results of a study by Tims et al. (2011) which states that P.R. through the optimism dimension can be a mediation of T.L. relationships with E.E, thus it can be interpreted that the implementation of T.L. can provide an increase in E.E. through P.R. as mediation so that the seventh hypothesis in this study is formulated as follows:

Hypothesis 7: T.L. improve E.E. significantly through P.R. as mediation.

The research model can be seen in figure 1.

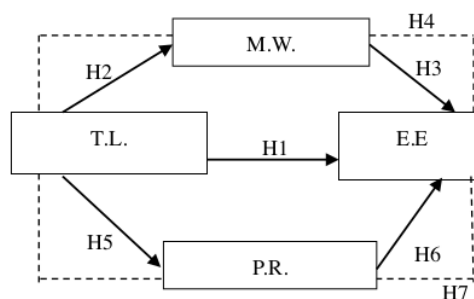


Figure 1. Research Model

3. Research Method

Population, Sample, and Sampling Techniques

The research population is all employees of CV X Madiun City which amounted to 150 employees and the sample in the study amounted to 150 employees (saturated sampling). 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); 6 statement items to measure M.W. variables adapted from Lips-Wiersma & Wright (2012); 13 items to measure personal resources adapted from Tims et al. (2011); and 17 statement items to measure work engagement adapted

from Cale et al. (2004) with the Utrecht Work Engagement Scale (UWES) which contains 3 dimensions of E.E., namely vigor consisting of 5 statement items, dedication of 6 statement items, and absorption of 6 statement items.

4. Result and Discussion

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 criteria used are: 1) $r_{\text{count}} < r_{\text{table}}$, then the statement items used are invalid; 2) $r_{\text{count}} > r_{\text{table}}$, then the statement items used are valid (Ghozali, 2018:51–52). Validity testing is performed by comparing r_{count} with table r 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.

TABLE 1
VALIDITY TEST RESULTS

Item	r count	r table	Information
Transformational Leadership			
1	0.563	$r_{\text{count}} > r_{\text{table}}$	Valid
2	0.518	$r_{\text{count}} > r_{\text{table}}$	Valid
3	0.544	$r_{\text{count}} > r_{\text{table}}$	Valid
4	0.634	$r_{\text{count}} > r_{\text{table}}$	Valid
5	0.252	$r_{\text{count}} > r_{\text{table}}$	Valid
6	0.527	$r_{\text{count}} > r_{\text{table}}$	Valid
7	0.542	$r_{\text{count}} > r_{\text{table}}$	Valid
8	0.541	$r_{\text{count}} > r_{\text{table}}$	Valid
9	0.585	$r_{\text{count}} > r_{\text{table}}$	Valid
10	0.601	$r_{\text{count}} > r_{\text{table}}$	Valid
11	0.651	$r_{\text{count}} > r_{\text{table}}$	Valid
12	0.626	$r_{\text{count}} > r_{\text{table}}$	Valid
13	0.607	$r_{\text{count}} > r_{\text{table}}$	Valid
14	0.566	$r_{\text{count}} > r_{\text{table}}$	Valid
15	0.349	$r_{\text{count}} > r_{\text{table}}$	Valid
16	0.516	$r_{\text{count}} > r_{\text{table}}$	Valid
17	0.586	$r_{\text{count}} > r_{\text{table}}$	Valid
18	0.527	$r_{\text{count}} > r_{\text{table}}$	Valid
19	0.439	$r_{\text{count}} > r_{\text{table}}$	Valid
20	0.247	$r_{\text{count}} > r_{\text{table}}$	Valid
Meaningfulness of Work			
1	0.665	$r_{\text{count}} > r_{\text{table}}$	Valid
2	0.578	$r_{\text{count}} > r_{\text{table}}$	Valid
3	0.578	$r_{\text{count}} > r_{\text{table}}$	Valid
4	0.528	$r_{\text{count}} > r_{\text{table}}$	Valid
5	0.679	$r_{\text{count}} > r_{\text{table}}$	Valid
6	0.653	$r_{\text{count}} > r_{\text{table}}$	Valid
Personal Resources			
1	0.746	$r_{\text{count}} > r_{\text{table}}$	Valid

2	0.720	$r_{\text{count}} > r_{\text{table}}$	Valid
3	0.719	$r_{\text{count}} > r_{\text{table}}$	Valid
4	0.683	$r_{\text{count}} > r_{\text{table}}$	Valid
5	0.660	$r_{\text{count}} > r_{\text{table}}$	Valid
6	0.621	$r_{\text{count}} > r_{\text{table}}$	Valid
7	0.594	$r_{\text{count}} > r_{\text{table}}$	Valid
8	0.616	$r_{\text{count}} > r_{\text{table}}$	Valid
9	0.349	$r_{\text{count}} > r_{\text{table}}$	Valid
10	0.320	$r_{\text{count}} > r_{\text{table}}$	Valid
11	0.450	$r_{\text{count}} > r_{\text{table}}$	Valid
12	0.578	$r_{\text{count}} > r_{\text{table}}$	Valid
13	0.509	$r_{\text{count}} > r_{\text{table}}$	Valid
Work Engagement			
1	0.242	$r_{\text{count}} > r_{\text{table}}$	Valid
2	0.664	$r_{\text{count}} > r_{\text{table}}$	Valid
3	0.571	$r_{\text{count}} > r_{\text{table}}$	Valid
4	0.618	$r_{\text{count}} > r_{\text{table}}$	Valid
5	0.763	$r_{\text{count}} > r_{\text{table}}$	Valid
6	0.697	$r_{\text{count}} > r_{\text{table}}$	Valid
7	0.276	$r_{\text{count}} > r_{\text{table}}$	Valid
8	0.613	$r_{\text{count}} > r_{\text{table}}$	Valid
9	0.668	$r_{\text{count}} > r_{\text{table}}$	Valid
10	0.641	$r_{\text{count}} > r_{\text{table}}$	Valid
11	0.592	$r_{\text{count}} > r_{\text{table}}$	Valid
12	0.538	$r_{\text{count}} > r_{\text{table}}$	Valid
13	0.508	$r_{\text{count}} > r_{\text{table}}$	Valid
14	0.606	$r_{\text{count}} > r_{\text{table}}$	Valid
15	0.604	$r_{\text{count}} > r_{\text{table}}$	Valid
16	0.620	$r_{\text{count}} > r_{\text{table}}$	Valid
17	0.635	$r_{\text{count}} > r_{\text{table}}$	Valid

The reliability test is used to find out which measuring instruments can consistently measure the concepts measured by the criteria of 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 2
SUMMARY OF RELIABILITY TEST RESULTS

Variable	Alpha count	Information
T.L.	0.859	Good reliability
M.W.	0.668	Acceptable reliability
P.R.	0.839	Good reliability
E.E.	0.873	Good reliability

TABLE 3

SUMMARY OF THE CAUSAL STEP METHOD TEST

Variable	Unstandardized Coefficient B	Standardized Coefficient Beta	t _{count}	Sig.	Result
Model 1 Dependent Variable: Employee engagement					
Constant	42.222				
Transformational leadership	0.323	0.299	3.605	0.000	Significant
Model 2 Dependent Variable: Meaningfulness of work					
Constant	19.003				
Transformational leadership	0.072	0.202	2.374	0.019	Significant
Model 3 Dependent Variable: Employee engagement					
Constant	43.719				
Meaningfulness of work	0.986	0.327	3.973	0.000	Significant
Model 4 Variabel dependen: Employee engagement					
Constant	26.301				
Transformational leadership	0.262	0.246	3.402	0.003	Significant
Meaningfulness of work	0.838	0.088	2.980	0.003	
Model 5 Dependent Variable: Personal resources					
Constant	35.690				
Transformational leadership	0.199	0.276	3.302	0.001	Significant
Model 6 Dependent Variable: Employee engagement					
Constant	42.570				
Personal resources	0.496	0.331	4.026	0.000	Significant
Model 7 Dependent Variable: Employee engagement					
Constant	27.849				
Transformational leadership	0.243	0.225	2.697	0.008	Significant
Personal resources	0.403	0.268	3.215	0.002	

Impact of T.L on E.E.

Table 3, shows that T.L. has a significant positive impact on E.E. This is shown from $t_{count} 3,605 > t_{table} 1,656$ and $p\text{-value of } 0,000 < 0,05$; thus hypothesis 1 is supported. The results of this empirical research are in line with Ghadi et al. (2013); Lai et al. (2020); Asmaluddin & Sintaasih (2021) which state that T.L. has a positive impact on E.E. Leaders with good individual consideration behaviors such as leaders who are able to provide coaching and become good coaches for employees, provide support and encourage employees to achieve organizational goals will cause the feeling that the work done has its own meaning and purpose for employees. In addition, leaders who are able to guide and provide feedback for the self-development of employees will encourage the emergence of greater employee energy while working.

Impact of T.L on M.W.

Test results (table 3), show 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 $p\text{-value } 0,0095 < 0,05$; 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 Asmaluddin & Sintaasih (2021); Ghadi et al. (2013) who 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 providing feedback for employee self-development will cause employees to feel that the work done will bring more significant changes and provide higher value or benefits.

Impact on M.W. on E.E.

Table 3, shows that M.W. has a significant positive impact on E.E. The results of the regression analysis show that $t_{count} 3,973 > t_{table} 1,656$ and $p\text{-value of } 0,000 < 0,05$, then hypothesis 3 is supported. The results of this empirical study show that the meaningfulness in work felt by employees is able to influence employee engagement; meaning that with employee meaning in work can increase E.E. The results of this study are in line with the empirical studies from Asmaluddin & Sintaasih (2021); (Kaur & Mittal, 2020); Van Wingerden & Van Der Stoep (2018); Ghadi et al. (2013) which found that M.W. has a significant positive impact on E.E. 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 T.L. on E.E. through M.W. as a mediator

Analysis of the role of M.W. as a mediation between the influence of T.L. on E.E. was performed by comparing the values of the regression coefficient of T.L. with E.E. before and after the mediation variables were included in the regression equation. Referring to Baron & Kenny (1986), the meaningfulness of work (M.W.) is said to be a mediating variable if 1) T.L. has a significant impact on M.W.; 2) TL has a significant impact on E.E.; 3) M.W. had a significant impact on E.E. The role of the mediation variable consists of 1) perfect mediation, which occurs when the mediation variable is included in the regression equation model then the influence of the free variable on the originally significant bound variable 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 (Baron & Kenny, 1986).

The results of testing mediation variables statistically using the Sobel test online can be seen in figure 2 below.

Input:		Test statistic:		p-value:	
t_a	2.374	Sobel test:	2.03790255		0.04155968
t_b	3.973	Aroian test:	1.99193708		0.04637796
		Goodman test:	2.08720438		0.03686966
Reset all		Calculate			

Figure 2. M.W. Mediation Test Results

Table 3, shows that all three criteria of mediation variables are met, so M.W. can be said to be a mediation variable with a partial mediation role. This means that hypothesis 4 is supported. Similarly, the results of the Sobel test (Fig. 2) showed that the calculated t was $2.037 > t$ table was 1.656 and the p -value was $0.041 < 0.05$. Similarly, the results of the Sobel test (Fig. 3) showed that the calculated t was $2.037 > t$ table was 1.656 and the p -value was $0.041 < 0.05$. These results support the results of the path analysis in table 3.

The results of the study show that T.L. has an indirect impact on E.E. through M.W. as a mediator, and the role of M.W. mediation variables is partial mediation. This is evident from the comparison between the value of the T.L. regression coefficient to E.E. before and after the mediation variable is included in the regression equation, there is a decrease but the effect remains significant, namely from 0.323 (p -value 0.000) to 0.262 (p -value 0.001). This partial mediation suggests that in certain situations, T.L. can directly influence E.E. (direct influence test results prove significant), and in other situations, T.L.'s impact on E.E. is indirect through M.W. as mediator. The results of the study indicate that the better the TL

that felt by employees, the sense of M.W. owned by employees will increase, so the subsequent impact will increase E.E in the company. This study support previous research, namely Asmaluddin & Sintaasih (2021); Ghadi et al. (2013) which states TL has the impact of significantly increasing E.E. through partial mediation of M.W.

Impact of T.L. on P.R.

Table 3, 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 $0.0005 < 0.05$, 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 empirical studies of Asmaluddin & Sintaasih (2021); Tims et al. (2011) which state that T.L. has P.R. in employees a positive impact on P.R. in employees.

Impact of P.R. on W.E.

Test results (table 3), show that P.R. has a significant positive impact on E.E. This is evidenced by the results of regression analysis which shows that t count $4.026 > t$ table 1.656 and p -value $0.000 < 0.05$; then hypothesis 6 is supported. The results of this study prove that P.R. are able to influence E.E. The results of this study support the results of Tims et al. (2011); Lazauskaite-Zabielske et al. (2018); Hardaningtyas, (2020); Asmaluddin & Sintaasih (2021) which states that P.R. have a significant positive impact on W.E. Well-established teamwork when carrying out work can increase E.E. When employees can build teamwork well, make employees feel more than the work done has meaning and purpose, and make employees more energized while working.

T.L. impact W.E. through P.R. as a mediator

P.R. testing as a mediation with Sobel test can be seen in figure 4 below:

Input:		Test statistic:		p-value:	
t_a	3.302	Sobel test:	2.55311879		0.01067631
t_b	4.026	Aroian test:	2.50729765		0.01216582
		Goodman test:	2.60154755		0.00928042
Reset all		Calculate			

Figure 3. P.R. Mediation Test Results

Table 3, shows that P.R. meets the criteria as a mediation variable with a partial mediation role, so hypothesis 7 is supported. Furthermore, the results of the Sobel test (Fig. 3) also support the results of the path analysis (Table 3), namely obtained a t count of $2.553 > t$ table of 1.656 and a p -value of $0.016 < 0.05$. This indicates that T.L. has an indirect impact on W.E. through P.R. as a mediator where the role of the P.R.

mediation variable is partial mediation. This is evident from the comparison between the values of the T.L. regression coefficient in E.E. before and after the mediation variable (P.R.) was included in the model, showing a decrease, but still significant, from 0.323 with a significance value of 0.000 to 0.243 with a significance value of 0.004. Partial mediation suggests that in certain situations T.L. can directly influence E.E. (direct influence test results prove significant) however in other situations, T.L.'s impact on E.E. can be through P.R. as a mediator. This study support the empirical study of Asmaluddin & Sintaasih (2021); Tims et al. (2011) who stated that TL has the impact of significantly increasing W.E. through partial mediation of P.R.

5. Conclusions

Referring to the results of hypothesis testing and discussion, the conclusions of this study are as follows: 1) T.L. has a significant positive impact on E.E., which means T.L. can increase W.E.; 2) T.L. has a significant positive impact on M.W., this means T.L. is able to improve M.W.; 3) M.W. has a positive significant impact on E.E., which means that M.W. can increase E.E.; 4) There is an indirect impact of T.L. on E.E. through M.W. as a mediator with partial mediation role; 5) T.L. has a significant positive impact on P.R., this means T.L. can increase P.R.; 6) P.R. have a positive significant impact on E.E., this means that T.L. can increase E.E.; 7) There is an indirect impact of T.L. on E.E. through P.R. as a mediator with the partial mediation role.

6. Theoretical Implications

Empirical research results show that TL has a positive and significant impact on W.E., M.W., and P.R.; M.W. has a positive and significant impact on WE; PR has a positive and significant impact on W.E.; M.W. is able to mediate the influence of T.L. on W.E.; and PR able to mediate the influence of T.L. on W.E. The results of this study are able to enrich the development of HRM science, especially those related to increased W.E., and support empirical studies on the influence of T.L. on W.E. mediated by M.W. and P.R.

7. Managerial Implications

The results of the empirical studies obtained show good research results, so that the advice given to management to maintain their work to remain high is: 1) Company management is advised to maintain the implementation or practice of T.L. by providing learning opportunities to subordinates in order to foster a sense of E.E. and a sense of employee trust in the leader; 2) Companies are advised to maintain the implementation of cooperation in the team while the employee is working, because it can form the employee's self-efficacy and cause employees to be

more attached to work; 3) Companies are advised to maintain employee dedication because employees who have high dedication will have a higher attachment to work and can feel the work, employees have their own meaning and purpose in working, employees have high morale, and are more challenged with the work done.

8. Research Limitations

This research is only limited to examining the influence of T.L., M.W., and P.R. on E.E. Therefore, future research is expected to be able to examine more deeply about E.E. by using other influential variables. In addition to practical suggestions, for further research development it is necessary to conduct research on other corporate objects with a large sample size and can use other leadership measurement models, such as authentic leadership.

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