

The Influence of Transformational Leadership, Structural Empowerment and Psychological Well-Being on Work Engagement

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Abstract

A leader with the right leadership style who performs his duties effectively and efficiently is essential to increase the quality and efficiency of the organization. Transformational leadership motivates followers to perform beyond expectations by awakening followers' higher needs. Transformational leadership plays an important role in creating structural empowerment that can lead to positive organizational outcomes. Structural empowerment is expected to increase the psychological well-being of employees. Work engagement can be shaped by enabling factors such as transformational leadership, structural empowerment and psychological well-being that help create readiness for change. This research therefore aims to examine how transformational leadership can shape work engagement through structural empowerment and psychological well-being.

This research is a quantitative study that used a purposive sampling method and included 190 hospital workers in Jakarta, Bogor, Depok, Tangerang, and Bekasi. Data were analyzed using SEM-PLS 3.0 structural equation modeling. The results show that transformational leadership influences work engagement, structural empowerment and psychological well-being. According to the results, employee engagement can be improved by implementing transformational leadership, structural empowerment and psychological well-being in the workplace. The interdependence of these factors creates a productive and positive work environment.

Keywords: psychological wellbeing, structural empowerment, transformational leadership, work engagement

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1. INTRODUCTION

Leadership in an organization is one of the important parts of determining the performance and ability of employees to be able to follow the changes that occur in the organization (Jufrizen 2018). Faced with this change, leaders must radically rethink the way they manage human resources and organizations (Handoko and Tjiptono, 2012). In improving the quality and effectiveness of an organization, a leader with the right leadership pattern is needed to carry out his responsibilities properly, effectively, and efficiently (Nurmiyanti and Candra, 2019). According to Rejeki et al. (2020), transformational leadership can motivate and inspire every employee. Transformational leadership also strives to develop employee roles in a better and more beneficial way for employees and, as a whole, can be useful in terms of increasing organizational productivity. With transformational leadership, employees will feel confidence, admiration, and respect for leaders, and they will be more motivated to work. Transformational leadership is needed in various sectors and fields because transformational leadership is able to give positive effects and benefits to their followers (Gan, 2020).

Transformational leadership motivates their followers to exceed expectations by generating higher follower needs (Bass, 1999). In the workplace, leaders can influence member behavior because they are seen as exemplary organizational representatives and have the authority to evaluate members' performance or make decisions related to their promotion. Therefore, the behavior of the leader can shape the behavior of members. Thus, it is important for leaders to understand the underlying process to motivate members to do job requests well and make them willing to do work that is not included in their employment contract (Lai et al., 2020).

In addition, leadership plays an important role in creating structural empowerment that can produce positive organizational results (Cummings et al., 2010). Workers feel empowered when the work environment is structured because they get the full right to carry out their duties. Therefore, workers will show enthusiasm and confidence (Zhang et al., 2018). Structural empowerment shows that changes in workplace structures can support healthier employees, reduce stress, and increase employee commitment to organizational goals, culminating in improved organizational outcomes (Laschinger, 2008).

With the existence of structural empowerment, it is hoped that it can increase psychological well-being in workers. The attention provided through structural empowerment to the psychological well-being of employees is very important for the Company because it can affect how individuals act, make decisions, and communicate with colleagues (Rasulzada, 2007). The psychological well-being of employees is an important aspect to reflect the results of developing work assessments and improving employee satisfaction. Transformational leadership is one of the supporting factors for the psychological well-being of Employees (Satriyo et al., 2023). Demographic changes are becoming the main thing in today's economy. Maintaining the health of employees so that they can work productively during long working periods is a big challenge for human resource management. A good psychological well-being indicator is work engagement (Vincent-Höper et al., 2012).

Transformational leadership can foster a vision that can inspire and stimulate employees to have new thoughts and foster a positive attitude toward the changes that will occur in the organization. To help realize readiness for change, work

engagement is one of the important aspects that must be given attention by the organization. Employee response and organizational support are important in shaping employee readiness for change (Meria et al., 2022).

Previous research examined transformational leadership and work engagement with structural empowerment as a mediation variable in the tourism sector. However, this research examines the influence of transformational leadership and work engagement on structural empowerment and psychological well-being in hospitals.

Based on the previous explanation, the purpose of this research is to determine how transformational leadership can form Work Engagement through structural empowerment and psychological well-being for workers in hospitals in Indonesia. It is hoped that this research can contribute to the theory/science of organizational management and also have positive managerial implications for organizational management in the health sector.

2. LITERATURE REVIEW

2.1. Transformational Leadership

According to Lan and Chong (2015), transformational leadership is the process of increasing maturity and level of motivation between leaders and subordinates. Leaders get moral values that encourage them to help employees realize the importance of work rather than fear, envy, and hatred. Leaders broaden and enhance the interests of their employees as they generate awareness and acceptance of the group's purpose and mission and as they direct their employees to look beyond their personal interests for the good of the group. Transformational leadership exerts additional influence by enlarging and exalting members' goals and giving them the confidence to do something that exceeds the expectations agreed upon in the implied or revealed agreement. Transformational leadership shows idealized influence behavior, individualized consideration, intellectual stimulation, and inspirational motivation (Bass and Avolio, 1990). In other words, transformational leadership style is one of the factors that determine employee performance. Transformational leadership style also affects organizational commitment by its workers (Fikri and Prastyani, 2021). Transformational leadership refers to the character of the leader that leads to greater employee motivation or other psychological states that can improve employee performance (Leithwood and Jantzi, 2006). Transformational leadership is characterized by increased employee development, being process-oriented, a commitment based on trust and expectations (Wen et al., 2019), and focusing on meeting the high level of intrinsic needs of their followers (Zheng et al., 2017).

2.2. Structural Empowerment

Empowerment is defined as a process that can identify which factors lead to a debilitating situation and then begin to eliminate the situation with the aim of improving employee self-efficacy (Goedhart et al., 2017). According to Kanter (1977), working in an empowered condition has a positive impact on employees, namely increased feelings of self-efficacy and job satisfaction, higher motivation, and lower

physical/mental fatigue. Structurally empowered work situations are more likely to have management practices that increase employees' feelings of trust in the organization and job satisfaction. Structural empowerment refers to conditions and policies in the workplace that can facilitate access to opportunities, information, support, and resources. Opportunities to learn and thrive include access to challenging jobs, new skills, and knowledge that enable professional growth. Structural empowerment can encourage the formation of initiatives and responses so that all problems experienced can be solved quickly and flexibly. Employees can freely get things done without having to tell first or feel afraid to respond to their directions (Asnawi, 2020).

2.3. Work Engagement

Work Engagement was first described by Kahn (1990) as a concept that refers to physical, cognitive, and emotional energy investment in the workplace. However, work engagement is generally defined as a positive and satisfied mental state related to work characterized by vigor, dedication, and absorption (Schaufeli et al., 2002). The absorption dimension of Work Engagement refers to full concentration in work. It is often characterized by fleeting time or difficulty in breaking away from work (Mauno et al., 2007). The vigor dimension is characterized by a high level of energy, willingness to work hard, and persistence in the face of difficulties (Tims et al., 2011). The last component, the dedication dimension, is characterized by a strong psychological attachment to one's work, along with enthusiasm (Harter et al., 2002).

Based on the expert's explanation, it can be concluded that work engagement is the employee's behavior in working by expressing himself totally both physically, cognitively, and emotionally. Employees find meaning in their work and are proud to have been part of the organization. They work to achieve the organization's shared vision and mission (Helmi et al., 2019).

2.4. Psychological Well-Being

The World Health Organization defines health as a state of complete physical, mental, and social well-being and not just the absence of disease or deficiency (WHO, 1948). WHO has also defined psychological well-being as a state of well-being in which the individual realizes his potential, is able to overcome the general pressures of life, is able to work productively and usefully, and has the ability to contribute to the organization (WHO, 2001). Well-being is defined as a state of absence of anxiety, anxiety, mental stress, and other mental disorders in life (Ryff, 1995). Psychological well-being is generally defined as the efficiency of an individual's psychological function (Wright and Cropanzano, 2000). Deci and Ryan (2008) define psychological well-being as happiness in the personal and work life of individuals and the state of optimal efficiency. Psychological well-being means that life is going well, and people feel good and do work impressively (Çankir and Şahin, 2018).

2.5. Relationship Between Variables

2.5.1. The Relationship Between Transformational Leadership and Structural Empowerment

Structural empowerment can help explain how managers or leaders influence followers' behavior to complete their tasks effectively and efficiently (Asif et al., 2019). According to Avolio and Bass (1995), this dimension is very basic to create structural empowerment in a small organization where managers are easier to approach, and with transformational leadership, the organization can provide a learning environment that can inspire, stimulate, support, and recognize staff. In addition, Epitropaki and Martin (2005) stated that transformational leadership can use structural empowerment to create a perception among staff that they are taken seriously, listened to, and valued as members of the organization.

García-Sierra and Fernández-Castro (2018) revealed that there is a direct positive impact of transformational leadership on structural empowerment. This is supported by research conducted by Niinihuhta et al. (2022), which explains that charismatic leaders can evoke a sense of belonging a harmonious and trustworthy climate that is able to maintain teamwork by offering their vision and strengthening employee empowerment initiatives. Therefore, it can be concluded that transformational leadership affects the attitude of staff through structural empowerment (Castro et al., 2008).

Hypothesis 1 (H1): Transformational leadership affects structural empowerment.

2.5.2. The Relationship Between Transformational Leadership and Work Engagement

Transformational leadership has a relationship that is tied to work engagement, such as trust in leaders and support from leaders who can encourage engagement in the workplace (Nurhidayati 2022). This can increase the work engagement component in workers, and they will be more involved in their work when superiors are able to increase the positive spirit of optimism. One of the references that plays an important role in increasing employee work engagement is leadership. Where transformational leadership is perhaps the most appropriate leadership framework for understanding work engagement (Shuck and Herd, 2012). Ariyani and Hidayati (2018) argue that the transformational leadership style will trigger innovative behavior in employees, provide opportunities for team members to make changes and new things, and help build employee confidence to increase work engagement and innovative behavior. Transformational leadership articulates an interesting vision, focuses on achieving interesting goals, pays attention, and supports their followers. This will positively affect employee motivation and work engagement (Schmitt et al., 2016). Meanwhile (Tims et al., 2011) stated that a reasonable work environment, as created by transformational leadership, is an important prerequisite for an employee to be involved. This can increase employee optimism and increase their work engagement.

Hypothesis 2 (H2): Transformational leadership affects work engagement.

2.5.3. The Relationship Between Structural Empowerment and Work Engagement

Harter et al. (2002) state that workers will be more involved in their duties when leaders and companies meet their basic needs. Meanwhile, a study conducted by Boamah and Laschinger (2015) shows that structural empowerment has a greater connection to work engagement. Structural empowerment focuses on social structures that can facilitate employee work, such as access to information, support, resources, and opportunities to learn and develop. Amor et al. (2021) state that when employees have access to the resources and assistance they need to carry out their duties well, they are more likely to feel involved and committed to their work.

In addition, Amor (2019) explained that structural empowerment and work engagement are very important for the welfare of employees and the success of an organization because employees play an important role in the organization. Therefore, it is hoped that the company can create opportunities to learn and develop by providing challenging jobs, new skills, and knowledge that allow career advancement in the organization. In their studies, Laschinger et al. (2009) found a positive link between structural empowerment and work engagement among new graduates and experienced nurses. These studies underline the importance of empowering practice and working conditions in the promotion of work engagement.

Hypothesis 3 (H3): Structural empowerment affects work engagement.

2.5.4. The Relationship Between Transformational Leadership and Psychological Well-Being

Transformational leadership tends to provide strong recognition and support to its subordinates. This can increase feelings of appreciation and concern, which in turn supports psychological well-being. Leaders who support and empathize with employees will create psychological well-being, which can help leaders build positive relationships with employees. As previously explained, one of the factors that affect employees' psychological well-being is transformational leadership (Sivanathan et al., 2004). Wibowo and Wijono (2021) argue that the better the transformational leadership applied in daily leadership, the better the psychological well-being level will be obtained. According to Munir et al. (2012), implementing a positive leadership style from a transformational leadership style can make employees feel protected from bad psychological well-being and can inspire employees to thrive in their jobs. According to Hannah et al. (2020), transformational leadership can also improve positive relationships by connecting individual self-identity, which can promote prosocial behavior and contribute to social maintenance and the formation of trusting relationships. Both studies reported here found that the transformational leadership of supervisors had a positive influence on the psychological well-being of workers (Yizhong et al., 2019).

Hypothesis 4 (H4): Transformational leadership affects psychological well-being.

2.5.5. The Relationship Between Psychological Well-Being and Work Engagement

Companies can increase work engagement by increasing the psychological well-being of employees. Improving the psychological well-being of employees can be done by paying more attention to employees, for example, by giving rewards every month to the best employees or to employees who have never been allowed and giving career opportunities to employees to develop themselves (Hidayah, 2020). Meanwhile, according to Robertson and Cooper (2010), psychological well-being is one of the factors that affect work engagement. If a person has high welfare, then it can help increase work engagement, and vice versa if the welfare is low. Officer et al. (2021) explained that psychological well-being, if associated with work, is one of the factors that can affect employee attitudes and performance. Employees can realize the potential that is in them, realize that potential, and show good performance. Robertson and Cooper (2010) state that the interaction between psychological well-being and work engagement can create a condition of full attachment, which is a condition where employees have a healthy psychological state and a high level of attachment that lasts a long time.

Hypothesis 5 (H5): psychological well-being affects work engagement.

Based on the hypothesis framework above, the research model can be described as can be seen in Figure 1 below:

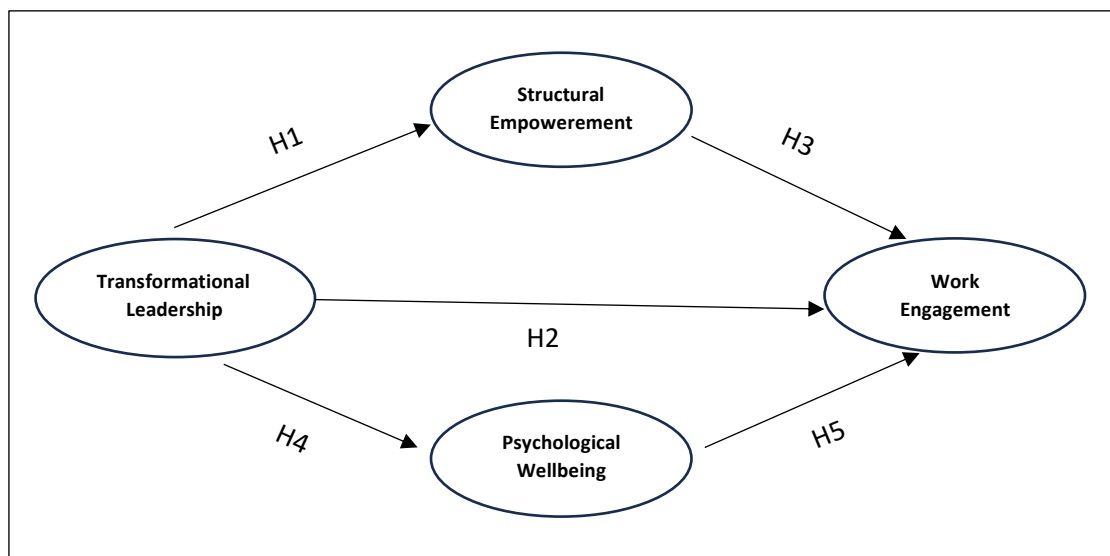


Figure 1. Research Model Framework

3. METHODOLOGY

The research method used in this research is the quantitative method. Data collection is done by distributing questionnaires through Google Forms online. Measurements are made using the Likert Scale with a scale of 1-4 (1 = Strongly Agree to 4 = Strongly Disagree). Transformational leadership variable measurement refers to research from Bass and Avolio's (1990) scale to measure transformational

leadership, which consists of 12 items that assess the dimensions of vision, inspirational communication, intellectual stimulation, supportive leadership, and personal recognition. Structural empowerment is measured by 12-item scales adapted from the Work Condition Effectiveness Questionnaire II developed by Laschinger et al. (2001). This scale captures four dimensions, namely opportunity, information, resources, and support. This scale has been used in many studies. Next, we use research from Schaufeli et al. (2001) to assess Work engagement. This scale assesses three dimensions, such as vigor, dedication, and absorption, and consists of 9 questions. For psychological well-being variables, we use the German version of the questionnaire (WHO-5) developed by the World Health Organization, consisting of 5 questions. (Topp et al., 2015)

The population in this study is employees who work in regional hospitals in Jakarta, Bogor, Depok, Tangerang, and Bekasi. The sampling technique is purposive sampling with the criteria of employees who have worked for one year as permanent employees. A leader is someone who has subordinates. Based on the research formula, Hair et al. (2014) determined the minimum number of samples to be 5-10 times the number of questions in the questionnaire. Questions on the questionnaire as many as 49 pieces are multiplied by 5 ($38 \times 5 = 190$). So, based on the calculation of the formula, the number of samples used in this study is a minimum of 190 respondents.

This study is a quantitative study that uses the Structural Equation Model Partial Least Square (SEM-PLS) method and data processing using SmartPLS to test each valid and reliable indicator. There are two measurement models, namely Outer Model Analysis with five parameters, namely: Convergent Validity Value (loading factor) greater than 0.70, Average Variance Extracted (AVE) greater than 0.50, Discriminant Validity with Fornell Lecker value, Composite Analysis Reliability greater than 0.70, Cron Alfabach greater than 0.60 (Hair et al., 2013). Meanwhile, the Evaluation of Structural Model Measurement (Inner Model Analysis) uses five parameters, namely Path coefficients, Adjusted R Square (R^2), and fit model (goodness of fit index). Then, hypothesis testing based on the significant level of crisis t-value (t-value) for the two-sided test is 1.96 with a significance level of p-value (0.05). This means that it is said to be significant if the p-value is less than 0.05 and the value t is greater than 1.96.

Furthermore, Inner Model Analysis uses three parameters as follows: Path coefficients are used as a reference to determine the magnitude of partial influence between 0-1, either positive or negative. This value is used to determine the structural equation of the hypothesis model; the value of R Square (R^2) is used to measure how much it shows the magnitude of the independent variable relative to the dependent variable (Hair et al., 2018).

4. RESULT AND DISCUSSION

4.1. Result

Respondents in this study were employees who worked in hospitals located in the Jakarta, Bogor, Depok, Tangerang, and Bekasi areas. Based on the results of the questionnaire that has been distributed to 190 respondents with several character

classifications such as gender, age, employee status, position, length of work, final education, and work location. Based on the classification of questionnaires that have been distributed, 89.8%, namely women and 40.2% of men, the majority of respondents were permanent employees, as many as 76.2% and contract employees 23.8% which consisted of 53.7% staff and then head of division as much as 26.3%, and doctors 14.5% who were dominated by working for 1- 3 years as 43%, who worked 4-6 years 42.1% and employees who worked >6 years as much as 15%, the majority of respondents' age of 26 - 30 years as 37.9%, then 21-25 years old as much as 25.2%, age 31-35 years as much as 22.4%, and age < 20 years 0.5%. Based on educational status, most respondents had a bachelor's degree education of 55.1%, 20.6% had a diploma education, 12.6% had a bachelor's education, 8.9% of high school/vocational school graduates, and 2.8% had a bachelor's degree. Based on job location, most respondents work in the Jakarta area, which is 27,6%, then respondents in the Tangerang area as much as 20.6%, then those who work in the Depok area as much as 19.6%, then in the Bogor area as much as 16.8% and those who work in the Bekasi area as much as 15.4%.

Table 1. Validity and Reliability Test

Variable	Indicator	Outer Loadings Factors	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Transformational Leadership	TF1	0,855	0,943	0,945	0,952	0,664
	TF10	0,849				
	TF12	0,839				
	TF2	0,758				
	TF3	0,840				
	TF4	0,825				
	TF5	0,760				
	TF6	0,762				
	TF7	0,854				
Structural Empowerment	TF8	0,798	0,924	0,927	0,937	0,624
	SE1	0,753				
	SE10	0,730				
	SE12	0,774				
	SE2	0,817				
	SE3	0,836				
	SE5	0,754				
	SE6	0,812				
	SE8	0,801				
Psychological Well-being	SE9	0,827	0,834	0,841	0,890	0,670
	PW1	0,869				
	PW2	0,733				
	PW3	0,833				
Work Engagement	PW5	0,832	0,915	0,915	0,932	0,663
	WE1	0,855				
	WE2	0,804				
	WE3	0,799				
	WE4	0,797				

Variable	Indicator	Outer Loadings Factors	Cronbach's Alpha	rho_A	Composite Reliability	AVE
	WE5	0,844				
	WE6	0,802				
	WE7	0,795				

Source: SmartPLS 3.0 Data (2023).

Hair et al. (2017) stated in convergent validity reviewed from the value of outer loadings with the required value of > 0.7 Based on the table above shows that there is an indicator that is declared valid, namely the transformational leadership (TF) variable with ten indicators declared valid, and the remaining two indicators are invalid including TF9, TF11. Then, structural empowerment (SE) is declared with nine valid indicators, and the remaining three indicators, namely SE4, SE7, and SE11, are declared invalid. Furthermore, the psychological well-being (PW) variable with four valid indicators and the remaining one indicator is declared invalid, namely PW4, then work engagement (WE) with seven indicators is declared valid, and the remaining two indicators are declared invalid. And to see the reliability reviewed from the Composite Reliability (CR) and Average Variance Extracted (AVE) values with the required values of CR > 0.7 and AVE > 0.5. Based on Table 1. overall, this study can be said to be valid because all indicators have a loading factor value above 0.7. The calculation results in this study for CR and AVE in the transformational leadership variable (CR=0,943; AVE=0,664), then the structural empowerment variable (CR=0,924; AVE=0,624), then the psychological well-being variable (CR=0,834; AVE=0,670), then the work engagement variable (CR=0,915; AVE=0,663). So that based on the research results, it can be said that all variables in this study are valid and reliable.

Table 2. R Square Test Result

Variable	R Square	R Square Adjusted	Conclusion
<i>Psychological well-being</i>	0,819	0,818	Strong
<i>Structural Empowerment</i>	0,889	0,888	Strong
<i>Work Engagement</i>	0,922	0,920	Strong

Source: SmartPLS 3.0 Data (2023).

The table above is the result of the structural model test (inner model) on the determination coefficient (R²). There are three assessment criteria, namely values from 0 to 1, which are grouped into 0.75, 0.5, and 0.25, meaning that latent variables can be explained as strong, moderate, and weak influences (Hair et al., 2017). Based on the results of this study, the influence of transformational leadership on psychological well-being has a value of 0.819 or 81.9%, while the remaining 18.1% is influenced by other variables. Transformational leadership also has an influence on structural empowerment, with a value of 0.889 or 88.9%, while the remaining 11.1% is influenced by other variables. The work engagement variable is jointly influenced by transformational leadership, psychological well-being, and structural empowerment, with a value of 0.922 or 92.2% while the remaining 7.8% is influenced by variables outside the study.

Table 3. Fit Model Test

	Saturated Model	Estimated Model
SRMR	0.072	0.073
d_ ULS	2.431	2.511
d_ G	1,607	1.684
Chi-Square	1636.774	1665.649
NFI	0.731	0.726

Source: SmartPLS 3.0 Data (2023)

The table above is the result of the fit model test. In the fit model test, it can be seen from the model's SRMR value with the declared value that it meets the criteria if the SRMR value is < 0.10 . In this study, it is known that the SRMR value is 0.027, which means that this model is declared fit and suitable for testing hypotheses. Then, the NFI value is required with a value of > 0.9 , which is considered to have a high match if the value is close to 1. In this study, the NFI value is 0.731, which means that it has a good model fit.

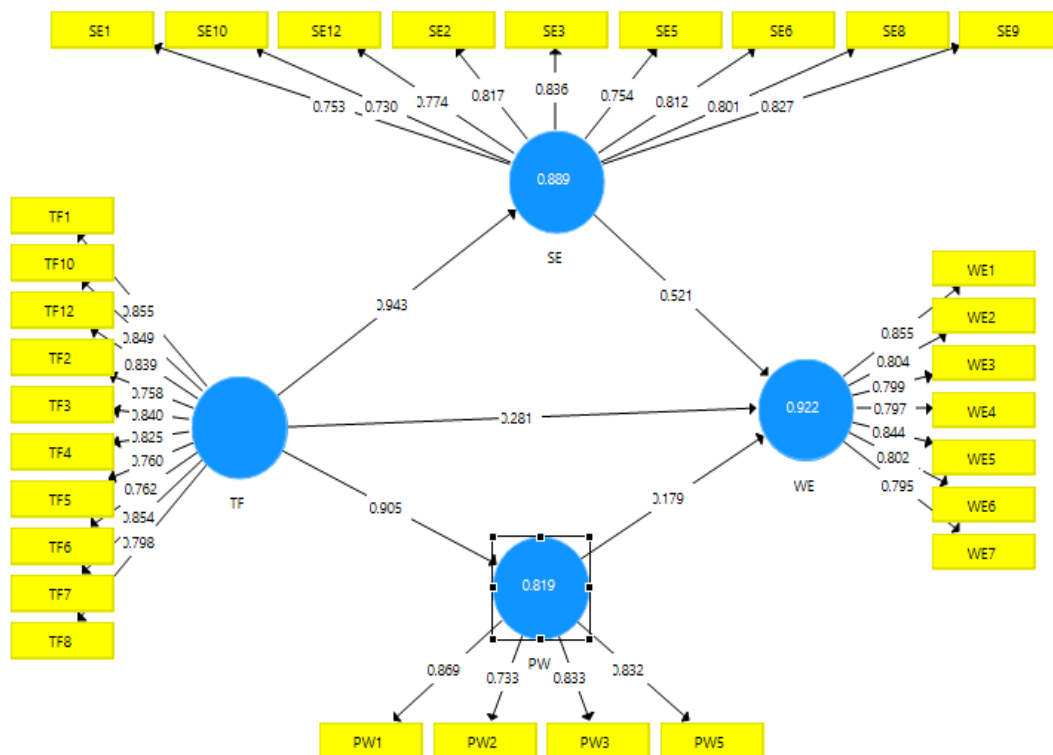


Figure 2. Bootstrapping Test Result (T-statistic)

Table 4. Research Model Hypothesis Test

Hypothesis	Original Sample	Standard Deviation (STDEV)	t statistics	P values	Conclusion
H1: Transformational leadership -> Structural empowerment	0.943	0.017	55.028	0.000	Hypothesis Accepted
H2: Transformational leadership -> Work engagement	0.281	0.298	3.199	0.001	Hypothesis Accepted
H3: Structural empowerment -> Work engagement	0.521	0.515	6.397	0.000	Hypothesis Accepted
H4: Transformational leadership -> psychological well-being	0.281	0.298	3.199	0.001	Hypothesis Accepted
H5: Psychological well-being -> Work engagement	0.179	0.168	2.338	0.020	Hypothesis Accepted

Source: SmartPLS 3.0 Data (2023)

Hypothesis 1 shows that transformational leadership affects structural empowerment. In the test results in the table above, you can see the T value of 55,028 with a p-value of 0.000 and the original sample results of 0.943, meaning that hypothesis 1 is accepted. Hypothesis 2 shows that transformational leadership affects work engagement. It has a t-value of 3,199 with a p-value of 0.001 and the original sample result of 0.281, so hypothesis 2 is accepted. Hypothesis 3 shows that structural empowerment has an influence on work engagement with a t-value of 6,397 with a p-value of 0.000 and the original sample result of 0.521, meaning that hypothesis 3 is accepted. Hypothesis 4 shows that transformational leadership has an influence on psychological well-being with a T value of 41,391 with a p-value of 0.000, with the original sample of 0.905, meaning that hypothesis 4 is accepted. Hypothesis 5 shows that psychological well-being affecting work engagement has a t-value of 2,338 with a p-value of 0.020, and the original sample result of 0.197 means that hypothesis 5 is accepted.

Table 5. Indirect Effect

	Original Sample (O)	Standard Deviation (STDEV)	t Values	P Values	Conclusion
Transformational leadership -> Structural empowerment-> Work engagement	0.162	0.068	2.363	0.019	Become a Mediator
Transformational leadership -> Psychological well-being -> Work engagement	0.491	0.075	6.503	0.000	Become a Mediator

Source: SmartPLS 3.0 Data (2023)

In the test of indirect effects, transformational leadership -> Structural empowerment-> Work engagement has a statistical T value of 2.363 with a p-value of 0.019. So, it was concluded that there is a strong impact between transformational leadership and work engagement through structural empowerment as a moderation variable. Then, the results of the indirect Transformational leadership test -> Psychological Well-being-> Work engagement has a statistical T value of 6.503 with a p-value of 0.000. So, it is concluded that there is a strong impact between transformational leadership on work engagement and psychological well-being as a moderation variable. Based on these results, in this study, Structural empowerment and psychological well-being can be a bridge for the influence of transformational leadership on work engagement.

4.2. Discussion

The first hypothesis shows the results where transformational leadership has an influence on structural empowerment. This proves that when employees feel happy to be around superiors who are able to give clues in solving problems, it has a positive influence on productivity and work motivation. The existence of these instructions provides clear guidance to overcome obstacles or challenges that arise. This can also increase self-confidence due to the measurable direction to complete complex tasks. In addition, positive interaction with superiors can create an inclusive and collaborative work environment where employees feel supported and appreciated. All of these factors can have an impact on improving the quality of work and better working relationships between superiors and subordinates. This is in line with the research conducted by García-Sierra and Fernández-Castro (2018), which states that there is a direct positive impact of transformational leadership on structural empowerment, transformational leadership style promoting structural empowerment by giving access to opportunities, information, support, and resources.

The second hypothesis is that transformational leadership is able to increase work engagement. In this research, it was found that transformational leadership is able to influence work engagement among hospital workers, which means that with the involvement of leaders, it can create an inspiring work environment, empower employees, and create positive relationships with the team. With this, employees will feel involved in their work. Employees who feel engaged with their work tend to be more dedicated, more productive, and more likely to remain in the organization in the long run. Conversely, less inspiring or authoritarian leadership may lead to a lack of work engagement. Research done by Tims et al. (2011) states that a resourceful work environment, such as that created by transformational leadership, is an important prerequisite for an employee to be involved. This can increase employee optimism and increase their work engagement.

The next hypothesis shows that structural empowerment has an influence on work engagement. This means that when the organization is active in providing opportunities to employees in various ways, a high level of commitment and concentration will arise because employees feel supported and motivated to contribute optimally to the work environment. By implementing structural empowerment, organizations can increase employee work engagement, which in turn will bring benefits such as increasing productivity, creativity, and employee retention. Employees who feel supported and have an important role in the organization tend to be more emotionally and cognitively involved in their work,

bringing a positive impact to the organization as a whole. This is in line with what Amor et al. (2021) state that when employees have access to the resources and assistance they need, to carry out their duties properly, they are more likely to feel engaged and committed to their work.

The fourth hypothesis, namely transformational leadership, affects psychological well-being. The support provided by superiors to employees has a significant influence on their level of happiness in the workplace. Employees who feel supported by their superiors tend to have more positive feelings about their work and the overall work environment. Transformational leadership tends to create a supportive work environment, provide emotional support, and facilitate the growth and personal development of subordinates, contributing to increasing the psychological well-being of employees. When subordinates feel motivated and involved in their work, they tend to experience higher psychological well-being. This is in line with research conducted by Sivanathan et al. (2004) that shows that leaders who support and empathize with employees will create psychological well-being, which can help leaders build positive relationships with employees.

The fifth hypothesis, namely psychological well-being, affects work engagement. When employees feel excited and full of energy in the workplace, this has a positive impact on productivity, creativity, and overall organizational success. Employees with high psychological well-being tend to have a more positive view of the future and the tasks at hand. This optimism can increase enthusiasm in carrying out work. Organizations should strive to create a positive work environment that supports the psychological well-being of employees, leading to higher levels of job engagement and overall job satisfaction. This is in line with research conducted by Perwira et al. (2021), which explains that psychological well-being, if associated with work, is one of the factors that can affect employee attitudes and performance. Employees can realize the potential that is in them, realize that potential, and show good performance.

5. CONCLUSION

From the research above, it can be concluded that transformational leadership has an influence on work engagement, structural empowerment has an effect on work engagement, psychological well-being has an effect on work engagement, transformational leadership has an effect on structural empowerment, and transformational leadership has an effect on psychological well-being. The conclusion that can be drawn from this study is the importance of transformational leadership as a supporting factor that strengthens the influence of structural empowerment and psychological well-being on work engagement. It can be seen in the results of this study that the value of the influence of transformational leadership on structural empowerment is the highest. This proves that leadership in hospital workers plays an important role in creating structural empowerment that can produce positive organizational results. Transformational leadership that is able to support individual development and growth through mentoring, training, and support will help team members feel involved and have clear goals. With the support provided by superiors, team members feel they have a clear direction in their work, which in turn can increase their sense of empowerment. The existence of transformational leadership, structural empowerment, and psychological well-being in the work

environment can increase employee work engagement. All these factors are interrelated and contribute to creating a productive and positive work environment.

5.1. Research Limitations

This research still has limitations or limitations that need to be improved in further research. First, this research was only carried out in Jakarta, Bogor, Depok, Tangerang, and Bekasi. So that further research can be done in other areas. Second, this research uses research objects, namely private and government hospitals, for future research may be able to use only one hospital.

5.2. Managerial Implication

Based on the research that has been done, this research has managerial implications. That is, the hospital must be able to choose the right leader for the employees because the leader must be able to motivate and inspire each employee. In finding the right leader, the company can invest time and resources to conduct training for leaders in terms of providing direction, motivating, and creating an inspiring work environment. Then, the Company can design policies and systems that ensure transparency in career opportunities, clear information, support in overcoming obstacles, and access to necessary resources. Clear and open communication is the key to applying the principles of transformational leadership, structural empowerment, and support for psychological well-being. Companies can create effective communication channels between superiors and subordinates to ensure information, direction, and support are well delivered. In carrying out managerial functions, leaders must consider the interaction between supportive transformational leadership, empowering structural empowerment, and paying attention to psychological well-being because it can jointly increase work engagement and produce a more engaged, productive, and satisfied team. Companies can plan for employee gatherings and do team-building programs in order to motivate or find the right leader.

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