

**MEDIATING EFFECT OF MEANINGFUL WORK
ON THE INFLUENCE OF JOB RESOURCES,
PERSONAL RESOURCES AND
TRANSFORMATIONAL LEADERSHIP
TOWARDS WORK ENGAGEMENT**

KOLOKIUM PENYELIDIKAN INTAN 2020

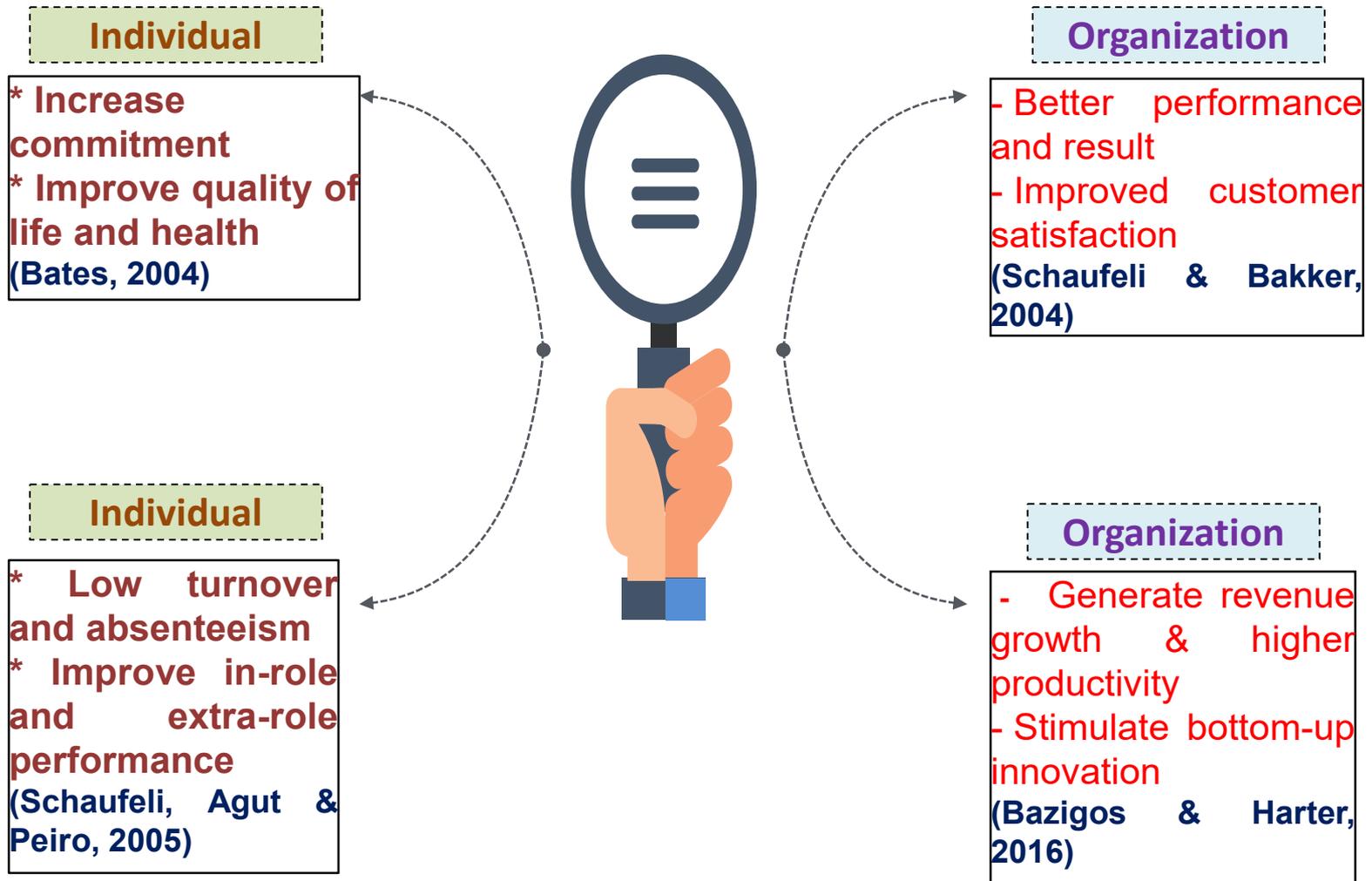
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Background of the Study



Background of the Study

**ENGAGED
WORKFORCE**



**Public Service
Transformation**

Year: 2015

✓ National Blue Ocean Strategy (NBOS) in the current 11th Malaysian Plan (2016 – 2020)

Year: 2009 - 2010

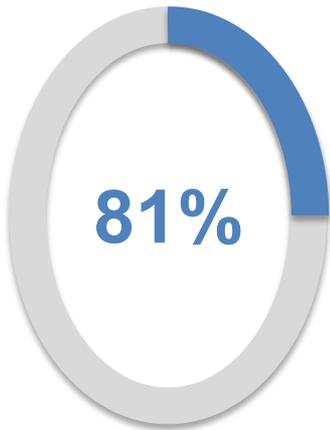
- ✓ '1 Malaysia: People First, Performance Now'
- ✓ Government Transformation Programme (GTP)
- ✓ National Key Result Area (NKRA)
- ✓ Economic Transformation Programme (ETP)

Year: 2004

- ✓ Key Performance Index (KPI)
- ✓ National Integrity Plan (NIP)
- ✓ Integrity Institute of Malaysia (IIM)

Global Engagement Report

Gallup Report
(2013)



Percentage of Malaysia employees disengaged (among the highest in the world)

International Data Corporation
(2016)



Malaysian professionals are engaged (lowest in Asia Pacific)

Jobstreet.com
(2016)



Percent of Malaysian employees that fall under disengaged group

AON Employee Engagement Report
(2017)



Malaysia & Singapore having the lowest engagement score among major Asian market

Statement of the Problem

Limited of research from
academic field and public service
(Kim, Kolb & Kim, 2013;
Fairlie, 2011)

**FEW STUDIES ON
WORK ENGAGEMENT
AND MEANINGFUL WORK**

**NO CONSENSUS ON WORK
ENGAGEMENT FRAMEWORK**

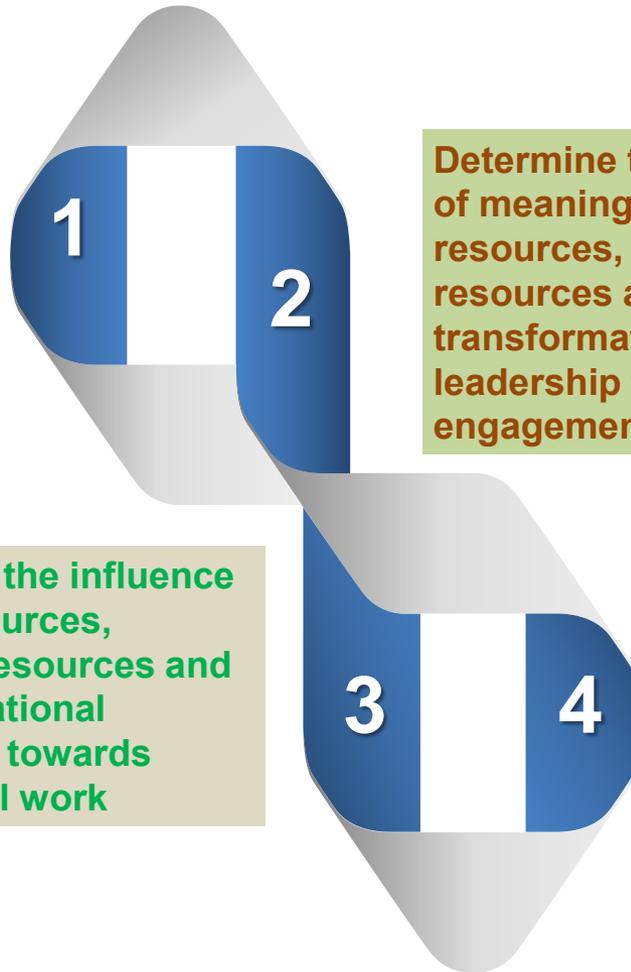
Scholars have different
opinions on the right tools,
mechanism and research
framework
(Bakker & Leiter, 2010)

CRITICISM OF JD-R MODEL

Only highlighted work
resources. Fail to recognize
the role of leadership and
psychological aspect
(Brief & Weiss, 2002;
Albrecht, 2013)

Research Objectives

Determine the level of work engagement, meaningful work, job resources, personal resources and transformational leadership



Determine the influence of meaningful work, job resources, personal resources and transformational leadership towards work engagement

Determine the influence of job resources, personal resources and transformational leadership towards meaningful work

Determine the mediation effect of meaningful work on the influence of job resources, personal resources and transformational leadership towards work engagement

Literature Review

Key Concept of Work Engagement

KEYWORD 1

'Positive work that is closely related to state of mind which is characterized by vigor, dedication, and absorption'

(Schaufeli, Pinto, Salanova & Bakker, 2002)

KEYWORD 2

-Vigor is associated with feeling energetic, strong mental and able to put more effort than required.

-Dedication can be referred as having the feeling of important, highly committed, well motivated, readily inspired and able to take challenges.

- Absorption is being fully concentrated and heavily attached in his role performance.

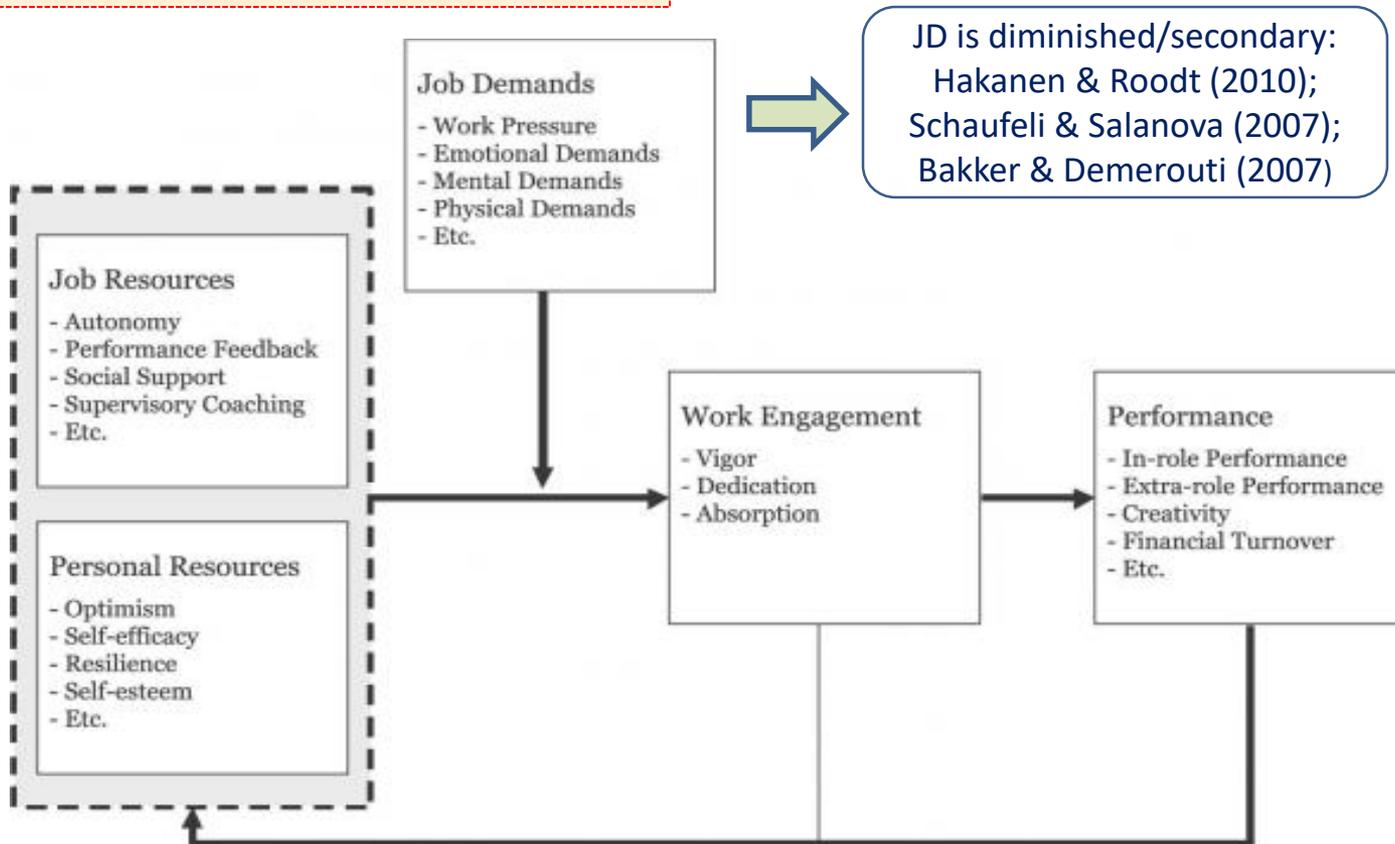
KEYWORD 3

Bakker, Simon and Leiter (2011):

'Most scholars agreed that it is related to energy, involvement and willingness of employees in ensuring organizational goals can be achieved'

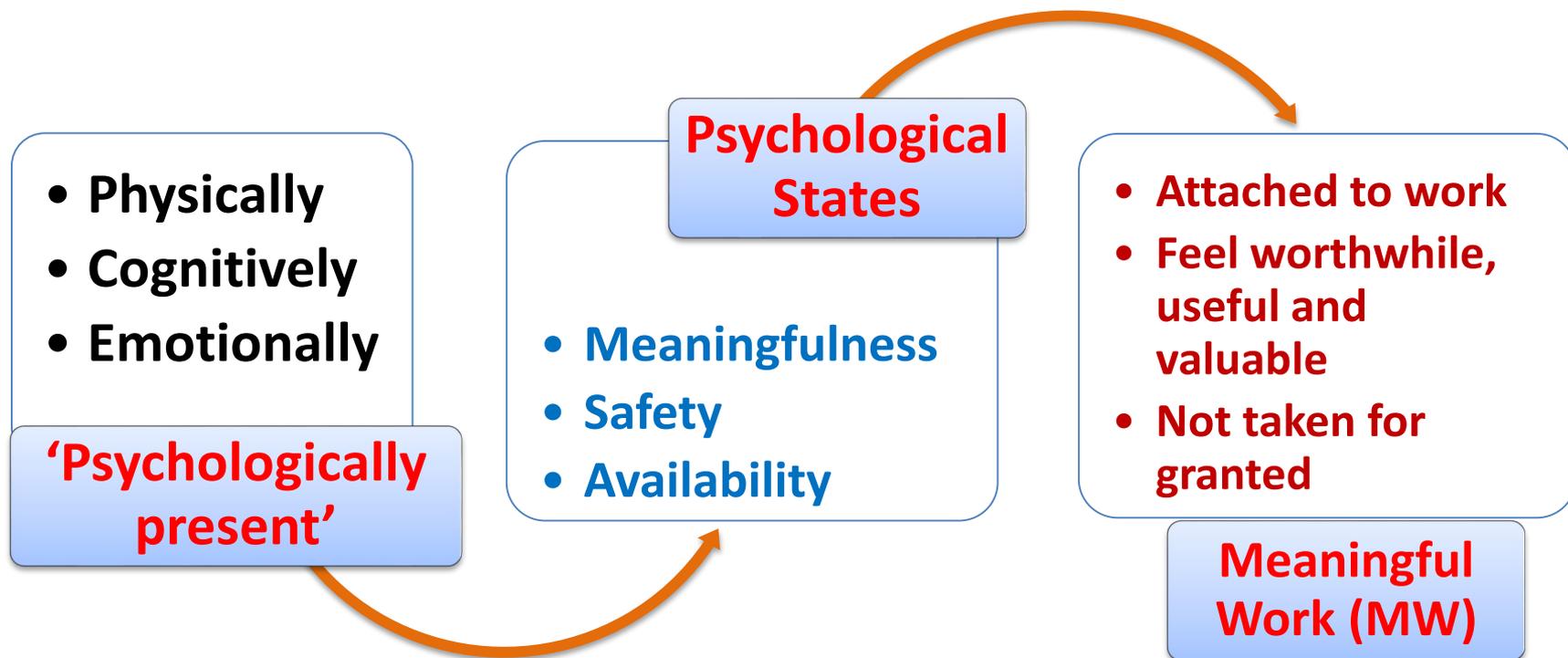
Model and Theory

A. Job Demands – Resources Model



Source: Based on Bakker & Demerouti (2007)

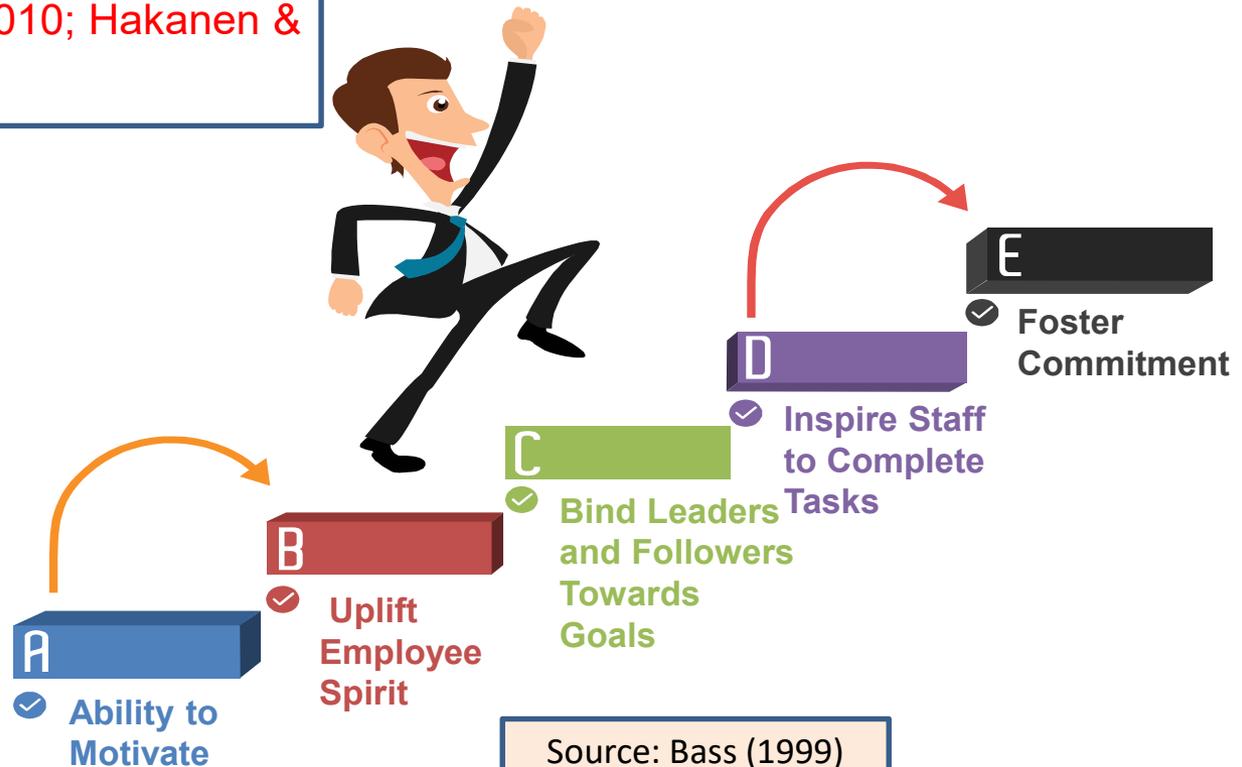
B. Kahn Theory on Psychological Conditions of Engagement (1990)



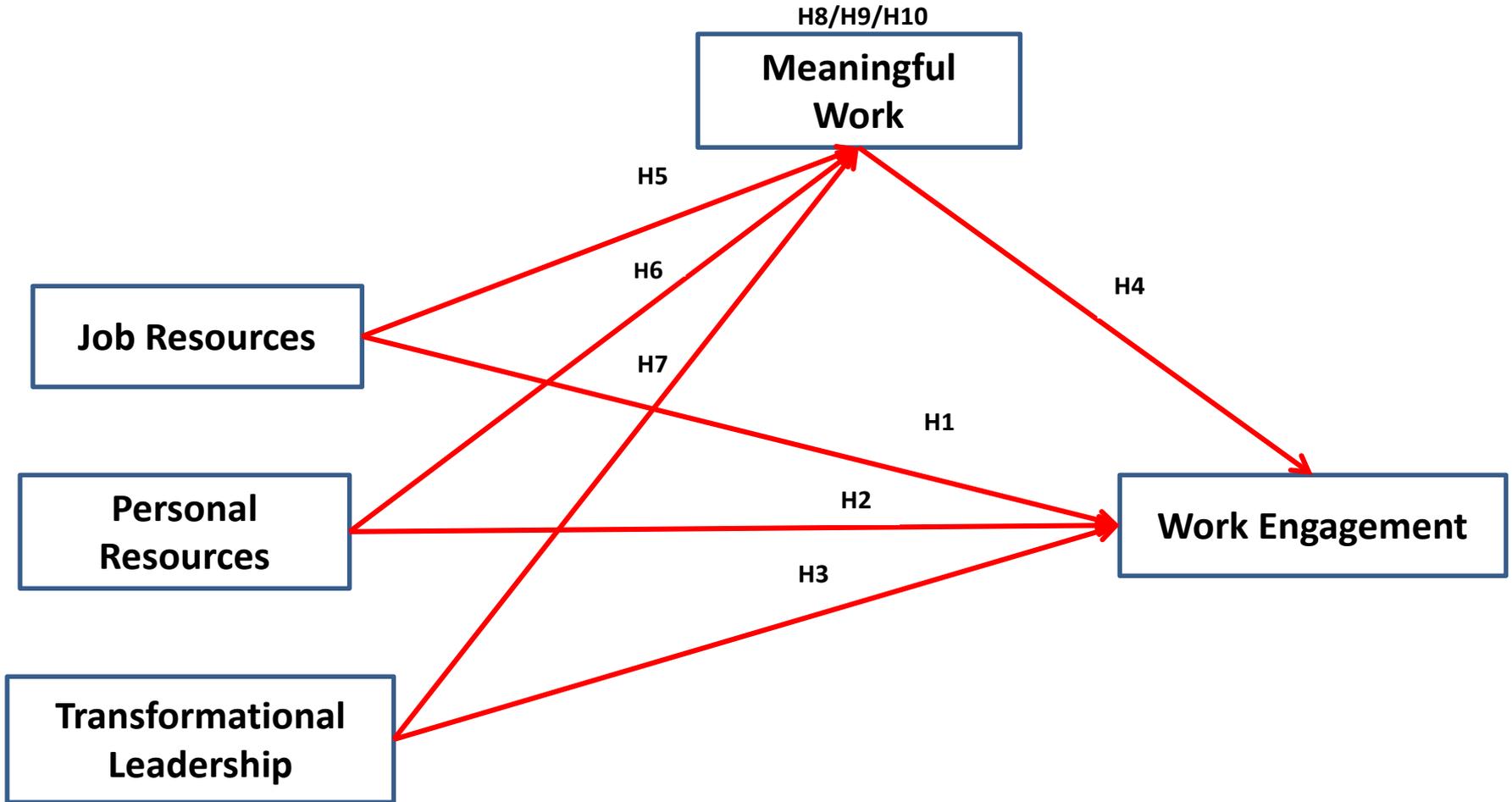
Employee psychology will determine employees in getting engaged or not.
MW is underrepresented in many models (Albrecht, 2013; Fairlie, 2011)

C. Transformational Leadership

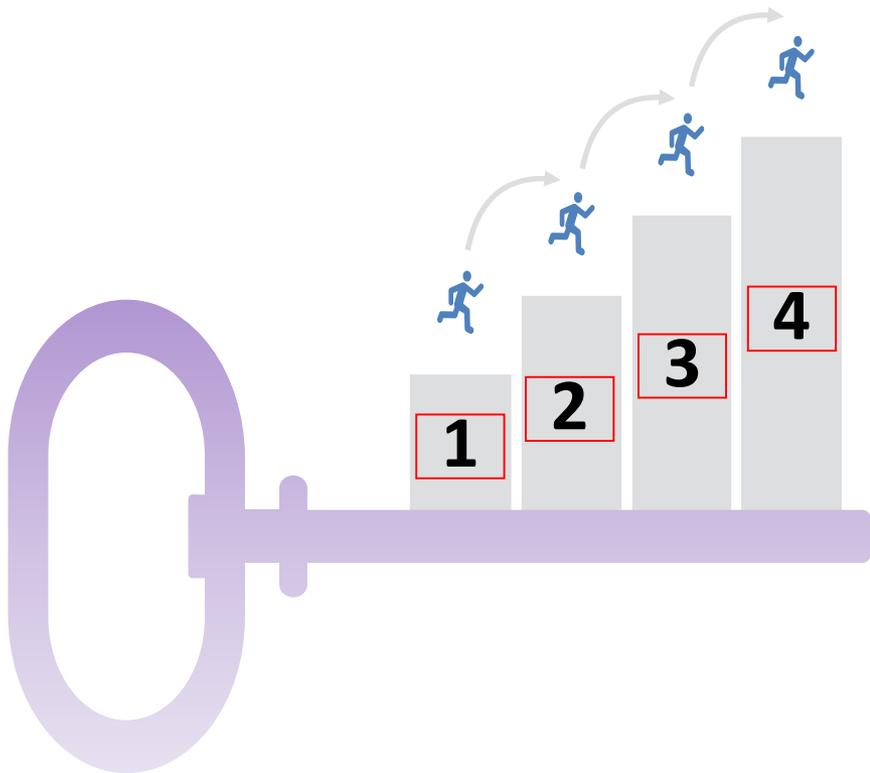
JD-R model does not take into account leadership style in which TL is known to have big impact in fostering WE (Skakon, Nielsen, Borg & Guzman, 2010; Hakanen & Roodt, 2010)



Research Framework



Research Methodology



1. Quantitative Approach

Cross
Sectional
Study

2. Data Collection

Questionnaires
(Drop & Collect)

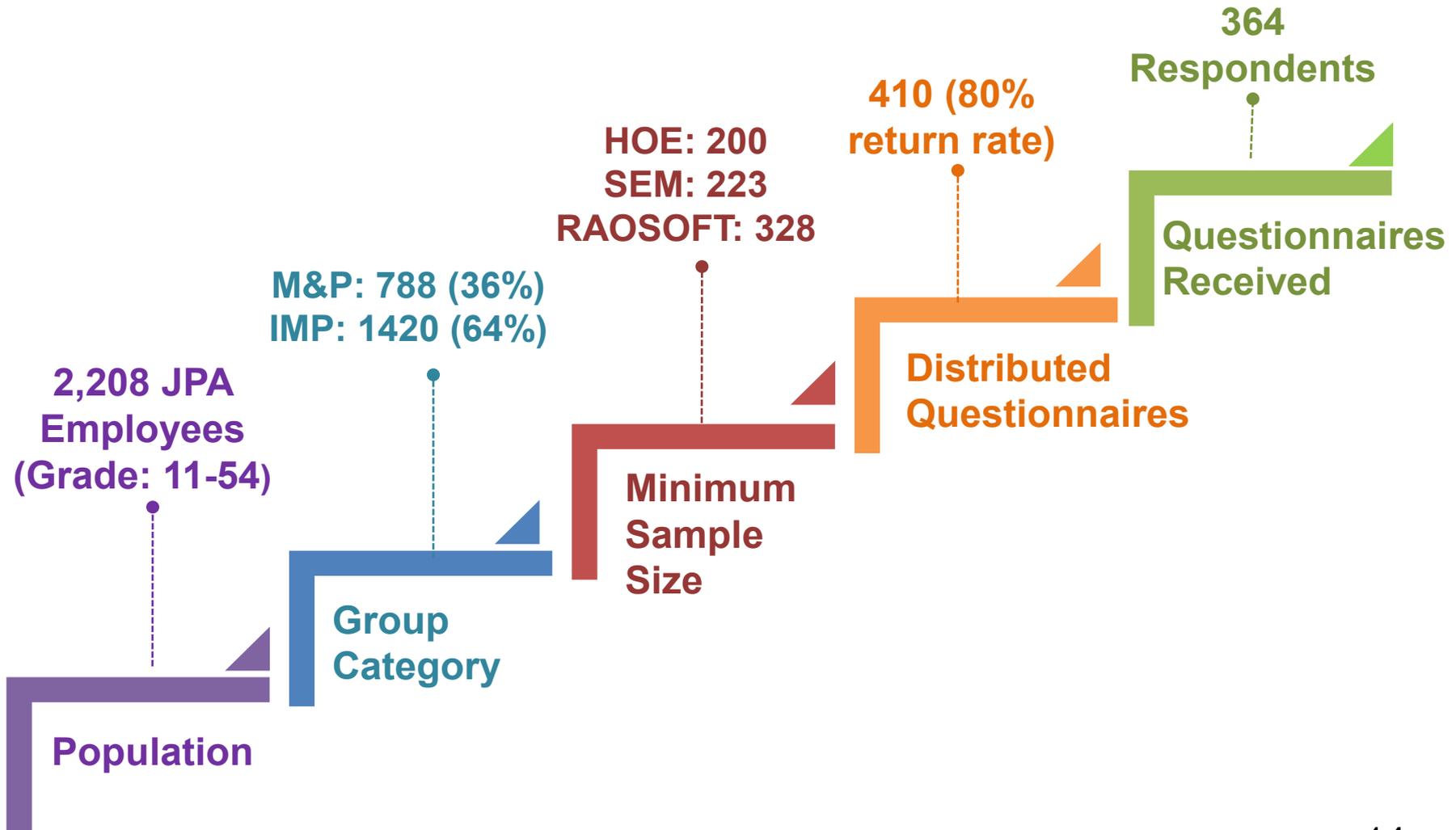
3. Sampling Procedure

Proportionate
Stratified
Random
Sampling

4. Data Analysis

SPSS
SEM-AMOS

Population & Sampling



Results (Objective 1 & 2)

Level of Constructs

Construct	Level
Work Engagement	High
Meaningful Work	High
Job Resources	High
Personal Resources	High
Transformational Leadership	High

Results (Objective 3)

Direct Influence of Constructs on Work Engagement

Hypothesized Path	<i>b</i>	<i>S.E.</i>	<i>Beta</i>	<i>CR</i>	ρ	Result
JR – WE (H1)	-.015	.186	-.007	-.079	-.937	Non-significant
PR – WE (H2)	.703	.156	.321	4.491	.000	Significant
TL – WE (H3)	.083	.105	.061	0.796	.426	Non-significant
MW – WE (H4)	.813	.115	.540	7.073	.000	Significant

$R^2 = .642$

Results (Objective 4)

Direct Influence of Constructs on Meaningful Work

Hypothesized Path	<i>b</i>	<i>S.E.</i>	<i>Beta</i>	<i>CR</i>	<i>p</i>	Result
JR – MW (H5)	.452	.150	.342	3.012	.003	Significant
PR – MW(H6)	.685	.113	.471	6.080	.000	Significant
TL – MW (H7)	-.080	.086	-.089	-.931	.352	Non-Significant

$$R^2 = .437$$

Results (Objective 5)

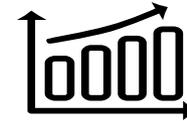
Mediation Effect of Meaningful Work on Constructs

Construct	SIE	SE	<i>p</i>	κ^2	Effect Size	Result
Job Resources (H8)	.172	.059	.001	0.192	Medium	Supported
Personal Resources (H9)	.238	.062	.000	0.247	Medium	Supported
Transformational Leadership (H10)	-.017	.050	.724	0.058	Small	Not Supported

Conclusion

01

Personal self characters and positive psychology of meaningful work have direct influence towards fostering WE



JPA employees are self-motivated in becoming engaged without depending much on JR and TL

02

JR and PR have direct influence towards MW which is vital in fostering WE



03



Meaningful Work proves to be a strong mediator in increasing level of WE by utilizing available work resources (JR and PR)

04

Research Implications

Theories

Extend the current JD-R Model

Support both JD-R and KTPCE

Meaningful Work as important mediator

HRD Practices

Work Engagement antecedents

INTAN introduce customized training

HRD activities:
- Forum, Townhall, coaching and mentoring



TERIMA KASIH
THANK YOU