

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

**KOLOKIUUM PENYELIDIKAN INTAN 2020**

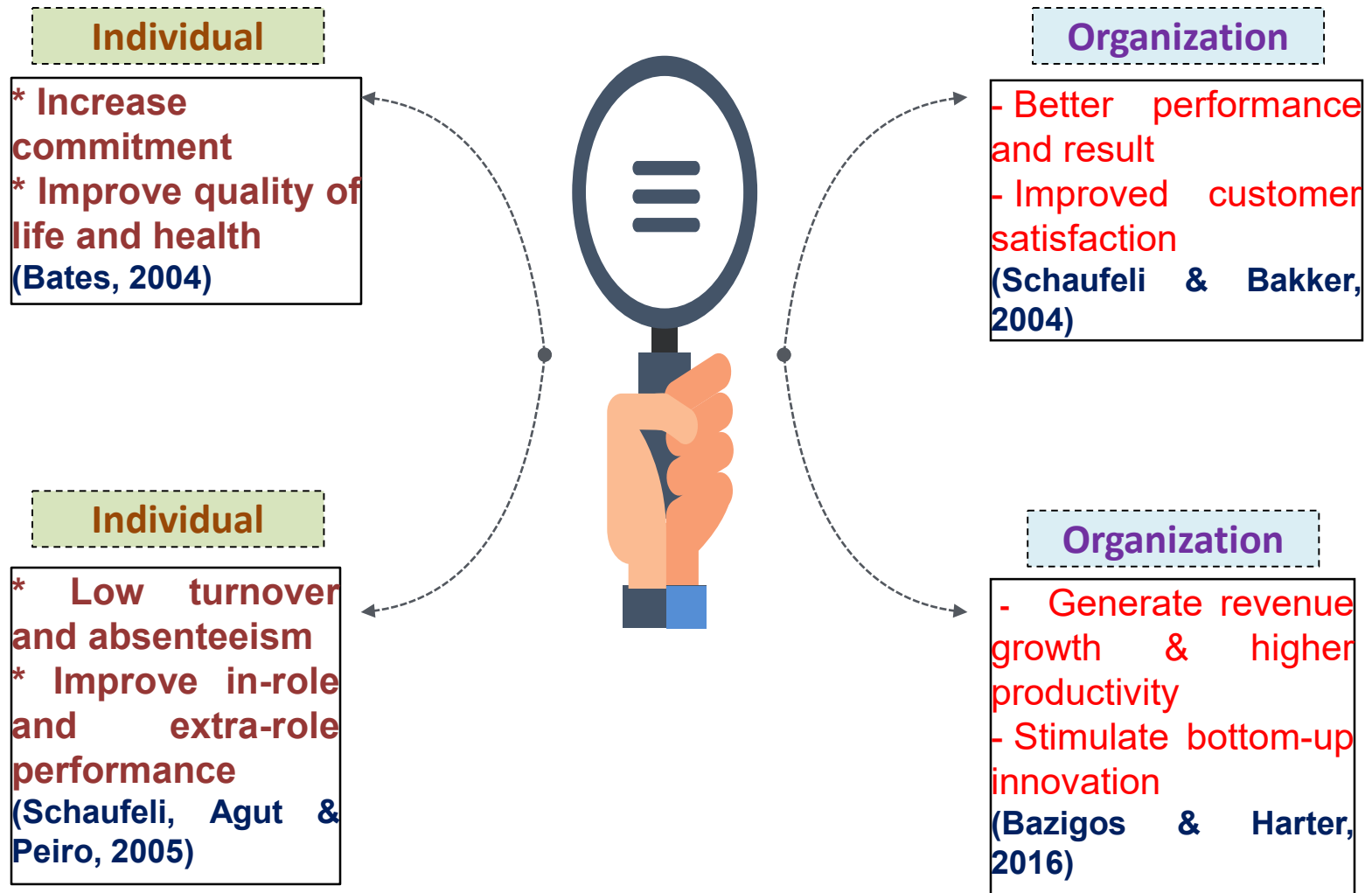
**Dr. Zaki Zakaria**

# TABLE OF CONTENT

1. Background of the Study
2. Global Engagement Report
3. Statement of the Problem
4. Research Objectives
5. Literature Review
6. Model and Theory

7. Research Framework
8. Research Methodology
9. Population & Sampling
10. Results
11. Conclusion
12. Research Implications

# Background of the Study



# Background of the Study

**ENGAGED  
WORKFORCE**



**Public Service  
Transformation**

**Year: 2015**

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

**Year: 2009 - 2010**

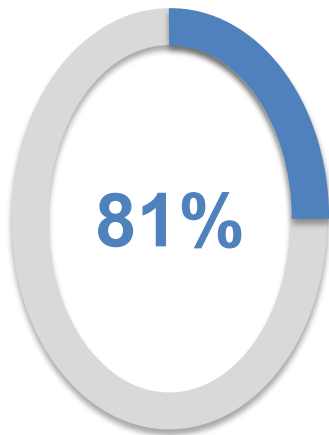
- ✓ '1 Malaysia: People First, Performance Now'
- ✓ Government Transformation Programme (GTP)
- ✓ National Key Result Area (NKRA)
- ✓ Economic Transformation Programme (ETP)

**Year: 2004**

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

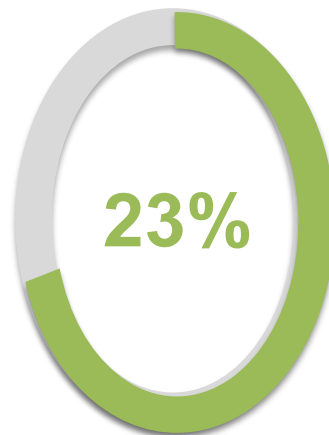
# Global Engagement Report

Gallup Report  
(2013)



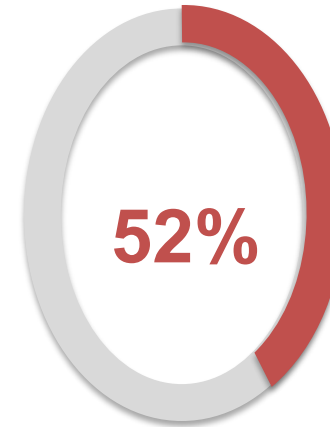
Percentage of Malaysia employees disengaged (among the highest in the world)

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**

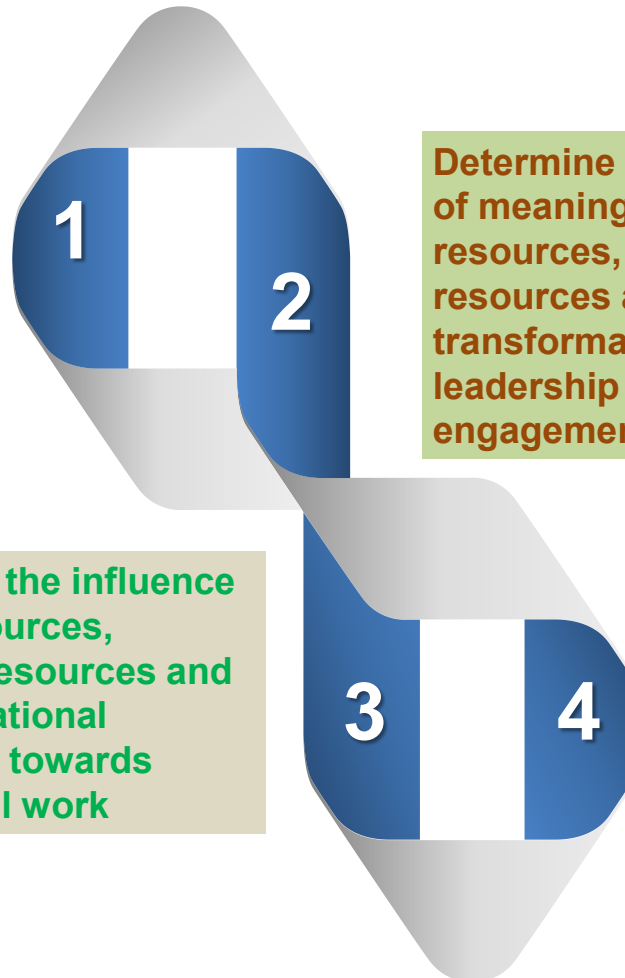
Scholars have different  
opinions on the right tools,  
mechanism and research  
framework  
(Bakker & Leiter, 2010)

**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

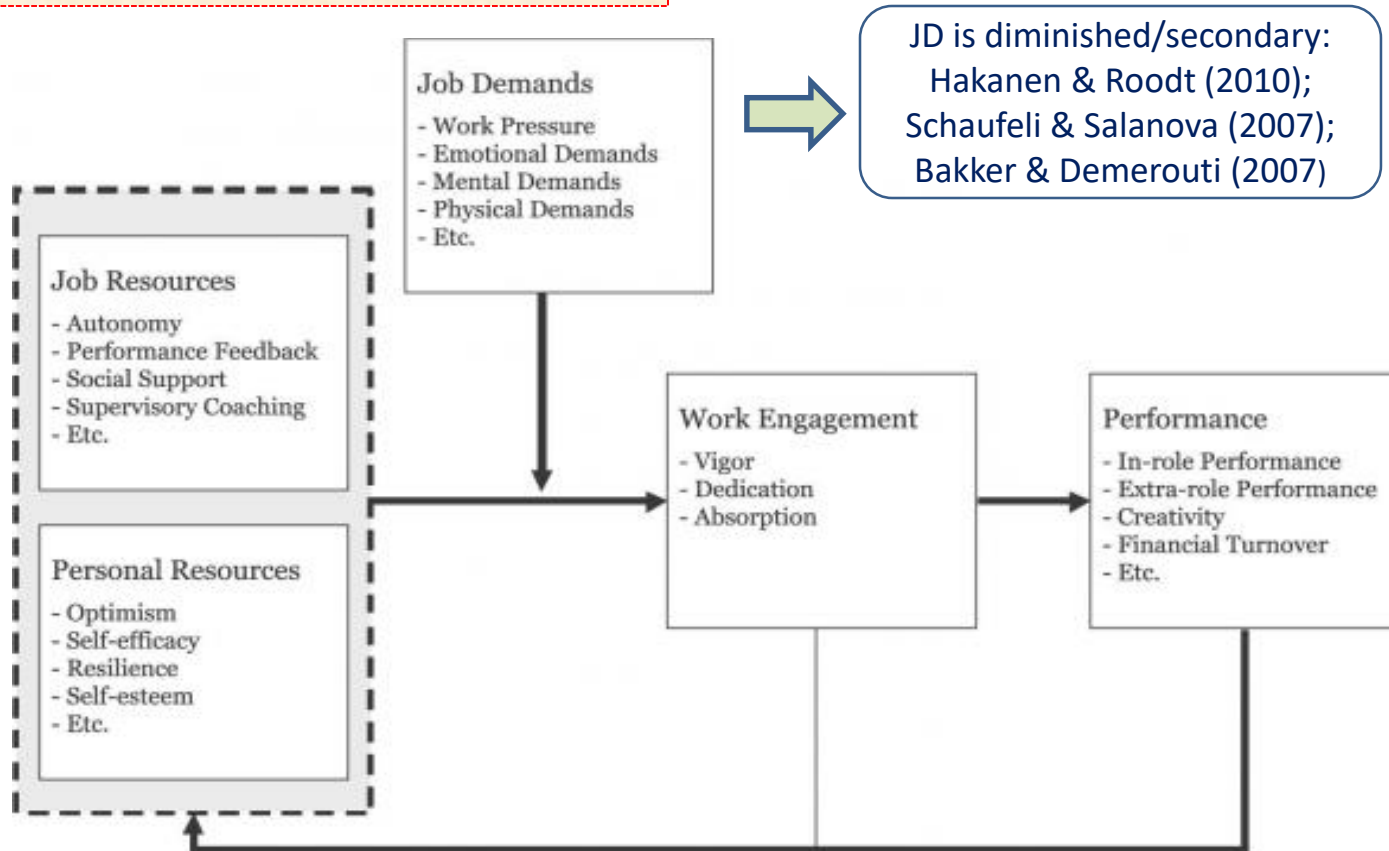
Bakker, Simon and Leiter (2011):

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



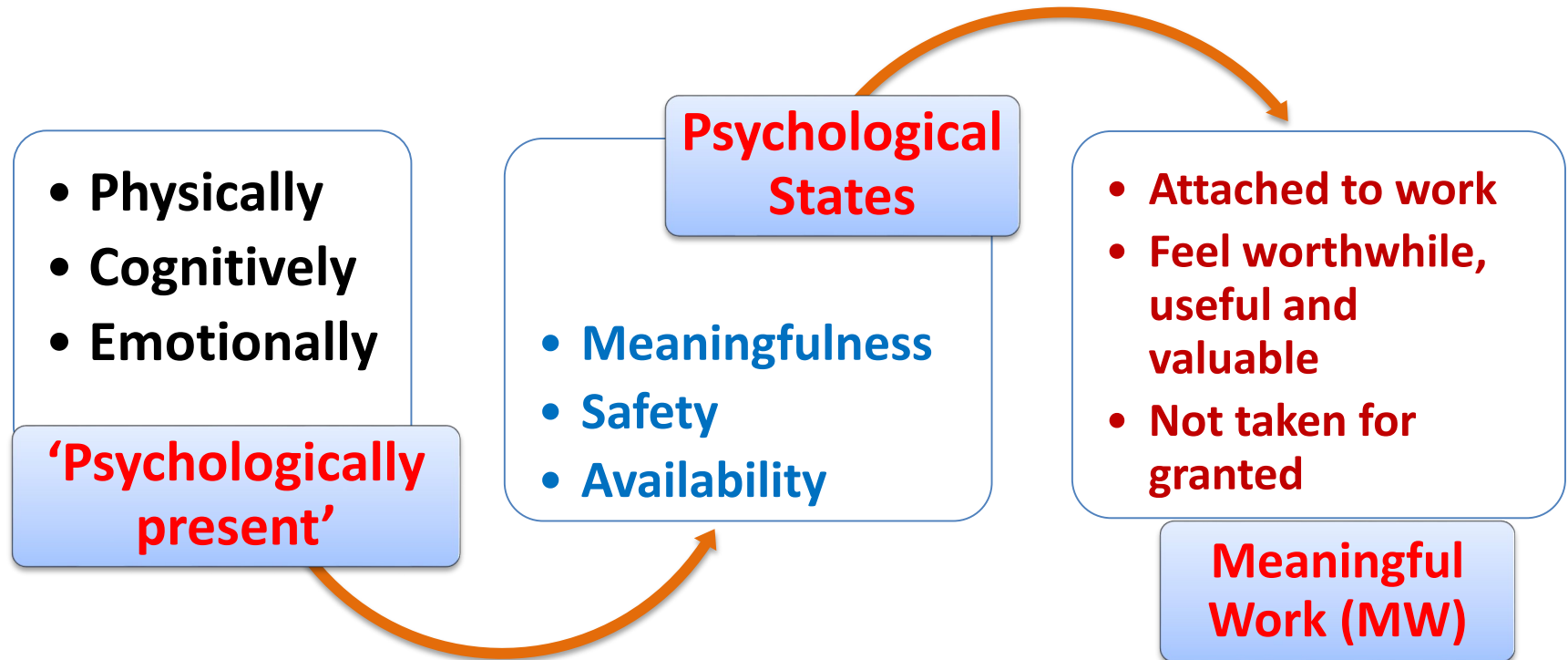
# Model and Theory

## A. Job Demands – Resources Model



Source: Based on Bakker & Demerouti (2007)

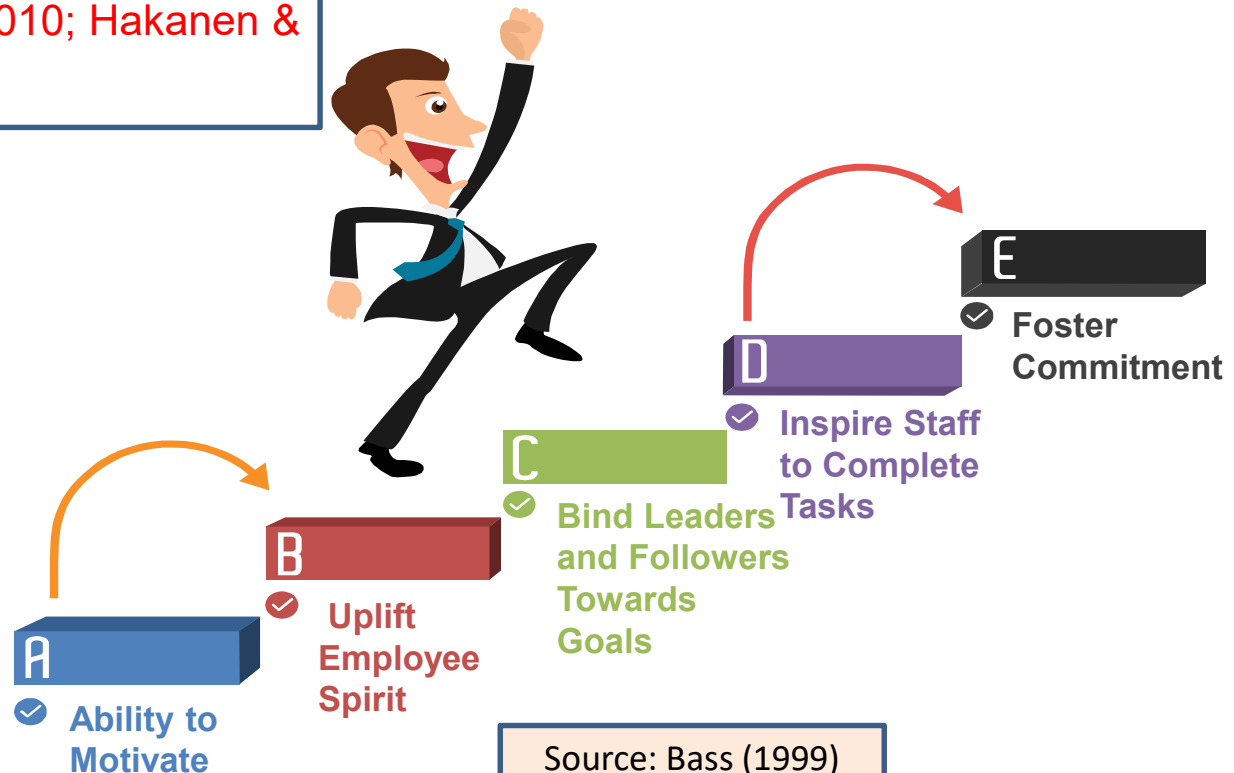
## B. Kahn Theory on Psychological Conditions of Engagement (1990)



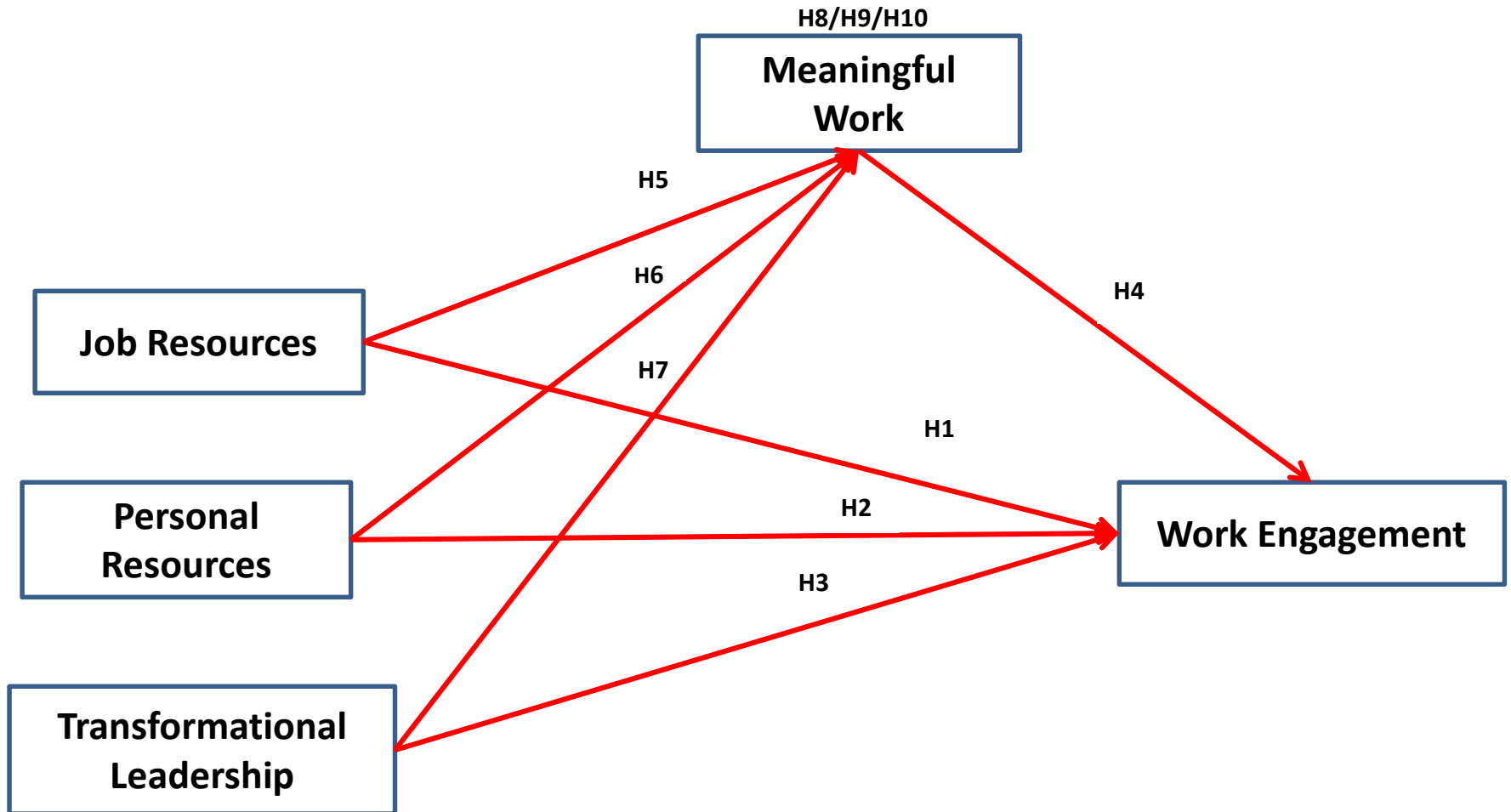
Employee psychology will determine employees in getting engaged or not.  
MW is underrepresented in many models (Albrecht, 2013; Fairlie, 2011)

## C. Transformational Leadership

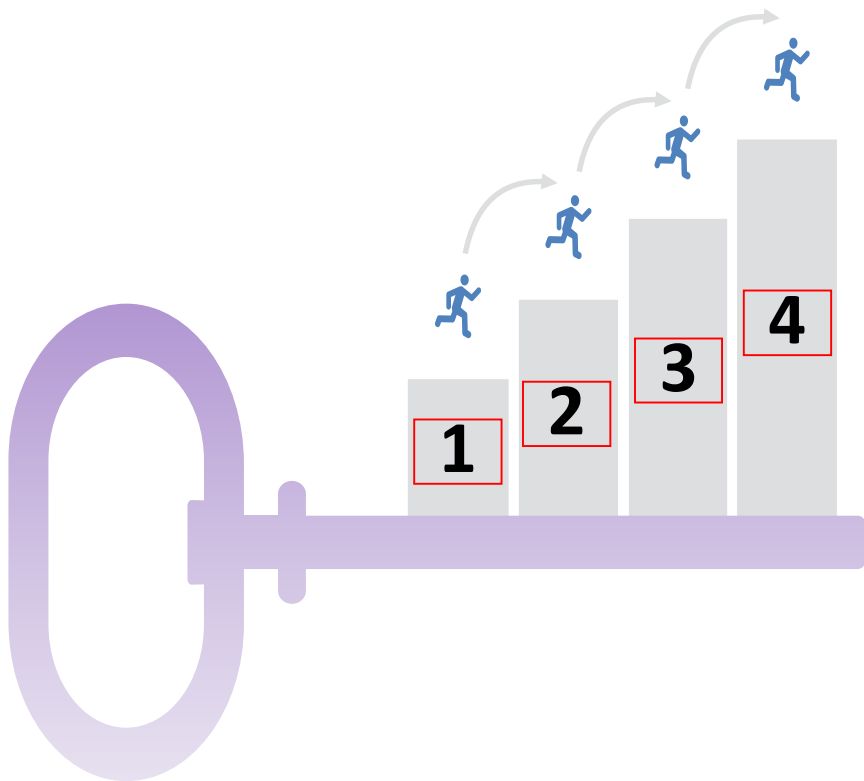
JD-R model does not take into account leadership style in which TL is known to have big impact in fostering WE (Skakon, Nielsen, Borg & Guzman, 2010; Hakanen & Roodt, 2010)



# Research Framework



# Research Methodology



## 1. Quantitative Approach

Cross  
Sectional  
Study

## 2. Data Collection

Questionnaires  
(Drop & Collect)

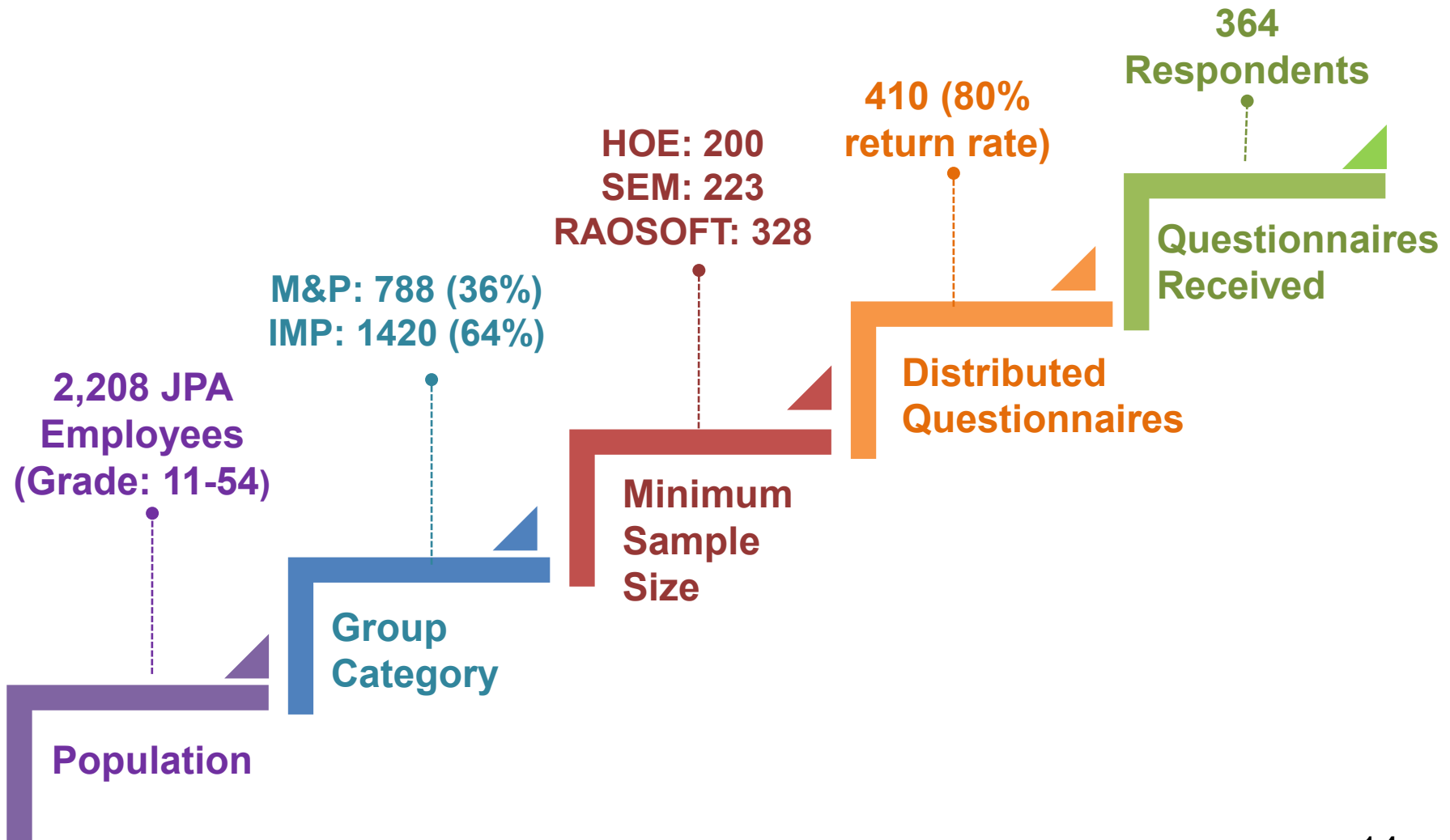
## 3. Sampling Procedure

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

$$R^2 = .642$$



## 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)

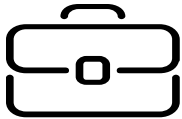
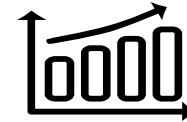
### Mediation Effect of Meaningful Work on Constructs

| Construct                         | SIE   | SE   | <i>p</i>    | $\kappa^2$ | Effect Size | Result           |
|-----------------------------------|-------|------|-------------|------------|-------------|------------------|
| Job Resources (H8)                | .172  | .059 | <b>.001</b> | 0.192      | Medium      | <b>Supported</b> |
| Personal Resources (H9)           | .238  | .062 | <b>.000</b> | 0.247      | Medium      | <b>Supported</b> |
| 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

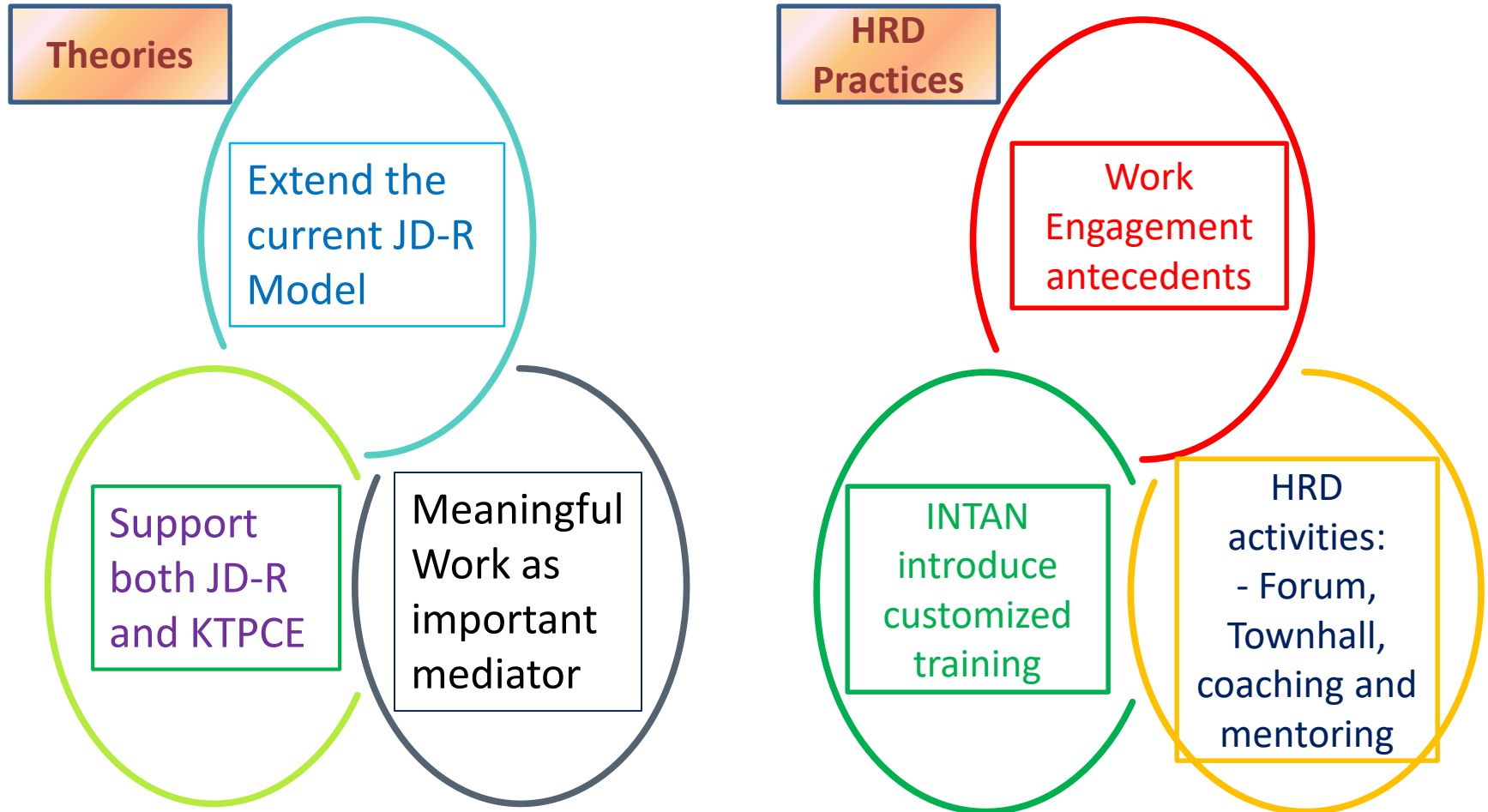
03



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

04

# Research Implications





**TERIMA KASIH**  
*THANK YOU*