Original Research Article | Artikel Penelitian Orisinal

# Schwartz's Values, Perceived Organizational Support (POS), and Work Engagement: The Mediating Role of Work Meaningfulness

## [*Schwartz's Values*, *Perceived Organizational Support (POS)*, dan *Work Engagement*: Peran Mediasi dari *Work Meaningfulness*]

Christian Kevin Kurniawan & Indrayanti
Fakultas Psikologi
Universitas Gadjah Mada

Conditions of the situation after the COVID-19 pandemic have an impact on the phenomenon of employee work engagement. Employees who are accustomed to working from home are asked to adjust to the new work design such as hybrid working. By having values and perceived organizational support (POS), employees who can find work meaningfulness will have higher work engagement in any work design after the COVID-19 pandemic. This study aims to examine the role of work meaningfulness as a mediator in the relationship between perceived organizational support (POS) and values toward work engagement. The data collection was carried out online and involved 220 Indonesian employees who worked in various fields. Study participants were recruited by purposive sampling method. Instruments of this study consist of the Survey of Perceived Organizational Support (SPOS), Portrait Values Questionnaire (PVQ), The Work and Meaning Inventory (WAMI), and Utrecht Work Engagement Scale (UWES). The data analysis in this study utilized the PROCESS mediation analysis. The results showed that work meaningfulness significantly had a mediating effect on perceived organizational support (POS) toward work engagement ($\beta = .743$; $p < .001$). Woek meaningfulness also had a mediating effect on values toward work engagement ($\beta = .581$; $p < .001$). Especially for values, work meaningfulness had a significant mediating effect on self-transcendence ($\beta = .129$; $p < .01$), openness to change ($\beta = .120$; $p < .05$), and conservation ($\beta = .220$; $p < .01$), but has no mediation effect on self-enhancement towards work engagement ($\beta = .108$; $p > .05$). This result confirms that having meaningfulness experience during working would increase the role of situational factors (perceived organizational support [POS]) and individual factor (values) toward work engagement.

*Keywords:* perceived organizational support (POS), values, work engagement, work meaningfulness

Kondisi pasca pandemi COVID-19 berdampak pada fenomena *work engagement* karyawan di tempat kerja. Karyawan yang terbiasa bekerja dari rumah diminta untuk menyesuaikan diri dengan desain kerja baru yang berupa *hybrid working*. Dengan memiliki *values* dan *perceived organizational support (POS)*, karyawan yang dapat menemukan *work meaningfulness* akan memiliki *work engagement* yang lebih tinggi pada kondisi desain kerja apapun pasca pandemi COVID-19. Studi ini bertujuan menguji peran *work meaningfulness* sebagai mediator dalam hubungan antara *perceived organizational support (POS)* dan *values* terhadap *work engagement*. Pengumpulan data studi dilakukan secara daring dengan melibatkan 220 karyawan dari berbagai bidang. Partisipan studi direkrut dengan metode *purposive sampling*. Pengumpulan data menggunakan *Survey of Perceived Organizational Support (SPOS)*, *Portrait Values Questionnaire (PVQ)*, *The Work and Meaningful Inventory (WAMI)*, dan *Utrecht Work Engagement Scale (UWES)*. Analisis data menggunakan uji mediasi *PROCESS*. Hasil studi menunjukkan bahwa *work meaningfulness* secara signifikan memiliki efek mediasi pada *perceived organizational support (POS)* terhadap *work engagement* ($\beta = 0{,}743$; $p < 0{,}001$). *Work meaningfulness* juga mampu memediasi hubungan antara *values* dan *work engagement* ($\beta = 0{,}581$; $p < 0{,}001$). Khusus untuk variable *values*, *work meaningfulness* memiliki efek mediasi pada dimensi *self-trancendence* ($\beta = 0{,}129$; $p < 0{,}01$), *openness to change* ($\beta = 0{,}120$; $p < 0{,}05$), dan *conservation* ($\beta = 0{,}220$; $p < 0{,}01$) terhadap *work engagement*, namun pada dimensi *self-enhancement*, *work meaningfulness*

tidak memiliki efek mediasi dalam hubungan antara *self-enhancement* terhadap *work engagement* ($\beta = 0,108$; $p > 0,05$). Hasil tersebut mengkonfirmasi bahwa memiliki pengalaman *meaningful* selama bekerja dapat meningkatkan peran faktor situasional (*perceived organizational support [POS]*) dan faktor individual (*values*) terhadap *work engagement*.

*Kata kunci: perceived organizational support (POS)*, *values*, *work engagement*, *work meaningfulness*

Post-COVID-19 conditions have brought changes in many work aspects, such as employees who initially worked from home (WFH) have shifted to hybrid working (combining working from home and the office). In many cases, employees have yet fully adjusted to working from home, but are now required to adjust to occassionally work from home or occasionally from the office. Moreover, employees are demanded to to master digital technology to improve their work flow. This condition causes greater uncertainty in their situation, and leads to confusion in carrying out their jobs. This may in turn lower employees' work drive. Giurge and Bohns (2020) discovered that in work-from-home conditions, employees face several problems, one being losing the ability to focus as a result of the narrowed boundaries between work responsibilities and carrying out domestic duties. Pudelko (2020) also discovered similar findings, that the post-COVID-19 condition has become a stressor that elicits negative emotions and causes employees to lack focus in their activities. Aside from this, employees have also become confused in reflecting on their work goals. The phenomonen in which employees lose their focus, drive, and objective in working, are indicators of low work involvement. The discussion around focus, drive, and dedication at work is commonly known as work engagement (Schaufeli & Bakker, 2010).

The situation of employees' low work engagement resulting from the COVID-19 pandemic is contradictive to one survey initiated by Quantum Workplace (2020), which found a 2.48% increase in

Kondisi pasca pandemi COVID-19 membawa perubahan dalam aspek pekerjaan, seperti karyawan yang awalnya bekerja dari rumah (*work from home [WFH]*) menjadi bekerja secara *hybrid working* (kombinasi antara bekerja dari rumah dan bekerja dari kantor). Dalam banyak kasus, karyawan belum selesai menyesuaikan diri dengan cara kerja bekerja dari rumah, namun harus segera menyesuaikan diri dengan cara kerja yang terkadang bekerja dari rumah dan terkadang bekerja di kantor. Terlebih lagi, karyawan juga dituntut untuk menguasai teknologi digital yang akan membantunya memperlancar pekerjaan. Kondisi ini semakin membuat karyawan mengalami situasi yang tidak menentu, dan menjadi bingung dalam menjalankan pekerjaan. Hal tersebut pada akhirnya akan menurunkan semangat karyawan untuk bekerja. Giurge dan Bohns (2020) menemukan bahwa pada kondisi bekerja dari rumah, karyawan memiliki beberapa permasalahan, yang salah satunya adalah kehilangan fokus akibat kaburnya batasan antara tanggung jawab pekerjaan dan menjalankan kewajiban domestik rumah tangga. Pudelko (2020) juga menemukan hal serupa, yaitu bahwa kondisi pandemi COVID-19 telah menjadi stresor yang menimbulkan emosi negatif dan membuat karyawan sulit berfokus pada aktivitasnya. Selain itu, karyawan menjadi bingung merefleksikan kembali tujuan kerja mereka. Fenomena karyawan yang kehilangan fokus, semangat, dan tujuan bekerja merupakan indikator adanya keterlibatan yang rendah dengan pekerjaan. Bahasan mengenai fokus, semangat, dan dedikasi dalam bekerja ini dikenal dengan istilah *work engagement* (Schaufeli & Bakker, 2010).

Situasi *work engagement* karyawan yang rendah akibat pandemi COVID-19 kontradiktif dengan salah satu hasil survei yang diinisiasi oleh Quantum Workplace (2020), yang menemukan bahwa terjadi

work engagement compared to the year before (prior to the COVID-19 pandemic). This trend is allegedly the organization's effort to elicit work engagement amongst employees. With high work engagement, it may generate positive occupational behavior and higher work performance (Shuck & Reio, 2014).

The job demands-resources theory (JD-R) approach explains two factors as the antecedents of work engagement, being: (1) external factors as presented by the organization; and (2) an individual's personal characteristics. Both factors play a role as significant predictors of work engagement (Xanthopoulou et al., 2009).

One external factor that is assumed to impact work engagement is organizational support. Quantum Workplace (2020) found that in the post-COVID-19 situation, an organization's care for employee welfare is the greatest contributor toward employees' work engagement. This is reinforced by the social exchange theory, stating that when organizations provide something particular, hence employees will return the generosity that they have received. Perceived organizational support (POS) is an employee's trust in terms of the extent to which an organization appreciates their contribution and cares for their employees (Eisenberger et al., 1986).

One individual characteristic factor that is assumed to play an important role in employees' work engagement are a number of basic issues that become values or principles that guides an individual's behavior. Schwartz (1992) asserted that values become a factor that motivates individuals and guides their behavior in achieving their goals. Values are suggested to be one strong antecedent of work engagement, when these possessed values are psychological attributes that tend to be stable and continuous in long periods of time, hence it essentially influences behavior and attitudes in various situations (Kinicki & Fugate, 2018; Crites, 1961; Rokeach, 1971).

Schwartz (1992) explained that values are multidimensional constructs comprising four dimensions: (1) self-transcendence; (2) self-

kenaikan sebanyak 2,48% *work engagement* dibandingkan tahun sebelumnya (sebelum terjadinya pandemi COVID-19). Peningkatan tren ini disinyalir tidak terlepas dari upaya organisasi untuk menghadirkan *work engagement* bagi para karyawannya. Dengan adanya *work engagement* yang tinggi, hal tersebut dapat berdampak pada timbulnya perilaku kerja yang positif serta meningkatnya performansi kerja (Shuck & Reio, 2014).

Pendekatan *job demands-resources theory (JD-R)* menjelaskan adanya dua faktor yang menjadi anteseden *work engagement*, yaitu: (1) faktor eksternal yang dihadirkan oleh organisasi; dan (2) karakteristik pribadi individu. Kedua faktor tersebut berperan menjadi prediktor yang signifikan bagi *work engagement* (Xanthopoulou et al., 2009).

Salah satu faktor eksternal yang diduga memberikan dampak bagi *work engagement* adalah dukungan organisasi. Quantum Workplace (2020) menemukan bahwa dalam situasi pasca pandemi COVID-19, kepedulian organisasi pada kesejahteraan karyawan memiliki sumbangsih terbesar bagi *work engagement* karyawan. Hal ini diperkuat dengan teori pertukaran sosial, yang menyatakan bahwa ketika organisasi menyediakan sesuatu maka karyawan merasa memiliki kewajiban untuk membalas kebaikan yang diberikan kepadanya. *Perceived organizational support (POS)* merupakan kepercayaan karyawan sehubungan dengan sejauh mana organisasi mengapresiasi kontribusinya dan peduli pada karyawannya (Eisenberger et al., 1986).

Salah satu faktor karakteristik individual yang disinyalir berperan penting pada *work engagement* karyawan adalah sejumlah hal mendasar yang menjadi *values* atau nilai yang menjadi prinsip dan mengarahkan individu dalam perilakunya. Schwartz (1992) menyatakan bahwa *values* menjadi hal yang memotivasi individu dan mengarahkan tindakan individu dalam mencapai tujuan yang diinginkan oleh individu. *Values* disinyalir menjadi salah satu anteseden kuat bagi *work engagement*, ketika nilai yang dianut merupakan atribut psikologis yang cenderung stabil dan menetap dalam jangka waktu yang lama, sehingga secara mendasar mempengaruhi perilaku dan sikap dalam berbagai macam situasi (Kinicki & Fugate, 2018; Crites, 1961; Rokeach, 1971).

Schwartz (1992) menjelaskan bahwa *values* merupakan konstruk multidimensi yang terdiri dari empat dimensi nilai, yaitu: (1) *self-transcendence*; (2)

enhancement; (3) openness to change; dan (4) conservation. Individuals who have self-transcendence as their main value are individuals who emphasize their attention toward the welfare and interests of other individuals, whereas self-enhancement emphasizes on personal interests and success as well as dominance over others. The openness to change value emphasizes freedom and preparedness toward change, whereas conservation emphasizes order, keeping tradition, and resistance toward change.

A previous study by Kinicki and Fugate (2018), Crites (1961) and Rokeach (1971) supported the role of values as a strong antecedent of work engagement, and the principles that an individual possesses are psychological attributes that are relatively stable and continuous within them in long periods of time, hence it essentially affects an individual's behavior across situations. Although strong empirical evidence is still lacking regarding the role of values toward work engagement as a positive occupational behavior, the authors assume that values are an individual's behavioral capital resulting from life experiences stemming in childhood and is relatively stable in encouraging individual behavior. The power of an employee's values will elicit work behavior that aligns with their possessed values, including exhibiting work engagement or not.

Up to the time of this study taking place, the role of both variables toward work engagement still required further examination. On one hand, a study by Ott et al. (2019) found that perceived organization support (POS) does not play a significant role towards work engagement. In another study by Côté et al. (2021), it was also found how perceived organizational support (POS) does not significantly play a role in work engagement. However, the role of values toward work engagement is yet supported by adequate empirical evidence. Therefore, the authors are interested in testing both independent variables toward work engagement through work meaningfulness as a mediating variable. This is grounded on the authors' assumption that organizational factors (perceived organizational support [POS]) and individual factors (values) within an individual may require interpretation that support and values are positive issues that contribute to self-development and impact the environment. This interpretive indicator is termed work meaningfulness.

*self-enhancement*; (3) *openness to change*; dan (4) *conservation*. Individu dengan nilai utama *self-transcendence* merupakan individu yang menekankan perhatiannya pada kesejahteraan dan kepentingan individu lain, sedangkan *self-enhancement* lebih menekankan pada kepentingan dan kesuksesan pribadi serta dominasi atas pihak lain. Nilai *openness to change* menekankan pada kebebasan dan kesiapan terhadap perubahan, sedangkan nilai *conservation* menekankan pada keteraturan, menjaga tradisi, serta resistensi terhadap perubahan.

Studi terdahulu dari Kinicki dan Fugate (2018), Crites (1961), dan Rokeach (1971) mendukung peran *values* sebagai anteseden kuat bagi *work engagement* dan nilai yang dianut individu merupakan sebuah atribut psikologis yang cenderung stabil dan menetap dalam waktu yang lama pada diri individu sehingga secara mendasar mempengaruhi perilaku dan sikap individu dalam berbagai situasi. Meskipun belum terdapat bukti empiris yang kuat terkait peranan *values* terhadap *work engagement* yang merupakan perilaku kerja yang positif, penulis berasumsi bahwa *values* adalah modal perilaku individu sebagai hasil dari pengalaman hidup sejak kecil dan cenderung stabil mendorong perilaku individu. Kekuatan *values* individu karyawan akan membawanya pada perilaku kerja yang sesuai dengan nilai yang dianut, termasuk dalam menunjukkan perilaku kerja yang *engaged* atau tidak.

Hingga saat studi ini dilangsungkan, peran kedua variabel ini terhadap *work engagement* masih perlu dikaji lebih dalam. Di satu sisi, studi oleh Ott et al. (2019) menemukan bahwa *perceived organizational support (POS)* tidak berperan secara signifikan terhadap *work engagement*. Demikian pula studi oleh Côté et al. (2021), yang juga menemukan bahwa *perceived organizational support (POS)* tidak berperan signifikan pada *work engagement*. Di sisi lain, peran *values* terhadap *work engagement* juga belum memiliki bukti empiris yang memadai. Maka dari itu, penulis tertarik untuk melakukan pengujian peran kedua variabel independen tersebut terhadap *work engagement* melalui *work meaningfulness* sebagai variabel mediator. Hal ini dilandasi oleh asumsi penulis bahwa faktor organisasional (*perceived organizational support [POS]*) dan faktor individual (*values*) pada diri individu membutuhkan pemaknaan bahwa dukungan dan tata nilai yang dimiliki merupakan hal positif yang berkontribusi pada pengembangan diri dan berdampak pada lingkungan. Indikator pemaknaan ini disebut dengan *work meaningfulness*.

Work meaningfulness is described as an individual's feelings that their job is worthwhile and useful, and is done for a greater cause (Dik & Duffy, 2009). In the Job Characteristics Model, the work meaningfulness variable is described as a psychological condition that serves as a mediator between work elements and work-related results and are personal to the individual (Hackman & Oldham, 1975; Humphrey et al., 2007).

Eisenberger et al. (1986) stated that high levels of perceived organizational support (POS) causes employees to feel that what they are doing is meaningful to them. This means that perceived organizational support (POS) is viewed as a meaningful matter for an employee, before it shapes individual behavior to engage in their jobs or not (work engagement). Such meaning that is given to a job is termed work meaningfulness. Additionally, the role of values toward work engagement also requires mediation by work meaningulness. Kinicki and Fugate (2018) asserted that when an invidual's values are consistent with the desired objective and goal, then it may elicit a sense that what they are doing is meaningful.

Furthermore, an individual's interpretation toward their jobs is presumed to be influenced by their value systems, including the four dimensions of values put forward by Schwartz (1992). The assumption is that when attention is given toward the welfare and interests of other individuals (self-transcendence), it will generate perceptions that their behavior is aimed at providing benefit to other individuals, which will in turn lead to higher drive, dedication to carry out the job, and greater enjoyment. Individuals will develop a sense of meaningfulness when pleasure emerges from helping others (Seligman, 2002).

Individuals who stress on their personal interests and success and dominance toward other parties (self-enhancement) require the mediating role of work meaningfulness. An important concept in work meaningfulness is a sense of meaning when one is able to impact the environment (Steger et al., 2012). Additionally, individuals who value for openness to change will stress on freedom and preparedness toward change. The behavioral dynamics are still oriented toward the self, but the value system is assumed to

*Work meaningfulness* dijabarkan sebagai perasaan individu bahwa pekerjaan yang dilakukan berarti dan berguna, serta dilakukan untuk suatu tujuan yang lebih besar (Dik & Duffy, 2009). Dalam *Job Characteristics Model*, variabel *work meaningfulness* dijabarkan sebagai keadaan psikologis yang menjadi mediator antara unsur dalam pekerjaan dan hasil yang bersifat kerja dan pribadi bagi individu (Hackman & Oldham, 1975; Humphrey et al., 2007).

Eisenberger et al. (1986) mengemukakan bahwa persepsi *perceived organizational support (POS)* yang tinggi membuat karyawan merasakan apa yang dikerjakan merupakan hal yang bermakna bagi dirinya. Hal ini berarti stimulus *perceived organizational support (POS)* ditanggapi sebagai suatu hal yang berarti bagi karyawan, sebelum membentuk perilaku individu untuk terlibat dengan pekerjaannya atau tidak (*work engagement*). Pekerjaan yang bermakna ini disebut dengan *work meaningfulness*. Selain itu, peran *values* terhadap *work engagement* juga membutuhkan mediasi dari *work meaningfulness*. Kinicki dan Fugate (2018) menuturkan bahwa ketika nilai yang dianut individu konsisten dengan tujuan atau hasil yang diinginkan, hal tersebut akan menimbulkan perasaan bahwa yang dilakukan individu merupakan hal yang bermakna.

Lebih lanjut, pemaknaan individu terhadap pekerjaannya diduga dipengaruhi oleh tata nilai yang dimiliki, termasuk empat dimensi tata nilai yang diungkapkan oleh Schwartz (1992). Asumsinya adalah dengan adanya perhatian pada kesejahteraan dan kepentingan individu lain (*self-transcendence*) akan menimbulkan pandangan bahwa perilakunya ditujukan untuk memberi kebermanfaatan bagi individu lain yang pada akhirnya akan membuatnya bersemangat, mendedikasikan dirinya untuk pekerjaan, dan menikmati pekerjaannya. Individu merasa bermakna jika timbul rasa senang membantu orang lain (Seligman, 2002).

Individu yang lebih menekankan pada kepentingan dan kesuksesan pribadi serta dominasi atas pihak lain (*self-enhancement*) membutuhkan peran mediasi dari *work meaningfulness*. Konsep penting dalam *work meaningfulness* adalah perasaan bermakna saat dapat memberikan dampak ke lingkungan (Steger et al., 2012). Lebih lanjut, individu dengan nilai *openness to change* akan menekankan pada kebebasan serta kesiapan terhadap perubahan. Dinamika perilakunya memang masih berorientasi pada diri sendiri, namun

require work meaningfulness to make employees engaged in their jobs. Lastly, individuals who value conservation will emphasize order, safeguarding tradition, and are resistant toward change. In such conditions, individuals are assumed to need work meaningfulness to be engaged. For individuals who value orderliness, their jobs will feel more valuable and meaningful when what they do is positive for their occupation and impacts their environment.

Based on the previous explanation, the authors aim to test the role of perceived organizational support (POS) and values toward work engagement with work meaningfulness as a mediating variable to reexamine the role of perceived organizational support (POS) toward work engagement. Therefore, this study's proposed hypothesis is:

*Hypothesis:* Work meaningfulness mediates the relationship between perceived organizational support (POS) and values toward work engagement.

# Methods

## Data Collection

This study applies a quantitative approach through a survey method to gain information on the attitudes, opinions, or tendencies of the population. This study utilized a psychological scale to collect data, and was conducted after an ethical clearance from *Fakultas Psikologi Universitas Gadjah Mada* was obtained, with the letter number: 5935/UN1/FPSi.1.3/SD/PT.01. 04/2020.

## Participants

The study's participants consisted of 220 individuals (78 males and 142 females), who were recruited through purposive sampling, which is participant selection based on predetermined characteristics or criteria. Participants' characteristics in this study were employees who worked in Indonesia, had at least one year working experience with the assumption that the participant has personally experienced and received organizational support. The study's data was obtained online by distributing the study's information through social media. The participants age range in this study was 20-52 years (*Mean* = 25.5; *SD* = 4.49).

tata nilai ini diduga juga membutuhkan *work meaningfulness* untuk membuat karyawan menjadi *engaged* terhadap pekerjaan. Terakhir, individu dengan nilai *conservation* akan menekankan pada keteraturan, menjaga tradisi, serta resistensi terhadap perubahan. Pada kondisi demikian, individu diduga memerlukan kebermaknaan kerja untuk menjadi *engaged*. Bagi individu yang memiliki tata nilai keteraturan, pekerjaan akan merasa lebih berharga dan bermakna jika apa yang dilakukan memang positif untuk pekerjaan dan memberikan dampak bagi lingkungan.

Berdasarkan penjelasan yang telah dipaparkan, penulis ingin menguji peran *perceived organizational support (POS)* dan *values* terhadap *work engagement* dengan *work meaningfulness* sebagai variabel mediator untuk menguji kembali peran *perceived organizational support (POS)* terhadap *work engagement*. Maka dari itu, hipotesis yang diajukan dalam studi ini adalah:

*Hipotesis:* *Work meaningfulness* memediasi hubungan antara *perceived organizational support (POS)* dan *values* terhadap *work engagement*.

# Metode

## Pengambilan Data

Studi ini adalah studi kuantitatif dengan metode survei untuk mendapatkan informasi sikap, pendapat, ataupun kecenderungan dari populasi. Studi ini menggunakan skala psikologis dalam pengumpulan datanya, dan dilakukan setelah mendapatkan persetujuan etika penelitian dari Fakultas Psikologi Universitas Gadjah Mada nomor: 5935/UN1/FPSi.1. 3/SD/PT.01.04/2020.

## Partisipan

Partisipan dalam studi ini terdiri dari 220 individu (78 laki-laki dan 142 perempuan), yang dipilih dengan menggunakan teknik *purposive sampling*, yakni memilih partisipan berdasarkan karakteristik atau kriteria persyaratan tertentu. Karakteristik partisipan dalam studi ini adalah karyawan yang bekerja di Indonesia, memiliki masa kerja minimal satu tahun dengan asumsi dalam setahun partisipan telah merasakan pengalaman pribadi dan merasakan bentuk dukungan organisasi. Data dalam studi ini dikumpulkan secara daring dengan menyebarkan informasi studi melalui media sosial. Rentang usia

partisipan dalam studi ini adalah 20-52 tahun (*Mean* = 25,5; *SD* = 4,49).

Based on demographic data, participants within the 20-24 year age range totaled at 122 individuals (55.5%), the 25-44 year age range totaled at individuals persons (42.7%), and in the 45-64 year age range totaled at 4 individuals (1.8%). Based on the occupation types, a total of 191 participants (86.8%) were employees in the private sector, 13 participants (5.9%) were civil servants, seven participants (3.2%) were in State-Owned Enterprises (SOEs), six participants (2.7%) were educators, one participant (0.5%) was a healthcare personnel, one participant (0.5%) was a member of the Republic of Indonesia's Police Force, and one participant (0.5%) was a seafarer. Based on the employment status, 152 participants (69.1%) were permanent employees, 57 participants (25.9%) were non-permanent employees, and 11 participants (5%) were honorary employees.

Berdasarkan data demografi, partisipan pada rentang usia 20-24 tahun sebanyak 122 individu (55,5%), pada rentang usia 25-44 tahun sebanyak 94 individu (42,7%), dan pada rentang usia 45-64 tahun sebanyak empat individu (1,8%). Berdasarkan jenis pekerjaan, sebanyak 191 partisipan (86,8%) berprofesi sebagai karyawan swasta, 13 partisipan (5,9%) berprofesi sebagai pegawai negeri sipil, tujuh partisipan (3,2%) berprofesi sebagai pegawai Badan Usaha Milik Negara (BUMN), enam partisipan (2,7%) berprofesi sebagai tenaga pendidik, satu partisipan (0,5%) berprofesi sebagai tenaga kesehatan, satu partisipan (0,5%) berprofesi sebagai anggota Kepolisian Republik Indonesia, dan satu partisipan (0,5%) berprofesi sebagai pelaut. Berdasarkan status kepegawaian, 152 partisipan (69,1%) merupakan pegawai tetap, 57 partisipan (25,9%) merupakan pegawai tidak tetap, dan 11 partisipan (5%) merupakan pegawai honorer.

## Study Instruments

### Uthrecht Work Engagement Scale (UWES)

The work engagement measure in this study was the Uthrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003). The Uthrecht Work Engagement Scale (UWES) consists of 17 items measuring three dimensions, being: (1) *vigor*; (2) *dedication*; dan (3) *absorption*. The authors utilized the Bahasa Indonesia version of the Utrecht Work Engagement Scale (UWES) in this study. An item example of the Uthrecht Work Engagement Scale (UWES) is: "At work, I feel full of energy." and "Time flies when I am working.". The Cronbach's alpha reliability coefficient of the Utrecht Work Engagement Scale (UWES) was .917, with five responses given on a range of "1 (*Strongly Disagree*)" to "5 (*Strongly Agree*)".

## Instrumen Studi

### Uthrecht Work Engagement Scale (UWES)

Skala pengukuran *work engagement* dalam studi ini menggunakan *Uthrecht Work Engagement Scale (UWES)* yang dikembangkan Schaufeli dan Bakker (2003). *Uthrecht Work Engagement Scale (UWES)* terdiri dari 17 butir yang mengukur tiga dimensi, yaitu: (1) *vigor*; (2) *dedication*; dan (3) *absorption*. Penulis menggunakan *Uthrecht Work Engagement Scale (UWES)* versi Bahasa Indonesia dalam studi ini. Contoh pernyataan dari *Uthrecht Work Engagement Scale (UWES)* yang digunakan adalah: "Di tempat kerja, saya merasa penuh dengan energi." dan "Waktu berlalu begitu saja saat saya sedang bekerja.". Koefisien reliabilitas *Cronbach's alpha* dari *Uthrecht Work Engagement Scale (UWES)* adalah sebesar 0,917, dengan lima respon jawaban dari rentang "1 (*Sangat Tidak Sesuai*)" hingga "5 (*Sangat Sesuai*)".

### Survey of Perceived Organizational Support (SPOS)

The perceived organizational support (POS) measure in this study was the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986). The Survey of Perceived Organizational Support (SPOS) consists of 16 items measuring two dimensions, being: (1) awarding/recognition of employee contributions; and

### Survey of Perceived Organizational Support (SPOS)

Skala pengukuran *perceived organizational support (POS)* dalam studi ini menggunakan *Survey of Perceived Organizational Support (SPOS)* yang dikembangkan Eisenberger et al. (1986). *Survey of Perceived Organizational Support (SPOS)* terdiri dari 16 butir yang mengukur dua dimensi, yaitu: (1) penghargaan terhadap kontribusi karyawan; dan (2)

(2) organization's attention towards employee welfare. The authors utilized the Bahasa Indonesia version of the Survey of Perceived Organizational Support (SPOS) as adapted by Purwaningrum et al. (2022). Examples of items in the Survey of Perceived Organizational Support (SPOS) are: "The company appreciates my contribution, for my welfare." and "My position will be replaced if the company hires someone who is willing to receive a lower salary.". The Cronbach's alpha reliability coefficient of the Survey of Perceived Organizational Support (SPOS) is .90, with five responses given on a range of "1 (*Strongly Disagree*)" to "5 (*Strongly Agree*)".

### Portrait Values Questionnaire (PVQ)

The measurement of values in this study was the Portrait Values Questionnaire (PVQ) developed by Schwartz (2003). The Portrait Values Questionnaire (PVQ) consists of 21 items measuring 10 values, being: (1) conformity; (2) tradition; (3) benevolence; (4) universalism; (5) self-direction; (6) stimulation; (7) hedonism; (8) achievement; (9) power; dan (10) security. A number of these items are divided into four value groups, being: (1) self-transcendence; (2) self-enhancement; (3) openness to change; and (4) conservation. The authors utilized the Bahasa Indonesia adaptation of the Portrait Values Questionnaire (PVQ). Examples of items in the the Portrait Values Questionnaire (PVQ) are: "It has become important for me to have a lot of money and to buy expensive things." and "I think it is important that every person should have equal treatment and opportunities in life.". Answers are provided on five options and on a range of "1 (*Strongly Disagree*)" to "5 (*Strongly Agree*)".

Furthermore, the authors conducted a confirmatory factor analysis (CFA) on all 21 items in all four dimensions of values. This is done to confirm that the values' constructs among the study's participants meet the model fit. The results showed that the values multidimensionally meet the model fit criteria, with the following scores: $CFI = 0.989$; $Chi\ Square\ X^2 = 67.089$; $df = 38$; $p = .02$; $RMSEA = 0.059$; $SMSR = 0.063$; $GFI = 0.987$; and item factor loading score with a range of 0.635 - 0.874. Valid items comprised four indicators in self-transcendence ("Universalism1", "Universalism3", "Benevolence1", "Benevolence2"), two indicators in self-enhancement ("Achievement2",

kepedulian organisasi pada kesejahteraan karyawan. Penulis menggunakan *Survey of Perceived Organizational Support (SPOS)* versi Bahasa Indonesia yang diadaptasi oleh Purwaningrum et al. (2022). Contoh pernyataan dari *Survey of Perceived Organizational Support (SPOS)* yang digunakan adalah: "Perusahaan menghargai kontribusi saya, untuk kesejahteraan saya." dan "Posisi saya akan digantikan apabila perusahaan mendapatkan seseorang yang bersedia digaji lebih rendah.". Koefisien reliabilitas *Cronbach's alpha* dari *Survey of Perceived Organizational Support (SPOS)* adalah sebesar 0,901 dengan lima respon jawaban dari rentang "1 (*Sangat Tidak Sesuai*)" hingga "5 (*Sangat Sesuai*)".

### Portrait Values Questionnaire (PVQ)

Skala pengukuran *values* dalam studi ini menggunakan *Portrait Values Questionnaire (PVQ)* yang dikembangkan Schwartz (2003). *Portrait Values Questionnaire (PVQ)* terdiri dari 21 butir yang mengukur 10 nilai, yaitu: (1) *conformity*; (2) *tradition*; (3) *benevolence*; (4) *universalism*; (5) *self-direction*; (6) *stimulation*; (7) *hedonism*; (8) *achievement*; (9) *power*; dan (10) *security*. Sejumlah nilai tersebut dibagi ke dalam empat kelompok nilai, yaitu: (1) *self-transcendence*; (2) *self-enhancement*; (3) *openness to change*; dan (4) *conservation*. Penulis menggunakan *Portrait Values Questionnaire (PVQ)* yang diadaptasi ke Bahasa Indonesia. Contoh pernyataan dari *Portrait Values Questionnaire (PVQ)* yang digunakan adalah: "Menjadi kaya penting bagi saya sehingga saya ingin memiliki banyak uang dan barang-barang mahal." dan "Menurut saya, penting bahwa setiap orang seharusnya mendapatkan perlakuan dan kesempatan yang sama dalam hidup.". Terdapat lima respon jawaban dari rentang "1 (*Sangat Tidak Sesuai*)" hingga "5 (*Sangat Sesuai*)".

Lebih lanjut, penulis melakukan uji *confirmatory factor analysis (CFA)* terhadap 21 butir dalam empat dimensi *values*. Hal ini dilakukan untuk mengkonfirmasi bahwa konstruk *values* pada partisipan studi memenuhi *model fit*. Hasil menunjukkan bahwa model *values* secara multidimensional memenuhi kriteria *model fit*, dengan nilai: $CFI = 0,989$; $Chi\ Square\ X^2 = 67,089$; $df = 38$; $p = 0,02$; $RMSEA = 0,059$; $SMSR = 0,063$; $GFI = 0,987$; serta skor *factor loading* butir dengan *range* 0,635 - 0,874. Butir valid terdiri dari empat indikator pada *self-transcendence* ("Universalism1", "Universalism3", "Benevolence1", "Benevolence2"), dua indikator pada

"Power2"), three indicators in oppeness to change ("Self-direction1", "Self-direction2", "Hedonism1"), and two indicators in conservation ("Conformity2", "Security2"). The remaining 10 items were not included in further analysis. The Cronbach's alpha on all 11 valid items are .801.

### The Work and Meaning Inventory (WAMI)

The measurement of work meaningfulness was the The Work and Meaning Inventory (WAMI) developed by Steger et al. (2012). The Work and Meaning Inventory (WAMI) consists of 10 items measuring three dimensions, being: (1) positive meaning; (2) meaning making through work; dan (3) greater good motivations. The authors utilized the Bahasa Indonesia adaptation of The Work and Meaning Inventory (WAMI). Examples of items in The Work and Meaning Inventory (WAMI) are: "I have found a meaningful job." and "I see that my job has contributed in my self-development.". The Cronbach's alpha reliability coefficient of The Work and Meaning Inventory (WAMI) was .924 with five responses given on a range of "1 (*Strongly Disagree*)" to "5 (*Strongly Agree*)".

### Data Analysis Technique

The study's data analysis utilized Jeffreys's Amazing Statistics Program (JASP) data processing application. Prior to hypothesis testing, to examine the association or role of variables in this study, an assumption test was conducted, comprising normality, linearity, and multicolinearity tests. Normality testing was aimed at observing the study's data distribution. Linearity testing was aimed at examining inter-variable correlations. Multicolinearity testing was aimed at testing the indications of multicolinearity between the study's independent variables. The mediator variables' role in this study were tested in how it mediates the role of independent and dependent variables.

## Results

The study's descriptive data is presented in means and standard deviation scores. The means are averages, and standard deviations present the degree of variation in data groups. The study's descriptive data is available in Table 1.

*self-enhancement* ("Achievement2", "Power2"), tiga indikator pada *openness to change* ("Self-direction1", "Self-direction2", "Hedonism1"), dan dua indikator pada *conservation* ("Conformity2", "Security2"). Sisa butir yang berjumlah 10 tidak diikutkan dalam analisis selanjutnya. Nilai *Cronbach's alpha* pada 11 butir valid adalah 0,801.

### The Work and Meaning Inventory (WAMI)

Skala pengukuran *work meaningfulness* dalam studi ini menggunakan *The Work and Meaning Inventory (WAMI)* yang dikembangkan Steger et al. (2012). *The Work and Meaning Inventory (WAMI)* terdiri dari 10 butir yang mengukur tiga dimensi, yaitu: (1) *positive meaning*; (2) *meaning making through work*; dan (3) *greater good motivations*. Penulis menggunakan *The Work and Meaning Inventory (WAMI)* yang diadaptasi ke Bahasa Indonesia dalam studi ini. Contoh pernyataan dari *The Work and Meaning Inventory (WAMI)* yang digunakan adalah: "Saya telah menemukan pekerjaan yang bermakna." dan "Saya melihat pekerjaan saya berkontribusi pada perkembangan diri saya.". Koefisien reliabilitas *Cronbach's alpha* dari *The Work and Meaning Inventory (WAMI)* sebesar 0,924 dengan lima respon jawaban dari rentang "1 (*Sangat Tidak Sesuai*)" hingga "5 (*Sangat Sesuai*)".

### Teknik Analisis Data

Analisis data dalam studi ini menggunakan bantuan aplikasi pengolahan data *Jeffreys's Amazing Statistics Program (JASP)*. Sebelum dilakukan uji hipotesis untuk menguji hubungan atau peran variabel dalam studi ini, dilakukan uji asumsi yang terdiri dari uji normalitas, uji linearitas, dan uji multikolinearitas. Uji normalitas bertujuan untuk melihat persebaran data studi. Uji linearitas bertujuan untuk melihat hubungan antar variabel studi. Uji multikolinearitas bertujuan untuk melihat menguji gejala multikolinearitas antar variabel independen studi. Variabel mediator dalam studi ini diuji perannya dalam memediasi peran variabel independen dan variabel dependen.

## Hasil

Data deskriptif studi ini ditampilkan meliputi skor *mean* serta skor standar deviasi. Skor *mean* merupakan nilai rerata hitung, sedangkan skor standar devisi atau yang dikenal dengan simpangan baku adalah nilai yang menampilkan tingkat variasi dari kelompok data. Data

Table 1
*Descriptive Data of Study Variables*

| Variable | N | Mean | SD | 1 | 2 | 3 | 4 |
|---|---|---|---|---|---|---|---|
| Work Engagement | 220 | 3.517 | 0.603 | - | | | |
| Perceived Organizational Support (POS) | 220 | 3.554 | 0.617 | 0.486*** | - | | |
| Values | 220 | 4.008 | 0.484 | 0.320*** | 0.104 | - | |
| Work Meaningfulness | 220 | 3.792 | 0.623 | 0.657*** | 0.548*** | 0.281*** | - |

*Notes.* $^*p < .05$; $^{**}p < .01$; $^{***}p < .001$.

Table 2
*Direct Effects of Work Engagement as a Function of Perceived Organizational Support (POS) and Values*

| | | | Estimate | Std. Error | z-value | p | 95% Confidence Interval | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | Lower | Upper |
| Perceived Organizational Support (POS) | → | Work Engagement | 0.307 | 0.094 | 3.278 | .001 | 0.124 | 0.491 |
| Values | → | Work Engagement | 0.376 | 0.103 | 3.641 | < .001 | 0.174 | 0.578 |

*Notes.* Delta method standard errors; normal theory confidence intervals; ML estimator.

deskriptif dalam studi ini tersedia pada Tabel 1.

Additionally, hypothesis testing was conducted to identify the mediating role of work meaningfulness in the relationship between the independent and dependent variables. The results with Hayes' bootstrapping is presented in Table 2, Table 3, and Table 4.

Lebih lanjut, dilakukan uji hipotesis untuk mengetahui peran mediasi *work meaningfulness* pada hubungan variabel independen dan variabel dependen. Hasil analisis dengan metode *Hayes bootstrapping* disediakan pada Tabel 2, Tabel 3, dan Tabel 4.

Table 3

*Indirect Effects or Mediating Effects of Work Meaningfulness*

| | | | | | Estimate | Std. Error | z-value | p | 95% Confidence Interval Lower | Upper |
|---|---|---|---|---|---|---|---|---|---|---|
| Perceived Organizational Support (POS) | → | Work Meaningfulness | → | Work Engagement | 0.436 | 0.068 | 6.385 | < .001 | 0.302 | 0.569 |
| Values | → | Work Meaningfulness | → | Work Engagement | 0.205 | 0.063 | 3.268 | .001 | 0.082 | 0.328 |

*Notes.* Delta method standard errors; normal theory confidence intervals; ML estimator.

Tabel 3

*Indirect Effects atau Efek Mediasi Work Meaningfulness*

| | | | | | Estimate | Std. Error | z-value | p | 95% Confidence Interval Lower | Upper |
|---|---|---|---|---|---|---|---|---|---|---|
| *Perceived Organizational Support (POS)* | → | *Work Meaningfulness* | → | *Work Engagement* | 0,436 | 0,068 | 6,385 | < 0,001 | 0,302 | 0,569 |
| *Values* | → | *Work Meaningfulness* | → | *Work Engagement* | 0,205 | 0,063 | 3,268 | 0,001 | 0,082 | 0,328 |

*Catatan.* *Delta method standard errors*; *normal theory confidence intervals*; *ML estimator.*

Table 2 shows that the direct effect of perceived organizational support (POS) toward work engagement had an unstandardized estimated score of 0.307 with a *z-value (critical ratio)* = 3.278, and *p-value* = .001. Moreover, the direct effect of values toward work engagement showed an unstandardized estimated score of 0.376 with a *z-value* = 3.641 dan *p-value* < .001. From these results, it was concluded that perceived organizational support (POS) and values are directly correlated with work engagement.

Table 3 shows the indirect effect of perceived organizational support (POS) toward work engagement through work meaningfulness had an unstandardized estimated score of 0.436 with *z-value* = 6.385 and *p-value* < .001. Moreover, the indirect effect of values toward work engagement through work meaningfulness had an unstandardized estimated score of 0.205 with *z-value* = 0.063 and *p-value* = .001. From these results, it was concluded that perceived organizational support (POS) and values through work meaningfulness are significantly correlated with work engagement.

Table 4 shows the total effect as an accumulation of both direct effect and indirect effect. The estimates show

Tabel 2 menunjukkan pengaruh langsung dari *perceived organizational support (POS)* terhadap *work engagement* memiliki nilai estimasi *unstandardized* sebesar 0,307 dengan *z-value (critical ratio)* = 3,278 dan *p-value* = 0,001. Selanjutnya, pengaruh langsung *values* terhadap *work engagement* memiliki nilai estimasi *unstandardized* sebesar 0,376 dengan *z-value* = 3,641 dan *p-value* < 0,001. Dari hasil ini dapat disimpulkan bahwa *perceived organizational support (POS)* dan *values* secara langsung berhubungan terhadap *work engagement*.

Tabel 3 menunjukkan hasil pengaruh tidak langsung dari *perceived organizational support (POS)* terhadap *work engagement* melalui *work meaningfulness* memiliki nilai estimasi *unstandardized* sebesar 0,436 dengan *z-value* = 6,385 dan *p-value* < 0,001. Selanjutnya, pengaruh tidak langsung *values* terhadap *work engagement* melalui *work meaningfulness* memiliki nilai estimasi *unstandardized* sebesar 0,205 dengan *z-value* = 0,063 dan *p-value* = 0,001. Berdasarkan hasil ini dapat disimpulkan bahwa *perceived organizational support (POS)* dan *values* melalui *work meaningfulness* berpengaruh secara signifikan terhadap *work engagement*.

Tabel 4 menunjukkan pengaruh total sebagai akumulasi dari pengaruh langsung dan pengaruh tidak

Table 4

*Total Effects of Perceived Organizational Support (POS) and Values on Work Engagement*

| | | | Estimate | Std. Error | z-value | p | 95% Confidence Interval Lower | Upper |
|---|---|---|---|---|---|---|---|---|
| Perceived Organizational Support (POS) | → | Work Engagement | 0.743 | 0.091 | 8.175 | < .001 | 0.565 | 0.921 |
| Values | → | Work Engagement | 0.581 | 0.116 | 5.009 | < .001 | 0.353 | 0.808 |

*Notes.* Delta method standard errors; normal theory confidence intervals; ML estimator.

the total effect coefficient of perceived organizational support (POS) toward work engagement at 0.743 with *z-value* = 8.175 and *p-value* < .001. The coefficient of total effect of values to work engagement is 0.571 with *z-value* = 5.009 and *p-value* < .001. Based on this analysis, it was concluded that in total, perceived organizational support (POS) and values influence work engagement. Therefore, it can be concluded that perceived organizational support (POS) and values partially have a role toward work engagement through work meaningfulness.

Also, this study added a mediation analysis on all dimensions of Schwartz's (1992) values. Table 5, Table 6, and Table 7 provide the mediation analysis results in the self-transcendence, self-enhancement, openness to change, and conservation dimensions. Work meaningulfness had the strongest mediating effect in the interaction between self-transcendence and work engagement, when the presence of work meaningfulness caused the direct interaction between self-transcendence to work engagement to be insignificant ($\beta$ = .020; $p$ > .05) and had to be mediated through work meaningfulness ($\beta$ = .129; $p$ < .001). Also, work meaningfulness had a mediating effect in the relationship between two of Schwartz's (1992) values

langsung. Hasil perhitungan menunjukkan bahwa koefisien pengaruh total *perceived organizational support (POS)* terhadap *work engagement* memiliki koefisien sebesar 0,743 dengan *z-value* = 8,175 dan *p-value* < 0,001. Koefisien pengaruh total *values* terhadap *work engagement* sebesar 0,581 dengan *z-value* = 5,009 dan *p-value* < 0,001. Berdasarkan perhitungan ini maka dapat disimpulkan bahwa secara total *perceived organizational support (POS)* dan *values* berpengaruh terhadap *work engagement*. Maka dari itu, dapat disimpulkan bahwa *perceived organizational support (POS)* secara parsial dan *values* berperan terhadap *work engagement* melalui *work meaningfulness*.

Secara khusus, studi ini menambahkan analisis mediasi pada tiap dimensi *values* dari Schwartz (1992). Tabel 5, Tabel 6, dan Tabel 7 menyediakan hasil analisis mediasi pada dimensi *self-transcendence*, *self-enhancement*, *openness to change*, dan *conservation*. *Work meaningfulness* memiliki efek mediasi yang paling kuat dalam interaksi antara *self-transcendence* dan *work engagement* ketika kehadiran *work meaningfulness* menyebabkan interaksi langsung antara *self-transcendence* ke *work engagement* menjadi tidak signifikan ($\beta$ = 0,020; $p$ > 0,05) dan harus melalui *work meaningfulness* ($\beta$ = 0,129; $p$ < 0,001). Selain itu, *work meaningfulness* juga memiliki efek mediasi dalam hubungan antara dua dimensi *values* dari Schwartz

Table 5

*Direct Effects of Work Engagement as a Function of the Four Dimensions of Values*

| | Estimate | Std. Error | z-value | p | 95% Confidence Interval | |
|---|---|---|---|---|---|---|
| | | | | | Lower | Upper |
| Self-Transcendence → Work Engagement | 0.020 | 0.026 | 0.778 | .436 | - 0.031 | 0.071 |
| Self-Enhancement → Work Engagement | 0.088 | 0.027 | 3.234 | .001 | 0.035 | 0.141 |
| Openness to Change → Work Engagement | 0.060 | 0.028 | 2.143 | .032 | 0.005 | 0.115 |
| Conservation → Work Engagement | 0.097 | 0.044 | 2.231 | .026 | 0.012 | 0.183 |

*Notes.* Delta method standard errors; normal theory confidence intervals; ML estimator.

Tabel 5

*Direct Effects Work Engagement Sebagai Fungsi dari Empat Dimensi Values*

| | Estimate | Std. Error | z-value | p | 95% Confidence Interval | |
|---|---|---|---|---|---|---|
| | | | | | Lower | Upper |
| *Self-Transcendence → Work Engagement* | 0,020 | 0,026 | 0,778 | 0,436 | - 0,031 | 0,071 |
| *Self-Enhancement → Work Engagement* | 0,088 | 0,027 | 3,234 | 0,001 | 0,035 | 0,141 |
| *Openness to Change → Work Engagement* | 0,060 | 0,028 | 2,143 | 0,032 | 0,005 | 0,115 |
| *Conservation → Work Engagement* | 0,097 | 0,044 | 2,231 | 0,026 | 0,012 | 0,183 |

*Catatan.* *Delta method standard errors*; *normal theory confidence intervals*; *ML estimator.*

Table 6

*Mediation Effects of Work Meaningfulness on the Association Between the Four Dimensions of Values and Work Engagement*

| | | | Estimate | Std. Error | z-value | p | 95% Confidence Interval | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | Lower | Upper |
| Self-Transcendence | → Work Meaningfulness → | Work Engagement | 0.109 | 0.021 | 5.096 | < .001 | 0.067 | 0.151 |
| Self-Enhancement | → Work Meaningfulness → | Work Engagement | 0.020 | 0.024 | 0.843 | .399 | - 0.027 | 0.067 |
| Openness to Change | → Work Meaningfulness → | Work Engagement | 0.060 | 0.024 | 2.555 | .011 | 0.014 | 0.107 |
| Conservation | → Work Meaningfulness → | Work Engagement | 0.123 | 0.036 | 3.394 | < .001 | 0.052 | 0.194 |

*Catatan.* *Delta method standard errors*; *normal theory confidence intervals*; *ML estimator.*

Tabel 6

*Efek Mediasi Work Meaningfulness Terhadap Asosiasi antara Empat Dimensi Values dan Work Engagement*

| | | | Estimate | Std. Error | z-value | p | 95% Confidence Interval | |
|---|---|---|---|---|---|---|---|---|
| | | | | | | | Lower | Upper |
| *Self-Transcendence* | → *Work Meaningfulness* → | *Work Engagement* | 0,109 | 0,021 | 5,096 | < 0,001 | 0,067 | 0,151 |
| *Self-Enhancement* | → *Work Meaningfulness* → | *Work Engagement* | 0,020 | 0,024 | 0,843 | 0,399 | - 0,027 | 0,067 |
| *Openness to Change* | → *Work Meaningfulness* → | *Work Engagement* | 0,060 | 0,024 | 2,555 | 0,011 | 0,014 | 0,107 |
| *Conservation* | → *Work Meaningfulness* → | *Work Engagement* | 0,123 | 0,036 | 3,394 | < 0,001 | 0,052 | 0,194 |

*Catatan.* *Delta method standard errors*; *normal theory confidence intervals*; *ML estimator.*

Table 7

*Total Effects of the Four Dimensions of Values on Work Engagement*

|  |  | Estimate | Std. Error | z-value | p | 95% Confidence Interval | |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  | Lower | Upper |
| Self-Transcendence | → Work Engagement | 0.129 | 0.031 | 4.171 | < .001 | 0.068 | 0.190 |
| Self-Enhancement | → Work Engagement | 0.108 | 0.036 | 2.991 | .003 | 0.037 | 0.179 |
| Openness to Change | → Work Engagement | 0.120 | 0.036 | 3.346 | < .001 | 0.050 | 0.191 |
| Conservation | → Work Engagement | 0.220 | 0.055 | 3.534 | < .001 | 0.113 | 0.328 |

*Notes.* Delta method standard errors; normal theory confidence intervals; ML estimator.

Tabel 7

*Total Effects Empat Dimensi Values Terhadap Work Engagement*

|  |  | Estimate | Std. Error | z-value | p | 95% Confidence Interval | |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  | Lower | Upper |
| *Self-Transcendence* | → *Work Engagement* | 0,129 | 0,031 | 4,171 | < 0,001 | 0,068 | 0,190 |
| *Self-Enhancement* | → *Work Engagement* | 0,108 | 0,036 | 2,991 | 0,003 | 0,037 | 0,179 |
| *Openness to Change* | → *Work Engagement* | 0,120 | 0,036 | 3,346 | < 0,001 | 0,050 | 0,191 |
| *Conservation* | → *Work Engagement* | 0,220 | 0,055 | 3,534 | < 0,001 | 0,113 | 0,328 |

*Catatan.* *Delta method standard errors*; *normal theory confidence intervals*; *ML estimator*.

dimensions, being openness to change and conservation toward work engagement. Although this was not necessarily mediated through work meaningfulness but both were still associated, yet the presence of work meaningfulness increased the role of openness to change and conservation toward work engagement. This is shown by changes in the $\beta$ value from the direct effect at $\beta = .060$ ($p < .005$) to $\beta = .120$ ($p < .001$) on the openness to change dimension, and changes in the $\beta$ value from $\beta = .097$ ($p < .05$) to $\beta = .220$ ($p < .001$) for the conservation dimension. Whereas for the role of the self-enhancement dimension toward work engagement, work meaningfulness had no mediating effect, as shown through the confidence interval value on the indirect effect that was surpassed 0 (- 0.027 - 0.067). A brief summary of the results of the hypothesis testing is available in Figure 1.

(1992) lain, yakni *openness to change* dan *conservation* terhadap *work engagement*. Meskipun jika tidak melewati *work meaningfulness* keduanya tetap berhubungan, namun dengan adanya *work meaningfulness* peran dimensi *openness to change* dan *conservation* terhadap *work engagement* meningkat. Hal ini ditunjukkan oleh perubahan nilai $\beta$ dari efek langsung sebesar $\beta = 0,060$ ($p < 0,005$) menjadi $\beta = 0,120$ ($p < 0,001$) pada dimensi *openness to change*, dan perubahan nilai $\beta$ dari $\beta = 0,097$ ($p < 0,05$) menjadi $\beta = 0,220$ ($p < 0,001$) pada dimensi *conservation*. Sedangkan dalam peran dimensi *self-enhancement* terhadap *work engagement*, *work meaningfulness* tidak memiliki efek mediasi, yang ditunjukkan oleh nilai *confident interval* pada *indirect effects* melewati 0 (- 0,027 - 0,067). Rangkuman singkat hasil uji hipotesis tersedia dalam Gambar 1.

## Discussion

This study was aimed at identifying the mediating effect of work meaningfulness in the relationship between perceived organizational support (POS) and values toward work engagement. This study's results showed that work meaningfulness was able to give a positive and significant mediating effect in the relationship between perceived organizational support (POS)

## Diskusi

Studi ini bertujuan untuk mengetahui efek mediasi *work meaningfulness* dalam hubungan antara *perceived organizational support (POS)* dan *values* terhadap *work engagement*. Hasil studi menunjukkan bahwa *work meaningfulness* mampu memberikan efek mediasi yang positif dan signifikan dalam hubungan antara *perceived organizational support (POS)* dan *values*
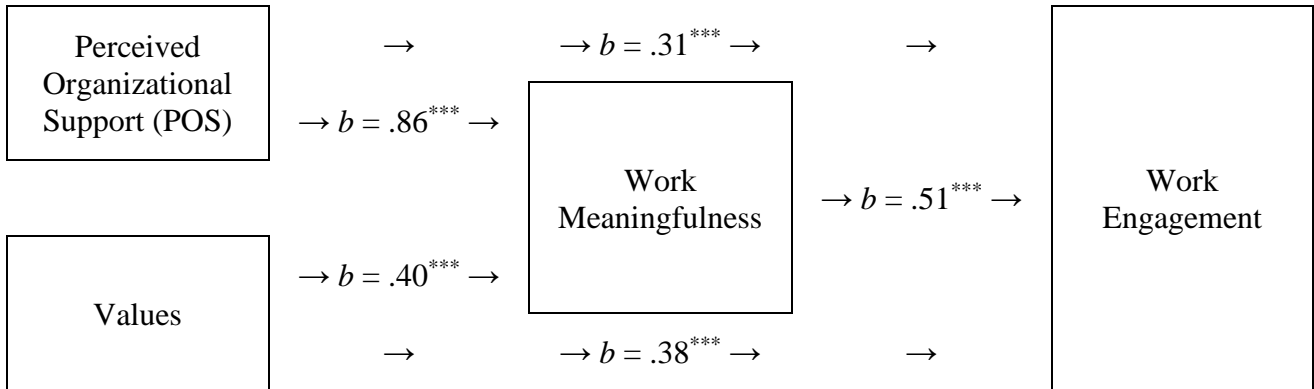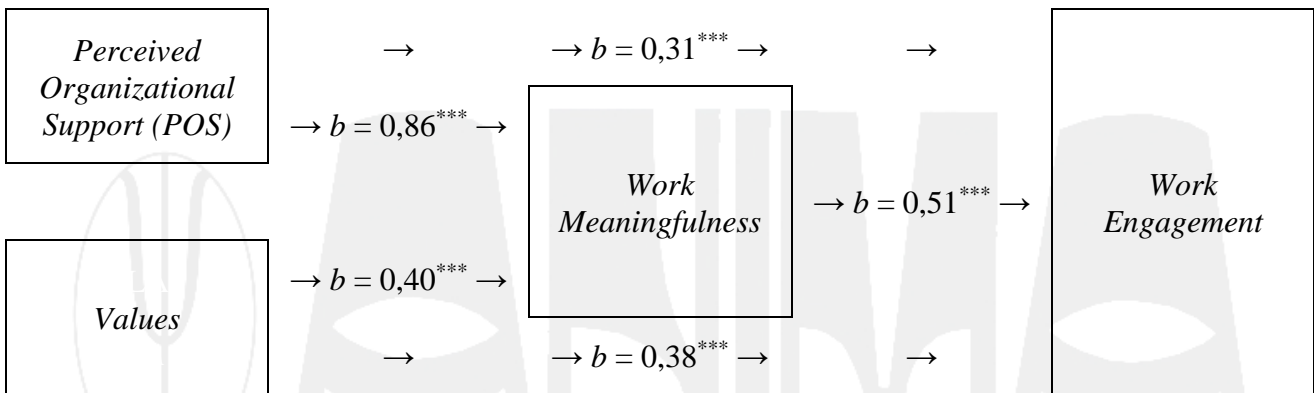
*Figure 1.* Results of hypothesis testing.
Notes. $^{*}p < .05$; $^{**}p < .01$; $^{***}p < .001$.



*Gambar 1.* Hasil uji hipotesis.
Catatan. $^{*}p < 0{,}05$; $^{**}p < 0{,}01$; $^{***}p < 0{,}001$.

and values toward work engagement. Employees who have high perceptions of organizational support (POS) will demonstrate greater drive, dedication, and work engagement when they gain positive experiences from their organization, feel needed at their jobs, and that what they do has an impact toward their environment (work meaningfulness). This is also applicable for employees who have value systems that guide their mindsets and behavior in all situations, they will demonstrate greater work engagement when they gain work meaningfulness in their jobs. Therefore, this confirms the study's hypothesis.

Employees who received support from their organization will feel that their jobs are more meaningful. The support that an organization provides will make employees feel that they are receiving the

terhadap *work engagement*. Karyawan yang memiliki persepsi atas dukungan organisasi (*perceived organizational support [POS]*) yang tinggi akan memiliki semangat, dedikasi, dan menikmati pekerjaan (*work engagement*) yang tinggi pula apabila mendapatkan pengalaman positif dengan pekerjaannya, merasa dibutuhkan di pekerjaannya, dan apa yang dikerjakan memberikan dampak bagi lingkungan (*work meaningfulness*). Demikian pula karyawan yang memiliki tata nilai yang menuntun pola pikir dan perilakunya di setiap situasi (*values*) akan memiliki *work engagement* yang tinggi pula apabila mendapatkan pengalaman *work meaningfulness* di tempat kerja. Maka dari itu, hipotesis studi ini diterima.

Karyawan yang mendapatkan dukungan dari organisasinya akan merasa bahwa pekerjaannya menjadi lebih bermakna. Dukungan yang diberikan oleh organisasi membuat karyawan merasa

necessary resources to work, hence they feel empowered by the organization (Tolay et al., 2012). When employees feel positively empowered then they generate a sense of work meaningfulness (Spreitzer, 1995). This aligns with Morrison et al.'s (2007) views, stating that when an individual feels appreciated and valued by their organization then it will produce work-related meaningfulness. This sense of meaning will encourage individuals to feel that they have achieved better work results and have given all their effort to fulfill their workload in their respective organization (May et al., 2004). Aside from this, when an individual feels that their jobs are meaningful, then they will dedicate their selves and become more enthusiastic in carrying out their duties (Aryee et al., 2012), while also working wholeheartedly in accordance to their professional capacity (Chalofsky & Krishna, 2009). Therefore, perceptions of organizational support will elicit a sense that their jobs are positive, beneficial, and positively impacts their environment which will eventually make individuals driven, dedication, and enjoy their occupation.

Furthermore, this study also found that work meaningfulness has a role in bridging individual factors in an organization, being values toward work engagement. This finding supports the argument of experts in organizational behavior, whereby value systems are individual factors that play a proportionate role in influencing organizational behavior (Kinicki & Fugate, 2018; Robbins & Judge, 2019). More specifically, Schwartz's (1992) concept of value systems referes to the universal values that influence organizational behavior in various contexts. The application of value systems in a work environment will require constant consideration so that employees may receive treatment that aligns with value systems and are consistently sustained as the grounds for positive work behavior. Even more so, on a personal level, the application of values in an organization will elicit an experience of meaningfulness at work (Kinicki & Fugate, 2018). This further asserts the study's findings that confirms this causal relationship, and adds to the evidence that value systems will eventually increase employee engagement through a sense of meaningfulness.

Kinicki and Fugate (2018) specifically highlighted the dimensional application of Schwartz's (1992)

mendapatkan sumber daya yang dibutuhkan untuk bekerja sehingga merasa diberdayakan dengan baik oleh organisasi (Tolay et al., 2012). Ketika karyawan merasa diberdayakan dengan baik maka karyawan akan merasakan pengalaman kebermaknaan dalam bekerja (Spreitzer, 1995). Hal tersebut sejalan dengan pendapat Morrison et al. (2007) yang menyatakan bahwa ketika individu merasa diapresiasi dan bernilai oleh organisasinya maka hal tersebut akan menimbulkan kebermaknaan dalam bekerja. Perasaan kebermaknaan ini akan membuat individu merasa bahwa dirinya dapat mencapai hasil kerja yang lebih baik dan memberikan upaya yang penuh dalam memenuhi tugas kerjanya di organisasi (May et al., 2004). Selain itu, ketika individu merasa pekerjaannya bermakna, maka individu akan mendedikasikan diri dan merasa antusias dalam menjalankan pekerjaannya (Aryee et al., 2012), serta akan bekerja dengan sepenuh hati sesuai dengan kapasitas profesionalnya (Chalofsky & Krishna, 2009). Maka dari itu, pengalaman didukung oleh organisasi memunculkan rasa bahwa pekerjaannya bernilai positif, bermanfaat, dan memberikan dampak ke lingkungan yang pada akhirnya akan membuat individu bersemangat, berdedikasi, dan menikmati pekerjaannya.

Selanjutnya, studi ini juga menemukan bahwa *work meaningfulness* juga memiliki peran dalam menjembatani peran faktor individual di organisasi, yakni *values* terhadap *work engagement*. Temuan ini semakin memperkuat pendapat para ahli perilaku organisasi bahwa tata nilai adalah faktor individual yang berperan besar dalam mempengaruhi perilaku organisasi (Kinicki & Fugate, 2018; Robbins & Judge, 2019). Secara khusus, konsep tata nilai dari Schwartz (1992) mengacu pada nilai universal yang mempengaruhi perilaku di beragam konteks. Penerapan tata nilai di lingkungan kerja menjadi perlu terus mendapat perhatian agar individu karyawan mendapatkan perlakuan sesuai dengan tata nilai yang secara konsisten dibawa untuk menjadi landasan perilaku kerja positif. Bahkan, secara pribadi, penerapan *values* di organisasi akan memunculkan pengalaman bermakna di tempat kerja (Kinicki & Fugate, 2018). Hal ini semakin menegaskan bahwa hasil studi ini mengkonfirmasi hubungan sebab akibat tersebut dan menambahkan temuan bahwa tata nilai ini pada akhirnya akan meningkatkan perilaku engaged *karyawan* melalui perasaan bermakna.

Secara khusus, Kinicki and Fugate (2018) juga menyoroti tentang penerapan teori *values* dari

values theory in the workplace. This study's findings provides an illustration that work meaningfulness is able to provide a mediating effect on all three of Schwartz' (1992) value dimensions, being self-transcendence, oppeness to change, and conservation. Whereas no mediating effect was found in the self-enhancement dimension. In this regard, the management board must identify the strength of the values dimension within an individual and display the appropriate treatment that aligns with their most predominant values. For instance, when dealing with an individual with strong values for openness to change, then management must stimulate such an employee with various challenges, provide autonomy, and allow work-life balance. Such treatment will enhance engaged behavior when the work meaningfulness is possessed by employee. This corresponds to Hackman and Oldham's (1975) job characteristic model that is emphasized by Rosso et al. (2010), stating that providing autonomy in a job will make individuals experience meaning and a sense of responsibility, which will lead to increased motivation from within the individual in order to yield optimum work results.

For the self-transcendence dimension, this study's results also showed that work meaningfulness was able to mediate the role of self-transcendence toward work engagement. Employees who feel that their life values are universalism and wisdom will experience meaning in their jobs. Individuals who have values in life that are driven by a value system that encourages them to do more and create greater impact toward their surroundings and other individuals tend to sense meaningfulness (Morisson, 2018), and in turn experience this in their work. There are two mechanisms on how self-transcendence may generate meaningfulness in an individual's occupation, being: (1) when individuals feel connected and can contribute to something greater beyond themselves then such individuals will feel as though their actions are meaningful; and (2) when individuals set aside their ego and release control over their selves, it will make them feel that they are not acceding to their own feelings and that they are following something greater beyond their selves, which will lead to a sense of meaningfulness (Rosso et al., 2010). An individual will gain the feeling that working is a meaningful matter when they experience self-transcendence in their job, and such a feeling will become the individual's resources to be more enthusiastic in their work

Schwartz (1992) secara dimensional di tempat kerja. Hasil studi ini memberikan gambaran bahwa *work meaningfulness* mampu memberikan efek mediasi pada tiga dimensi *values* dari Schwartz (1992), yakni *self-transcendence*, *openness to change*, dan *conservation*. Sedangkan pada dimensi *self-enhancement* tidak terjadi efek mediasi. Dalam hal ini, manajemen perlu mengidentifikasi kekuatan dimensi *values* pada diri individu dan memberikan perlakuan yang sesuai dengan dominasi *values* dalam dirinya. Sebagai contoh adalah apabila menghadapi individu dengan kekuatan *values* pada *openness to change*, maka manajemen perlu menstimulasi karyawan dengan beragam tantangan, memberikan otonomi, dan memberikan keseimbangan hidup dan kerja. Perlakuan ini akan semakin membuat tinggi perilaku *engaged* jika ada kehadiran kebermaknaan kerja dalam diri karyawan. Temuan ini sejalan dengan konsep *job characteristic model* dari Hackman dan Oldham (1975) yang kemudian diperdalam oleh Rosso et al. (2010), yang menyatakan bahwa pemberian otonomi dalam bekerja akan membuat individu mengalami pengalaman bermakna dan merasa diberi tanggung jawab, sehingga akan semakin meningkatkan motivasi dari dalam dirinya untuk memberikan hasil kerja yang optimal.

Demikian pula pada dimensi *self-transcendence*, hasil studi menunjukkan bahwa *work meaningfulness* mampu memediasi peran dimensi *self-transcendence* terhadap *work engagement*. Karyawan yang merasa bahwa nilai hidupnya adalah universalisme dan kebajikan akan merasakan kebermaknaan dalam kerjanya. Individu yang memiliki nilai dalam hidup yang didorong oleh tata nilai untuk melakukan suatu hal yang lebih besar dan memberikan dampak yang lebih besar pada lingkungan sekitar dan individu lainnya, cenderung akan merasakan kebermaknaan (Morrison, 2018), demikian juga dalam pengalamannya ketika bekerja. Terdapat dua mekanisme bagaimana *self-transcendence* dapat menghasilkan kebermaknaan dalam kerja individu, yaitu: (1) ketika individu merasa terhubung dan dapat memberikan kontribusi kepada sesuatu yang lebih besar yang ada di luar dirinya maka individu akan merasa apa yang dilakukan adalah hal yang bermakna; dan (2) ketika individu melemahkan ego atau melepaskan kendali pada dirinya sendiri, akan memberikan individu perasaan bahwa dirinya tidak mengikuti perasaan yang ada pada dirinya sendiri dan mengikuti hal yang lebih besar di luar dirinya, yang akan menghasilkan perasaan bermakna (Rosso et al., 2010). Perasaan bahwa bekerja merupakan sebuah hal yang bermakna didapatkan individu ketika individu

(Morrison, 2018; Palmer et al., 2010). Aside from this, Palmer et al. (2010) stated that self-transcendence and work meaningfulness are two inseparable issues as because feeling that working is a meaningful thing may enhance the idea that an individual may do things that has a greater impact beyond themselves, and in return, when an individuals feels that what they do has an impact beyond their selves then it will generate a sense of meaningfulness, hence both variables are interlinked. This study found that a sense of meaningfulness will further result in engaged behavior in work settings.

In the openness to change dimension, this study found that work meaningfulness has a role in bridging the relationship between openness to change toward work engagement. This finding contradicts a study by Ralston et al. (1999) that stated how individuals who value openness to new things and enjoy challenges tend to be incapable of focusing on what must be done. This is because individuals who value openness to change will consistently attempt to change and enjoy new challenges, hence they will try to seek better work opportunities in other places and seek better opportunities at what they think they are good at, which makes them to sustain or focus less on their jobs. Nonetheless, when work meaningfulness becomes a bridge for individuals who constantly seek better opportunities, they receive work meaningfulness in their jobs and will still demonstrate engaged behavior. On the other hand, Vuori et al. (2012) stated that work meaningfulness is a process that individuals experience that requires time in its establishment, so when individuals work dynamically and are inclined to be hasty in carrying out such changes, they tend to have difficulty in internalizing matters and to perceive things as something meaningful, because the time they need to establish meaningfulness is not fulfilled. This study found that openness to change will cause individuals to be engaged when they have work meaningfulness. In these terms, the study's participants had a period of internalization of work meaningfulness that did not require a long period of time to influence them to be engaged.

merasakan pengalaman transendensi diri di tempat kerjanya, dan perasaan bermakna tersebut menjadi sumber daya individu untuk lebih antusias dalam pekerjaannya (Morrison, 2018; Palmer et al., 2010). Selain itu, Palmer et al. (2010) menyatakan bahwa *self-transcendence* dan *work meaningfulness* merupakan dua hal yang tidak bisa saling terpisahkan karena perasaan bahwa bekerja merupakan hal yang bermakna dapat meningkatkan perasaan bahwa individu dapat melakukan hal yang berdampak lebih luas bagi dirinya, begitu pula sebaliknya ketika individu merasa apa yang dilakukan merupakan suatu hal yang memberikan dampak kepada hal yang ada di luarnya maka akan timbul kebermaknaan dalam kerja sehingga kedua variabel ini merupakan variabel yang saling berkesinambungan. Studi ini menemukan bahwa perasaan bermakna ini selanjutnya akan memberikan dampak pada munculnya perilaku *engaged* di tempat kerja.

Pada dimensi *openness to change*, studi ini menemukan bahwa *work meaningfulness* memiliki peran sebagai jembatan dalam hubungan *openness to change* terhadap *work engagement*. Temuan ini berkontradiksi dengan hasil studi oleh Ralston et al. (1999) yang menyatakan bahwa individu dengan nilai hidup terbuka pada hal baru dan menyukai tantangan cenderung tidak dapat berfokus pada apa yang dilakukan. Hal ini dikarenakan individu dengan nilai hidup terbuka pada perubahan selalu berusaha untuk berubah dan menyukai tantangan baru, sehingga mereka selalu berusaha untuk mengejar kesempatan kerja yang lebih baik di tempat lain dan mencari kesempatan yang mereka nilai lebih baik, yang menyebabkan mereka tidak bertahan lama dan berfokus pada pekerjaannya. Walaupun demikian, kehadiran *work meaningfulness* dalam menjadi jembatan antara individu yang selalu mengejar kesempatan yang lebih baik, karena jika mendapatkan pengalaman *work meaningfulness* di tempat kerja maka mereka akan tetap dapat berperilaku *engaged*. Di sisi lain, Vuori et al. (2012) menyatakan bahwa *work meaningfulness* merupakan sebuah proses yang dialami individu yang memerlukan waktu dalam pembentukannya sehingga ketika individu bergerak secara dinamis dan cenderung cepat dalam melakukan perubahan, cenderung sulit menginternalisasi suatu hal dan mempersepsikannya sebagai hal yang bermakna karena waktu yang dibutuhkan untuk membentuk kebermaknaan tidak terpenuhi. Studi ini menemukan bahwa tata nilai keterbukaan akan membuat individu berperilaku *engaged* saat mendapatkan pengalaman kebermaknaan. Dalam hal ini, partisipan studi ini memiliki periode internalisasi kebermaknaan kerja yang tidak butuh waktu lama untuk mempengaruhinya agar berperilaku *engaged*.

Another finding from the study's results is that conservation has a significant role towards work engagement. This indicates that individuals who have order and follow rules tend to become more attached to their jobs (Ortiz-Gómez et al., 2020). Furthermore, it was explained that in working, individuals with conservation values tend to abide to rules and have work stability. According to Ariza-Montes et al. (2018), in their jobs, employees with conservation values tend to follow tradition, are compliant, and adhere to social norms. Such values are an individual's resources to remain attached to their jobs (Bickerton et al., 2014). Arciniega and González (2006) explained that employees with conservation values have moral obligations to continue to work well and remain in their current organization. Although the present results showed that work meaningfulness had a significant role towards work engagement, the mediation analysis showed that work meaningfulness does not significantly mediate the role of conservation toward work meaningfulness. This shows that individuals who tend to carry things out in an orderly fashion and tend to adhere to existing norms tend to not feel meaningfulness in their jobs. De Boeck et al. (2019) asserted that individuals who routinely or continuously carry out their activities are inclined to lack meaningfulness in their jobs as they tend to feel unable to maximize their potential, as their work is merely a routine. This is reinforced by Humphrey et al.'s (2007) statement, that the feeling of being able to achieve things and impact their surroundings will result in individuals viewing their occupation as meaningful, whereas individuals with routine jobs that tend to perceive that they are incapable to achieve things or incapable of creating an impact, are likely to view their jobs as lacking meaning or mundane.

This study also found that work meaningfulness had no mediating effect in the relationship between self-enhancement toward work engagement. Although Xanthopoulou et al. (2009) have elaborated that when individuals have the drive for achievement or to attain success, that individual tend to be passionate with their work. Aside from this, Bipp et al. (2020) also stated that individuals' desire for achievement and success becomes will become a resource that stimulates the

Temuan lain yang didapatkan dalam studi ini adalah *conservation* berperan secara signifikan terhadap *work engagement*. Hal tersebut mengindikasikan bahwa individu yang memiliki ketaatan dan mengikuti aturan cenderung akan bekerja secara terikat pada pekerjaannya (Ortiz-Gómez et al., 2020). Secara lebih lanjut, dijelaskan bahwa dalam bekerja, individu dengan nilai *conservation* cenderung patuh pada aturan dan memiliki stabilitas ketika bekerja. Menurut Ariza-Montes et al. (2018), dalam bekerja, para karyawan dengan nilai hidup konservasi cenderung mengikuti tradisi, taat, serta patuh pada norma sosial. Nilai tersebut menjadi *personal resources* individu untuk terikat dalam pekerjaannya (Bickerton et al., 2014). Arciniega dan González (2006) menjelaskan bahwa karyawan dengan nilai hidup *conservation* memiliki kewajiban moral untuk tetap bekerja dengan baik dan bertahan pada organisasi mereka saat ini. Meskipun hasil yang ada menunjukkan bahwa *conservation* berperan signifikan terhadap *work engagement*, analisis mediasi menunjukkan bahwa *work meaningfulness* tidak memediasi peran *conservation* terhadap *work meaningfulness* secara signifikan. Hal tersebut menunjukkan bahwa individu yang cenderung melakukan segala sesuatunya secara teratur serta memiliki ketaatan pada norma yang berlaku cenderung tidak merasakan kebermaknaan dalam kerjanya. De Boeck et al. (2019) mengemukakan bahwa individu yang menjalankan kegiatannya secara rutin atau terus menerus secara berulang cenderung tidak merasakan kebermaknaan dalam bekerjanya karena merasa tidak dapat memaksimalkan potensinya, karena bekerja hanya sebagai rutinitas semata. Hal tersebut diperkuat dengan pendapat yang dikemukakan oleh Humphrey et al. (2007), bahwa perasaan dapat mencapai suatu prestasi tertentu dan memberikan dampak dapat membuat individu memandang pekerjaannya sebagai suatu hal yang bermakna, sedangkan individu dengan pekerjaan yang cenderung rutin mempersepsikan bahwa dirinya kurang mampu untuk berprestasi dan memberikan dampak sehingga cenderung memandang pekerjaannya sebagai suatu hal yang tidak memberikan makna.

Studi ini juga menemukan bahwa *work meaningfulness* tidak memiliki efek mediasi dalam hubungan antara *self-enhancement* terhadap *work engagement*. Meskipun Xanthopoulou et al. (2009) telah mengungkapkan bahwa ketika individu memiliki dorongan untuk berprestasi dan mencapai kesuksesan maka individu tersebut cenderung akan bersemangat dalam bekerjanya. Selain itu, Bipp et al. (2020) juga mengungkapkan bahwa keinginan individu untuk

individual in their work so it provides encouragement to make individuals more attached to their jobs. Despite this, such dynamics do not have to be mediated through a sense of work meaningfulness. This corresponds to Steger et al.'s (2012) opinion on how individuals gain the experience of work meaningfulness when they feel that what they do has significance and impacts their surroundings or other individuals. Individuals who are driven self-enhancement values, will focus on personal achievements and tend to ignore the welfare of their surroundings (Braun, 2017).

## Limitations and Recommendations

This study has several limitations regarding partisipant distribution, specifically when the authors were unable to differentiate the study's data as originating from various occupation sectors such as civil servants, State-Owned Enterprises (SOEs), and the private sector. There lies the assumption that organizational culture with different opportunities will affect an individual's internalization of values, hence their value system that guides their behavior will be affected by an organizations value system and thus become different in its description. Nonetheless, this requires further examination, therefore future study is recommended to enrich the data with a more balanced distribution of occupation sectors, in order to run in-depth analysis in relation to an organization's value system.

In addition, the construct analysis for the values variable generated 11 items for the Bahasa Indonesia version, in which the tradition indicator did not serve as part of the conservation dimension. This indicates that when describing univeral value systems in the form of resistance to change (conservation), participants in this study's context do not consider commitment toward tradition as part or rejection towards change. The national Indonesian culture is seen as a culture with long-term orientation, whereby society considers tradition as part of the present that does not limit openness to new changes.

berprestasi dan mencapai kesuksesan menjadi sumber daya yang menstimulasi individu dalam bekerjanya sehingga memberikan dorongan yang membuat individu menjadi lebih terikat dalam pekerjaannya. Walaupun demikian, dinamika tersebut tidak perlu melalui perasaan kebermaknaan kerja. Hal tersebut sejalan dengan pendapat yang dikemukakan oleh Steger et al. (2012) bahwa individu mendapatkan pengalaman bahwa pekerjaannya bermakna ketika individu merasa bahwa apa yang dilakukan atau dikerjakan merupakan suatu hal yang bermakna serta memberikan dampak terhadap lingkungan sekitarnya atau orang lain. Individu yang digerakkan oleh nilai utama *self-enhancement* dalam dirinya, berfokus pada pencapaian dirinya sehingga cenderung mengabaikan keadaan kesejahteraan lingkungan di sekitarnya (Braun, 2017).

## Keterbatasan dan Saran

Studi ini memiliki beberapa keterbatasan terkait dengan distribusi partisipan, ketika penulis tidak dapat membedakan data study dari beragam sektor pekerjaan seperti Aparatur Sipil Negara (ASN), Badan Usaha Milik Negara (BUMN), dan swasta. Terdapat anggapan bahwa kultur organisasi yang berbeda berpeluang mempengaruhi internalisasi tata nilai individual sehingga tata nilai individu sebagai landasan perilaku individu telah tercampur dengan tata nilai organisasi sehingga dimensi *values* individual tertentu akan tercampur dengan tata nilai organisasi dan menjadi berbeda dalam deskripsinya. Walaupun demikian, hal ini perlu mendapatkan kajian lebih lanjut, sehingga bagi studi selanjutnya disarankan untuk memperkaya data dengan distribusi sektor pekerjaan yang seimbang, sehingga dapat dilakukan analisis yang lebih mendalam jika dikaitkan dengan tata nilai organisasi.

Selain itu, hasil analisis konstruk pada variabel *values* menghasilkan 11 butir versi Bahasa Indonesia, yang indikator *tradition* tidak menjadi bagian dari dimensi *conservation*. Hal ini mengindikasikan bahwa saat menggambarkan tentang tata nilai universal yang berupa resistensi terhadap perubahan (*conservation*), partisipan dalam konteks studi ini tidak menganggap komitmen terhadap tradisi sebagai bagian dari pemolakan terhadap perubahan. Kultur nasional Indonesia adalah sebagai negara dengan kultur *long-term orientation*, yang masyarakatnya menganggap tradisi adalah bagian dari masa kini yang tidak membatasi keterbukaan terhadap hal baru.

Future studies in terms of values must be conducted as an effort to provide empirical data in the Indonesian context, considering that this study is universal and is accessible to other countries to be studied. Aside from this, a study that involves more participant characteristics is required, including an elaboration on modeling.

Future studies are recommended to examine other variables that are assumed to be job resources and personal resources for work engagement, so it may enrich the literature on the antecedents or predictors of work engagement, particularly on variables that are still scarcely studied.

## Conclusion

Work meaningfulness was able to mediate the role of perceived organizational support (POS) and a majority of the values dimnesion toward work engagement. This study showed that experiences of work meaningfulness is able to bridge the increased contribution of values systems as proposed by Schwartz (1992) toward employees' engaged behavior. However, individuals with self-enhancement values do not require the reinforcement of work meaningfulness and may immediately become attached to their jobs.

Organizations may continue to increase their care and support toward employees and provide more meaningful experiences in the form of autonomy or appreciation of actions in order to enhance engaged behavior. More specifically, an individual's value system is also a critical aspect that requires attention, by adding meaningful experiences so that it may lead to an increase in their engagement. Also, particularly for values in relation to self-enhancement, an organization may increase their efforts to provide more challenges for employees so that they feel happy, prestigious, and experience personal success which will lead to greater engagement in work settings.

Studi selanjutnya sehubungan dengan *values* perlu dilakukan sebagai upaya menyediakan bukti empiris dalam konteks Indonesia, mengingat studi ini universal dan dapat diakses ke negara lain untuk dipelajari. Selain itu, perlu dilakukan studi dengan melibatkan lebih banyak karakteristik partisipan termasuk elaborasi pemodelan.

Bagi studi selanjutnya disarankan untuk meneliti variabel lain yang diduga menjadi *job resources* dan *personal resources* bagi *work engagement* sehingga dapat memperkaya kajian mengenai anteseden atau prediktor bagi *work engagement*, khususnya pada variabel yang masih jarang diteliti.

## Simpulan

*Work meaningfulness* mampu memediasi peran *perceived organizational support (POS)* dan sebagian besar dimensi *values* terhadap *work engagement*. Hasil studi ini menunjukkan bahwa pengalaman kebermaknaan kerja mampu menjadi jembatan dalam peningkatan kontribusi tata nilai *values* oleh Schwartz (1992) terhadap perilaku *engaged* pada karyawan. Meskipun demikian, individu dengan *self-enhancement* tidak memerlukan penguatan pemaknaan dalam bekerja dan dapat langsung mengikatkan diri dalam pekerjaan.

Organisasi dapat terus meningkatkan kepedulian dan dukungan kepada karyawan serta memberikan pengalaman bermakna dalam bentuk otonomi maupun apresiasi tindakan agar perilaku karyawan menjadi lebih *engaged*. Secara khusus, tata nilai individu juga penting untuk diperhatikan dengan memberikan tambahan pengalaman kebermaknaan sehingga pada akhirnya akan meningkatkan perilaku *engaged* karyawan. Secara khusus untuk *values* sehubungan *self-enhancement*, organisasi perlu meningkatkan upaya memberikan tantangan bagi karyawan agar merasa senang, prestis, dan merasakan kesuksesan pribadi sehingga akan lebih *engaged* di tempat kerja.

# References

Arciniega, L. M., & González, L. (2006). What is the influence of work values relative to other variables in the development of organizational commitment? [¿Cuál es la influencia de los valores hacia el trabajo en relación con otras variables en el desarrollo del compromiso organizacional?]. *Revista de Psicología Social [International Journal of Social Psychology], 21*(1), 35-50. https://doi.org/10.1174/021347406775322269

Ariza-Montes, A., Molina-Sánchez, H., Ramirez-Sobrino, J., & Giorgi, G. (2018). Work engagement and flourishing at work among nuns: The moderating role of human values. *Frontiers in Psychology, 9:1874*. https://doi.org/10.3389/fpsyg.2018.01874

Aryee, S., Walumbwa, F. O., Zhou, Q., & Hartnell, C. A. (2012). Transformational leadership, innovative behavior, and task performance: Test of mediation and moderation processes. Human Performance, 25(1), 1-25. https://doi.org/10.1080/08959285.2011.631648

Bickerton, G. R., Miner, M. H., Dowson, M., & Griffin, B. (2014). Spiritual resources and work engagement among religious workers: A three-wave longitudinal study. *Journal of Occupational and Organizational Psychology, 87*(2), 370-391. https://doi.org/10.1111/joop.12052

Bipp, T., Kleingeld, A., & Schelp, L. (2020). Achievement goals and goal progress as drivers of work engagement. *Psychological Reports, 124*(5), 2180-2202. https://doi.org/10.1177/0033294120959778

Braun, S. (2017). Leader narcissism and outcomes in organizations: A review at multiple levels of analysis and implications for future research. *Frontiers in Psychology, 8:773*. https://doi.org/10.3389/fpsyg.2017.00773

Chalofsky, N., & Krishna, V. (2009). Meaningfulness, commitment, and engagement: The intersection of a deeper level of intrinsic motivation. *Advances in Developing Human Resources, 11*(2), 189-203. https://doi.org/10.1177/1523422309333147

Côté, K., Lauzier, M., & Stinglhamber, F. (2021). The relationship between presenteeism and job satisfaction: A mediated moderation model using work engagement and perceived organizational support. *European Management Journal, 39*(2), 270-278. https://doi.org/10.1016/j.emj.2020.09.001

Crites, J. O. (1961). Factor analytic definitions of vocational motivation. *Journal of Applied Psychology, 45*(5), 330-337. https://doi.org/10.1037/h0040112

De Boeck, G., Dries, N., & Tierens, H. (2019). The experience of untapped potential: Towards a subjective temporal understanding of work meaningfulness. *Journal of Management Studies, 56*(3), 529-557. https://doi.org/10.1111/joms.12417

Dik, B. J., & Duffy, R. D. (2009). Calling and vocation at work: Definitions and prospects for research and practice. *The Counseling Psychologist, 37*(3), 424-450. https://doi.org/10.1177/0011000008316430

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *Journal of Applied Psychology, 71*(3), 500-507. https://doi.org/10.1037/0021-9010.71.3.500

Giurge, L. M., & Bohns, V. K. (2020). *3 tips to avoid WFH burnout*. Harvard Business Review. https://hbr.org/2020/04/3-tips-to-avoid-wfh-burnout

Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology, 60*(2), 159-170. https://doi.org/10.1037/h0076546

Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology, 92*(5), 1332-1356. https://doi.org/10.1037/0021-9010.92.5.1332

Kinicki, A., & Fugate, M. (2018). *Organizational behavior: A practical, problem-solving approach* (2nd ed.). McGraw-Hill Education. https://www.mheducation.com/highered/product/organizational-behavior-practical-problem-solving-approach-kinicki/M9781260075076.html

May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology, 77*(1), 11-37.

https://doi.org/10.1348/096317904322915892

Morrison, E. E., Burke III, G. C., & Greene, L. (2007). Meaning in motivation: Does your organization need an inner life? *Journal of Health and Human Services Administration, 30*(1), 98-115.

Morrison, M. A. (2018). Increasing the meaningfulness of work with motivational self-transcendence. *International Journal of Existential Positive Psychology, 7*(2), 1-16.
https://www.meaning.ca/ijepp-article/vol7-no2/increasing-the-meaningfulness-of-work-with-motivational-self-transcendence/

Ortiz-Gómez, M., Ariza-Montes, A., & Molina-Sánchez, H. (2020). Human value and work engagement: The mediating role of authenticity among workers in a Spanish religious organization. *Frontiers in Psychology, 11:76*.
https://doi.org/10.3389/fpsyg.2020.00076

Ott, A. R., Haun, V. C., & Binnewies, C. (2019). Negative work reflection, personal resources, and work engagement: The moderating role of perceived organizational support. *European Journal of Work and Organizational Psychology, 28*(1), 110-123.
https://doi.org/10.1080/1359432X.2018.1550076

Palmer, B., Griffin, M. T. Q., Reed, P., & Fitzpatrick, J. J. (2010). Self-transcendence and work engagement in acute care staff registered nurses. *Critical Care Nursing Quarterly, 33*(2), 138-147.
https://doi.org/10.1097/CNQ.0b013e3181d912d8

Pudelko, B. (2020). *Neuroscience can explain why you're having trouble concentrating on work or school during the COVID-19 pandemic*. Business Insider.
https://www.businessinsider.com/why-its-hard-to-concentrate-work-during-covid-19-pandemic-2020-6

Purwaningrum, E. K., Suhariadi, F., & Fajrianthi. (2022). Participation and commitment to change on middle managers in Indonesia: The role of perceived organizational support as mediator. Global Business Review, 23(5), 1218-1235.
https://doi.org/10.1177/0972150919892371

Quantum Workplace. (2020). *The impact of COVID-19 on employee engagement: A Quantum Workplace benchmark report and analysis*. Quantum Workplace.
https://www.quantumworkplace.com/impact-of-covid-19-on-employee-engagement

Ralston, D. A., Egri, C. P., Stewart, S., Terpstra, R. H., & Kaicheng, Y. (1999). Doing business in the 21st century with the new generation of Chinese managers: A study of generational shifts in work values in China. *Journal of International Business Studies, 30*(2), 415-427.
https://doi.org/10.1057/palgrave.jibs.8490077

Robbins, S. P., & Judge, T. A. (2019). *Organizational behavior, global edition* (18th ed.). Pearson.
https://www.pearson.com/en-gb/subject-catalog/p/organizational-behavior-global-edition/P200000005313/9781292259291

Rokeach, M. (1971). Long-range experimental modification of values, attitudes, and behavior. *American Psychologist, 26*(5), 453-459.
https://doi.org/10.1037/h0031450

Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior, 30,* 91-127.
https://doi.org/10.1016/j.riob.2010.09.001

Schaufeli, W. B., & Bakker, A. B. (2003). *Work & Well-Being Scale (UWES)*.
https://www.wilmarschaufeli.nl/tests/#engagement

Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker, & M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and research* (pp. 10-24). Routledge.
https://www.routledge.com/Work-Engagement-A-Handbook-of-Essential-Theory-and-Research/Bakker-Leiter/p/book/9781138877634

Schwartz, S. H. (1992). Universals in the content and structure of values: Theoretical advances and empirical tests in 20 countries. In M. Zanna (Ed.), *Advances in Experimental Social Psychology* (vol. 25, pp. 1-65). Elsevier.

Schwartz, S. H. (2003). *Chapter 7: A proposal for measuring value orientation across nations*. European Social Survey.
https://www.europeansocialsurvey.org/docs/methodology/core_ess_questionnaire/ESS_core_questionnaire_human_values.pdf

Seligman, M. E. P. (2002). *Authentic happiness: Using the new positive psychology to realize your potential for lasting fulfillment*. Free Press.
https://psycnet.apa.org/record/2002-18216-000

Shuck, B., & Reio, T. G. Jr. (2014). Employee engagement and well-being: A moderation model and implications for practice. *Journal of Leadership & Organizational Studies, 21*(1), 43-58.
https://doi.org/10.1177/1548051813494240

Spreitzer, G. M. (1995). Psychological empowerment in the workplace: Dimensions, measurement, and validation. *Academy of Management Journal, 38*(5), 1442-1465.
https://psycnet.apa.org/doi/10.2307/256865

Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The Work and Meaning Inventory (WAMI). *Journal of Career Assessment, 20*(3), 322-337.
https://psycnet.apa.org/doi/10.1177/1069072711436160

Tolay, E., Sürgevil, O., & Topoyan, M. (2012). Impact of structural and psychological empowerment on affective commitment and job satisfaction in academic work settings. *Ege Akademik Bakış Dergisi [Ege Academic Review], 12*(4), 449-465.
https://dergipark.org.tr/tr/pub/eab/issue/39902/473777

Vuori, T., San, E., & Kira, M. (2012). Meaningfulness-making at work. *Qualitative Research in Organizations and Management: An International Journal, 7*(2), 231-248.
https://doi.org/10.1108/17465641211253110

Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior, 74*(3), 235-244.
https://psycnet.apa.org/doi/10.1016/j.jvb.2008.11.003