Doctoral Dissertation

A Study of the Antecedents of Work Engagement

（Summary）

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Work engagement has become a critical discussion in human resource management (HRM) field of research. It is realized as the crucial factor for the success and competitiveness of organizations. Therefore, it is fruitful to examine what factors drive employees' engagement to make organizations achieve those goals.

This dissertation investigates the antecedents of work engagement based on the job demands and resources (JD-R) theory with its expanded version, by incorporating personal resources as a boundary condition and leadership as an antecedent of job demands and resources. Based on the literature, this study addressed three potential gaps. All those three gaps are the basis of my three independent research that discussed in the chapter 2, 3, and 4.

This dissertation consists of five chapters. Chapter 1 introduces and integrates all studies, including the background, purposes of the study, the foundation of the theory, the research questions, and the brief introduction of each independent research.

Chapter 2, 3, and 4 are the main analyses of study 1,2 and 3. Chapter 2 investigated the applicability of JD-R theory for the individual with young and highly educated characteristics. The observational data were collected from 152 participants of the awardee of Lembaga Pengelola Dana Pendidikan (LPDP: Indonesia Endowment Fund for Education) scholarship who had already worked for either public or private sectors. This study utilized perceived organizational support (POS) and employee voice (EV) as job resources and emotional demand as a type of job demand. This study found that POS had a positive correlation with work engagement, while EV did not correlate. Furthermore, ED negatively correlated with work engagement and did not moderate the relationship between those two job resources with work engagement, respectively.

Chapter 3 adopted the expanded theory-based model for the sample of mostly young graduate students with working experiences. Specifically, I analyzed the effect of ethical leadership on work engagement and workaholism with the potential moderation effect of self-efficacy as a type of personal resource. I examined the effect of ethical leadership on work engagement and workaholism that are argued to overlap conceptually each other, to have a clearer understanding of the process towards work engagement. By utilizing an experimental research design (randomized trial control, RCT), I collected the data from the students of a university in Indonasia. This study found that ethical leadership had a positive effect on work engagement and has an insignificant effect on workaholism. Furthermore, self-efficacy did not moderate the relationship between ethical leadership and work engagement and workaholism, respectively.

Chapter 4 tested the effect of ethical and transformational leadership on work engagement with the interaction effect of those two leadership styles and the moderation effect of PSM in the case of public sector employees. Transformational leadership was added to compare the relative importance of the two leadership styles and examine their potential interaction effect, in addition to re-examining the positive effect of ethical leadership proved in Chapter 3. PSM was chosen as a personal resource because it is likely to be an effective moderator in the study case, public sector employees. The data were collected from 149 employees of Ministry of Finance, Indonesia, assigned to study at the university in the ministry. An RCT was implemented, and the findings were that both ethical and transformational leadership positively affected work engagement. There was no interaction effect between these leadership styles—moreover, PSM moderated only the relationship between ethical leadership and work engagement.

Chapter 5 concluded based on all three empirical studies. As a whole, the JD-R theory is considered to be partially applicable for work engagement because the applicability of job resources and demands might depend on the type of individuals, workplaces, and culture. The implications for academics and practitioners, limitations, and direction for further studies are also discussed in this chapter.