

The Influence of Well-being, Empowering Leadership, and Career Development on Work Engagement in Generation Z in Indonesia

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Abstract: - Understanding and improving employee job engagement is essential for organizational success in today's corporate environment. This study examines the effects of three important variables on work engagement among Generation Z employees, a group distinguished by distinct socioeconomic origins and attitudes: well-being, career growth, and empowering leadership. With 438 respondents from Indonesia's Generation Z, the study uses a quantitative methodology and reveals some noteworthy conclusions. First of all, it finds a significant and positive relationship between well-being and work engagement, highlighting the role that programs promoting physical and mental wellness have in raising employee engagement. Second, the study emphasizes the critical significance of empowering leadership by showing a robust positive correlation between these leadership philosophies and Generation Z employees' work engagement. Thirdly, it emphasizes how important career development opportunities are in determining how engaged employees are at work. It suggests that options for professional development and progression are important factors in determining employee engagement in this group. Finally, the study reveals a favorable correlation between employee well-being and leadership that emphasizes empowerment, suggesting that leadership styles that prioritize empowerment have a favorable impact on worker wellbeing. Together, these data provide organizations looking to increase job engagement among Generation Z employees with useful information and practical tactics for cultivating a more engaged and effective workforce.

Key-Words: - Well-being, Empowering Leadership, Career Development, Work Engagement, Gen Z, Gen Y, workforce, motivation, people management.

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1 Background

Human Resource Management (HRM) is the process of acquiring, training, assessing, and compensating employees, as well as managing labor relations, health, safety, and employee fairness. Human Resource Management plays a crucial role in an organization. It is essential for all managers and employees because HR can help improve company performance and profitability. Additionally, HR can minimize personnel errors from each employee, [1].

One recurring issue in companies is related to Work Engagement, [2]. Work Engagement is defined

as a motivational concept indicating an employee's total commitment to their role. In practice, this involves employees consistently engaging and directing themselves physically, mentally, and emotionally in performing their job tasks, [3]. Work Engagement is characterized by involvement, dedication, and commitment, referring to a positive mindset and productive behavior in the workplace, [4]. Work Engagement allows employees to fully invest themselves in their work with the hope of contributing fully to the company, [5], [6].

Post the COVID-19 pandemic, there have been many changes in work styles, such as extended working hours and difficulty in receiving supervisory support, negatively impacting work engagement, and causing a decrease in productivity, [7]. Productivity itself is crucial for most organizations, [8]. Compared to disengaged employees, engaged employees are considered more committed to the organization and are even less likely to leave the organization, [9].

Research indicates that Work Engagement plays a crucial role in the success of a company, but it remains a challenge. According to [10], Generation Z faces difficulties in workplace engagement due to their tendency to be indifferent and apathetic towards workplace involvement. The factors contributing to workplace engagement issues, especially in Generation Z, include a lack of transparency regarding information, uncertainty about career development, not considering individual contributions important, lack of space for exploration and innovation for employees, no specific feedback on career success, lack of leadership empowerment in the organization, and not maximizing well-being and mental health for employees, [10]. From the mentioned factors, our focus in this research is to examine whether there is an influence of well-being, empowering leadership, and career development on work engagement.

Well-being of employees is closely related to how employees feel connected to their work. Studies conducted by [11] and [12] support this. The relationship between empowering leadership and work engagement is evidenced by [13]. Similarly, [6], states that their research results show that career development has a positive and significant impact on work engagement.

2 Literature Review

2.1 Theory of Motivation

Maslow Theory on motivation, [1], states that there are five fundamental aspects of human basic needs: physiological, safety, love and belongingness, esteem, and self-actualization, which can enhance higher employee motivation. This suggests that these basic needs must be fulfilled for employees to reach the next level, [1]. To enhance work engagement, it is important to meet physiological needs by providing adequate salaries to fulfill basic requirements and ensuring employees have sufficient rest time. When

all basic needs are met, employee work engagement will increase. Thus, levels of satisfaction and happiness in the workplace will also increase, [1].

2.2 Work Engagement

Work engagement is defined as an optimistic, satisfying state of mind related to work categorized by vigor, dedication, and absorption, [11]. Additionally, work engagement is a motivational concept indicating an employee's total commitment to their role. In practice, this involves employees consistently engaging and directing themselves physically, mentally, and emotionally in performing their job tasks, [3]. Work engagement is marked by dedication and commitment, referring to a positive mindset and productive behavior in the workplace, [13]. Work engagement is also characterized by involvement, commitment, enthusiasm, and positive energy generated from the attitudes and behaviors of each employee in fulfilling their responsibilities, [14]. Work engagement allows individuals to fully invest themselves in their work by enhancing self-efficacy and positively impacting employee performance, which, in turn, benefits the company, [5], [6]. Work engagement is also referred to as an individual's attitude toward their job that directly influences their psychological involvement in work [15], [16]. In summary, the definition of work engagement can be concluded as an employee's commitment to engaging in their responsibilities, which can have positive impacts on the company.

Work engagement can be influenced by various factors such as task proficiency, career satisfaction, career commitment, etc., [17], [18], stated that task proficiency is considered a crucial individual resource because individuals with high task proficiency can acquire additional resources and create a positive work environment. According to [18], career satisfaction is one of the indicators that can reflect the success of an employee's career, reflecting their feelings of achievement and satisfaction in their career.

2.3 Well-being

According to [11], well-being is defined as activities related to job well-being in an organization that influence job stress and employee satisfaction. The definition of well-being can be related to satisfaction with mental and physical health in one's job, assessments of happiness, and life, [16]. Another opinion about well-being is a mindset that leads an

individual to face activities that lead to happiness, [19]. According to [13], well-being is defined as motivation for personal growth and individual development leading to a peaceful life and positive health. Quoted in [3], well-being is the psychology possessed by individuals with a high level of positive influence on happiness in life. Thus, the definition of well-being can be summarized as the well-being present in human psychology, which has a positive level of happiness in carrying out work and life without the pressure affecting mental, physical, and human thinking conditions.

Quoted in [11], [12], [16], [19], [20], it is mentioned that well-being positively affects work engagement. Also, [12], explains that a high level of well-being in organizations and employees can improve work engagement, thus positively affecting work performance, mental health, and physical health. [21], state that organizations practicing well-being promotion for employees will provide optimal functions in work performance. Furthermore, [22], explains that well-being mediates the relationship between career satisfaction and turnover intention. Well-being is essential in reducing turnover intention because it provides happiness to the organization, creating career satisfaction in employee work, [22].

2.4 Empowering Leadership

According to [23], empowering leadership is defined as a process in which leaders provide power and responsibility to their subordinates by applying management actions to improve positive work outcomes among employees. Meanwhile, according to [13], empowering leadership is the leader's behavior of sharing more power, responsibility, and autonomy with their followers. A different definition from, [5], interprets empowering leadership as a behavior where power is shared with team members to increase the level of intrinsic motivation in employees. Additionally, empowering leadership is defined as a leadership characteristic that encourages individuals or teams to make decisions contributing to their responsibilities, [5]. Empowering leadership is defined as a multidimensional construction with six dimensions, including accountability; authority; independent decision-making; skill development; information sharing; and coaching for innovative performance, [5]. Therefore, it can be concluded that empowering leadership involves giving more power from a leader to their subordinates to encourage them to contribute to their responsibilities.

Empowering leadership is a crucial factor influencing innovative behavior, [23]. Empowering leadership promotes the creation of team learning behavior because the leader's strength can make decisions leading to the formation of organizational learning. According to [5], empowering leadership can influence employee job performance through different mechanisms. [24], state that empowering leadership affects service adaptive behavior through perceptions of autonomy, competence, and role connection in their jobs. Empowering leadership also positively influences service-oriented behavior, [25].

2.5 Career Development

Career development refers to a process involving an individual and an organization to create a collaborative relationship to enhance an individual's skills, knowledge, competencies, and attitudes for current and future jobs and assignments, [17]. According to [6], career development is an employee's advancement process that goes through several stages with a series of activities, tasks, and relationships in different and better developments. Meanwhile, according to [26], career development is defined as a positive relationship with the attitudes and behaviors of employees toward organizational commitment, with the ability to determine career goals determining the extent to which the organization influences employees toward achieving their career goals. Another definition of Career Development is the dependence of employees on the company to improve career development and opportunities for progress in the future, [18]. Thus, Career Development can be concluded as an engagement relationship between individuals and organizations that influences the progress of skills, knowledge, and competencies for individual career development in the present and future with positive goals.

In [6], [17], [18], [26], [27], it is mentioned that one of the factors influencing work engagement is career development. Quoted in [26], [27], when organizations increase opportunities in Career Development, it will create mutual bonds and encourage affective commitment. Furthermore, [6], [13], state that the better the Career Development of employees, the higher job satisfaction will be, which also applies to the work atmosphere influenced by Career development. As explained by [28], organizations that support Career development will increase the effectiveness of managers and leaders. In

addition, the effect of career development also influences organizational performance such as innovation and productivity, [13].

2.6 Hypothesis Development

Research conducted by [11] in India, across various industries which involving 300 respondents. The results of the study show a strong and positive relationship between Well-being and Work Engagement. Furthermore, research conducted by [16] in the UK and Iran, in the education sector, sampled 363 respondents, showing that Psychological Well-being significantly influences Work Engagement.

In the study conducted by [19] in the education sector, the researchers sampled 472 respondents. The results indicated a positive relationship between Growth Mindset and Work Engagement, with Well-being mediating this relationship. Another study by [12] in the IT industry in India involved 480 respondents, showing a positive influence of Subjective Well-Being on Work Engagement. In a different context in India, [20] explored the relationship between Mindfulness, Well-being, and Work Engagement in knowledge workers, with 284 respondents showing a positive correlation between Well-being and Work Engagement.

Based on the above preliminary studies, the first hypothesis for this research is:

H1: Well-being has a positive and significant impact on Work Engagement.

The study [25], was conducted in Beijing, China. The research involved front-line employees in five-star hotels, with a sample size of 498 employees. The study's results indicated a positive association between empowering leadership and work engagement. Another research by [13] in Pakistan was carried out across 87 service sector organizations, involving 634 employees. The findings demonstrated that empowering leadership has a positive impact on employees' work engagement through the mediation of Organizational Identification (OI).

The study by [29], conducted in Riyadh, Saudi Arabia with 500 nurses in five private hospitals as respondents revealed a significant influence of empowering leadership on work engagement. Another investigation by [4] in a leading telecommunications company in South Korea with

430 employees as respondents resulted that empowering leadership can stimulate creative behavior among employees by enhancing work engagement and knowledge sharing. Additionally, research by [4] in China, utilized a survey sample of 6,179 employees from a technology company. The findings indicated a positive relationship between empowering leadership and work engagement. Based on the above preliminary research, the second hypothesis of this study is:

H2: Empowering leadership has a positive and significant impact on work engagement.

The study by [17], was conducted in the United States, focusing on the multinational corporate sector involved 1,997 respondents. The study's results indicated that career development has a positive and significant impact on work engagement. Another research by [27] in China, within the technology sector involved 353 respondents. The findings from this study suggested that career development significantly influences work engagement.

A preliminary study by [6] conducted in Indonesia, specifically in the government sector of Kota Bukittinggi Indonesia. The study included 200 respondents and demonstrated that career development has a positive and significant impact on work engagement. Another research by [26] in South Korea, within the hospitality sector involved 330 respondents. The results of this study indicated that career development has a positive and significant influence on work engagement.

The study conducted by [18] in China, within the telecommunications sector involved 228 respondents. The results demonstrated that career development has a positive and significant impact on work engagement. Based on the explanations from the journals, the third hypothesis of this study is:

H3: Career Development positively and significantly influences Work Engagement.

The study conducted by [30] in China utilized convenience sampling by inviting preschool teachers to fill out survey questionnaires. The survey was closed after reaching 500 responses. The research results indicated a positive association between empowering leadership and well-being. Furthermore, in a study conducted by [31] in Pakistan, involved 520 secondary school teachers, significant positive

relationships were found between empowering leadership behavior and psychological well-being.

In the study conducted by [32] in Seoul, South Korea, 400 employees from eight companies were selected to participate. The results indicated that psychological capital fully mediated the relationship between empowering leadership and psychological well-being while playing a partial mediating role in work engagement. Based on the above preliminary studies, the fourth hypothesis of this research is:

H4: Empowering Leadership has a positive and significant impact on Well-being.

3 Methods

3.1 Research Procedure

The survey method is one of the data collection techniques commonly used in research. The main objective of the survey method is to obtain systematic and structured information about the variables defined in the research topic, [33].

Questionnaires are commonly used instruments in survey methods. Questionnaires consist of a set of questions designed to obtain responses from respondents regarding a specific topic or issue in the research, [33]. Questionnaires can be created in written or electronic formats, such as Google Forms, by distributing them using the convenience sampling method, where data is collected from easily accessible and available population members, [33].

Google Forms is a free online platform owned by Google that provides services for creating forms and online quizzes. Through Google Forms, surveys/quizzes/evaluations can be easily created. Google Forms is highly flexible as it allows the addition of various types of questions, ranging from multiple-choice to short answer. The answers obtained through Google Forms can be accessed directly by the creator, facilitating subsequent data analysis. The use of Google Forms as a questionnaire consists of four parts: (1) discussion about the research, privacy of the research, and the availability of respondents to participate; (2) screening respondents for the required data scope in the research; (3) demographic data section needed for the next survey stage; (4) collection of information on the studied variables with assessments of the indicators (Appendix 1).

3.2 Population and Sampling

According to [33], the population is the total number of groups of people, events, or occurrences that attract attention for research and conclusions. In this study, the population under investigation consists of employees in Indonesia who were born in Generation Z. Generation Z according to [34], [35], refers to individuals born between 1995 and 2010. Based on the 2021 Population Census by the Central Statistics Agency, the Gen Z population in Indonesia is approximately 74.93 million or 24.94% of the total population. A sample is a subset of a population, [33]. The size of the population and the variation of variables in the research influence the required sample size in the sampling process, [36]. Therefore, this research determines the sample size using the Slovin Formula with a 5% error rate. Therefore, the sample size for this study is 400 Generation Z individuals in Indonesia.

3.3 Data Analysis Method

3.3.1 Measurement Model Analysis

Validity Test

A valid instrument means that the measurement tool used to obtain data is valid. Valid means that the instrument can be used to measure what should be measured, [33]. The validity test in this research includes convergent validity and discriminant validity. Convergent validity is related to the principle that measures (manifest variables) of a construct should have a high correlation. The validity of convergent indicators can be seen through the SmartPLS 3.0 program, with loading factor values that should be greater than 0.708 for confirmatory research and between 0.6-0.7 for explanatory research, and the average variance extracted (AVE) should be greater than 0.5, [36]. However, for the initial stages of measurement scale development, loading factor values of 0.5-0.6 are considered sufficient. This study uses a loading factor value of 0.5. Furthermore, discriminant validity is related to the principle that measures (manifest variables) of a construct should not have a high correlation. To test discriminant validity with reflective indicators, it is necessary to look at the AVE value, which should be greater than 0.5, meaning that 50% or more of the variance can be explained, [36].

Reliability Test

Reliability concerns the degree of consistency and stability of data or findings. If data is considered reliable, two or more researchers on the same object will produce the same data, or the same researcher at different times will also produce the same data, [36]. Reliability testing with the SmartPLS 3.0 program can be done using two methods: Cronbach's Alpha and Composite Reliability, often referred to as Dillon Goldstein's. Reliability testing in this study uses Composite Reliability. The Composite Reliability value must be greater than 0.7 for confirmatory research, and a value of 0.6-0.7 is acceptable for explanatory research, [36].

3.3.2 Structural Model Analysis

Assessment of Collinearity

Collinearity is a condition where there is a strong linear relationship between two or more independent variables in a regression model, [36]. In PLS analysis, collinearity can disrupt weight calculations and cause serious numerical problems. To assess the presence of collinearity in the data before performing PLS analysis, several commonly used methods are Variance Inflation Factor (VIF): Measures the level of linear correlation between one independent variable and other independent variables in the regression model. The larger the VIF value, the greater the likelihood of collinearity issues, [36]. Tolerance: The inverse of the Variance Inflation Factor (VIF), measuring how much variation in an independent variable cannot be explained by other independent variables in the regression model, [36]. Condition Number: One method to evaluate collinearity issues in PLS analysis. This condition is expressed through a positive integer, and the larger the value, the worse the condition of the matrix, [36]. In practice, if the VIF value is greater than 5, or tolerance is less than 0.2, or the condition number exceeds 30, it indicates a collinearity problem, [36].

Coefficient of Determination (R²)

The coefficient of determination is a measure to see what percentage of the influence between independent and dependent variables. If R² is closer to one, the independent variable can explain the dependent variable, and the larger the value, the more accurate the prediction, [36]. The coefficient of determination or R² measures how far the model can explain the variation in the dependent variable. In this study, the researcher uses the Adjusted R², as it

can increase or decrease when an independent variable is added to the model. Substantial, moderate, or weak limits indicating R² are around 0.75, 0.50, or 0.25, [36].

Effect Sizes (f²)

The effect size is used to measure the strength of the influence of independent variables on dependent variables in the PLS model. The f² value ranges from 0 to infinity, where the larger the value, the stronger the influence of the independent variable on the dependent variable in the PLS model, [36].

Predictive Relevance (Q²)

Predictive relevance is used to measure how well a PLS model can accurately predict new or out-of-sample data that has not been seen before. The larger the Q² value is greater than zero, the better the prediction of the PLS model for new data, [36].

Path Coefficients

Path coefficients are used to measure the relationship between each latent variable block and the relationship between each manifest variable with the latent variable block in a PLS model. Path coefficient that indicates the magnitude of the influence of the independent variable on the dependent variable in a specific path. A value closer to (+1) in path coefficients indicates a strong and positive relationship. Conversely, if the value is closer to (-1), the relationship is weaker and negative, [36].

Model Fit

Model fit is a measure of how well the created PLS model can describe the relationship between independent and dependent variables in the data. The index used in the model fit analysis is the Goodness-of-Fit (GoF), [36]. The measure used to compare the proposed model with the null model with incremental fit measures obtained using the Normed Fit Index (NFI) with a recommended value of ≥ 0.90 , [36].

Hypothesis Testing

Path coefficients in the inner model are used as a hypothesis testing tool. The score or value of the path coefficient is indicated by the t-Statistic and p-value. The t-statistic should be > 1.96 , and the alpha value is 5%, with the p-value used for decision-making with the following categories [36]: If p-value $\geq 0,05$, then the hypothesis is rejected, indicating no significant influence between variable X and Y variable Y. If p-

value < 0,05, then the hypothesis is accepted indicating a significant influence between variable X and Y.

4 Result and Discussion

4.1 Respondent Demographic

In this study, data were obtained by distributing questionnaires to the general public in Indonesia who were born in Generation Z and are currently employed. Respondent profiles (Appendix 2) were divided into several categories such as gender, educational background, domicile, job position, duration of employment, and personality. The questionnaire distribution for this study utilized Google Forms and was disseminated through social media platforms such as WhatsApp, Instagram, Line, and other social media channels. The questionnaire comprised 33 questions and was answered using a 1-6 scale. The distribution and data collection for this questionnaire were conducted from August 1 to September 15, 2023, with a total of 670 respondents. Not all respondents met the research criteria, necessitating a selection process. The selection involved respondents who were unwilling to complete the questionnaire in full. After the selection process, a total of 438 respondents met the research criteria.

Based on the research findings, there were 438 respondents who completed the questionnaire and met the research criteria, namely being part of Generation Z and currently employed. The collected data then underwent a screening process to ensure its suitability for analysis. The following are the profile data of respondents who have passed the screening stage.

Out of the total 438 respondents, it was found that 183 respondents, accounting for 42%, were female, 205 respondents, accounting for 47%, were male, and 50 respondents, accounting for 11%, chose not to answer. Regarding educational background, 49% held a bachelor's degree (S1), 15% held a master's degree (S2), and 36% had other educational backgrounds. In terms of domicile, 38% of respondents were located in Jabodetabek, 42% in areas outside Jabodetabek, and 20% in other locations.

Moving on to job positions, the most common were Staff at 37%, followed by Interns at 25%, Team Leaders/Supervisors at 18%, Managers and

equivalents at 9%, others at 8%, and Directors and equivalents at 3%. Regarding the duration of employment, the majority worked for less than 1 year (< 1 year) at 30%, followed by more than 1 to 3 years (> 1 - 3 years) at 29%, more than 5 years (> 5 years) at 21%, and more than 3 to 5 years (> 3 - 5 years) at 20%. It was then revealed that 35% of respondents identified as introverts, totaling 151 respondents, 33% as extroverts, totaling 146 respondents, and 32% as ambiverts, totaling 142 respondents.

4.2 Measurement Model Analysis

Standardization values in the outer loading test range from 0.6 to 0.7. If all indicators in the study have outer loadings above 0.6, the data can be considered valid, [36]. From the outer loading calculation results (Figure 1), some indicators were found to be below 0.6, indicating their invalidity. Therefore, a retest was performed by removing indicators below 0.6 for each variable. In the second run of testing, it is evident that the outer loading calculation results are above the standardization value, with outer loadings exceeding 0.6. Thus, the test is considered valid for all indicator values.

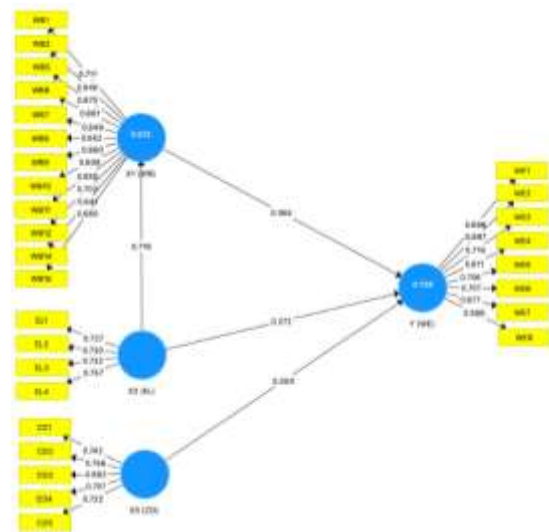


Fig. 1: Outer Loading

In the first run, the AVE values showed that there were invalid values for the WB and WE variables as they were below 0.5. Therefore, a retest was necessary by removing the indicators with the smallest values for the WB and WE variables. In the second run of testing, the AVE calculation results were above the standardization value, with AVE

values exceeding 0.5. Hence, the test is considered valid for all indicator values.

In the Fornell-Larcker test results of the first run, there were individual variables with values smaller than other variables, specifically the WE, CD, and WE variables with values of 0.714, 0.722, and 0.717, respectively. Therefore, a retest was conducted by removing the indicators with the smallest values for each of the WE, CD, and WE variables. The test results of the second run, show that the correlation values for each variable alone are larger than the correlations between variables. Therefore, the test criteria are met, and it can be considered valid.

Table 1. Cross Loading

Code	Well-Being	Empowering Leadership	Career Development	Work Engagement
WB1	0.716	0.515	0.546	0.458
WB7	0.740	0.524	0.461	0.509
WB1 2	0.721	0.480	0.521	0.567
WB1 4	0.732	0.523	0.464	0.504
WB1 5	0.729	0.517	0.530	0.528
EL1	0.527	0.723	0.518	0.546
EL2	0.519	0.734	0.504	0.548
EL3	0.461	0.733	0.501	0.479
EL4	0.557	0.756	0.502	0.532
CD1	0.563	0.515	0.781	0.613
CD2	0.495	0.543	0.766	0.527
CD4	0.535	0.522	0.716	0.540
CD5	0.480	0.483	0.738	0.506
WE2	0.512	0.557	0.571	0.725
WE3	0.523	0.566	0.520	0.754
WE5	0.498	0.469	0.502	0.735
WE6	0.542	0.499	0.507	0.715
WE7	0.517	0.533	0.579	0.741

Table 1 shows that the relationship between each indicator and its variable meets the criteria, being greater than the indicators of other variables, making the data considered valid.

Reliability testing can be conducted by examining the values of Cronbach's alpha and composite reliability. The standardization value for composite reliability is 0.7, and as the value approaches 1, the reliability level increases. For the standardization value in Cronbach's alpha to be considered valid, it should be 0.7, and the higher the value, the more satisfactory, [36]. In Table 2, it can be seen that the values in each variable for Cronbach's alpha and composite reliability are above 0.7,

meeting the criteria and indicating that the data is reliable.

Table 2. Cronbach's Alpha and Composite Reliability

Variable	Cronbach's Alpha	Composite Reliability
<i>Well-Being</i>	0.778	0.849
<i>Empowering Leadership</i>	0.719	0.826
<i>Career Development</i>	0.742	0.838
<i>Work Engagement</i>	0.786	0.854

4.3 Structural Model Analysis

In the collinearity testing using the variance inflation factor (VIF) method to measure the level of linear correlation between one independent variable and another independent variable, the standardization value of VIF should be below 5 to be considered free from collinearity issues, [36]. The VIF values from the analysis are below 5, indicating the absence of collinearity issues between each pair of variables.

Table 3. R-Square

Variable	R-Square	Remark
<i>Well-being</i>	0.494	<i>Weak</i>
<i>Work Engagement</i>	0.649	<i>Moderate</i>

The R2 value for the well-being variable is 0.494 or 49.4%. It indicates that the variable X2 (Empowering Leadership) has a weak influence of 49.4% on Well-being. The R2 value for the Work Engagement variable is 0.649 or 64.9%. It shows that variables X1 (Well-being), X2 (Empowering Leadership), and X3 (Career Development) collectively have a moderate influence of 64.9% on work engagement.

From Table 3, it is evident that the value of variable X2 (Empowering Leadership) is 0.977, signifying a substantial influence on Well-being. Meanwhile, the values for variables X1 (Well-being) and X2 (Empowering Leadership) are 0.079 and 0.107, respectively, indicating a small influence on Work Engagement. Additionally, the value for variable X3 (Career Development) is 0.155, representing a moderate relationship with work engagement.

The Q2 values for variables X1 (Well-being) and X2 (Empowering Leadership) above 0, specifically 0.258 and 0.339, suggest that these data have good predictive and observational qualities. The NFI value is below the recommended 90%, standing at 79%. However, when measuring using the SRMR value, the fit can be considered acceptable as it falls between 0.05 and 0.08, precisely at 0.070. Nevertheless, for research employing the NFI value, 79% is still acceptable with a sample size of fewer than 500 data.

Table 4. Path Coefficient

	Well-being	Work Engagement
<i>Well-Being</i>		0.256
<i>Empowering Leadership</i>	0.703	0.295
<i>Career Development</i>		0.351

In the path coefficient test, a measure close to +1 indicates a strong and positive relationship, while a value close to -1 suggests a weak and negative relationship, [36]. Table 4 illustrates that the values of variables X1 (Well-being), X2 (Empowering Leadership), and X3 (Career Development) have a positive direction approaching 1. This indicates that the relationship between each latent variable block is strong and positive.

Table 5. Hypothesis Testing

Hipotesis	Standardized Coefficient	T-Value	P Value	Hasil
H1: Well-being has a positive and significant impact on Work Engagement	0.256	4.929	0.000	H1 is supported
H2: Empowering leadership has a positive and significant impact on work engagement.	0.295	5.292	0.000	H2 is supported
H3: Career Development positively and significantly influences Work Engagement.	0.351	7.266	0.000	H3 is supported
H4: Empowering Leadership has a positive and significant impact on Well-being.	0.703	30.286	0.000	H4 is supported

Table 5 shows that based on T-value and P-value all hypotheses of this study are supported.

4.4 Discussion

4.4.1 Impact of Well-Being on Work Engagement

The purpose of this study is to examine the relationship between well-being and work engagement. The Smart PLS test results for path coefficient, T-Statistics, and P-Value in testing H1 (There is a positive and significant influence between Well-Being and Work Engagement) yielded a value of 0.256 for the path coefficient test, where this value is greater than 1, indicating a positive influence of the well-being and work engagement variables with a strong relationship. In the T-Statistic test, a value of 4.929 was found, exceeding the T-Table value of 1.65, and a P-Value of 0.000, which is less than the alpha value of 0.05. Thus, it can be stated that the Well-Being variable significantly influences the Work Engagement variable, and hypothesis H1 is accepted.

The results of the first hypothesis indicate a positive and significant relationship between well-being and work engagement. This finding aligns with the research conducted by [16], demonstrating a strong and positive relationship between well-being and work engagement. Additionally, this study's results are consistent with research by [12], [19], stating that well-being has a positive and significant impact on work engagement.

4.4.2 Impact of Empowering Leadership on Work Engagement

This study aims to investigate the relationship between empowering leadership and work engagement. The Smart PLS test results for path coefficient, T-Statistics, and P-Value in testing H2 (There is a positive and significant influence between Empowering Leadership and Work Engagement) yielded a value of 0.295 for the path coefficient test, where this value is greater than 1, indicating a positive influence of the empowering leadership and work engagement variables with a strong relationship. In the T-Statistic test, a value of 5.292 was found, exceeding the T-Table value of 1.65, and a P-Value of 0.000, which is less than the alpha value of 0.05. Thus, it can be stated that the Empowering Leadership variable significantly influences the Work Engagement variable, and hypothesis H2 is accepted.

The second hypothesis's results indicate a positive and significant relationship between empowering leadership and work engagement. This finding aligns with the research conducted by [16],

indicating that empowering leadership is positively related to work engagement. Additionally, this study's results are consistent with research by [12], [19], stating that empowering leadership has a significant impact on work engagement.

4.4.3 Impact of Career Development on Work Engagement

The objective of this study is to explore the relationship between career development and work engagement. The Smart PLS test results for path coefficient, T-Statistics, and P-Value in testing H3 (There is a positive and significant influence between Career Development and Work Engagement) yielded a value of 0.351 for the path coefficient test, where this value is greater than 1, indicating a positive influence of the career development and work engagement variables with a strong relationship. In the T-Statistic test, a value of 7.266 was found, exceeding the T-Table value of 1.65, and a P-Value of 0.000, which is less than the alpha value of 0.05. Thus, it can be stated that the Career Development variable significantly influences the Work Engagement variable, and hypothesis H3 is accepted.

The results of the third hypothesis indicate a positive and significant relationship between career development and work engagement. This finding aligns with the research conducted by [16], indicating that career development significantly influences work engagement. Additionally, this study's results are consistent with research by [12], [19], indicating that career development has a positive and significant impact on work engagement.

4.4.4 Impact of Empowering Leadership on Well-Being

The aim of this study is to investigate the relationship between empowering leadership and well-being. The Smart PLS test results for path coefficient, T-Statistics, and P-Value in testing H4 (There is a positive and significant influence between Empowering Leadership and Well-being) yielded a value of 0.703 for the path coefficient test, where this value is greater than 1, indicating a positive influence of the empowering leadership and well-being variables with a strong relationship. In the T-Statistic test, a value of 30.286 was found, exceeding the T-Table value of 1.65, and a P-Value of 0.000, which is less than the alpha value of 0.05. Thus, it can be stated that the Empowering Leadership variable

significantly influences the Well-Being variable, and hypothesis H4 is accepted.

The results of the fourth hypothesis show a strong and statistically significant relationship between employee well-being and empowering leadership. This suggests that leadership styles characterized by empowerment, support, and transparency have a positive impact on the overall welfare of employees. To put it simply, when leaders put their team members' needs first by giving them opportunities for growth, autonomy, and acknowledgment, their well-being improves—especially for members of Generation Z. This emphasizes how important leadership is in determining employee satisfaction and how leaders can actively support the overall wellbeing of their workforce by using effective leadership techniques. This finding aligns with the research conducted by [32], indicating that empowering leadership significantly influences well-being. Furthermore, another study supporting this claim is by [30], showing that empowering leadership has a positive and significant impact on well-being.

5 Conclusion

5.1 Conclusion

Based on the results of the research hypothesis that we have carried out, it can be concluded as follows:

1. Well-Being is proven to have a positive and significant influence on Work Engagement.
2. Empowering Leadership is proven to have a positive and significant influence on Work Engagement.
3. Empowering Leadership is proven to have a positive and significant influence on Well Being.
4. Career Development has a positive and significant influence on Work Engagement.

5.2 Suggestion

Based on the research results and conclusions that have been formulated, some several suggestions or recommendations can be given by researchers, as follows:

1. Suggestion for Managerial:

Based on the results of the descriptive analysis, there are the following indicators that have the highest averages so development of these is

needed. The indicators that have the highest average are:

- The Work Engagement Variable Indicator with the lowest average is "I am often immersed in my work". This shows that the majority of respondents feel too burdened or unable to manage their duties and responsibilities effectively, so the advice that can be given is to provide workers with time management techniques and identify and set priorities for their work. It must be ensured that workers understand which tasks are more important and urgent to complete first. Apart from that, workers should also be taught about work efficiency techniques, such as tools or applications that can help them automate their work and also regularly evaluate their work to be able to identify whether the work they are given makes them feel immersed or not.
- The Well-Being variable with the lowest average is "If I could do my life over again, I would not change anything about the life I am currently experiencing". This shows that the majority of respondents feel satisfied with their lives. Therefore, the advice that can be given is to focus on improving the quality of life. Apart from that, the company must also facilitate the self-development of each of its human resources and achieve better goals. Companies must support them in developing new skills, achieving their dreams, and expanding their potential to achieve a more meaningful life.
- The Empowering Leadership variable with the lowest average is "My manager allows me to do my work in a way that I think is effective". This shows that there are still many respondents who feel that they are not allowed to do work according to their mindset, so the advice that can be given is to encourage managers to build open, two-way communication with the team. This will encourage employees to share new ideas or suggestions for work that they believe are more effective in completing work. Additionally, gives employees flexibility in determining the best way to complete their tasks, but the desired output remains the same.

- The Career Development variable with the lowest average is "My current job brings me closer to my career goals". This shows that there are still many respondents who feel that their work is in line with the career direction they are pursuing, so the advice that can be given is to evaluate whether their current roles and responsibilities are in line with the career goals they have identified. In addition, managers must also build individual development plans that include training, experience, or special projects that can help employees get to their respective career goals. Recognition and appreciation given to employees will bring them closer to their career goals because open appreciation can increase motivation and a sense of ownership toward work.

5.3 Research Limitations

Based on the researcher's experience in the research process, several limitations are experienced and cannot be avoided, so they need to be considered for future research. Some of the obstacles or limitations that emerged in this research are as follows:

1. The sample in this research focuses on the target group classified as Generation Z, namely individuals born between 1995 and 2012. Therefore, the next study will be able to make comparisons regarding Work Engagement between Generation Z and the next generation.
2. Researchers only examine the influence of Well-being, Empowering Leadership, and Career Development on the Work Engagement variable, so suggestions for future research are to continue looking at other variables or external variables, such as technology or digitalization, organizational commitment, supportive leadership, and flexibility and openness to innovation and so on.
3. This research only uses quantitative methods, so the reasons behind the respondents' responses to the questionnaire are unknown. Therefore, for further research, it is recommended to consider using both methods, namely quantitative methods and qualitative methods.

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APPENDIX

Appendix 1. Operational Variable

Variable	Code	Indicator	Reference
Wellbeing	WE1	Assessing that several things in my life are close to ideal	[30]
	WE2	My current living conditions are very good	
	WE3	Satisfied with my current life	
	WE4	So far, I have got the important things I want in my life	
	WE5	If I could do my life over again, I wouldn't change anything in my previous life	
	WE6	In my life, I often feel worried/anxious – (R)	
	WE7	In my life, I often feel sad/ down – (R)	
	WE8	In my life, I feel hostile/no one wants to be friends with me – (R)	
	WE9	In my life, I often have feelings of guilt – (R)	
	WE10	In my life, I often feel <i>insecure</i> /not confident – (R)	
	WE11	In my life, I often feel tired/get tired easily– (R)	
	WE12	In my life, I often feel happy	
	WE13	In my life, I feel confident	
	WE14	In my life, I feel that I get enough attention and support from the people around me	
	WE15	In my life, I have experienced many unexpected things that are fun and happy	
	WE16	In my life, I feel comfortable/calm/ serene	
Work Engagement	WE1	At my workplace, I feel full of energy.	[17]
	WE2	At my work, I feel strong and powerful.	
	WE3	I am enthusiastic about my work.	
	WE4	My work inspires me.	
	WE5	When I wake up in the morning, I feel like going to work.	
	WE6	I feel happy when I work intensely.	
	WE7	I feel proud of the work I do.	
	WE8	I am immersed in my work.	
	WE9	I get carried away when I work.	
Empowering Leadership	EL1	My manager helps me understand how my goals and objectives relate to the Company	[13]
	EL2	My manager makes many decisions with me	
	EL3	My manager believes that I can handle demanding tasks	
	EL4	My manager lets me do my job my way	
Career Development	CD1	I have the opportunity to improve my skills through education and training.	[26]
	CD2	My current job brings me closer to my career goals .	
	CD3	career development in the current organization is fast.	
	CD4	I have made plans for my professional development in this line of work.	
	CD5	I took training to improve my skills.	

Appendix 2. Respondent Profile

Profile	Information	Number of Respondents	Percentage
Gender	Man		47%
	Woman	183	42%
	Don't want to answer	50	11%
	Sub-Total	438	100%
Educational background	S1	216	49%
	S2	64	15%
	Etc	158	36%
	Sub-Total	438	100%
Domicile	Jabodetabek	165	38%
	Java outside Jabodetabek	185	42%
	Etc	88	20%
	Sub-Total	438	100%
Job Position	Apprenticeship	110	25%
	Staff	161	37%
	Team Leader / Supervisor	79	18%
	Manager and Equivalent	41	9%
	Director and Equivalent	11	3%
	Etc	36	8%
	Sub-Total	438	100%
Length of work	Less than 1 Year (< 1 Year)	133	30%
	More than 1 to 3 Years (> 1 - 3 Years)	126	29%
	More than 3 to 5 years (> 3 - 5 years)	87	20%
	More than 5 Years (> 5 Years)	92	21%
	Sub-Total	438	100%
Personnel	Introvert	151	35%
	Extrovert	145	33%
	Ambivert	142	32%
	Sub-Total	438	100%

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