

Hubungan antara empowering leadership dan proactive personality dengan work engagement: peran intervensi empowering millennial program pada atasan karyawan milenial Divisi P di PT X = The relationship of empowering leadership and proactive personality with work engagement: the role of empowering millennial program interventions for managers of millennial employees Division P of PT X / Ahimsyah Wahyu Pratama

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Abstrak

Hasil survei internal tahun 2018 di Divisi P PT X menunjukkan adanya permasalahan dalam tingkat *engagement* karyawan berusia milenial. Berdasarkan permasalahan ini maka dilakukan penelitian yang terdiri dari dua studi, studi 1 merupakan studi korelasi untuk menguji hubungan antara variabel *empowering leadership* dan *proactive personality* dengan *work engagement*. Penelitian ini menggunakan alat ukur UWES-9 untuk mengukur variabel *work engagement*, ELQ untuk mengukur variabel *empowering leadership*, dan PPS untuk mengukur variabel *proactive personality*. Hasil studi 1 menunjukkan bahwa terdapat hubungan signifikan antara *empowering leadership* dengan *work engagement* ($r = .43, p < .05$) dan antara *proactive personality* dengan *work engagement* ($r = .54, p < .05$). Dari hasil studi 1 ini, peneliti lalu melakukan studi 2 dengan menyusun intervensi *Empowering Millennial Program* yang bertujuan untuk meningkatkan perilaku *empowering leadership* pada atasan agar dapat meningkatkan *work engagement* karyawan milenial. Penelitian ini hanya berfokus pada *empowering leadership* sebagai satu variabel yang diintervensi sebab permasalahan yang ditemukan di tahap diagnosis lebih banyak berkaitan dengan kepemimpinan dan Divisi P telah memiliki program mandiri berkaitan dengan variabel *proactive personality*. Program intervensi diikuti 7 atasan yang dipersepsi oleh bawahan memiliki skor *empowering leadership* sedang dan rendah. Program intervensi ini terbukti efektif untuk meningkatkan perilaku *empowering leadership* atasan dan *work engagement* dari karyawan milenial di Divisi P PT X yang ditunjukkan oleh adanya perbedaan skor variabel *empowering leadership* ($Z = -2,37, p < .05$) dan *work engagement* ($Z = -2,98, p < .05$) yang signifikan sebelum dan sesudah intervensi diberikan.

The result of an internal survey in 2018 from Division P of PT X showed some issues related to the engagement level of millennial employees. Based on these issues, a study consisting of two studies was conducted, study 1 was a correlational study to examine the relationship between empowering leadership and proactive personality with work engagement. This study uses the UWES-9 to measure work engagement, ELQ to measure empowering leadership, and PPS to measure proactive personality. Results of study 1 show that there is a significant relationship between empowering leadership and work engagement ($r = .43, p < .05$) and between proactive personality and work engagement ($r = .54, p < .05$). Referring to the results of study 1, the researchers then design and implement Empowering Millennial Program intervention on study 2 that aims to improve manager's empowering leadership behavior and thus increase the work engagement

of millennial employees. This study focuses on empowering leadership as a single intervention variable because the problems found in the diagnosis phase are more related to leadership issues and also Division P has its program related to the proactive personality variable. The intervention program was followed by 7 managers who were perceived by subordinates as having moderate and low empowering leadership scores. This intervention program was effective in increasing the manager's empowering leadership behavior and work engagement of millennial employees in Division P of PT X since the difference in the score of empowering leadership ($Z = -2.37, p < .05$) and work engagement ($Z = -2.98, p < .05$) before and after the intervention was significant.