

# Peran Work Engagement Dalam Memediasi Pengaruh Transformational Leadership Dan Job Characteristic Model Terhadap Innovative Work Behavior Dan Turnover Intention = The Mediating Role Of Work Engagement On The Relationship Between Transformational Leadership, Job Characteristic Model, Innovative Work Behavior, And Turnover Intention

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## Abstrak

Tesis ini membahas peran *work engagement* dalam memediasi pengaruh *transformational leadership* dan *job characteristic model* terhadap *innovative work behavior* dan *turnover intention* pada pegawai di Lembaga Negara XYZ. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei yang dilakukan secara *online*. Responden yang terlibat dalam penelitian ini ditentukan dengan metode *purposive sampling*, yaitu para pegawai yang menjadi mitra perubahan atau *change agent* di Lembaga Negara XYZ. Responden yang terlibat sebanyak 325 orang dari lintas generasi X, generasi Y, dan Baby Boomers. Alat ukur yang digunakan dalam penelitian ini *Multifactor Leadership Questionnaire* (Bass & Avolio, 2004) untuk mengukur *transformational leadership*, *Job Diagnostic Survey* (Hackman & Oldham, 1975; Idazak & Drasgow, 1987) untuk mengukur *job characteristic model*, *Utrecht Work Engagement Scale* (Schaufeli & Bakker, 2003) untuk mengukur *work engagement*, dan Janssen (2000) untuk mengukur *innovative work behavior*, serta *Turnover Cognition Scale* (Bozeman & Perrew, 2001) untuk mengukur *turnover intention*. Berdasarkan analisis data dapat disimpulkan bahwa *work engagement* memediasi pengaruh positif *transformational leadership* dan *job characteristic model* terhadap *innovative work behavior*, dan memediasi pengaruh negatif *transformational leadership* dan *job characteristic model* terhadap *turnover intention*. *Transformational Leadership* dan *job characteristic model* juga memiliki pengaruh positif dalam meningkatkan *work engagement*.

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This study focus on the influence of transformational leadership and job characteristic model on innovative work behavior and turnover intention through work engagement as mediator to employees in one of State Institution in Indonesia. This research uses a quantitative approach with online survey methods. Respondents were determined by purposive sampling method, employees who became the change agent in the State Institution of XYZ, 325 people from across generations (Baby Boomers, X, and Y ). The measuring tool used in this study is Multifactor Leadership Questionnaire (Bass & Avolio, 2004), Job Diagnostic Survey (Hackman & Oldham, 1975; Idazak & Drasgow, 1987), Utrecht Work Engagement Scale (Schaufeli & Bakker, 2003), Janssen (2000), and Turnover Cognition Scale (Bozeman & Perrew, 2001). Based on data analysis, it can be concluded that work engagement mediates positive effect of transformational leadership and job characteristic model on innovative work behavior, and mediates negative effect of transformational leadership and job characteristic model on turnover intention.

Transformational Leadership and job characteristic models also have a positive influence in improving work engagement.