

The Role of Psychological Capital in Increasing Work Engagement with Moderated Work Meaningfulness at Bank Indonesia Jakarta

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Abstract. Among the influencing aspects of individual performance in an organization is work engagement. The existence of work engagement makes employees show high commitment and enthusiasm for their work. The phenomenon that occurred at Bank Indonesia Jakarta from 2021-2023 showed a decrease in the percentage of employee engagement. Many factors influence work engagement, one of which is psychological capital and work meaningfulness. This research is ex post facto research with a quantitative approach. The research population of Bank Indonesia employees was 1812 people. Samples were taken using proportional random sampling techniques, resulting in a sample size of 100 employees. Research sources consist of primary data (sourced from Bank Indonesia employee respondents) and secondary data (internal data from the company in the form of profile, history, vision, mission, goals, policies and sustainability reports). The data collection technique uses a questionnaire. In this research, data analysis uses the SEM-PLS method with SmartPLS (Partial Least Square) software. Research results 1) Psychological capital has a positive and significant effect on work engagement with a P-Values value of $0.000 < 0.05$ and a T-Statistics value $(7.161) > 1.96$. 2) Work meaningfulness plays a role in mediating the positive and significant influence of psychological capital on work engagement with a specific indirect effect P-Value of $0.001 < 0.05$ and a T-Statistics value $(3.228) > 1.96$.

Keywords: Individual; Performance; Sustainability.

1. Introduction

In today's industrial era, human resources play a crucial role in supporting the achievement of a company's goals. Human resources are a vital asset for a company's progress and development. (Haratua, Thilal & Cahyani, 2023) The success of a company is closely related to the capabilities of its human resources. Without workers who are competent in carrying out their respective tasks, the company will not be able to operate optimally. (Gunani et al, 2020). Because human resources act as the primary implementers of operational activities and policies of an organization, company, agency, or similar entity, organizations are required to develop the quality of their human resources to achieve established targets. Regarding

individual performance within an organization, one of the influencing aspects is work engagement.(Putri et al, 2023).

Work Engagement namely work engagement refers to how employees behave in the workplace to the maximum in showing good self-expression, this includes physical and cognitive as well as emotional aspects.(Riyanto & Helmy, 2020). By enabling employees to find meaning in their work, they feel proud to be part of an organization and strive to achieve the organization's overall vision and mission.(Riyanto & Helmy, 2020).

Bakker & Leiter(2020)According to Aziz & Raharso, work engagement is a positive condition related to workload, satisfaction, and well-being, characterized by high energy levels and a strong sense of belonging to the job.(2019)is a concept where employees demonstrate high commitment and enthusiasm for their work so that they can express themselves physically, cognitively, and emotionally while working. Based on several definitions of Work Engagement that have been presented, it can be concluded that the meaning of Work Engagement is a situation or state in which employees demonstrate commitment, enthusiasm, and high involvement in their work. This involvement is manifested through physical, cognitive, and emotional expressions while working. Engaged employees find meaning in their work, will have a sense of pride from within themselves for being part of an organization and strive to achieve the organization's overall goals and vision. Work Engagement is also associated with positive states, satisfaction, and well-being characterized by great energy and a sense of belonging that influences work.

Luthans(2020)defines psychological capital as psychological capital that is important for the development of an individual's positive psychology, with the following characteristics: (1) self-confidence in completing difficult tasks (self-efficacy), (2) making positive statements about current and future success (optimism), (3) persistence in achieving goals and leading the way towards those goals (hope), and (4) the ability to persist in the face of challenges and difficulties (resilience). From the definition of psychological capital, it can be concluded that Psychological Capital is an individual's positive psychological condition that optimizes self-potential to complete tasks and responsibilities. This includes aspects such as self-efficacy, hope, optimism, and resilience.

Several previous studies have successfully proven that work engagement is influenced by several psychological constructs contained in the psychological capital dimension, such as self-efficacy, resilience, optimism and hope.(Bakker, 2022)However, these studies were conducted by measuring each construct separately and not yet integrated through a single core construct such as psychological capital. Based on the reasons mentioned above, researchers felt the need to prove the relationship between these two variables.

Besides work engagement, meaningfulness, or the ability to give meaning to one's work, is equally important. A person can be said to have meaningful work if they feel that their work adds value to them, such as contributing to the environment, enabling them to achieve higher

goals, and encouraging them to create something authentic and authentic within themselves.(Bowie, 2023).

A worker who can interpret their work as something valuable and a calling in life will have a different attitude than workers who only interpret work as something to meet daily needs. Someone who interprets work as something valuable will spend time and appear more involved in their work regardless of whether they are paid or not and will have better performance compared to those who only interpret work as something to meet daily needs.(Wrzesniewski et al, 2023).

2. Research Methods

In this study, all research results are presented in numerical form and then analyzed using statistics. Therefore, the approach used in this study is quantitative. Quantitative research emphasizes the measurement and analysis of causal relationships between various variables, rather than the process itself. The investigation is viewed within a value-free framework.(Hardayani et al., 2020)This type of research is expost facto research. According to Samsul, the expost facto method is a method used in research that examines causal relationships that are not manipulated by the researcher. The existence of a causal relationship is based on theoretical studies, which show that a certain variable causes another variable.(Hamzah & Susanti, 2020). This research design aims to describe the hypothesis of whether or not there is an influence of psychological capital on work engagement through work meaningfulness as a moderator.

3. Results and Discussion

The respondents in this study were Bank Indonesia employees. Data collection was conducted using a questionnaire distributed using Google Forms. The results of the questionnaire distribution are shown in the table below:

Data Distribution Results Table

Information	Amount
Questionnaires distributed	100
Returned questionnaire	100
Processable questionnaire	100

Source: Processed primary data (2025)

Description of intended variables for translate the responses of 100 Bank Indonesia employees to the measuring indicators for each variable (psychological capital, work meaningfulness, work engagement) whether they are in the medium, low or high category, using the formula:

$$\text{Index Value} = ((\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5))/5$$

Information:

F1 is the frequency of respondents who answered 1

F2 is the frequency of respondents who answered 2

F3 is the frequency of respondents who answered 3

F4 is the frequency of respondents who answered 4

F5 is the frequency of respondents who answered 5

To gettrend Respondents' answers to each variable are based on the average score (index) which is categorized into a score range based on the three box method calculation:

Lowest : $(\%F \times 1)/5 = (100 \times 1)/5 = 20$

Highest : $(\%F \times 5)/5 = (100 \times 5)/5 = 100$

Range : $20 - 100 = 80$

Interval : $80 : 3 = 26.7$

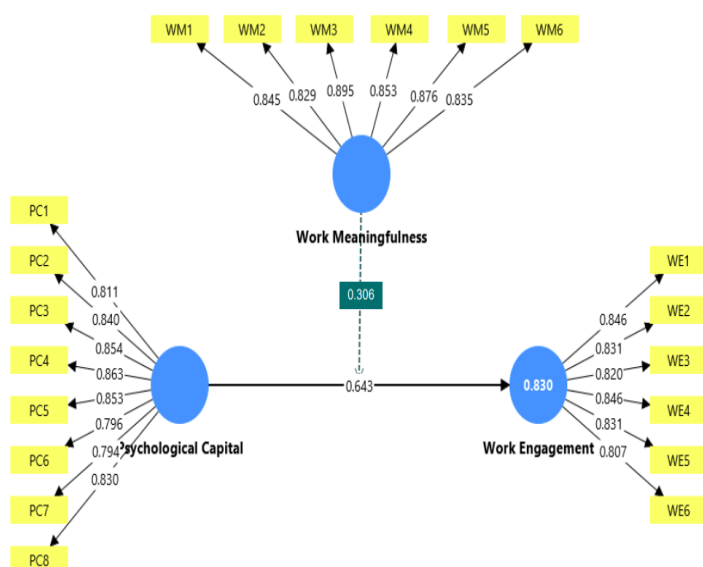
Based on the calculations above, the following index interpretation list can be used.:

Low : $20 - 46.6$

Medium : $46.7 - 73.3$

Tall : $73.4 - 100$

The outer model test is used to describe the relationship between latent variables and their indicators. The outer model in this study can be described as follows:



Outer Model Image (Measurement Model)

There are three criteria in using data analysis techniques with SmartPLS to assess the outer model, namely validity (convergent validity, discriminant validity) and reliability (composite reliability, Cronbach's alpha).

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions regarding the relationship between variables. Hypothesis testing is conducted by examining the structural path coefficients. The stability of the estimates is tested using the t-statistic through a bootstrapping procedure. The basis for hypothesis testing in this study is the value of the path coefficient. The path coefficient results for structural model testing are obtained by comparing the p-value with alpha (0.005) or a t-statistic (>1.96). The path coefficient results can be seen in the following table:

Path Coefficient Table

Hypothesis		Original Sample (O)	T Statistics	P values	Decision
H1	Psychological Capital -> Work Engagement	0.643	6,688	0.000	H1 accepted
H2	Work Meaningfulness Psychological Capital -> Work Engagement	0.306	3,885	0.018	H2 accepted

Based on the data presentation on from the table above, it can be seen that the two hypotheses proposed in this study are explained as follows:

2) Influence Psychological Capital towards Work Engagement

Based on the data presented in table above, it can be seen that P-Values that form the influence of psychological capital tow *ork engagement* is $0.000 < 0.05$ and the T-Statistics value ($6.688 > 1.96$). Meanwhile, the original sample has a value of 0.643 (positive). These results support the first hypothesis, namely psychological capital. has a positive and significant effect on work engagement, which means H1 is accepted.

Psychological capital and work engagement are two important, interconnected concepts in the workplace. Psychological capital, consisting of self-efficacy, optimism, hope, and resilience, is a positive psychological state that influences how a person faces challenges and interacts with work. Work engagement, on the other hand, refers to a person's positive involvement with their work, characterized by feelings of energy, dedication, and absorption. In general, research shows that psychological capital has a positive influence on work engagement. Employees with high psychological capital tend to be more engaged in their work, demonstrating high energy, dedication, and enjoyment while working. Conversely, employees with low psychological capital may experience lower work engagement, even potential burnout.

Developing and enhancing employee psychological capital is crucial for improving work

engagement, productivity, and well-being. High self-efficacy, optimism, hope, and resilience enable employees to better navigate challenges, actively engage in their work, and achieve better results.

3) The Effect of Work Meaningfulness in Moderating *Psychological Capital* towards Work Engagement

Based on the data presented in table 4.14, it can be seen that the P-Values path coefficient is $0.018 < 0.05$ and the T-Statistics value $(3.885) > 1.96$ with the original sample value of 0.306 (positive), this means *work meaning fulness* can strengthens the positive influence of psychological capital on work engagement. These results support the second hypothesis, namely *work meaning fulness* plays a role in moderating the relationship between psychological capital and work engagement. in other word H2 is accepted.

Meaningful work (work meaningfulness) is crucial because it provides purpose in life, enhances well-being and satisfaction, and improves individual and organizational performance. Meaningful work also helps employees feel a sense of ownership, responsibility, and connection to their work. Seligman (2002) states that having meaningful work allows individuals to discover the purpose, significance, and importance of their work. Furthermore, meaningful work allows employees to feel a sense of ownership and responsibility. Work meaningfulness is an important concept in the workplace that can increase employee motivation, satisfaction, and productivity. Employees who experience meaningfulness in their work tend to be happier, more motivated, and have a positive impact on themselves, the company, and the surrounding environment.

The discussion that will be conducted regarding the research that has been carried out is as follows:

1) The Influence of Psychological Capital Towards Work Engagement

The results of the hypothesis 1 test found psychological capital has a positive and significant effect on work engagement with a P-value of $0.000 < 0.05$ and a T-Statistic value $(6.688) > 1.96$. Meanwhile, the original sample has a value of 0.643 (positive). This indicates that the higher the psychological capital, the higher the work engagement. Increasing the psychological capital possessed by employees will further increase their work engagement, enabling them to cope with work demands more efficiently.

The results of this study can be concluded descriptively that psychological capital is an important factor that can encourage increased employee performance in a company. This is certainly theoretically justified that the psychological aspects of good employees include resilience, motivation, hope, optimism, never giving up, and tenacity in working. This will certainly affect how employees work, which in the end will increase their performance. Conversely, if an employee's psychological capital decreases, low resilience, easily discouraged, pessimistic in facing challenges, it will certainly have an impact on low performance.

The results of this study align with research conducted by Hariyadi (2019); Septianto (2022); Shafira (2021); Trijayanti & Wibowo (2025); and Khoiriah (2024), which states that psychological capital influences work engagement. This is supported by research by Luthans (2017), which states that the higher an employee's psychological capital, the better their work performance. Employee engagement in their work results in a positive psychological state, a work-related state of mind, and self-fulfillment characterized by enthusiasm, dedication, and high work participation.

Psychological capital will form work engagement that can provide positive feedback to the organization. Psychological capital can increase employee engagement with work. When employees feel engaged with their work, they become integrated with their tasks or work and are not affected by their surroundings. Individuals with high levels of psychological capital tend to have energy and put forth every effort in their performance, even over long periods of time (Avey, Reichard, Luthans & Mhatre, 2019). This is in line with research conducted by Nugroho, Mujiasih & Prihatsanti (2018), which states that the higher the psychological capital, the higher the work engagement. Likewise, the lower the psychological capital, the lower the work engagement.

According to Bakker and Demerouti (2017), a factor that can increase work engagement is psychological capital. Someone with good psychological capital will be able to help the organization achieve its goals and complete tasks with ease. Employees with high levels of psychological capital tend to manage stress well, allowing them to remain focused and engaged in their work. High levels of psychological capital contribute to strong motivation to achieve goals, positive perceptions of challenges, and strong confidence in their own abilities. This positively impacts high levels of work engagement, where employees feel emotionally, cognitively, and behaviorally involved in their work.

2) The Influence of Psychological Capital on Work Engagement is Moderated by Work Meaningfulness

The results of the hypothesis 2 test found that work meaningfulness plays a role in moderating the positive and significant influence of psychological capital. To *work engagement* with a P-Value of $0.018 < 0.05$ and a T-Statistics value $(3.885) > 1.96$ with an original sample value of 0.306 (positive). This shows *work meaningfulness* can strengthening the positive influence of psychological capital on work engagement. This means employees who have psychological capital within themselves can feel work meaningfulness in their work, and this can then have an impact on increasing work engagement.

The results of this study indicate that psychological capital is an important factor that can encourage the influence of work engagement which is modified by two factors. *work meaningfulness* this can be interpreted substantively that *work meaningfulness* become an important part that can modify the occurrence of an influential relationship between the two. The results of this study are in line with research conducted by Dewanda (2020); Novitasari (2024); Savio, FoEh & Niha (2023).states that work meaningfulness functions as a mediator

between the influence of psychological capital on work engagement. This means that work meaningfulness acts as a bridge between the influence of psychological capital on work engagement. Work meaningfulness can also influence emotional aspects, making employees feel more connected with their work and their organization.

According to Li (2019), individuals with high psychological capital tend to have hope for the future, are optimistic and resilient, understand the meaning of work better, and are more enthusiastic about it, are ready to face challenges, and prefer to face anything perceived as detrimental rather than give up hopelessly. This can have a positive impact on both the individual and their work environment and can foster work engagement.

Meaningful work is one factor that can increase happiness in the workplace (Mohsin et al., 2023). Happiness in the workplace impacts employees' readiness and ability for promotion, increases job satisfaction, and enhances their work engagement (Alameeri et al., 2020). Meaningfulness also plays a crucial role in reducing stress and even depression, thus increasing individuals' opportunities to pursue goals in an effort to create meaning (Glazer et al., 2019). Employees who feel that their work is meaningful tend to be more motivated and dedicated in carrying out their tasks, which in turn can improve their performance.

Individuals with high psychological capital tend to view work as meaningful and important. Self-efficacy makes them believe in their ability to succeed at tasks, optimism makes them see the positive side of work, hope makes them believe in the potential for achieving goals, and resilience keeps them positive and enthusiastic even when facing challenges. As a result, they experience greater work meaning and high levels of work engagement.

4. Conclusion

Based on several analytical studies and discussions, the following conclusions can be drawn: Psychological capital has a positive and significant effect on work engagement. *Work meaningfulness* can strengthen the positive influence of psychological capital on work engagement. This research is limited to the banking sector on the scale of Bank Indonesia Jakarta, not yet on the discussion of banking globally throughout Indonesia. In this study only used psychological capital and work meaningfulness factors as variables studied, while there are still many factors that influence work engagement such as work environment, rewards, leadership style, organizational culture etc. Based on the research findings there are several suggestions for the progress of the company including: Work engagement, It is hoped that the company can provide opportunities for self-development, provide feedback and rewards, create a positive work environment and build effective communication. Psychological capital, the company can create a more positive and productive work environment, increase job satisfaction and employee retention, provide positive and constructive feedback, and provide recognition for employee achievements. Work meaningfulness, provide recognition and appreciation for employee contributions, provide training, skills development, and internal promotions as well as build open and transparent communication between superiors and employees.

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