

**ANALYSIS OF TRANSFORMATIONAL LEADERSHIP, WORK
ENVIRONMENT, AND CAREER DEVELOPMENT ON
EMPLOYEE ENGAGEMENT THROUGH MEANINGFUL WORK
AS A MEDIATION VARIABLE ON EMPLOYEES AT PT
JASARAHARJA PUTERA HEAD OFFICE**

By Siti Mardiani

ABSTRACT

This study aims to analyze the influence of transformational leadership, work environment, and Career Development on Employee engagement, with Meaningful Work as a mediating variable among employees at the head office of PT Jasaraharja Putera. The issue of suboptimal Employee engagement is reflected in the pre-survey results, where several employees reported low levels of vigor and absorption, a perception of an insufficiently supportive work environment, and unclear Career Development pathways. This research uses a quantitative approach with a survey method involving 132 respondents from the head office. Data were analyzed using Structural Equation Modeling (SEM) with SmartPLS 4.0. The findings show that transformational leadership, work environment, career development, and Meaningful Work have a significant positive effect on Employee engagement. Additionally, Transformational Leadership and Work Environment significantly influence Meaningful Work, while Career Development does not. The mediation analysis further reveals that Meaningful Work successfully mediates the effects of Transformational Leadership and Work Environment on Employee engagement but does not mediate the effect of career development. These results highlight that Meaningful Work serves as an important psychological mechanism linking leadership practices and workplace conditions to higher levels of Employee engagement.

Keywords: Transformational Leadership, Work environment, Career development, Meaningful Work, Employee engagement.

ANALISIS *TRANSFORMATIONAL LEADERSHIP* , *WORK ENVIRONMENT*, DAN *CAREER DEVELOPMENT* TERHADAP *EMPLOYEE ENGAGEMENT* MELALUI *MEANINGFUL WORK* SEBAGAI VARIABEL MEDIASI PADA KARYAWAN DI KANTOR PUSAT PT JASARAHARJA PUTERA

Oleh Siti Mardiani

ABSTRAK

Penelitian ini bertujuan untuk menganalisis *Transformational Leadership* , *work environment*, dan *Career Development* terhadap *Employee engagement* melalui *Meaningful Work* sebagai variabel mediasi pada karyawan di kantor pusat pt jasaraharja putera. Fenomena *Employee engagement* yang belum optimal tercermin dari hasil pra-survei, di mana sebagian karyawan masih menunjukkan tingkat vigor dan absorption yang rendah, persepsi terhadap *Work Environment* yang belum sepenuhnya mendukung, serta ketidakjelasan jalur pengembangan karier. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survei terhadap 132 responden dari kantor pusat sebagai sampelnya. Teknik analisis data yang digunakan adalah *Structural Equation Modeling* (SEM) berbasis SmartPLS 4.0 Hasil penelitian menunjukkan bahwa kepemimpinan transformasional, lingkungan kerja, pengembangan karier, dan *Meaningful Work* berpengaruh positif signifikan terhadap *Employee engagement*. Selain itu, *Transformational Leadership* dan lingkungan kerja terbukti berpengaruh signifikan terhadap *Meaningful Work*, sedangkan pengembangan karier tidak berpengaruh signifikan terhadap *Meaningful Work*. Uji mediasi menunjukkan bahwa *Meaningful Work* mampu memediasi pengaruh *Transformational Leadership* dan lingkungan kerja terhadap *Employee engagement*, namun tidak memediasi pengaruh pengembangan karier terhadap *Employee engagement*. Temuan ini menegaskan bahwa *Meaningful Work* merupakan mekanisme psikologis penting yang menghubungkan praktik kepemimpinan dan kondisi lingkungan kerja dengan tingkat keterikatan karyawan.

Kata Kunci: *Transformational Leadership*, *Work environment*, *Career development*, *Meaningful Work*, *Employee engagement*.