



The Influence of Psychological Empowerment and Ethical Leadership on Work Engagement in PDAM Way Rilau Employees

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Abstract. PDAM or Regional Drinking Water Company is one of the local business units in Bandar Lampung, owned by the city of Bandar Lampung, which has a role to distribute clean water to the public. distribute clean water to the general public. The problem in This research is the lack of work engagement which is influenced by the attendance in the month of November 2023 which is not maximized and is proven by attendance in November 2023 which has not been maximized and is evidenced by the data of the work performance assessment list in the with the data of the assessment list for the implementation of work in the obedience section only experienced an increase of 0.32 per year, which is relatively small for a yearly scale increase and the occurrence of the for an increase in the scale per year and the occurrence of a change in leadership leadership turnover in 2022 so that this is the focus of researchers to see psychological empowerment by new leadership on the work engagement of PDAM Way Rilau employees. This research aims to determine the effect of psychological empowerment and ethical leadership on employee engagement of PDAM Way Rilau. The study population was 253 people and the sample was taken as many as 156 people. Data collection through questionnaires based on random sampling technique and processed using Multiple Linear Regression Analysis with the help of SPSS software. SPSS software. The results of the study showed that psychological empowerment (X1) and ethical leadership (X2) have a positive and significant effect on work engagement (Y), thus the hypothesis of this study is supported.the hypothesis of this study is supported.

Keywords: Psychological Empowerment, Ethical Leadership, Work Engagement

1. INTRODUCTION

Organizations are increasingly using empowerment as a management technique to promote employee engagement and performance (Boamah & Laschinger, 2015). Empowerment has long been assumed to play an important role in group development and organizational effectiveness by management researchers and practitioners (Bennis & Nanus, 1985; Neilsen, 1986 in Li et al., 2015). When employees are empowered, they can make better decisions, which can increase organizational excellence (Tripathi et al., 2021 in Kanjanakan, 2023). Research conducted by Jose & Mampilly (2014) Based on the 2012 Compensation Trends Survey, conducted by Deloitte Human Capital Advisory Services in the Indian market, employee engagement is ranked third as a human resource challenge, the first and second are retaining key talents and recruiting skilled talents.

Schaufeli and Bakker (2003) define work engagement as a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption. Vigor refers to increased energy, mental resilience and acumen to dedicate time and effort in one's work.

Dedication refers to meaningful work, pride and passion. Absorption involves being so fully focused and engrossed in one's work that time flies by.

Job demand-resource theory is one of the most widely used theories to explain work engagement. Work engagement occurs when an employee has high job demands and the employee is expected to respond to these demands (Juyumaya, 2019). Job Demands Resources theory serves as an assumption that was originally developed to explain employee burnout and work engagement (Bakker and Demerouti 2017 in Jansen et al 2020). Job Demands-Resources theory (Bakker & Demerouti, 2017) adopts the main assumptions of self-determination theory (Deci & Ryan, 1985 in Monje-Amor, 2021). Job Demands-Resources theory suggests that job resources can increase intrinsic motivation by encouraging employee growth through learning and development, and extrinsic motivation by facilitating the fulfillment of work goals (Bakker & Demerouti, 2008 in Monje-Amor 2021).

Job demands are physical, psychological, social, or organizational aspects that require sustained physical and psychological effort and are associated with specific physiological and psychological costs (Demerouti et al., 2001). Job resources refer to physical, psychological, social, or organizational aspects of work that have the potential to function in achieving work goals (e.g. job control or support), reducing physiological and psychological costs associated with job demands, stimulating personal growth, learning, and development (Demerouti & Bakker, 2011 in Rattrie et al. 2020) and usually carry positive associations with work engagement, characterized by vigor, dedication and job absorption (Schaufeli & Bakker, 2004 in Rattrie et al. 2020).

Job resources refer to the physical, psychological, social, or organizational aspects of work that are functional in achieving work goals, reducing job demands and associated physiological and psychological costs, or stimulating personal growth, learning, and development, whereas personal resources if refers to an individual's self-perception of himself (Bakker and Demerouti, 2016). Work-related elements that help deal with job demands are resources (Demerouti et al., 2001). Resources can be of two types according to Bakker and Demerouti (2016): (1) Personal resources when referring to an individual's self-perception of themselves (e.g., self-esteem, self-efficacy, and optimism); and (2) Job resources are environmental elements, physical, psychological, or organizational, that are available to employees to deal with job demands (e.g., transformational leadership, autonomy, and feedback). Employees' level of psychological empowerment has been studied as an important personal resource for increasing the level of work engagement (Zhang and Bartol, 2010).

Psychological empowerment is a status of employees characterized by increased levels of activation and intrinsic motivation as they perform their duties (Conger & Kanungo, 1988; Thomas & Velthouse, 1990; in Abdulrab 2017). In addition, Conger and Kanungo (1988) in Abdulrab (2017) define empowerment as the process of increasing perceptions of self-efficacy through recognition of conditions that promote powerlessness through formal and informal organizational techniques and practices. This becomes important at the individual, team, and organizational levels (Stander & Rothmann, 2010). According to Spreitzer (1995) in Juyumaya et al., (2022), psychological empowerment represents a motivational construct of intrinsic tasks, including four cognitions that reveal personal orientation namely meaning, competence, self-determination and impact.

Kahn (1990) found three psychological conditions that influence employees to feel engaged, namely meaningfulness, secure, and availability. Employees will find themselves psychologically meaningful if they feel that they get an outcome from the employee's performance role. Psychological security is perceived when employees feel they can safely engage in a job role without fear of unintended consequences to their status, self-image and career. Availability is associated with individual distractions that occupy people's attention to varying degrees and leave them with diminishing resources with which to engage in the job role.

Work engagement which is an employee outcome and dependent variable in this study, reflects "a psychologically active state in one's work" (Demirtas et al., 2017, p. 5). Ethical leaders having concern for the best interests of subordinates, openness to input, fairness in decision-making and active management of morality should result in the attractiveness of the leader as a role model. Elements of ethical leadership that treat people fairly will further enhance the experience of ethical leaders as people who can be trusted by their subordinates (Brown et al., 2005; Eisenbeiss, 2012 in Engelbrecht, 2017). Ethical leadership may trust its employees and motivate them by giving responsibility for the importance of work to improve their performance, understanding individual developmental needs, and to motivate them. In this way, employees are likely to respond by putting more effort into their tasks, greater work dedication, and being actively involved in work (Brown et al., 2005 in Sarwar et al., 2020).

Ethical leadership is defined by Brown et al. (2005) as "the demonstration of normatively appropriate behavior through personal actions and interpersonal relationships, and the promotion of that behavior to followers through two-way communication, reinforcement,

and decision-making". Ethical leaders want to empower employees through training and support, and leaders want to give employees the freedom to show initiative through responsibility and authority, which leads to employee engagement at work (Den Hartog and Belschak, 2012; Macey et al., 2009 in Engelbrecht, 2017). When employees perceive their leaders to be fair in the distribution of rewards and treatment of employee efforts, employee trust in leaders will increase which will lead to a more engaged climate at work (Buckley, 2011; Wong et al., 2010 in Engelbrecht, 2017).

Study Ng and Feldman's (2015) in Sarwar et al., (2020) reported positive organizational performance as a result of a strong relationship between ethical leadership and work engagement. Leadership at all levels is considered a significant factor contributing to work engagement and relationships (Demirtas et al., 2017). The relationship between ethical leadership style and work engagement is identified as a major factor that ensures the success of an organization (Chughtai et al., 2015; in Sarwar et al., 2020). Den Hartog and Belschak (2012) found that employees who perceive their leaders to act ethically will tend to report increased work attachment by feeling more vigorous, dedicated, and absorbed at work.

PDAM or Regional Drinking Water Company is one of the regionally owned business units of Bandar Lampung city, which has a role to distribute clean water to the general public. PDAM is tasked with being a company that can meet the needs of clean water for local people, as well as a company that can generate profits for the local government. PDAM has 253 employees in 2023 which are divided into several departments that have different functions. Way Rilau Regional Water Supply Company of Bandar Lampung City is located at Jl. Pangeran Emir M. Noer No. 11A Telukbetung Utara, Bandar Lampung..

Organizations want to have engaged employees who devote their abilities and skills to their organization, as engaged employees are more productive (Bakker and Demerouti 2008 in Lepold et al., 2018). People who do not get information and feedback on their performance, may not be fully motivated to change unsuccessful behavior or to show motivation regarding better performance (Bandura 2000). The below is the assessment weight and the list of assessments of the implementation of the work of PDAM Way Rilau employees.

Tabel 1. List of Assessment of Work Implementation in 2022 and 2023

No	Elements to be assessed	Average Year 2022		Average Year 2023	
		Angka	Sebutan	Angka	Sebutan
1.	Loyalty	91	A	91	A
2.	Work Performance	77,02	B	77,04	B
3.	Loyalty	76,65	B	77,21	B

4.	Obedience	76,77	B	77,09	B
5.	Honesty	76,62	B	77,18	B
6.	Cooperation	76,87	B	77,2	B
7.	Initiative	76,46	B	76,98	B
	Total	78,77	B	79,1	B

Source: PDAM Way Rilau Bandar Lampung

Based on Table 1 above, it can be seen that the average for 2022 and 2023 has increased not too significantly, amounting to 0.33, for the highest average value in 2022 and 2023 in the loyalty section with a value of 91, while the lowest average value in 2022 and 2023 in the initiative section with a value of 76.46 and 76.98. In the obedience section, there is a relatively small increase in the annual scale of 0.32, this is related to work engagement which is supported by attendance data in November in the table below;

Tabel 2. Attendance in November 2023

Attendance in November 2023				
No	Section	Total Present	Total Absent	Percentage (%)
1.	General Section	481	44	92%
2.	Distribution Section	547	20	96%
3.	R&D Section	134	13	91%
4.	Planning Section	187	23	89%
5.	Legal and Subscription Section	547	20	96%
6.	Finance Section	499	47	91%
7.	Internal Control System Section	152	16	90%
8.	Production Section	222	30	88%

Source: PDAM Way Rilau Bandar Lampung

Based on table 2 shows that the absence level in November 2023 varies in each work section. The percentage of various work sections in November 2023 still has not touched 100%, this shows that the level of employee attendance is still not optimal, thus this relates to employee work engagement to continue to be improved because in table 2 in the obedience section the annual increase is only 0.32, this is relatively small for an annual scale increase.

PDAM Way Rilau experienced a new leadership change in the managing director in 2022, SZ was officially dismissed before his term ended and has been replaced with MS as the new managing director. Based on the results of a brief interview with the general head of PDAM Way Rilau, it is known that PDAM employees are required to give their full thoughts

and energy to complete the work duties of each employee, but employees often do not improve this is evidenced in table 1 The annual increase still has not touched 1.0. The organization wants to have engaged employees who devote their abilities and skills to their organization, because bonded employees will be more productive (Bakker and Demerouti 2008 in Lepold et al., 2018). There is a new leadership change in 2022, this is the focus of the researcher to see psychological empowerment by the new leadership on work engagement of PDAM Way Rilau employees.

2. LITERATURE REVIEW

Psychological empowerment is defined by Spreitzer (1995) as "a motivational construct embodied in four cognitions: meaning, competence, self-determination, and impact". According to Thomas (1990) further developed this approach by defining psychological empowerment as an increase in intrinsic task motivation and proposed a cognitive empowerment model, which includes four dimensions namely: meaningfulness, competence, choice and impact. Psychological empowerment is a status of employees characterized by increased levels of activation and intrinsic motivation as they perform their duties (Conger & Kanungo, 1988; Thomas & Velthouse, 1990; in Abdulrab 2017). In addition, Conger and Kanungo (1988) in Abdulrab (2017) define empowerment as the process of increasing perceptions of self-efficacy through recognition of conditions that encourage powerlessness through formal and informal organizational techniques and practices.

Ethical leadership is defined by Brown et al. (2005) as "the demonstration of normatively appropriate behavior through personal actions and interpersonal relationships, and the promotion of that behavior to followers through two-way communication, reinforcement, and decision-making". In this definition, leaders are understood as moral persons with personal characteristics that demonstrate altruistic character and motivation, and as moral stewards who actively influence the ethical behavior of their followers (Brown & Treviño, 2006). The term "normatively appropriate behavior" refers to the moral elements of an ethical leader with personality traits such as responsibility, trustworthiness, honesty, and fairness in behavior (Piccolo et al., 2010).

Schaufeli and Bakker (2003) define work engagement as a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption. Vigor refers to increased energy, mental resilience and acumen to dedicate time and effort in one's work. Dedication refers to meaningful work, pride and passion. Absorption involves being so fully focused and engrossed in one's work that time flies away.

Job Demands Resources theory serves as an assumption originally developed to explain employee burnout and work engagement (Bakker and Demerouti 2017 in Jansen et al 2020). Job Demands-Resources theory (Bakker & Demerouti, 2017) adopts the main assumptions of self-determination theory (Deci & Ryan, 1985 in Monje-Amor, 2021). Job Demands-Resources theory suggests that job resources can increase intrinsic motivation by encouraging employee growth through learning and development, and extrinsic motivation by facilitating the fulfillment of work goals (Bakker & Demerouti, 2008 in Monje-Amor 2021).

Previous research has shown that psychological empowerment partially mediates the positive relationship between professional nursing practice environment and work engagement (Wang & Liu, 2015). Bhatnagar (2012) found that psychological empowerment was positively related to work engagement which, in turn, was positively related to innovation and negatively to turnover intention. The relationship between ethical leadership style and work engagement was identified as a major factor that ensures the success of an organization (Chughtai et al., 2015). It was also found that transformational, authentic, and ethical leadership are positively related to work engagement as they all have the key drivers of value-based leadership (Den Hartog & Belschak, 2012; Tims et al., 2011; Wong et al., 2010).

3. METHODS

Data Analysis Method

Validity, Reliability, and Normality Tests

The validity test method used in this research is factor analysis using the Kaiser Meyer Olkin Measure of Sampling Adequacy (KMO-MSA) using SPSS software. The analysis process can be continued if the KMO-MSA value is greater than 0.5. The validity of a questionnaire item can be known if the factor loading value is > 0.5 (Ghozali, 2016).

In this study, reliability testing was carried out using Alpha Cronbach with the help of the SPSS program. According to Ghozali (2018), the research instrument is said to be reliable if it has an Alpha Cronbach value > 0.60 .

According to Ghozali (2018), the normality test can be used to test the regression model, whether the confounding or residual variables have a normal distribution. The normality test assumes that the residual value is close to the normal distribution or does not perform the Kolmogorov Smirnov statistical test. Sig value. > 0.05 can be said to be normally distributed data.

Data Analysis Method

The author uses the analysis method with a multiple linear regression model in the research process. Multiple linear regression is used to determine the influence of independent variables, namely Psychological Empowerment (X1) and Ethical Leadership (X2) with the dependent variable, namely work engagement (Y).

Calculation of multiple linear regression analysis with the formula:

$$Y = a + b_1X_1 + b_2X_2$$

Description:

Y = Value of dependent variable (Work Engagement)

a = Constant

b = Regression coefficient

X1 = Value of first independent variable (Psychological Empowerment)

X2 = Value of second independent variable (Ethical Leadership)

Hypothesis Testing

t-test

The T hypothesis test (T-test) is used to determine whether each independent variable has a significant effect on the dependent variable (Ghozali, 2016) To find out whether it is significant or not, the calculated T number is compared with the T-table. The test criteria using a significance value of 5% are as follows:

- a. If the significant value > 0.05 then the null hypothesis is accepted (the regression coefficient is not significant). This means that partially the independent variable does not have a significant effect on the dependent variable.
- b. If the significant value < 0.05 then the null hypothesis is rejected (significant regression coefficient). This means that partially the independent variable has a significant influence on the dependent variable.

Decision making criteria:

- a. If t_{count} is greater than t_{table} ($t_{\text{count}} > t_{\text{table}}$) or the probability is less than the significant level (Sig < 0.05), then partially the independent variable has a significant effect on the dependent variable.
- b. If t_{count} is smaller than t_{table} ($t_{\text{count}} < t_{\text{table}}$) or the probability is greater than the significant level (Sig > 0.05), then partially the independent variable does not have a significant effect on the dependent variable.

4. RESULT

This study distributed questionnaires to obtain a sample of the population of PDAM Way Rilau employees in Bandar Lampung City. The number of samples in this study were 156 respondents with the research subjects being employees of PDAM Way Rilau Bandar Lampung City.

Respondent Data

Respondents Based on Gender

No	Description	Total	Percentage
1.	Male	112	71,8%
2.	Female	44	28,2%
Total		156	100

From the results that have been processed, it can be seen that the majority of PDAM Way Rilau employees are male as many as 112 people with a high percentage level of 71.8%. While, female employees amounted to 44 with a fairly low percentage of 28.2%.

Description of Respondents Based on Education Level

No	Description	Total	Percentage (%)
1.	Senior High School	97	62,2%
2.	Bachelor's degree	54	34,6%
3.	Diploma	5	3,2%
Total		156	100%

Based on table 2, employees of PDAM Way Rilau Bandar Lampung City are dominated by senior high school levels with a total of 97 people with a percentage level of 62.2% quoted through data that has been processed, then followed by a Bachelor's degree totaling 54 people with a percentage level of 34.6%, while the lowest level is the senior high school level. percentage level of 34.6%, while the lowest level is the Diploma with a total of 5 people with a percentage of 3.2%.

Respondents Based on Length of Service

No	Description	Total	Percentage (%)
1.	<5 years	21	13,5%
2.	5-10 years	63	40,4%
3.	>10 years	72	46,2%
Total		156	100%

Based on the table above, it can be seen that PDAM Way Rilau Bandar Lampung City is dominated by employees > 10 years of work with a total of 72 employees with a percentage

level of 46.2%. Employees 5-10 years of work amounted to 63 people with a percentage level of 40.4%. Meanwhile, the lowest level is <5 years of work with a total of 21 people with a percentage of 13.5%.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,842	3,229		4,597	0,000
Psychological Empowerment	0,173	0,054	0,230	3,226	0,002
Ethical Leadership	0,326	0,057	0,409	5,744	0,000

a. Dependent Variable: Work Engagement

Based on the table above, it is then entered into the equation:

$$Y = a + b_1 X_1 + b_2 X_2 + e$$

$$Y = 14,842 + 0,173 X_1 + 0,326 X_2 + e$$

The first result shows that psychological empowerment has a positive and significant effect on work engagement. The second result shows that ethical leadership has a positive and significant effect on work engagement.

1. Regression coefficient X1 is 0.173 with a positive sign and a significance value of 0.002 (sig <0.05). Then the psychological empowerment variable has a positive and significant effect on work engagement with the assumption that the other independent variables are constant.
2. Regression coefficient X2 is 0.326 with a positive sign and a significance value of 0.000 (sig <0.05). Then the ethical leadership variable has a positive and significant effect on work engagement with the assumption that the other independent variables are constant.

Hypothesis Test Results

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	14,842	3,229		4,597	0,000
Psychological Empowerment	0,173	0,054	0,230	3,226	0,002
Ethical Leadership	0,326	0,057	0,409	5,744	0,000

a. Dependent Variable: Work Engagement

1. Based on the table, the significance value is $0.002 < 0.05$ and the t test result is $3.226 > 1.975$, meaning that the effect of psychological empowerment as an independent variable shows a positive and significant direction on work engagement that occurs at PDAM Way Rilau, Bandar Lampung City.
2. Based on the table, the significance value is $0.000 < 0.05$ and the t test result is $5.744 > 1.975$, meaning that the effect of ethical leadership as an independent variable shows a positive and significant direction towards work engagement that occurs at PDAM Way Rilau, Bandar Lampung City.

5. DISCUSSION

The Effect of Psychological Empowerment (X1) on Work Engagement (Y)

Psychological empowerment in this study is the independent variable, while work engagement is the dependent variable. Hypothesis testing shows that psychological empowerment has a positive and significant effect on work engagement, meaning that good psychological empowerment will encourage an employee to feel attached to his job. This is evidenced by the results of the hypothesis test which shows a sig of $0.002 < 0.05$ and the t test results of $3.226 > 1.975$, meaning that the effect of psychological empowerment as an independent variable shows a positive and significant direction on work attachment at PDAM Way Rilau, Bandar Lampung City.

The results of this study indicate that the more psychological empowerment is applied, it will give these employees an engagement in the work they do. This is evidenced by the average value of respondents on the psychological empowerment variable reaching 3.86, which means that psychologically empowered employees will have good work abilities, so that the results will affect the performance of the company itself. This supports research conducted by Wang & Liu (2015), Bhatnagar (2012), Juyumaya et al., (2022), Bakker and Demerouti (2017), Conger and Kanungo (1988) in Abdulrab (2017) psychological empowerment has a positive effect on work engagement.

The Effect of Ethical Leadership (X2) on Work Engagement (Y)

Ethical leadership in this study is the independent variable, while work engagement is the dependent variable. The hypothesis test shows that ethical leadership has a positive and significant effect on work engagement, meaning that a leader of PDAM Way Rilau Bandar Lampung City has implemented ethical leadership in treating his employees so that as a result

employees have a sense of engagement in their work. This is evidenced by the results of the hypothesis test which shows a sig of $0.000 < 0.05$ and the t test results of $5.744 > 1.975$, meaning that the effect of ethical leadership as an independent variable shows a positive and significant direction on work attachment at PDAM Way Rilau, Bandar Lampung City.

The results of this study indicate that the new leadership of PDAM Way Rilau has set an example of ethical treatment in the workplace. This is evidenced by the average value of respondents on the ethical leadership variable reaching 3.77, which means that overall respondents already feel ethically treated by the new President Director. This supports research conducted by Sarwar et al. (2020), Den Hartog and Belschak (2012), and Engelbrecht et al. (2017) that ethical leadership has a positive effect on work engagement..

Employees certainly want to have leaders who can treat their employees ethically and not like a boss, who only orders and acts authoritatively. This is in line with the statements of Brown et al., (2005) and Eisenbeiss (2012) in Engelbrecht (2017), ethical leaders have concern for the best interests of subordinates, openness to input, fairness in decision making and active management of morality must produce the attractiveness of the leader as a role model.

6. CONCLUSION

Based on the results of research that has been conducted on the effect of psychological empowerment and ethical leadership on work engagement at PDAM Way Rilau, Bandar Lampung City, it can be concluded that this study supports the hypotheses proposed as follows:

1. Psychological empowerment has a positive and significant effect on work engagement. This causes that the more psychological empowerment is applied, the more positive and significant it will be on work engagement.
2. Ethical leadership has a positive and significant effect on work engagement. This causes the more ethical leadership is applied, the more it will have a positive and significant effect on work engagement.

Advice

Suggestions that can be given from the results and conclusions of this study are as follows:

1. Based on the results of respondents' statements regarding psychological empowerment, question item 10 is the lowest question item "I have great control over what happens in my department". So PDAM Way Rilau employees should provide opportunities for each employee to take part in what happens in their department or work section, even though

they do not have great control it would be better to provide input in the form of contributions, competencies and relationships between employees.

2. Based on the results of respondents' statements regarding ethical leadership, question item 2 is the lowest question item "Discussing ethics or business values with employees". So the company should be able to increase attachment by discussing ethics about unethical behavior that will hinder work such as how to behave ethically in building good relationships between leaders and employees, this is for the sustainability of the company.
3. Based on the results of respondents' statements regarding work attachment, question item 3 is the lowest question item "When I wake up in the morning, I feel excited to go to work" it is hoped that employees have planning such as a daily to do list so that when going to work they will be more excited and do the work to be completed.
4. The company must ensure that work discipline runs well by paying attention to attendance, employee behavior during working hours, etc.

Limitations

1. There are research limitations in collecting supporting data on the background, it is often difficult for researchers to get the desired data.

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