

**TRANSFORMATIONAL LEADERSHIP AND WORK ENGAGEMENT: A
MEDIATION ANALYSIS OF PSYCHOLOGICAL EMPOWERMENT AND
PSYCHOLOGICAL SAFETY**

**KEPEMIMPINAN TRANSFORMASIONAL DAN KETERLIBATAN KERJA:
ANALISIS MEDIASI TERHADAP PEMBERDAYAAN PSIKOLOGIS DAN
KEAMANAN PSIKOLOGIS**

Mochamad Ali Chazmi Dzulfikar¹, Ikhsan Maksum², Vivin Maharani Ekowati³

Department of Management, UIN Maulana Malik Ibrahim Malang, Indonesia^{1,2,3}

alichazmi22@gmail.com,¹ ikhsan.maksum@uin-malang.ac.id², vivien.maharani@yahoo.com³

ABSTRACT

The increasingly complex business environment requires organisations to develop human resources with a high level of work engagement. Work engagement is influenced by various factors, one of which is transformational leadership. This study aims to examine and analyse the effect of transformational leadership on work engagement, as well as the mediating role of psychological empowerment and psychological safety in this relationship. The research population consisted of 63 employees from a company providing training services and digital-based services, selected using a saturation sampling technique. Data were collected through questionnaires and analysed using SmartPLS version 3. The results indicate that transformational leadership does not have a direct effect on work engagement. However, transformational leadership has a significant influence on psychological empowerment and psychological safety, and both psychological variables significantly affect work engagement. Mediation testing further shows that psychological empowerment and psychological safety fully mediate the effect of transformational leadership on work engagement. These findings emphasise that employee engagement is more strongly shaped by internal psychological conditions developed through transformational leadership behaviours rather than by the direct influence of leadership itself.

Keywords: Transformational Leadership, Work Engagement, Psychological Empowerment, Psychological Safety

ABSTRAK

Era persaingan bisnis yang semakin kompleks menuntut organisasi untuk membangun sumber daya manusia yang memiliki tingkat keterlibatan kerja (work engagement) yang tinggi. Keterlibatan kerja dipengaruhi oleh berbagai faktor, salah satunya adalah gaya kepemimpinan transformasional. Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh transformational leadership terhadap work engagement, serta menguji peran psychological empowerment dan psychological safety sebagai variabel mediasi dalam hubungan tersebut. Populasi penelitian terdiri atas 63 karyawan di sebuah perusahaan yang bergerak di bidang jasa pelatihan dan layanan digital yang diambil menggunakan teknik sampel jenuh. Pengumpulan data dilakukan melalui kuesioner dan dianalisis menggunakan SmartPLS versi 3. Hasil penelitian menunjukkan bahwa transformational leadership tidak berpengaruh langsung terhadap work engagement. Namun, transformational leadership berpengaruh signifikan terhadap psychological empowerment dan psychological safety, dan kedua variabel psikologis tersebut berpengaruh signifikan terhadap work engagement. Pengujian mediasi menunjukkan bahwa baik psychological empowerment maupun psychological safety mampu memediasi secara penuh pengaruh transformational leadership terhadap work engagement. Temuan ini menegaskan bahwa keterlibatan kerja karyawan lebih dipengaruhi oleh kondisi psikologis internal yang terbentuk melalui perilaku kepemimpinan transformasional dibandingkan oleh pengaruh langsung kepemimpinan itu sendiri.

Kata Kunci: Kepemimpinan Transformasional, Keterlibatan Kerja, Pemberdayaan Psikologis, Keamanan Psikologis

INTRODUCTION

The environment is characterised by rapid change, high uncertainty, and increasingly intense global competition (Eddy et al., 2025). Organisations face the

challenge of not only surviving but also growing and innovating in the face of intense competition. Furthermore, changes in the business environment require employees to adapt to new

environments, often accompanied by uncertainty, disruptions to work-life balance, and shifts in organisational values and culture, all of which negatively impact employee work engagement (Sakib et al., 2025). The success of increasing employee work engagement cannot be separated from the role of transformational leadership style, the existence of strong psychological empowerment, the sense of psychological safety created in the work environment, and the quality of the employee's overall psychological condition (Bass & Riggio, 2006; Langelaan et al., 2006).

Muslimah & Tjahjono (2023), stated that transformational leadership plays a crucial role in shaping employee perceptions by providing inspiration, support, and direction, which can increase work motivation. When leaders demonstrate transformational behaviour, employees tend to feel more empowered, have a sense of meaning in their work, and are confident in taking initiative—the essence of psychological empowerment. (Alshawabkeh et al., 2024) A work environment that provides a sense of psychological safety also enables employees to express their ideas, ask questions, and admit mistakes without fear of negative consequences (Siminto et al., 2024). Conversely, less supportive leadership can reduce feelings of safety and inhibit active participation, thus contributing to low work engagement. (Grah et al., 2024). With such strong psychological empowerment and safety, success in leadership transformational involvement becomes a crucial condition for employee engagement (Fadhila et al., 2025).

An employee's psychological well-being is a crucial factor in determining the stability and effectiveness of work engagement within an organisation. A sense of psychological empowerment helps employees understand the meaning

of their work, boosts their self-confidence, and encourages them to contribute optimally (Nguyen, 2020). Meanwhile, psychological safety enables employees to work more openly, feel secure in expressing their opinions, and be fearless in facing interpersonal risks, thereby enhancing collaboration and active participation (Prihartati et al., 2023). Both factors contribute to building high levels of work engagement, where employees demonstrate energy, dedication, and full involvement in their tasks (Schaufeli et al., 2002). However, both conditions are psychological, and the 'no' is always formed optimally without a proper leadership style. For support, direct, and facilitation, a psychological employee is needed.

In the context of work engagement, leadership plays a crucial role in shaping employees' psychological well-being through support, direction, and empowerment. Several studies have demonstrated that specific leadership styles can either strengthen or weaken the relationship between psychological factors and work behaviour. As noted by Prihartati et al. (2023), transformational leadership can increase employees' sense of psychological safety, thereby strengthening their engagement in their work. In addition, Hirak et al. (2012) explain that supportive leadership behaviour can increase psychological empowerment, which ultimately has an impact on increasing work engagement. Similar findings were reported by Liu et al. (2024), who stated that transformational leadership has a significant impact on psychological safety, encouraging employees to participate more actively in their work. However, inconsistencies were found in the study by Muslimah & Tjahjono (2023), which reported that transformational leadership does not always have a direct effect on work

engagement, thus indicating the presence of other psychological variables that act as mediators.

Employee work engagement is influenced not only by internal factors, such as individual psychological conditions and motivation, but also by external factors related to the social work environment, including leadership style, interpersonal support, and the quality of relationships between superiors and subordinates (Bakker & Albrecht, 2018). Based on the Job Demands Resources (JD-R) Theory, work engagement can be formed when employees obtain adequate job resources, such as leader support, a sense of psychological safety, and development opportunities (Bakker & Demerouti, 2017). In this context, psychological resources such as psychological empowerment and psychological safety are important elements formed through transformational leadership behaviour, because both reflect employees' perceptions of the meaning of work, competence, autonomy, and a sense of security in interacting in the work environment (Muslimah & Tjahjono, 2023; Prihartati et al., 2023).

A company offering training and digital services requires employees with a high level of work engagement to navigate its fast-paced and complex work environment. However, initial observations revealed several issues related to the suboptimal sense of psychological safety and empowerment experienced by some employees, resulting in varying levels of work engagement. This situation highlights the need to evaluate the extent to which transformational leadership influences work engagement, both directly and through employees' internal psychological well-being. This aligns with Kahn's (1990) view that psychological factors and a supportive

work environment have a strong influence on work engagement. Information about the probwaswas was obtained through an informal interview with one of the operational supervisors who became an informer in the study.

Various studies have previously examined the influence of transformational leadership style on employee behaviour, including work engagement, as well as psychological variables such as psychological empowerment and psychological safety. However, the study's results reveal inconsistent findings. Anggita & Andriyani (2023) found that transformational leadership has a positive and significant effect on work engagement. In contrast, research by Muslimah & Tjahjono (2023) showed that transformational leadership has no direct effect on work engagement, thus indicating the role of psychological variables that mediate the relationship. Meanwhile, Hirak et al. (2012) and Liu et al. (2024) confirmed that transformational leadership is closely related to the emergence of psychological empowerment and psychological safety, which then encourage positive work behaviour. Although a research gap remains in the influence of leadership transformation on work engagement, it is mediated simultaneously through both psychological factors, especially in the context of digital training and services in Indonesia. Therefore, this study is needed to fill this gap by examining the direct and indirect relationships between these variables.

LITERATURE REVIEW

Job Demand Resources (JD-R) Theory

Study this based on the Job Demands-Resources (JD-R) Theory, which emphasises that employees are formed through the interaction between demands and the source of power by the

organisation. JD-R theory posits that job resources, including supportive leadership, psychological safety, and psychological empowerment, play a crucial role in fostering motivation and enhancing work engagement. (Bakker & Demerouti, 2017). In the context of the training and digital services company that is the object of this research, transformational leadership style can be understood as a social resource capable of building favourable psychological conditions in employees through inspiration, support, and intellectual stimulation. Psychological empowerment and psychological safety are forms of internal psychological resources that enable employees to feel a sense of meaning, competence, autonomy, and security in their work, which ultimately encourages the emergence of work engagement. This research uses the JD-R theory because work engagement is seen as the result of the utilisation of work resources, both from leaders and from the psychological conditions of employees. In the JD-R perspective, work engagement is a form of motivation that arises when a combination of resources and capabilities is well managed to support individual performance.

Transformational Leadership

According to Bass & Avolio (1994), transformational leadership is a leadership style that can influence employees through inspiration, individual attention, intellectual stimulation, and role models demonstrated by the leader. Research by Anggita & Andriyani (2023) shows that transformational leadership has a positive and significant effect on work engagement, meaning that the stronger a leader's transformational behaviour, the higher the employee's work engagement.

Different findings were reported by Al Muslimah & Tjahjono (2023), who

found that transformational leadership does not directly influence work engagement, but rather requires certain psychological conditions for its effects to emerge. Meanwhile, research by Hira et al. (2012) indicates that transformational leadership can enhance psychological safety, enabling employees to feel more secure at work, express their ideas, and take interpersonal risks. It was also confirmed that transformational leadership plays a crucial role in building psychological empowerment, which ultimately impacts positive work behaviour.

Overall, these findings suggest that the impact of transformational leadership on employee work behaviour often operates through internal psychological mechanisms, rather than directly.

Work Engagement

According to Schaufeli et al. (2002), work engagement is a positive psychological state characterised by vigour, dedication, and absorption, in which employees demonstrate high energy, deep commitment, and full involvement in their work. Research by Anggita & Andriyani (2023) shows that work engagement can increase when employees feel supported by their leaders, primarily through transformational behaviours that provide inspiration and motivation. Similarly, Prihartati et al. (2023) found that work engagement is not only influenced by leadership style but also by internal psychological conditions, such as psychological safety, which enables employees to work without fear of interpersonal consequences.

Indicators of work engagement, such as vigour (energy at work), dedication (commitment to work), and absorption (full involvement in tasks), are used in various studies (Schaufeli et al., 2002). Overall, previous research suggests that

work engagement results from a combination of leadership support and the positive psychological state employees experience in their work.

Psychological Empowerment

According to Spreitzer (1995), psychological empowerment is a psychological condition that reflects the extent to which employees feel they have meaning in their work, competence to complete tasks, autonomy in making decisions, and the belief that their actions have an impact on work results.

Research by Hirak et al. (2012) shows that psychological empowerment is influenced by supportive leadership behaviours, particularly transformational leadership, which provides inspiration, intellectual stimulation, and individual attention. Furthermore, Liu (2023) confirms that employees who feel psychologically empowered tend to demonstrate high motivation, strong initiative, and commitment to their work.

Psychological Safety

According to Edmondson (1999), psychological safety is a condition in which employees feel secure enough to take interpersonal risks, express their opinions, ask questions, and admit mistakes without fear of negative consequences. Kahn (1990) emphasises that a sense of psychological safety is one of the important prerequisites for the emergence of work engagement, because employees can only be fully involved if they feel accepted and not threatened in the work environment.

Hirak et al. (2012) shows that leadership behaviour, particularly transformational leadership, plays a significant role in shaping psychological safety through support, attention, and open communication. Prihartati et al. (2023) found that the better the leadership quality, the higher the level of psychological safety employees perceive,

thus increasing their engagement in their work.

Similar findings were reported by Liu et al. (2024) and Bismoko et al. (2023), who confirmed that transformational leadership can create a psychologically safe climate that encourages employees to participate, innovate, and take initiative. Thus, psychological safety is a crucial element in explaining how transformational leadership can enhance work engagement.

Hypothesis

H1: Transformational Leadership has a positive influence towards Work Engagement

H2: Transformational Leadership has a positive influence on Work Engagement through Psychological Empowerment as a mediating variable.

H3: Transformational leadership has a positive influence on Work Engagement through Psychological Safety as a mediating variable.

METHODOLOGY

Conceptually, this study was designed using a quantitative approach with an explanatory research approach. The study was conducted at a company engaged in training and digital services. Data collection involved distributing questionnaires to all employees. The sample consisted of 63 employees and was obtained using a saturated sampling technique, where all members of the population were selected as respondents.

Data collection was conducted through a questionnaire using a five-point Likert scale. Descriptive statistical analysis was employed to determine the frequency distribution of each questionnaire response and provide a detailed description of the variables under study. Furthermore, the researcher utilised the SmartPLS 3 analysis tool to

support the testing of the research model. The analysis was conducted using the Partial Least Squares Structural Equation Modelling (PLS-SEM) approach, which was used to examine direct and indirect relationships between variables and to test the established mediation model. The use of PLS-SEM was deemed appropriate because the research model involved mediating variables and indicators that align with the characteristics of reflective measurement (Hair et al., 2022).

4. Results and Discussion

Convergent Validity

According to Hair et al. (2022), a mark loading factor of 0.6 to 0.7 can still be accepted in exploratory research. Additionally, the value of Average Variance Extracted (AVE) must exceed 0.5 for the construct to indicate good validity and convergence.

Table 1. Convergent Validity

Variables	Item	Loading Factor	Information
Transformational Leadership (X)	PI1	0.933	Valid
	PI2	0.910	Valid
	MI1	0.933	Valid
	MI2	0.923	Valid
	MI3	0.935	Valid
	SI1	0.925	Valid
	SI2	0.919	Valid
	SI3	0.915	Valid
	IC1	0.943	Valid
	IC2	0.933	Valid
	IC3	0.924	Valid
Work Engagement (Y)	S1	0.918	Valid
	S2	0.891	Valid
	S3	0.920	Valid
	D1	0.881	Valid
	D2	0.904	Valid
	D3	0.887	Valid
	A1	0.896	Valid
	A2	0.928	Valid
A3	0.922	Valid	
Psychological Empowerment (Z1)	M1	0.889	Valid
	M2	0.883	Valid
	M3	0.920	Valid
	C1	0.874	Valid
	C2	0.909	Valid
	C3	0.902	Valid
	SD1	0.871	Valid
	SD2	0.903	Valid
	SD3	0.848	Valid
	I1	0.883	Valid
	I2	0.896	Valid
I3	0.868	Valid	

Psychological Safety (Z2)	IRT1	0.933	Valid
	IRT2	0.941	Valid
	MTR1	0.922	Valid
	MTR2	0.933	Valid
	MTR3	0.923	Valid
	OSS1	0.943	Valid
	OSS2	0.938	Valid
	ICC1	0.925	Valid
	ICC2	0.941	Valid
	ICC3	0.934	Valid

The results from loading factor testing provide strong evidence that the overall indicator in the study is valid and consistent in measuring the construct in question, as indicated by the mark loading factor above 0.7. Thus, testing the structural model can be continued with the belief that the variables used are representative and have a level of adequate reliability.

Reliability Test

Reliability can be evaluated through two primary measures: Cronbach's Alpha and Composite Reliability. According to Hair et al. (2022), a construct is considered reliable if Cronbach's Alpha and Composite Reliability values exceed 0.70. The reliability study of the test results is shown in Table 2.

Table 2. Reliability Test

Variables	Cronbach's Alpha	Composite Reliability	Information
Transformational Leadership (X)	0.984	0.985	Reliable
Work Engagement (Y)	0.972	0.976	Reliable
Psychological Empowerment (Z1)	0.975	0.978	Reliable
Psychological Safety (Z2)	0.984	0.985	Reliable

Based on Table 2, the variables transformational leadership own a mark Cronbach's alpha of 0.984 and composite reliability of 0.985. Variable work engagement shows a mark Cronbach's alpha of 0.972 and composite reliability of 0.976. Furthermore, the variable psychological empowerment receives a Cronbach's alpha of 0.975 and a composite reliability of 0.978. The variable psychological safety has a Cronbach's alpha of 0.984 and a composite reliability of 0.985. Referring to the criteria reliability according to Hair et al. (2022), which states that a construct

is considered reliable if Mark Cronbach's alpha and composite reliability exceed 0.70. All the variables in the study are considered reliable. This can be categorised as reliable. Thus, each construct exhibits excellent internal consistency and is suitable for further analysis at the stage of structural model testing.

Structural Model (Inner Model)

Structural model testing is conducted to determine the level of significance in hypothesis testing and to predict the relationships between latent variables constructed within the

research model. According to [citation needed], Hair et al. (2022), structural model evaluation aims to assess the strength of predictive relationships between constructs and ensure that the estimated model has theoretical relevance. The results of the structural model or inner model testing in this study are as follows:

Table 3. Structural Model

Variables	R-Square	R-Square Adjusted
Psychological Empowerment	0.657	0.651
Psychological Safety	0.932	0.931
Work Engagement	0.922	0.918

Based on Table 3, the psychological empowerment variable has an R-squared value of 0.657, or 65.7%, indicating that this variable falls into the moderate category. This means that 65.7% of the variation in psychological empowerment can be attributed to transformational leadership, while the remaining 34.3% is influenced by other factors not examined in this study. Furthermore, the variable psychological safety achieves an R-Square of 0.932, which falls within the substantial category. This indicates that 93.2% of the variation in psychological safety can be attributed to transformational leadership, while 6.8% is influenced by other variables not included in the research model. The variable work engagement has its own mark R-Square of 0.922, which is also categorised as substantial, and can be concluded to account for 92.2% of the variation in work engagement, influenced by transformational leadership, psychological empowerment, and psychological safety. The remaining 7.8% is explained

by other variables not examined in this study.

The next step is to conduct the Q-square test to determine the model's predictive ability for the dependent variable (Hair et al., 2022). A positive Q-square value indicates that the independent variable makes a predictive contribution to the dependent variable, making the model not only statistically sound but also highly predictive. Test results Q-square are as follows:

Table 4. Q-square

Dependent Variable	Q-square value	Information
Psychological Empowerment	0.505	Ability predictive tall
Psychological Safety	0.802	Ability is very highly predictive
Work Engagement	0.741	Ability is very strongly predictive

Based on the Q-square test results, the variable psychological empowerment has a mark of 0.505, indicating that the model has a high predictive ability for these variables. The variables of psychological safety yield a Q-square value of 0.802, indicating a very high predictive ability, which allows the model to explain these variables with reasonable accuracy. Meanwhile, the value Q-square of 0.741 on the variable work engagement indicates a powerful ability to predict, which means that the research model has overall good predictive relevance in explaining employee involvement. Thus, the Q-square values confirm that the structural model used in this study has adequate and reliable predictive power.

Direct Effect Hypothesis Testing

The purpose of this direct influence test is to analyse the extent to which transformational leadership influences work engagement.

Table 5. Direct Effect Test

Variables	T-Statistic	P-Value	Information
Transformational Leadership (X) - > Work Engagement (Y)	1,722	0.086	Not Significant

Based on Table 5, the direct influence of transformational leadership (X) on work engagement (Y) shows a marked T-statistic of 1,722, with a P-value of 0.086. Because the P-value is greater than the significance level of 0.05, the relationship is deemed insignificant. This finding suggests that the

transformational leadership style does not have a direct impact on employee work engagement levels. In other words, an increase or decrease in transformational leadership behaviour does not necessarily affect work engagement without the presence of other psychological factors.

Hypothesis Testing: Mediation Influence

Table 6. Mediation Effect Test

Variables	T-Statistic	P-Value	Information
Transformational Leadership (X) -> Psychological Empowerment (Z1) -> Work Engagement (Y)	2,705	0.007	Significant
Transformational Leadership(X) -> Psychological Safety (Z2) -> Work Engagement (Y)	5,746	0.000	Significant

Based on Table 6, the test for mediation effect shows that the variable psychological empowerment (Z1) mediates the influence of transformational leadership (X) on work engagement (Y), with a T-statistic of 2.705 and a P-value of 0.007. Since the T-statistic value is greater than 1.96 and the P-value is less than 0.05, the mediation relationship is declared significant. These results suggest that transformational leadership can enhance work engagement by increasing the psychological empowerment that employees experience.

Furthermore, the influence of transformational leadership (X) on work engagement (Y) through psychological safety (Z2) also shows significant results, with a T-Statistic value of 5.746 and a P-Value of 0.000. This value

meets the significance criteria, indicating that psychological safety significantly mediates the relationship between transformational leadership and work engagement.

Thus, the two mediating variables, psychological empowerment and psychological safety, play a significant role in bridging the influence of transformational leadership on employee work engagement. These results also confirm that transformational leadership does not have a direct effect but rather exerts an impact through employees' internal psychological states, thus accepting both mediation hypotheses.

The Influence of Transformational Leadership on Work Engagement

The inner model results show that transformational leadership does not have a direct influence on work engagement. This is indicated by the t-statistic value of 1.722, which is smaller than the t-table value of 1.96. In addition, the p-value of 0.086 is greater than 0.05. Thus, it can be concluded that transformational leadership does not have a direct significant influence on the level of employee work engagement. This finding suggests that increasing transformational leadership behaviour does not necessarily lead to increased work engagement without considering other psychological factors.

The results of this study diverge from the fundamental assumptions of transformational leadership theory, which posits that leaders can influence employee work behaviour through inspiration, motivation, and role modelling (Bass & Avolio, 1994). However, the findings of this study support Kahn's (1990) view that internal psychological conditions, such as a sense of security and meaning in work, strongly influence work engagement. This explains why transformational influence does not immediately emerge.

Previous research also showed similar findings. Muslimah & Tjahjono (2023) found that transformational leadership does not directly influence work engagement, but instead requires the presence of psychological factors as mediators to produce a significant impact. A similar finding was reported in research by Prihartati et al. (2023), which stated that work engagement increases when leaders can create a supportive psychological environment, not only through inspirational leadership behaviour. Thus, the results of this study reinforce the understanding that work engagement is more influenced by the psychological state of

employees than by the direct impact of a transformational leadership style.

The Influence of Transformational Leadership on Work Engagement Mediated by Psychological Empowerment

Based on the test results, it was found that transformational leadership has a significant influence on promoting work engagement through psychological empowerment. Thus, psychological empowerment is likely to mediate the connection between transformational leadership and employee engagement. This means that the behaviour of an inspiring, supportive, and giving leader can increase the sense of meaning, competence, autonomy, and confidence of employees, so that, in the end, they push for improved work engagement (Bass & Avolio, 1994).

A previous study also supported these results. Muslimah & Tjahjono (2023) find that transformational leadership has a strong influence on the formation of psychological empowerment, which then increases work engagement. Hirak et al. (2012) also revealed that transformational leaders are capable of fostering trust, self-awareness, and a sense of belonging in employees through stimulating intellectual and ongoing support. Additionally, research by Prihartati et al. (2023) suggests that employees who feel psychologically empowered tend to exhibit higher levels of work engagement. Thus, the results of this study confirm that leadership transformation has no direct influence on involvement but rather increases psychological empowerment.

The Influence of Transformational Leadership on Work Engagement Mediated by Psychological Safety

Based on the test results, it was found that transformational leadership has a significant influence on promoting work engagement through psychological safety. Thus, psychological safety significantly mediates the connection between transformational leadership and employee engagement. This means that a particular behaviour of a leader creates a safe environment for women, psychologically making employees feel more comfortable, free from fear, and brave enough to push for increased work engagement (Siminto et al., 2024).

Findings. This aligns with Edmondson's (1999) theory, which confirms that psychological safety plays a crucial role in encouraging employees to courageously express their opinions, take interpersonal risks, and work without fear of consequences, when leaders demonstrate transformational behaviors such as providing support, open communication, and recognising employee contributions, employees' sense of psychological safety increases, thereby strengthening work engagement.

This study, as previously reported, supports the results. According to Prihartati et al. (2023), transformational leadership can foster a sense of psychological safety, leading to increased work engagement. Similar findings were also reported by Liu et al. (2024) and Hirak et al. (2012), which indicate that psychological safety is an important mechanism that bridges the influence of leadership on positive work behaviour. Thus, this study confirms that the influence of transformational leadership on work engagement is indirect, mediated by increased psychological safety.

CONCLUSION

Transformational leadership did not have a significant direct effect on work engagement. This suggests that leadership behaviour alone is insufficient to increase employee work engagement without the support of strong internal psychological conditions.

Psychological empowerment has been shown to significantly mediate the relationship between transformational leadership and work engagement. This means that when employees feel they have competence, autonomy, meaning, and influence in their work, transformational leadership becomes more effective in increasing work engagement.

Psychological safety also significantly mediates the relationship between transformational leadership and work engagement. A work environment that provides employees with the safety to express opinions, ask questions, and make mistakes without fear allows transformational leadership to foster higher work engagement.

Implication of this study

Overall, the study's results confirm that the effectiveness of transformational leadership in increasing work engagement is highly dependent on the organisation's ability to build psychological empowerment and a sense of security among employees.

Suggestion

Research results can serve as a reference for researchers to investigate the impact of leadership transformation on work engagement, considering psychological variables as potential mediators. Limitations of this study. This study did not reveal a significant influence of direct transformational leadership on work engagement;

therefore, it is necessary to consider other variables that may strengthen this connection. Researchers also recommended exploring other potential leadership styles to provide different influences on psychological employees. In addition, advanced research can incorporate other mediator variables to provide a deeper understanding of the comprehensive factors that contribute to work engagement.

Future research could also consider adding other relevant independent variables to enhance work engagement, as well as expanding the research sample to different sectors or industry types to strengthen the generalizability of the findings. Thus, further research is expected to provide a more comprehensive picture of the psychological mechanisms linking leadership to employee work engagement.

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