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### The Effect of Engaging Leadership on Employee Well-Being among Hospital Employees

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#### Abstract

Employee well-being has become an important issue in healthcare organizations due to high job demands and emotional pressure faced by hospital employees. Leadership plays a crucial role in supporting employees' psychological condition and work experience. This study aims to examine the effect of engaging leadership on employee well-being among hospital employees. This research used a quantitative method involving hospital employees from various work units. Engaging leadership was measured based on four

dimensions, namely inspiring, strengthening, connecting, and empowering, while employee well-being was measured through psychological, workplace, and life well-being dimensions. Data were analyzed using SmartPLS. The results show that engaging leadership has a positive and significant effect on employee well-being. These findings indicate that leaders who provide inspiration, support, empowerment, and positive social relationships contribute to higher employee well-being in hospital settings.

**Keywords:** Engaging Leadership, Employee Well-Being, Hospital Employees

#### 1. Introduction

Employee well-being has become an important issue in modern organizations, particularly in healthcare settings where employees face high job demands, emotional pressure, and time constraints. Well-being is not only related to individual health, but also closely linked to work performance, engagement, and organizational sustainability <sup>[1]</sup>. Employees with good well-being tend to show better resilience, motivation, and adaptability in demanding work environments <sup>[2]</sup>.

In hospital organizations, maintaining employee well-being is more challenging due to heavy workloads, emotional labor, and the responsibility of providing continuous patient care. Healthcare employees are often exposed to stressors such as long working hours, role conflict, and high emotional involvement with patients and families <sup>[3]</sup>. Several studies indicate that prolonged exposure to these conditions may reduce psychological well-being and increase the risk of emotional exhaustion among hospital employees <sup>[4]</sup>.

Employee well-being is commonly understood as a multidimensional construct that includes psychological well-being, workplace well-being, and life well-being <sup>[5]</sup>. When employees perceive their work environment as supportive and meaningful, they are more likely to experience positive emotions and satisfaction with both work and life <sup>[6]</sup>.

Leadership is recognized as a key organizational factor influencing employee well-being. According to the Job Demands–Resources (JD-R) theory, leadership functions as an important job resource that helps employees cope with job demands and enhances motivation and well-being <sup>[7]</sup>. Leaders who provide support, clarity, and empowerment contribute to a healthier work environment and better employee outcomes <sup>[8]</sup>.

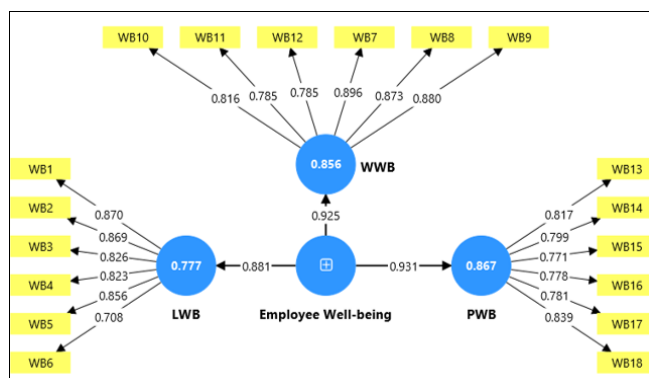
One leadership approach that has gained increasing attention is engaging leadership. Engaging leadership emphasizes leadership behaviors that inspire, strengthen, connect, and empower employees <sup>[9]</sup>. Through these behaviors, leaders help fulfill employees' basic psychological needs, which in turn supports positive psychological conditions and well-being at work <sup>[10]</sup>. Previous studies have shown that engaging leadership is positively associated with work engagement, psychological well-being, and reduced burnout across various organizational contexts <sup>[11]</sup>. However, empirical studies examining the direct effect of engaging leadership on employee well-being in hospital settings, particularly in Indonesia, remain limited. Therefore, this study aims to examine the effect of engaging leadership on employee well-being among hospital employees.

## 2. Materials and Method

This study employed a quantitative research design. The participants consisted of 400 medical and non-medical employees working at a private hospital in Indonesia, representing various professional roles and work units. Data were collected using self-report questionnaires distributed to employees. Engaging leadership was measured using a scale based on the engaging leadership model proposed by Schaufeli, which includes four dimensions: inspiring, strengthening, connecting, and empowering [9]. Employee well-being was measured using a multidimensional employee well-being scale developed by Zheng *et al.*, covering psychological well-being, workplace well-being, and life well-being [12]. All items were rated using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Data analysis was conducted using SmartPLS. The analysis included evaluation of the measurement model through validity and reliability testing, followed by structural model analysis to examine the direct effect of engaging leadership on employee well-being.

## 3. Results and Discussion

Data analysis was conducted descriptively on 400 respondents, data are shown as follows:



**Fig 1:** Outer loading values for employee well-being

Fig 1 presents the measurement model of employee well-being, which consists of life well-being (LWB), workplace well-being (WWB), and psychological well-being (PWB). All indicators show satisfactory outer loading values, confirming good validity and reliability of the employee well-being construct. Then, the convergent validity test based on AVE value can be found in the following table.

**Table 1:** AVE values for employee well-being

| Aspect                   | AVE   |
|--------------------------|-------|
| Life Well-Being          | 0.684 |
| Workplace Well-Being     | 0.636 |
| Psychological Well-Being | 0.706 |

Furthermore, convergent validity was assessed using the Average Variance Extracted (AVE) values, as presented in Table 1. All AVE values exceed the recommended threshold of 0.50, indicating adequate convergent validity for each dimension of employee well-being.



**Fig 2:** Outer loading values for engaging leadership

Fig 2 shows that engaging leadership is composed of four dimensions: inspiring, strengthening, connecting, and empowering. All indicators have outer loading values above 0.70, indicating that the items validly measure their respective dimensions and represent the engaging leadership construct well.

**Table 2:** AVE values for engaging leadership

| Aspect        | AVE   |
|---------------|-------|
| Strengthening | 0.854 |
| Connecting    | 0.855 |
| Empowering    | 0.877 |
| Inspiring     | 0.885 |

Convergent validity of the engaging leadership dimensions was assessed using the Average Variance Extracted (AVE), as shown in Table 2. The AVE values for all dimensions strengthening, connecting, empowering, and inspiring exceed the recommended threshold of 0.50, indicating adequate convergent validity. These results confirm that each dimension reliably represents the engaging leadership construct.

**Table 3:** Reliability test

| Variable            | Cronbach's Alpha | Composite Reliability | AVE   | Keterangan |
|---------------------|------------------|-----------------------|-------|------------|
| Employee well-being | 0.954            | 0.955                 | 0.561 | Reliable   |
| Engaging leadership | 0.974            | 0.977                 | 0.779 | Reliable   |

Table 3 shows that both variables demonstrate good reliability and validity. Employee well-being and engaging leadership have Cronbach's Alpha and Composite Reliability values above the recommended thresholds, indicating high internal consistency. The AVE values also exceed 0.50, confirming adequate convergent validity. Therefore, both constructs are considered reliable and valid for further analysis.

Hypothesis testing was conducted by examining the R-square values, as presented in Table 3.

**Table 3:** R-square values

| Variable            | R-square | R-square adjusted |
|---------------------|----------|-------------------|
| Employee well-being | 0.340    | 0.388             |

The R-square value of 0.340 indicates that engaging leadership explains 34% of the variance in employee well-being. This finding suggests that engaging leadership has a meaningful contribution to employee well-being, while the remaining variance is explained by other factors outside the research model.

Table 4: F-square values

| Variable            | Employee well-being |
|---------------------|---------------------|
| Employee well-being | -                   |
| Engaging leadership | 0.515               |

Table 4 presents the F-square values used to assess the effect size of the independent variable. The F-square value of 0.515 indicates that engaging leadership has a large effect on employee well-being. This result suggests that engaging leadership plays an important role in explaining changes in employee well-being.

Table 5: Path Analysis

| Hipotesis                                     | Original sample (O) | Sample Mean (M) | Standart Deviation (STDEV) | T statistics ((O-STDEV)) | P values |
|-----------------------------------------------|---------------------|-----------------|----------------------------|--------------------------|----------|
| Engaging Leadership -> Kesejahteraan Karyawan | 0.516               | 0.518           | 0.050                      | 10.707                   | 0.000    |

Based on Table 5, show the results of the path analysis examining the effect of engaging leadership on employee well-being. The results indicate that engaging leadership has a positive and significant effect on employee well-being ( $\beta = 0.516$ ,  $T = 10.707$ ,  $p < 0.001$ ). This finding shows that higher perceptions of engaging leadership are associated with higher levels of employee well-being among hospital employees.

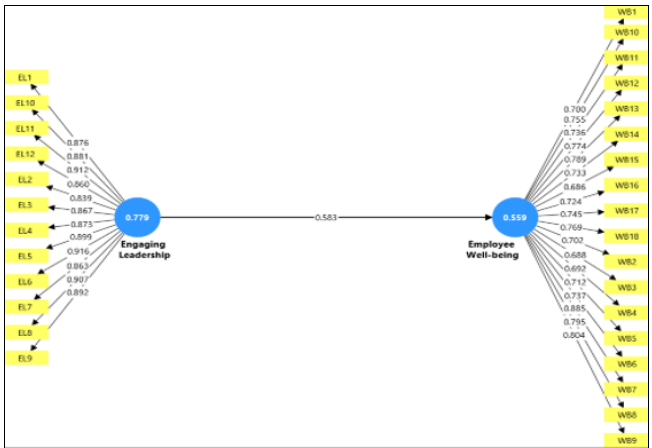


Fig 3: Structural Assesment Model

The results indicate that engaging leadership has a positive and significant effect on employee well-being. This finding suggests that leadership behaviors that inspire, support, connect, and empower employees contribute to better well-being, particularly in hospital settings characterized by high job demands. Leadership plays an important role in shaping employees' work experiences and psychological conditions, which in turn influence their overall well-being [7]. This result is consistent with previous studies showing that supportive and empowering leadership is associated with higher employee well-being and positive psychological

outcomes [11]. Engaging leadership encourages meaningful work, strengthens employees' capabilities, and fosters positive social relationships, which help employees cope with work pressure and emotional demands in healthcare organizations [12]. Therefore, engaging leadership can be considered an important factor in promoting employee well-being and supporting sustainable performance in hospitals.

4. Conclusion

This study concludes that engaging leadership has a positive and significant effect on employee well-being among hospital employees. Leaders who inspire, support, connect, and empower their employees contribute to better psychological, workplace, and life well-being. These findings highlight the importance of leadership practices that emphasize involvement and support in maintaining employee well-being in healthcare organizations. Therefore, hospitals are encouraged to develop engaging leadership behaviors to support employee well-being and sustain service quality.

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