

Transformational Leadership, Job Authority, Growth & Development, and Work Engagement at PT XYZ Malang: Age Moderation

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ABSTRACT

This study aims to analyze the effects of Transformational Leadership, Job Authority, and Growth & Development on Work Engagement, as well as to examine the role of Age as a moderating variable among employees of PT XYZ Tbk Malang Branch. This study employed a quantitative approach with a cross-sectional design. Data were collected through a Likert-scale questionnaire from 179 respondents selected using purposive sampling and analyzed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS. The results indicate that Transformational Leadership, Job Authority, and Growth & Development have positive and significant effects on Work Engagement, with Growth & Development demonstrating the strongest effect. In contrast, Age has no significant effect on Work Engagement and does not significantly moderate the relationships between the three independent variables and Work Engagement. The research model explains 55.1% of the variance in Work Engagement, indicating good explanatory power. Academically, this study contributes to the literature on the determinants of Work Engagement by examining three organizational antecedents and the moderating role of Age in the context of the Indonesian banking industry. Practically, the findings provide a basis for organizations to strengthen transformational leadership, clarify job authority, and enhance employee development programs as strategies to improve Work Engagement.

Keywords: Transformational Leadership; Job Authority; Growth & Development; Work Engagement; Age; PLS-SEM.

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INTRODUCTION

Work Engagement is a positive psychological state characterized by *vigor*, *dedication*, and *absorption* in carrying out one's work (Schaufeli & Bakker, 2000). In human resource management research, *Work Engagement* is considered an important factor contributing to increased productivity, service quality, innovation, and sustainable organizational performance (Saks, 2006; Bailey et al., 2017). Therefore, *Work Engagement* has become a strategic issue for organizations facing changes in the business environment, technological developments, and increasing competitiveness.

The urgency of this issue is reflected in the *State of the Global Workplace Report 2025*, which indicates that only 21% of employees worldwide are classified as *engaged*, while the majority have not yet achieved an optimal level of work engagement (Gallup, 2025). In the banking industry, this condition is particularly important because the nature of banking work requires high service quality, operational accuracy, regulatory compliance, and the ability to adapt to digital transformation. A high level of *Work Engagement* is therefore an important prerequisite for maintaining service quality and supporting sustainable organizational performance.

The literature indicates that *Work Engagement* is influenced by various *job resources*, including *Transformational Leadership*, *Job Authority*, and *Growth & Development*. *Transformational Leadership* can foster employee motivation and commitment through an inspiring vision and attention to individual development. *Job Authority* provides employees with opportunities to make decisions within the scope of their responsibilities, thereby strengthening their sense of ownership toward their work. Meanwhile, *Growth & Development* provides opportunities for employees to enhance their competencies and develop their careers. In addition to organizational factors, individual characteristics may also influence how employees respond to their work environment. Therefore, this study incorporates *Age* as a moderating variable to determine whether the relationships between these organizational factors and *Work Engagement* differ across age groups.

PT XYZ Tbk is one of the companies that consistently places human resource development as an integral part of its business strategy through the *One XYZ* work culture and various employee development programs. Nevertheless, the results of the PT XYZ Tbk Malang Branch *Qualtrics Engagement Survey* for the 2023–2024 period indicated a decline in the indicators of *Authority and Empowerment* and *Growth & Development*, while the other indicators remained relatively stable. This condition suggests that there is still room to strengthen employees' authority in performing their work and expand development opportunities as efforts to improve *Work Engagement* at the branch operational level. Based on this condition, this study was conducted to analyze the effects of *Transformational Leadership*, *Job Authority*, and *Growth & Development* on the *Work Engagement* of employees at PT XYZ Tbk Malang Branch, while considering *Age* as a moderating variable.

Theoretically, the *research gap* of this study lies in the lack of integration of *Transformational Leadership*, *Job Authority*, and *Growth & Development* as antecedents of *Work Engagement* within a single model in the banking context. Existing literature tends to examine these relationships partially, and therefore has not yet provided a comprehensive understanding of how the combination of social, structural, and developmental resources simultaneously influences *Work Engagement*. In addition, research findings regarding the role of *Age* as a moderating variable remain diverse and have not specifically explained whether age differences strengthen or weaken the effects of these three antecedents on *Work Engagement*.

Empirically, the gap can be observed in the condition of PT XYZ Tbk Malang Branch. Although several engagement indicators remain in the good category, the results of the *Qualtrics Engagement Survey* indicate a decline in the indicators of *Authority and Empowerment* and *Growth & Development*. This condition indicates that positive perceptions of the work environment have not been fully accompanied by similar perceptions regarding the provision of authority and employee development opportunities. Therefore, empirical evidence is still needed to explain the relative contributions of *Transformational Leadership*, *Job Authority*, and *Growth & Development* to *Work Engagement*, as well as to identify whether *Age* moderates the relationships among these variables in the context of PT XYZ Tbk Malang Branch.

Based on these theoretical and empirical gaps, this study is directed at providing a more comprehensive explanation of the direct effects of *Transformational Leadership*, *Job Authority*, and *Growth & Development* on *Work Engagement*, as well as the moderating effect of *Age* on the relationships among these variables.

METHODS OF RESEARCH

This study employed a quantitative approach using an explanatory research design (Sari et al., 2023). The quantitative approach was selected because the study aims to examine the causal relationships between *Transformational Leadership*, *Job Authority*, and *Growth & Development* and *Work Engagement*, as well as to test the moderating role of *Age* through numerical measurement and statistical analysis. In terms of the time dimension, this study employed a *cross-sectional* design, in which data were collected during a specific period (Abduh et al., 2023). Data were obtained through a questionnaire survey distributed to employees of PT XYZ Tbk Malang Branch to capture respondents' current perceptions of the research variables.

The population consisted of all employees of PT XYZ Tbk Malang Branch who were actively employed as of July 2025, totaling 323 employees. The population included both permanent and contract employees involved in the branch's operational and administrative activities. This study employed a *non-probability sampling* technique using *purposive sampling*, in which respondents were selected based on predetermined criteria to ensure their suitability for the research objectives (Rasyid, 2022). The respondent criteria were as follows: (1) active employees of PT XYZ Tbk Malang Branch; (2) having a minimum tenure of one year; and (3) holding positions ranging from staff to managerial levels (*supervisor/team leader manager*). The sample size was determined using the Slovin formula with a 5% margin of error, resulting in a minimum sample size of 179 respondents. This sample size also met the requirements for the *Partial Least Squares-Structural Equation Modeling (PLS-SEM)* analysis.

Data collection was conducted through a quantitative survey using a structured questionnaire (Rasyid, 2022). The questionnaire consisted of three sections: screening questions, respondent demographic information, and research construct items. The screening questions were used to ensure that respondents met the predetermined research criteria, particularly regarding their tenure at PT XYZ Tbk. All construct items were measured using a five-point Likert scale ranging from 1 (*strongly disagree*) to 5 (*strongly agree*), while *Age* was measured in years as a ratio-scale variable. This study also utilized secondary data from company documents, including employee population data, respondent profiles, and a summary of the 2023–2024 Qualtrics Engagement Survey results. This information was used to support the research context and provide additional details regarding the respondents.

Prior to the main data collection, a *pilot test* was conducted to assess the clarity of the questionnaire items and the preliminary quality of the research instrument (Simanjutak et al., 2024). The *pilot test* involved respondents with characteristics similar to those of the main sample but who were not included in the main study. The results of the *pilot test* were used to evaluate the preliminary validity and reliability of the instrument and to identify ambiguous items or items that did not meet the specified criteria. Such items were subsequently revised or eliminated before the main questionnaire was distributed.

Variable operationalization describes how each variable is conceptually defined and measured in the study. All constructs in this study were treated as reflective constructs. The operationalization of *Work Engagement* was adapted from Schaufeli and Bakker (2004), *Transformational Leadership* was adapted from Batista-Foguet et al. (2021), *Job Authority* was adapted from Smith (2002), and *Growth & Development* was adapted from Zhu and Song (2022). The dimensions, indicators, item codes, statements, and measurement scales are presented in the Variable Operationalization Table.

RESULTS AND DISCUSSION

The respondents in this study numbered 179 people, all of whom were employees of PT XYZ Tbk Malang Branch. Based on the results of data collection through questionnaires, the characteristics of the respondents in this study can be described based on several aspects, namely gender, age, educational level, and current position or job title. The presentation of respondent characteristics aims to provide a general overview of the profile of the respondents who constituted the research sample, thereby supporting an understanding of the respondents' conditions in relation to the variables *Transformational Leadership*, *Job Authority*, *Growth & Development*, *Work Engagement*, and *age* as the moderating variable. Based on the characteristics of respondents by gender, it was found that 106 respondents or 59% were male, while 73 respondents or 41% were female. These results indicate that the respondents in this study were predominantly male employees. Based on the characteristics of respondents by educational level, 24 respondents or 13% had a high school/vocational high school education, 38 respondents or 21% had a Diploma (D3) education, 88 respondents or 49% had a Bachelor's degree (S1), and 29 respondents or 16% had a Postgraduate degree (S2). These results indicate that the respondents in this study were predominantly employees with a Bachelor's degree (S1). Based on the characteristics of respondents by position, it was found that 59 respondents or 33% were Non-Frontliner Staff (BO, APK, PIC, PBC), 26 respondents or 15% were Section Heads (Kabag CS/KLO), 13 respondents or 7% were in the other category, 70 respondents or 39% were Frontliners (Teller/CS), and 11 respondents or 6% were KKCP/Unit Heads/Division Heads. These results indicate that the respondents in this study were predominantly employees holding Frontliner positions (Teller/CS). Based on the description of the *age* variable, it was found that 117 respondents or 65% were in the age range of 20–30 years, 60 respondents or 34% were in the age range of 31–40 years, and 2 respondents or 1% were in the age range of 41–50 years. These results indicate that the respondents in this study were predominantly employees in the 20–30 age range.

Using SmartPLS 4 software, the testing was conducted in several stages. The first test was the outer model test, which consisted of convergent validity and discriminant validity tests to determine whether the instruments used were truly valid in measuring the constructs they were intended to measure. This was then followed by a reliability test to measure the consistency of the instruments used, meaning that if the same instrument were used again, it would produce consistent results in the future. The test results showed that

all instruments met the validity and reliability criteria. The second test was the inner model, which began by examining the coefficient of determination (R^2) to measure the extent to which the independent variables were able to explain the dependent variable.

Table 1. Coefficient of Determination

Variable	R-square	R-square adjusted
Work Engagement (WE)	0.551	0.532

(Source: Data processed by the author, 2026)

Based on the Coefficient of Determination Table, it can be seen that the *R-square* value for the *Work Engagement (WE)* variable was 0.551 or 55.1%, while the adjusted *R-square* value was 0.532 or 53.2%. These values indicate that the variables *Transformational Leadership (TL)*, *Job Authority (JA)*, *Growth & Development (GD)*, as well as Age as the moderating variable, jointly explained 55.1% of the variation in *Work Engagement (WE)*, while the remaining 44.9% was explained by other factors outside the variables used in this study. This was then followed by the F-Square Test (evaluating the magnitude of the contribution of each independent variable to the dependent variable in the research model), Path Coefficient (showing the direction and strength of the relationships between the variables tested), and Goodness of Fit Test (assessing the overall fit of the research model with the empirical data). The test results showed that *Growth & Development*, *Transformational Leadership*, and *Job Authority* made positive contributions to *Work Engagement* with different effect sizes, had positive relationship directions, and were supported by a research model with a good level of *goodness of fit*.

After the various testing procedures above, the next test simultaneously addressed the hypotheses in this study and described the findings and discussion of the results. The testing was conducted twice, namely the first test examined the direct effect and the second test examined the moderating effect or indirect effect, with the following results:

Table 2. Hypothesis Testing

Variable	Original sample (O/β)	Sample mean (M)	Standard deviation ($STDEV$)	<i>T</i> statistics	<i>P</i> values	Hypothesis Decision
Direct Effect Test						
<i>Growth & Development (GD) → Work Engagement (WE)</i>	0.453	0.454	0.055	8.188	0.000	Accepted & Significant
<i>Job Authority (JA) → Work Engagement (WE)</i>	0.182	0.189	0.056	3.262	0.001	Accepted & Significant
<i>Transformational Leadership (TL) → Work Engagement (WE)</i>	0.350	0.349	0.056	6.295	0.000	Accepted & Significant
Moderating Effect Test (indirect effect)						
<i>Age × Job Authority (JA) → Work Engagement (WE)</i>	-0.038	-0.034	0.061	0.632	0.264	Rejected
<i>Age × Growth & Development (GD) → Work Engagement (WE)</i>	0.071	0.072	0.061	1.162	0.123	Rejected
<i>Age × Transformational Leadership (TL) → Work Engagement (WE)</i>	0.091	0.094	0.061	1.493	0.068	Rejected

(Source: Data processed by the author, 2026)

Based on the results of the tests above, the explanations and discussions of the hypotheses formulated

in this study are as follows:

H1: Transformational Leadership Has a Positive and Significant Effect on Work Engagement of Employees

Hypothesis 1 was accepted, with the research results showing that *Transformational Leadership* has a positive and significant effect on the *Work Engagement* of employees at PT XYZ Tbk Malang Branch ($\beta = 0.350$; $p < 0.05$). This finding shows that leadership capable of building trust, communicating a vision, encouraging new ways of thinking, and providing attention to employees' needs can increase *Work Engagement*. This condition encourages employees to work with greater energy, dedication, and involvement. The results of this study are consistent with Rahmadani and Schaufeli (2022), who stated that *Transformational Leadership* is positively related to *Work Engagement*.

H2: Job Authority Has a Positive and Significant Effect on Work Engagement of Employees

Hypothesis 2 was accepted, indicating that *Job Authority* has a positive and significant effect on *Work Engagement* ($\beta = 0.182$; $p < 0.05$). Clarity of authority in directing work, managing resources, and carrying out responsibilities according to formal positions makes employees feel trusted and able to contribute to the organization. This condition increases their sense of responsibility and *Work Engagement*. This finding is supported by Suryowibowo and Syakarofath (2024), who explained that *job autonomy* plays a role in increasing *Work Engagement*.

H3: Growth & Development Has a Positive and Significant Effect on Work Engagement of Employees

Hypothesis 3 was accepted, indicating that *Growth & Development* has a positive and significant effect on *Work Engagement* ($\beta = 0.453$; $p < 0.05$). This result indicates that opportunities to develop competencies, achieve career goals, and receive recognition from the organization encourage employees to demonstrate higher *Work Engagement*. Compared with the other variables, *Growth & Development* had the greatest effect on *Work Engagement*. This finding is consistent with Santosa et al. (2025), who showed that *Growth & Development* has a positive effect on *Work Engagement*.

H4, H5 & H6 Moderating Effect of Age

Hypotheses 4, 5, and 6 were rejected because *Age* was not proven to moderate the effects of *Transformational Leadership*, *Job Authority*, or *Growth & Development* on *Work Engagement*. These results indicate that the relationships between the three variables and *Work Engagement* did not differ significantly based on employee age. Empirically, this condition may be influenced by the composition of the respondents, which was dominated by employees aged 20–30 years, resulting in relatively limited age variation. This finding is consistent with Mori et al. (2024), Juyumaya et al. (2024), and Masso et al. (2024), who showed that age is not always a factor that differentiates the relationship between job resources and *Work Engagement*.

CONCLUSION

This study aims to determine and analyze the effects of *Transformational Leadership*, *Job Authority*, and *Growth & Development* on the *Work Engagement* of employees at PT XYZ Tbk

Malang Branch, with *Age* as a moderating variable. Based on the results of the research that has been conducted, the following conclusions can be drawn: *Transformational Leadership* has a positive and significant effect on the *Work Engagement* of employees at PT XYZ Tbk Malang Branch. This indicates that the better the implementation of *Transformational Leadership* by supervisors, the higher the level of employees' *Work Engagement*. Furthermore, *Job Authority* has a positive and significant effect on the *Work Engagement* of employees at PT XYZ Tbk Malang Branch. This means that the greater the *Job Authority* possessed by employees, the higher their *Work Engagement* in their work. Likewise, *Growth & Development* has a positive and significant effect on the *Work Engagement* of employees at PT XYZ Tbk Malang Branch. This result indicates that the better the *Growth & Development* opportunities provided by the company, the higher the level of employees' *Work Engagement*.

Meanwhile, *Age* has no significant effect on the *Work Engagement* of employees at PT XYZ Tbk Malang Branch. This indicates that differences in employees' ages do not directly determine the high or low level of employees' *Work Engagement*. In addition, *Age* is unable to moderate the effect of *Transformational Leadership* on the *Work Engagement* of employees at PT XYZ Tbk Malang Branch. This means that age is not proven to strengthen or weaken the relationship between *Transformational Leadership* and *Work Engagement*. *Age* is also unable to moderate the effect of *Job Authority* on the *Work Engagement* of employees at PT XYZ Tbk Malang Branch. Therefore, the effect of *Job Authority* on *Work Engagement* does not depend on differences in employees' ages. Furthermore, *Age* is unable to moderate the effect of *Growth & Development* on the *Work Engagement* of employees at PT XYZ Tbk Malang Branch. This indicates that *Growth & Development* opportunities can increase *Work Engagement*, but this effect does not differ significantly based on employees' ages.

Based on the results of this study, the *novelty* or contribution of this research lies in the more integrative examination of the *Work Engagement* model by combining *Transformational Leadership*, *Job Authority*, and *Growth & Development* as factors driving *Work Engagement*, with *Age* as a moderating variable among employees of PT XYZ Tbk Malang Branch. Unlike several previous studies that generally examined the effects of *Transformational Leadership*, *Job Authority*, or *Growth & Development* separately, this study demonstrates that these three variables jointly play an important role in shaping employees' *Work Engagement*. The prominent new finding of this study is that *Growth & Development* is the most dominant variable in increasing *Work Engagement* compared with *Transformational Leadership* and *Job Authority*. This indicates that opportunities for *Growth & Development*, improvements in professional capabilities, and organizational recognition are very important factors in encouraging employee work engagement in the banking environment.

In addition, this study also finds that *Age* is not proven to function as a moderator in the relationships between *Transformational Leadership*, *Job Authority*, and *Growth & Development* and *Work Engagement*. This finding provides a new perspective that within banking organizations characterized by relatively structured work systems, procedures, and organizational cultures,

differences in age are not always factors that distinguish the strength or weakness of the effects of organizational factors on *Work Engagement*. Therefore, future research can develop this model by using other moderating approaches, such as tenure, job level, work generation, frontliner and non-frontliner status, or employees' career stages.

The scientific contribution of this study is to enrich the literature on *Work Engagement* by emphasizing that job resources in the form of *Transformational Leadership*, *Job Authority*, and *Growth & Development* are capable of increasing employees' *Work Engagement*. Theoretically, the results of this study can serve as a reference for future research to further examine the role of *Age* as a moderator using more in-depth approaches, such as *Multi Group Analysis* or moderator categorization based on employees' job and career characteristics.

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