

## THE INFLUENCE OF PSYCHOLOGICAL WELFARE AND LEADER-MEMBER EXCHANGE ON WORK ENGAGEMENT FOR CLASS I MEDAN BAPAS PNS

**Ika Rasidina Daya, Rahmi Lubis, Yudistira Fauzy Indrawan**

Master of Psychology, Universitas Medan Area

Corresponding Author: [ika.rasidina@gmail.com](mailto:ika.rasidina@gmail.com)

### Abstract

*This study aims to determine the effect of psychological well-being and leader-member exchange on work engagement in the Civil Servants of Bapas Class I Medan. The population in this study were 140 civil servants. Sampling in this study uses a total sampling technique, where the entire population is the sample. This study uses quantitative methods using psychological well-being, leader-member exchange (LMX) and work engagement variables. The data analysis technique used in this study is multiple regression analysis. The results indicated that (1) There is a significant positive effect of psychological well-being on work engagement where 20.2% of the work engagement variable can be explained by the psychological well-being variables. (2) There is a significant positive effect of leader-member exchange on work engagement where 13.1% of the work engagement variable can be explained by the leader-member exchange variable. (3) There is a significant positive effect of psychological well-being and leader-member exchange on work engagement, where 22.7% of the work engagement variable can be explained by the independent variable, namely psychological well-being and leader-member exchange, while 77.3% is explained by other variables not explained in this study.*

**Keywords:** *Psychological Well-Being, Leader-Member Exchange (LMX), Work Engagement*

### Introduction

Every organization needs human resources who are emotionally attached to their work, so that they always work optimally by involving positive thoughts and emotions every time they do their work. This involvement of positive thoughts and emotions is called work engagement. According to Federman (2009), employees who have work engagement will feel like they are part of a team and something bigger than themselves and work with mature behavior. Employees who have work engagement will feel enthusiastic and happy at work (Bakker, 2011). On the other hand, employees who do not have work engagement usually have less energy, enthusiasm and stamina in doing their work (Schaufelli & Bakker, 2003). Medan Class I Correctional Center (Bapas Medan) is one of the Correctional Technical Implementation Units (UPT) under the auspices of the Ministry of Law and Human Rights of the Republic of Indonesia which carries out the duties and functions of Community Guidance in accordance with Law no. 22 of 2022 concerning the Correctional System. Community Guidance activities carried out include mentoring, mentoring and supervision of Correctional Clients.

The administration of government and state development is carried out by government agencies as important organizations in government (Winurini, 2010). As a government agency, Bapas Medan is required to have the best performance in carrying out its duties and functions in providing services to the community. One of the determining factors is the management of civil servants (PNS) as public service actors because the higher the employee's performance, the higher the quality of the public services provided (Islamiyah et al., 2021). Observations in the field found several staffing problems that could hamper agency performance. There are employees who often come late to the office, leave work before their break time and increase the duration of their break time beyond the rules set by the office. Almost every day, you can find employees who don't go straight to work and even use working hours to have breakfast or chat about things outside of work. There are employees who are less enthusiastic about completing their work so they procrastinate, and there are even

**THE INFLUENCE OF PSYCHOLOGICAL WELFARE AND LEADER-MEMBER EXCHANGE ON WORK ENGAGEMENT IN BAPAS CLASS I MEDAN PNS***IKA RASIDINA DAYA, RAHMI LUBIS, YUDISTIRA FAUZY INDRAWAN*

employees who ask other people to complete their work so that their work results are haphazard. There are also employees who go to the office only to do absences from entering the office in the morning and then leave the office and then return again in the afternoon to do absences when they go home. Unusual behavior carried out by these employees is contrary to the condition of employees who have good work engagement. According to Schaufeli & Bakker (2010), work engagement is an active and positive employee relationship with work characterized by enthusiasm, dedication and absorption. As a result, employees are filled with positive thoughts about their work and are more productive (Harter et al, 2002). According to Federman (2009), employees who have work engagement will feel like they are part of a team and something bigger than themselves and work with mature behavior. Employees who have work engagement will feel enthusiastic and happy at work (Bakker, 2011). On the other hand, employees who do not have work engagement usually have less energy, enthusiasm and stamina in doing their work (Schaufeli & Bakker, 2003). Work engagement has a positive influence not only on employees but also on the organization, so organizations must pay attention to employee work engagement (Wood et al, 2020). The Medan Bapas Agency requires civil servants who are integrated with their work so that they give all their abilities in order to produce the best work performance in providing quality public services by having good work engagement (Lioman, 2016).

Many factors influence work engagement and in this study, researchers feel it is necessary to examine the influence of psychological well-being and leader-member exchange (LMX) on work engagement in Civil Servants Bapas Class I Medan. Utami's research results (2020) show that psychological well-being has an influence on work engagement, where employees who are able to realize their potential and can realize that potential will be able to show good performance. Every employee is required to have high work engagement because engaged employees will be more productive and enthusiastic at work so they will perform better than expected. Low work engagement will be detrimental to organizational performance because employees do not work optimally and only carry out routines so that organizational goals are difficult to achieve. According to Bakker & Leiter (2010), work engagement is a positive attitude shown by feelings of satisfaction with work and is believed to be able to avoid the behavior of postponing work. Work Engagement is the essence of the willingness to devote oneself psychologically to work (Schaufeli, 2013). Bakker and Leiter (2010) said that with work engagement, employees will feel happier and enjoy their work more without pressure or coercion. Bakker and Leiter (2010) state that work engagement is a positive state of mind and feelings of an individual to solve every problem related to work, and is characterized by 3 aspects, namely vigor (spirit), dedication (dedication) and absorption (appreciation).

Civil Servants (PNS) Bapas Medan are required to carry out their duties and responsibilities to serve the community with full enthusiasm, dedication and responsibility. However, from observations and informal interviews conducted with Bapas Medan employees, phenomena related to work engagement problems were discovered. It is known that there are employees who often come late to the office, employees often leave work before their break time and increase the duration of their break time beyond the rules set by the office. Almost every day, you can find employees who don't go straight to work and even use working hours to have breakfast or chat about things outside of work. There are employees who are less enthusiastic about completing their work so they procrastinate, and there are even employees who ask other people to complete their work so that their work results are haphazard. There are also employees who go to the office only to do absences from entering the office in the morning and then leave the office and then return again in the afternoon to do absences when they go home.

Apart from phenomena that can be observed in the field, from an initial survey conducted by the author on 15 employees, it was found that only 26.67% of employees felt full of enthusiasm at work, 33.33% of employees always felt their work was important and useful, 26.67 % of employees who always feel very interested in their work, 26.67% of employees who always wake up in the morning, feel excited to go to work, 33.33% of employees who always feel that time flies when they are working, 26.67 % of employees who always feel they have a lot of energy at work and only 6.67% of employees always deliberately pay little attention to everything that happens around them.

However, despite this, there are still some employees who are enthusiastic about working every day. This can be seen from never coming to work late, completing work enthusiastically and on time, never complaining every time an additional assignment is given, using rest time to complete work, leaving the office later because you have to complete the given work deadline. Apart from that, there are also employees who offer help to other colleagues who seem to be having difficulty completing their work. From the description above, there are several things that cause the Medan Bapas civil servants to not have psychological well-being, characterized by feelings of anxiety and pressure due to heavy workloads but not being balanced with promotions, unequal distribution of workload between PK and the general department and no form of appropriate action. given as a sanction or warning to civil servants Bapas Medan who are irresponsible in carrying out their work. Most of the Medan Bapas civil servants are certain functional officials (JFT) Community Guidance (PK) who have the main duties and functions as colleagues in correctional institutions (japas) and detention centers (rutan) in the process of granting parole (PB) to prisoners. Requests from prisons/remand centers to the Medan Bapas to produce social research reports (litmas) as supporting data for PB have a very large comparison when compared with the number of Medan Bapas PKs. In implementation in the field, it is almost impossible to complete 1 report in 1 day so that when there is a delay in completing the report, the prison/remand center will submit a complaint to the Head of Medan Bapas (Kabapas Medan). This causes PK to often feel tired, anxious and depressed. The pressure that PK received did not only come from the Medan District Chief's superiors but also from the prison/remand center who also often directly asked PK for reports. Apart from that, during the initial period for the formation of PK functional positions in 2017, BKN regulations allowed PKs to be promoted within 2 years if they were able to meet the requirements for achieving a predetermined credit score. However, since 2019, in practice it has been very difficult for PKs to be promoted because even though the credit figures have been met, they have to undergo long bureaucratic procedures from the center (Personnel Bureau of the Secretariat General of the Ministry of Law and Human Rights).

Leaders can influence employees' work environments so that they indirectly influence employee well-being and performance (Bakker & Demerouti, 2008). Employees who have a good relationship with their superiors, are trusted by their superiors and receive emotional support from their superiors will feel needed and appreciated by the institution so that these employees will be more enthusiastic and enthusiastic and dedicated in carrying out their work. Leaders who can influence their employees well can create good psychology in their employees, which will improve their employees' performance. The relationship between superiors and subordinates can be classified into two parts, namely in group (high quality relationships) and out group (low quality relationships) (Graen & Uhl-Bien, 1995). High-quality LMX can be described as a condition where subordinates receive more information, trust, support, attention and a more harmonious and meaningful relationship with superiors (Liden & Maslyn, 1998). Employees tend to view their superiors as representatives of the organization, so the superior's attitude is often seen as an indication of organizational support. If subordinates feel high LMX quality because they have received good treatment from superiors, then subordinates tend to repay this support by having high work engagement with the organization (Dinesch & Liden, 1986; Graen & Uhl-Bien, 1995).

In the context of State Civil Service Management (ASN), the working relationship between leaders and subordinates is part of the code of ethics and code of behavior that ASN must comply with. Article 5 of Law Number 5 of 2014 concerning State Civil Apparatus states that ASN employees are obliged to carry out their duties in accordance with orders from their superiors or Authorized Officials as long as they do not conflict with the provisions of laws and regulations and government ethics. However, this does not mean that subordinates are in a passive position (only receiving orders) because Government Regulation Number 30 of 2019 concerning Performance Assessment opens up space for subordinates to participate in assessing the behavior of leaders in leading the organization. Therefore, the relationship created between superiors and subordinates will mutually influence the performance assessment of both parties. Heriyadi's research (2021) found that high quality LMX can help work units succeed in achieving their goals. High quality LMX will



**THE INFLUENCE OF PSYCHOLOGICAL WELFARE AND LEADER-MEMBER EXCHANGE ON WORK ENGAGEMENT IN BAPAS CLASS I MEDAN PNS***IKA RASIDINA DAYA, RAHMI LUBIS, YUDISTIRA FAUZY INDRAWAN*

encourage the creation of a positive work environment that can help ASN work well in providing public services.

The organizational structure of the Medan Class I Bapas requires that the PK be directly responsible to the Head (Kabapas), while general civil servants are responsible to the structural officials (kasubsie) in each section. Even though they are directly responsible to the Kabapas, the Kabapas are assisted by technical structural officials to supervise the PKs in carrying out their duties and responsibilities. PK officers in conveying problems in the field must proceed procedurally, namely through the Head of Sub-Section, then the Head of Sub-Section conveys it to the Head of Sub-Section, and by the Head of Sub-Section the problem is conveyed to the Chief of Staff. This level of communication causes the PK to rarely communicate directly with the Kabapas so that there is a lack of emotional closeness between the PK and the Kabapas, whereas in the performance assessment carried out at the end of each year, it is the Kabapas who evaluates the PK. This condition causes the Kabapas and the Medan Bapas civil servants to rarely interact so that the relationship between the Kabapas and employees is less friendly. Based on the description above, the researcher wants to conduct research to determine the influence of psychological well-being and leader-member exchange (superior-subordinate relationship) on work engagement in Civil Servants of Bapas Class I Medan.

**Method**

This research is quantitative descriptive research using a correlational approach, namely a non-experimental research technique by building relationships between variables and using statistical analysis techniques to calculate the relationships between variables. Sugiyono (2020), states that descriptive research is a research method used to analyze data by describing the collected data as it is without the intention of making generally applicable conclusions or generalizations. Population is a generalized area consisting of subjects/objects that have certain qualities and characteristics determined by the researcher to be studied and then conclusions drawn. Therefore, the population is a collection of all measurements, the individuals being studied (Sugiyono, 2020). The population in this study was all 140 Class I Medan civil servants. The sample is part of the number and characteristics of the population (Sugiyono, 2016). In this research, the sample that will be used is all 140 Medan Class I Bapas Civil Servants. The sampling technique used a saturated sampling technique, that is, all of the population in this study was sampled (Sugiyono, 2020).

Data collection in this study used a research instrument in the form of a questionnaire by giving respondents a set of questions or written statements to answer (Sugiyono, 2020). Questionnaires are the main data collection tool, in the form of open or closed questions/statements and given to respondents. Researchers use a Likert scale as a measurement scale. In a Likert scale, a series of statements will be made in a questionnaire filled in by respondents. Each respondent was asked to answer or fill in a statement in the questionnaire which refers to a Likert scale measurement. This psychological scale is structured through aspects of work engagement, psychological well-being and leader-member exchange. Psychological measuring instruments are made in the form of statement items. Statement items in psychological measuring instruments are made into two groups of items in the form of positive or favorable statements and items in the form of negative or unfavourable statements.

Based on the results of the validity test of the psychological well-being scale, it is known that all 18 question items were declared valid. This can be seen from the correlation coefficient (Rcount) which is greater than the research table R of 0.166 or  $R_{count} > 0.166$  with a significance level of 5%. The results of the validity test of the leader-member exchange scale showed that all 12 question items were declared valid. This can be seen from the correlation coefficient (Rcount) which is greater than the research table R of 0.166 or  $R_{count} > 0.166$  with a significance level of 5%. Based on the results of the work engagement scale validity test, it is known that all 17 question items were declared valid. This can be seen from the correlation coefficient (Rcount) which is greater than the research table R of 0.166 or  $R_{count} > 0.166$  with a significance level of 5%.

After the process of collecting data from the work engagement, psychological well-being and leader-member exchange scales, the research process continued with data processing using the SPSS

for Windows version 24 program. Before data analysis was carried out, assumptions were first carried out which included normality tests, linearity tests, then test the hypothesis. The normality test is carried out to determine whether the data population is normally distributed or not. In this research, the normality test will be carried out using the Kolmogorov-Smirnov Sampling Test using a significance level of 0.05. The normality test on the psychological well-being, leader-member exchange and work engagement variables was carried out with the help of the SPSS for Windows version 24 application. Data is said to be normally distributed if  $A_{sig}(2\text{-tailed}) > 0.05$  significance level. On the other hand, if Sig. or probability  $< 0.05$  then the sample is not normally distributed (Ghozali, 2018). The linearity test aims to find out whether there is a linear or non-linear relationship between two variables (Field, 2009). The linearity test was carried out using the ANOVA procedure. The rule used is to pay attention to the significance value of Deviation from Linearity. If the Sig value for Deviation from Linearity is  $> 0.05$ , it shows that the relationship between the two variables is a linear relationship. In this research, there are three variables that will be measured and analyzed, namely the independent variable (psychological well-being and leader-member exchange) and the dependent variable (work engagement). Based on these variables, the data analysis method for testing the hypothesis in this research is the multiple regression method. The entire data analysis process was carried out using the SPSS version 24 for Windows program. The hypothesis test used in this research uses the determinant coefficient (R Square) in linear regression analysis. The coefficient of determination (R Square) or called  $R^2$  is interpreted as the contribution of influence given by the independent variable (X) to the dependent variable (Y).

## Results and Discussions

### Descriptive Data Analysis

Descriptive statistical analysis in this research aims to describe and test the influence of independent variables on the dependent variable in this research, so a description of each variable will be presented based on data obtained in the field.

The results of the research data description can be used as a limitation in categorizing respondents into three subject categories, namely low, medium and high, with the following normative data formula:

**Table 1. Categorization norms for research respondents**

Category	Value Distribution
Very Low	$X \leq \mu - 1.5 \sigma$
Low	$\mu - 1.5 \sigma < X \leq \mu - 0.5 \sigma$
Enough	$\mu - 0.5 \sigma < X \leq \mu + 0.5 \sigma$
Tall	$\mu + 0.5 \sigma < X \leq \mu + 1.5 \sigma$
Very high	$X > \mu + 1.5 \sigma$

Source: Research result

Guided by the norms that have been prepared, the researcher categorizes the scores of each research respondent on the research variables. The results of this categorization can be seen in the following table.

**Table 2. Categorization of Psychological Well-Being of Research Respondents**

Category	Scale Score	Frequency	Percentage
Very Low	$X \leq 36$	0	0%
Low	$36 < X \leq 48$	3	2%
Enough	$48 < X \leq 60$	6	4%
Tall	$60 < X \leq 72$	87	62%
Very high	$X > 72$	44	31%
<b>Amount</b>		<b>140</b>	<b>100%</b>

Source: Research results

**THE INFLUENCE OF PSYCHOLOGICAL WELFARE AND LEADER-MEMBER EXCHANGE ON WORK ENGAGEMENT IN BAPAS CLASS I MEDAN PNS**

*IKA RASIDINA DAYA, RAHMI LUBIS, YUDISTIRA FAUZY INDRAWAN*

Based on the table above, information was obtained that there were 44 respondents (31%) with a very high level of psychological well-being, 87 respondents (62%) with a high level of psychological well-being, 6 respondents (4%) with a sufficient level of psychological well-being and 3 respondents (2 %) with low levels of psychological well-being.

**Table 3 Categorization of Leader-Member Exchange Research Respondents**

Score	Category	Amount	Percentage
Very Low	$X \leq 24$	0	0%
Low	$24 < X \leq 32$	7	5%
Enough	$32 < X \leq 40$	35	25%
Tall	$40 < X \leq 48$	50	36%
Very high	$X > 48$	48	34%
<b>Amount</b>		<b>140</b>	<b>100%</b>

Source: Research results

Based on the table above, information was obtained that there were 48 respondents (34%) with very high LMX levels, 50 respondents (36%) with high LMX levels, 35 respondents (25%) with sufficient LMX levels and 7 respondents (5%) with low LMX level.

**Table 4 Categorization of Work Engagement Research Respondents**

Category	Scale Score	Frequency	Percentage
Very Low	$X \leq 34$	0	0%
Low	$34 < X \leq 45$	1	1%
Enough	$43 < X \leq 56$	3	2%
Tall	$56 < X \leq 67$	57	41%
Very high	$X > 67$	79	56%
<b>Amount</b>		<b>140</b>	<b>100%</b>

Source: Research results

Based on the table above, information was obtained that there were 79 respondents (56%) with very high levels of work engagement, 57 respondents (41%) with high levels of work engagement, 3 respondents (2%) with sufficient levels of work engagement and 1 respondent (1 %) with low levels of work engagement.

**Normality Test**

The distribution normality test is carried out to prove that the distribution of research data which is the center of attention is distributed based on the principle of a normal curve. The distribution normality test was analyzed using the Kolmogorov-Smirnov test. Based on this analysis, it is known that the variables psychological well-being, leader-member exchange and work engagement spread according to a normal distribution, that is, they are distributed according to the principle of a normal curve. As a criterion, data is said to be normally distributed if  $A_{\text{ysmp.sig}} (2\text{-tailed}) > \text{significance level } 0.05$ . On the other hand, if  $\text{Sig. or probability} < 0.05$  then the sample is not normally distributed (Ghozali, 2018).

**Table 5 Summary of Distribution Normality Test Calculation Results**

		Unstandardized Residual
N		140
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.41622734
Most Extreme Differences	Absolute	.045
	Positive	.031
	Negative	-.045
Test Statistic		.045
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.  
b. Calculated from data.  
c. Lilliefors Significance Correction.  
d. This is a lower bound of the true significance.

Based on the table above, it can be seen that the Asymp Sig value. (2-tailed) is  $0.200 > 0.05$ . From the findings above, when compared with the normality test requirements, namely if  $\text{sig-p} > \text{sig-}\alpha$  ( $0.05$ ) or normal value  $< 0.05$ , it can be concluded that the entire research population comes from normally distributed data and each variable has a relationship. which is significant.

### Linearity Test

The linearity test is intended to determine whether there is a linear relationship between the dependent variable and each independent variable to be tested. This means whether psychological well-being and leader-member exchange have a relationship with work engagement, namely increasing or decreasing the value of the X1 and Based on the linearity test, it can be seen whether the independent variables and dependent variables can be analyzed parametrically or not, in this case using multiple linear regression. The results of the analysis show that the independent variables psychological well-being and leader-member exchange have a linear relationship with the dependent variable work engagement. To test linearity in SPSS, the Test for Linearity is used with a significance level of  $0.05$ . Based on the results of the linearity test above, it is known that the linearity significance value is  $\text{Sig. (Deviation from Linearity)} > 0.05$ , so it can be concluded that there is a linear relationship between the independent variable and the dependent variable. This relationship can be seen in the table below:

**Table 6 Linearity Test of Relationship between Research Variables**

Linearity	Sig. (Deviation from Linearity)	Information
X1 - Y	0.074	Linear
X2 - Y	0.802	Linear

Source: Research result

### Hypothesis Testing

Hypothesis testing is directed at testing the three hypotheses in this research.

#### t Test (Partial Test)

The first hypothesis in this research states that there is an influence of psychological well-being on work engagement. The higher the psychological well-being, the higher the work engagement, and vice versa, if the psychological well-being is low, the work engagement will also be low. The second hypothesis states that there is an influence of leader-member exchange on work engagement. The higher the leader-member exchange, the higher the work engagement. Conversely, the lower the leader-member exchange, the lower the work engagement. The calculation results can be seen as follows:

**THE INFLUENCE OF PSYCHOLOGICAL WELFARE AND LEADER-MEMBER EXCHANGE ON WORK ENGAGEMENT IN BAPAS CLASS I MEDAN PNS**

IKA RASIDINA DAYA, RAHMI LUBIS, YUDISTIRA FAUZY INDRAWAN

**One-Sample Kolmogorov-Smirnov Test**

		Unstandardized Residual
N		140
Normal Parameters <sup>a,b</sup>	Mean	.0000000
	Std. Deviation	3.41622734
Most Extreme Differences	Absolute	.045
	Positive	.031
	Negative	-.045
Test Statistic		.045
Asymp. Sig. (2-tailed)		.200 <sup>c,d</sup>

a. Test distribution is Normal.  
 b. Calculated from data.  
 c. Lilliefors Significance Correction.  
 d. This is a lower bound of the true significance.

**Table 7 Results of the t test for psychological well-being and leader-member exchange**

Variable	t count	t table	R Square	Sig.	Information
X1.Y	4,139	1,977	0.202	,000	Significant
X2.Y	2,132	1,977	0.131	,035	Significant

Source: Research result

1. Psychological well-being (X1) has a significant influence on work engagement (Y) in the Bapas Class I Medan civil servants. This can be seen from the significance value ( $0.000 < 0.05$ ). The value of tcount (4.139) > ttable (1.977), it is proven that there is a significant influence of psychological well-being on the level of work engagement of Civil Servants of Bapas Class I Medan. From the results of the regression testing in the table above, it can be seen that the coefficient of determination (R square) of psychological well-being obtained in this study was 0.202. This means that 20.2% of the work engagement variable can be explained by the independent variable, namely psychological well-being (X1)
2. Leader-member exchange (X2) has a significant influence on work engagement (Y) in the Bapas Class I Medan civil servants. This can be seen from the significance value ( $0.035 < 0.05$ ). The value of tcount (2.132) > ttable (1.977), it is proven that the leader-member exchange has a significant influence on the level of work engagement of the Class I Medan civil servants. From the results of the regression testing in the table above, it can be seen that the coefficient of determination (R square) of leader-member exchange obtained in this research is 0.131. This means that 13.1% of the work engagement variable can be explained by the independent variable, namely leader-member exchange (X2)

**F Test (Simultaneous test)**

The third hypothesis of this research states that there is an influence of Psychological Well-Being and Leader-Member Exchange (LMX) on Work Engagement in Civil Servants Bapas Class I Medan. To test this hypothesis, an F test (Simultaneous Test) was carried out with the following results.

**Table 8 F Test Analysis Results**

Variable	F	F table	R Square	Sig.
X1, X2.Y	20,155	3.06	0.227	0,000

Source: Research result



Based on the results of the data processing above, it can be seen that the  $F_{count}$  value is 20,155 >  $F_{table}$  3.06 and the significance value is 0.000 with a  $p$  value < 0.05, meaning that the variables of psychological well-being and leader-member exchange have a significant effect on work engagement. The  $R^2$  (Determination Coefficient) value obtained was 0.227, which means that the influence of the independent variables ( $X_1$  and % - 22.7%) explained by other factors.

## Discussion

The purpose of this research is to determine the influence of psychological well-being and leader-member exchange on work engagement in the Bapas Class I Medan civil servants. The process of conducting research What was carried out at Bapas Class I Medan went smoothly according to plan. The research was carried out using quantitative research methods using a Linkert scale for data collection, then a test was carried out to provide an overview of the research variables. Apart from that, this measurement aims to determine the accuracy of the research results with the hypothesis proposed by the researcher. Based on the results of testing research data that has been carried out by researchers, below we will present a discussion of the research results obtained from each variable, namely psychological well-being, leader-member exchange and work engagement.

### The Influence of Psychological Well-Being on Work Engagement

Based on the results of data processing, it is known that there is a significant positive influence between Psychological Well-Being and Work Engagement in Civil Servants Bapas Class I Medan. This is shown by the value of  $t_{count}$  (4.139) >  $t_{table}$  (1.97) and a significance of  $0.00 < 0.05$ , meaning that there is a unidirectional relationship between the psychological well-being variable ( $X_1$ ) and work engagement ( $Y$ ), where the higher the level of psychological well-being, the greater the employee's work engagement. also getting higher. From the test results it was also found that the coefficient of determination ( $R^2$ ) for psychological well-being was 0.202. This means that 20.2% of the work engagement variable ( $Y$ ) can be explained by the psychological well-being variable ( $X_1$ ), while the remaining 79.8% can be explained by other independent variables besides the psychological well-being variable.

The results of this research are supported by research by Astuti and Dhanita (2022) which states that there is a very significant positive relationship between psychological well-being and employee work engagement. Improving employee psychological well-being is one step that can be taken as an effort to increase employee work engagement. When employees feel psychologically well-being, they are more likely to be fully engaged in their work, show high levels of commitment, and contribute optimally. The results of this research are also in line with research conducted by Utami (2020) which shows that psychological well-being is proven to have a relationship and influence on work engagement. Psychological well-being is a factor that can influence employee performance and attitudes. Employees who feel psychologically prosperous are able to independently manage stress and pressure better, which allows them to remain focused and productive in completing their tasks. In addition, emotional support and a sense of appreciation encourage intrinsic motivation, making employees more enthusiastic about achieving targets and providing the best contribution to the organization. With good psychological well-being, employees also tend to think more creatively and innovatively, which is critical to the long-term success of an organization.

### The Influence of Leader-Member Exchange on Work Engagement

Based on the results of data processing, it is known that there is a significant influence between leader-member exchange (LMX) on work engagement in Civil Servants Bapas Class I Medan. This is shown by the value of  $t_{count}$  (2.132) >  $t_{table}$  (1.97) and a significance of  $0.03 < 0.05$ , meaning that there is a unidirectional relationship between the variable leader-member exchange ( $X_2$ ) and work engagement ( $Y$ ), where the higher the leader-member exchange (LMX), then employee work engagement will also be higher. From the test results it was also found that the coefficient of determination ( $R^2$ ) of leader-member exchange (LMX) was 0.131. This means that 13.1% of the work engagement variable can be explained by the independent variable, namely leader-member exchange

**THE INFLUENCE OF PSYCHOLOGICAL WELFARE AND LEADER-MEMBER EXCHANGE ON WORK ENGAGEMENT IN BAPAS CLASS I MEDAN PNS**

IKA RASIDINA DAYA, RAHMI LUBIS, YUDISTIRA FAUZY INDRAWAN

(X2), while the remaining 86.9% can be explained by other independent variables besides the lmx variable.

The results of this research are in line with research by Yasfi, et al (2018) which states that there is a positive relationship between leader-member exchange (lmx) and work engagement. A positive relationship shows that employee work engagement is higher when the leader-member exchange (lmx) is high and conversely, the lower the leader-member exchange (lmx), the lower the employee's work engagement. *Leader-Member Exchange* A high level reflects a strong and mutually supportive relationship between leaders and employees, where good communication, trust, and appreciation for each other's performance are the foundation. Employees who feel valued and supported by their leaders will be more motivated and engaged in their work, show dedication and have greater commitment. Conversely, when LMX is low, where the relationship between leaders and members is less harmonious and has minimal support, employees will feel less appreciated and less motivated, which ultimately reduces their level of work engagement.

**The Influence of Psychological Well-Being and Leader-Member Exchange on Work Engagement**

Based on the results of the Simultaneous test (Test F), it is known that there is a significant influence between Psychological Well-Being and Leader-Member Exchange together on Work Engagement in Civil Servants Bapas Class I Medan. This can be seen from the Fcount value obtained at 20.155 which is greater than the Ftable value of 3.06 and the significance value is 0.00 with a p value <0.05, meaning that the variables psychological well-being (X1) and leader-member exchange (X2) have a significant effect on work engagement (Y). together. This shows that the higher the value of psychological well-being and leader-member exchange, the higher the employee work engagement will be. From the test results it was also found that the coefficient of determination (R<sup>2</sup>) was 0.227. This means that 22.7% of the work engagement variable can be explained by independent variables, namely psychological well-being (X1) and leader-member exchange (X2) while 77.3% (100% - 22.7%) is explained by other variables not explained in this research. The results of this research are in line with research by Permatasari (2019) which shows that there is an influence of psychological well-being and leader-member exchange on work engagement.

Psychological well-being and leader-member exchange (LMX) synergistically influence work engagement, creating a dynamic interaction that significantly increases work engagement. High psychological well-being, which includes emotional balance and life satisfaction, provides a strong mental foundation for individuals to engage actively in their work. When individuals feel psychologically well-being, they tend to have the energy and motivation necessary to commit to their tasks. Meanwhile, quality relationships between leaders and team members, as reflected in LMX, provide emotional support and recognition that strengthens the sense of connectedness and meaningfulness in work. When psychological well-being and LMX combine, the effect is even stronger, as individuals who feel happy and emotionally supported by their leaders experience higher levels of engagement. In other words, good psychological well-being increases a person's ability to utilize the support and resources provided through LMX, while positive LMX relationships facilitate a more satisfying and meaningful work experience, which in turn strengthens work engagement.

**Conclusions**

Based on the results obtained in this research, it can be concluded as follows: there is a significant positive influence between Psychological Well-being and Work Engagement, there is a significant positive influence between Leader-Member Exchange and Work Engagement and a significant positive influence on together between Psychological Well-being and Leader-Member Exchange with Work Engagement at the Bapas Class I Civil Servants in Medan.

In line with the conclusions that have been made, the following can be given several suggestions, including: Institutions are expected to pay attention to the psychological well-being of employees in the form of providing greater opportunities for employees to carry out self-development through education and training activities and providing support for employees in the form of

appreciation. for employee performance. Employees are also expected to be able to independently improve their psychological well-being even though sometimes it seems as if they do not receive support from the agency. Future researchers can use other independent variables that are related to and influence work engagement.

## REFERENCES

- Astuti, D., & Dhania, D. R. (2022). Work engagement ditinjau dari psychological well-being dan komunikasi interpersonal. *Collabryzk Journal for Scientific Studies*, 1(1), 37-48. <https://doi.org/10.58959/cjss.v1i1.6>
- Bakker, A. B. (2017). Strategic and proactive approaches to work engagement. *Organizational Dynamics*, 46(2), 67–75. <https://doi.org/10.1016/j.orgdyn.2017.04.002>
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Work engagement: Further reflections on the state of play. *European Journal of Work and Organizational Psychology*, 20(1), 74–88. <https://doi.org/10.1080/1359432X.2010.546711>
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209–223. <https://doi.org/10.1108/13620430810870476>
- Bakker, A. B., & Leiter, M. P. (2010). *Work engagement: A handbook of essential theory and research*. Psychology press.
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and Work Engagement: The JDR Approach. In *Annual Review of Organizational Psychology and Organizational Behavior* (Vol. 1, pp. 389–411). Annual Reviews Inc. <https://doi.org/10.1146/annurev-orgpsych-031413-091235>
- Bakker, A. B., Demerouti, E., & Ten Brummelhuis, L. L. (2012). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior*, 80(2), 555–564. <https://doi.org/10.1016/j.jvb.2011.08.008>
- Demerouti, E., Nachreiner, F., Bakker, A. B., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Federman, B. (2009). *Employee engagement: A roadmap for creating profits, optimizing performance, and increasing loyalty*. John Wiley & Sons.
- Ghozali, I. (2016). Aplikasi analisis multivariete dengan program IBM SPSS 23.
- Graen, G. B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *The Leadership Quarterly*, 6(2), 219–247. [https://doi.org/10.1016/1048-9843\(95\)90036-5](https://doi.org/10.1016/1048-9843(95)90036-5)
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279. <https://doi.org/10.1037/0021-9010.87.2.268>
- Islamiyah, A. N., Alyas, A., & Parawu, H. E. (2021). Pengaruh Kinerja Pegawai Terhadap Kualitas Pelayanan Publik Di Kantor Dinas Tenaga Kerja Dan Transmigrasi Kabupaten Gowa. *Kajian Ilmiah Mahasiswa Administrasi Publik (KIMAP)*, 2(5), 1874-1891.
- Liden, R. C., & Graen, G. (1980). Generalizability of the Vertical Dyad Linkage Model of Leadership. *Academy of Management Journal*, 23(3), 451–465. <https://doi.org/10.2307/255511>
- Liden, R. C., & Maslyn, J. M. (1998). Multidimensionality of Leader-Member Exchange: An Empirical Assessment through Scale Development. In *Journal of Management* (Vol. 24, Issue 1).
- Lioman, D. (2016). *Pengaruh job resources terhadap work engagement dan konsekuensinya terhadap job performance pada Kantor Pusat Badan Kepegawaian Negara*. (Tesis, Universitas Indonesia). <https://lib.ui.ac.id/m/detail.jsp?id=20422865&lokasi=lokal>

**THE INFLUENCE OF PSYCHOLOGICAL WELFARE AND LEADER-MEMBER EXCHANGE ON WORK ENGAGEMENT IN BAPAS CLASS I MEDAN PNS**

*IKA RASIDINA DAYA, RAHMI LUBIS, YUDISTIRA FAUZY INDRAWAN*

- Liden, R. C., Sparrowe, R. T., & Wayne, S. J. (1997). Leader-member exchange theory: The past and potential for the future. In G. R. Ferris (Ed.), *Research in personnel and human resources management*, Vol. 15, pp. 47–119). Elsevier Science/JAI Press
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2000). *JOB BURNOUT*. www.annualreviews.org
- Permatasari, W. Y., & Suhariadi, F. (2019). Leader-member exchange affects work engagement: The role of psychological well-being mediation. *Psikohumaniora*, 4(1), 95–114. <https://doi.org/10.21580/pjpp.v4i1.3360>
- Persson, A. (2010). *Identifying predictors of work engagement: An example from a management consultancy company*.
- Ryff, C. D. (1989). Happiness Is Everything, or Is It? Explorations on the Meaning of Psychological Well-Being. In *Journal of Personality and Social Psychology* (Vol. 57, Issue 6).
- Schaufeli, W. B. (201). What Is Engagement? In C. Truss, K. Alfes, R. Delbridge, A. Shantz, & E. Soane (Eds.), *Employee Engagement in Theory and Practice* (pp. 15-35). Routledge
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
- Schaufeli, W., & Bakker, A. (n.d.). *UWES UTRECHT WORK ENGAGEMENT SCALE Preliminary Manual*.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness studies*, 3, 71-92.
- Sugiyono. (2020). *Metode Penelitian Pendidikan : Pendekatan Kuantitatif, Kualitatif dan R&D*. Bandung : Alfabeta
- Utami, L. P. (2020). Acta Psychologia Pengaruh Psychological Well-being terhadap Work Engagement Karyawan. In *Acta Psychologia* (Vol. 2, Issue 2). <http://journal.uny.ac.id/index.php/acta-psychologia>
- Wood, J., Oh, J., Park, J., & Kim, W. (2020). The Relationship Between Work Engagement and Work–Life Balance in Organizations: A Review of the Empirical Research. *Human Resource Development Review*, 19(3), 240–262. <https://doi.org/10.1177/1534484320917560>
- Yasfi, A., Istiqomah, E., Sukma, D., & Akbar, N. (2018). HUBUNGAN LEADER MEMBER EXCHANGE (LMX) DENGAN KETERIKATAN KERJA PADA KARYAWAN PT. PELINDO III (PERSERO) CABANG BANJARMASIN THE RELATIONSHIP BETWEEN LEADER MEMBER EXCHANGE (LMX) AND WORK ENGAGEMENT ON PT PELINDO III (PERSERO) BRANCH BANJARMASIN’S EMPLOYEE. In *Jurnal Kognisia* (Vol. 1, Issue 2).