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LAMPIRAN

LAMPIRAN 1. SURAT IZIN PENELITIAN

**FAKULTAS BISNIS
DAN EKONOMIKA**
UNIVERSITAS ATMA JAYA YOGYAKARTA

Nomor: 530/Pen/I
Lamp.:
Hal: Ijin Penelitian, Permohonan Data

8 April 2025

Kepada Yth.
Pimpinan PT PLN (Persero)
Jl. Trunojoyo Blok M-I No.135, RT.6/RW.2, Melawai, Kec. Kby. Baru
Kota Jakarta Selatan, Daerah Khusus Ibukota

Dengan hormat,

Sehubungan dengan penulisan Skripsi yang berjudul "Analisis Dukungan Organisasi Persepsian sebagai Moderasi pada Pengaruh Kepemimpinan Diri terhadap Karyawan di PT PLN (Persero)" yang dilakukan oleh mahasiswa kami dengan identitas:

Nama : Christian Davisto Vestra Poetra Adi
No Mahasiswa/Prodi: 210325978/Manajemen
No Handphone : 082220265645

Kami mohon Bapak/Ibu berkenan memberikan Ijin Penelitian kepada mahasiswa tersebut untuk mendapatkan data yang diperlukan.

1. 130 Karyawan sebagai responden

Skripsi yang ditulis oleh mahasiswa ini merupakan karya ilmiah yang memiliki tujuan dan sifat keilmuan. Oleh karenanya tidak akan dipergunakan untuk hal-hal yang merugikan.

Atas perhatian dan bantuannya, kami mengucapkan terima kasih.


Wenefrida Mahestu N. Krisjanti, SE., M.Sc., Ph.D.

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LAMPIRAN 2. KUESIONER DATA RESPONDEN

ANALISIS DUKUNGAN ORGANISASI PERSEPSIAN SEBAGAI MODERASI PADA PENGARUH KEPEMIMPINAN DIRI TERHADAP KETERIKATAN KARYAWAN	
Saya sedang melakukan penelitian mengenai kepemimpinan diri (<i>self-leadership</i>), dukungan organisasi persepsian (<i>perceived organizational support</i>), dan keterikatan karyawan (<i>employee engagement</i>). Penelitian ini bertujuan untuk memahami bagaimana kepemimpinan diri dapat memengaruhi keterikatan karyawan dalam bekerja, serta sejauh mana dukungan organisasi dapat memperkuat hubungan tersebut. Kuesioner ini terdiri dari beberapa pertanyaan yang dirancang untuk menggali pengalaman dan persepsi Anda dalam lingkungan kerja. Tidak ada jawaban benar atau salah—silakan menjawab dengan jujur sesuai dengan pengalaman dan pendapat pribadi Anda. Seluruh informasi yang diberikan akan dijaga kerahasiaannya dan hanya digunakan untuk kepentingan penelitian ini. Partisipasi Anda sangat berharga dalam membantu menghasilkan temuan yang bermanfaat. Pengisian kuesioner ini akan memakan waktu sekitar 5–10 menit. Terima kasih atas kesediaan dan partisipasi Anda dalam penelitian ini. Salam, Christian Davisto Vestra Poetra Adi Fakultas Bisnis dan Ekonomika Universitas Atma Jaya Yogyakarta	Usia * ☐ <20 ☐ 20-30 ☐ 31;40 ☐ 41-50 ☐ 50> Jenis Kelamin * ☐ Laki-laki ☐ Perempuan Peran dalam perusahaan * ☐ Manajerial ☐ Non-manajerial Pengalaman kerja * ☐ 1-3 tahun ☐ 4-6 tahun ☐ 7-10 tahun ☐ >10 tahun
* Menunjukkan pertanyaan yang wajib diisi	

LAMPIRAN 3. PERTANYAAN TERKAIT KEPEMIMPINAN DIRI

ANALISIS DUKUNGAN ORGANISASI PERSEPSIAN SEBAGAI MODERASI PADA PENGARUH KEPEMIMPINAN DIRI TERHADAP KETERIKATAN KARYAWAN		
* Menunjukkan pertanyaan yang wajib diisi		
Kepemimpinan Diri (Self-Leadership)		
Pada bagian ini, Anda akan diminta untuk menjawab beberapa pernyataan terkait kepemimpinan diri (<i>self-leadership</i>), yaitu bagaimana Anda mengelola, memotivasi, dan mengarahkan diri sendiri dalam bekerja. Silakan berikan penilaian berdasarkan pengalaman Anda dengan menggunakan skala berikut: 1 = Sangat Tidak Setuju 2 = Tidak Setuju 3 = Netral 4 = Setuju 5 = Sangat Setuju Harap jawab dengan jujur sesuai dengan kondisi yang Anda alami. Terima kasih atas partisipasi Anda! 🙏		
Saya secara aktif memantau seberapa baik kinerja saya di tempat kerja. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Ketika berhasil menyelesaikan suatu tugas, saya sering memberi diri saya hadiah yang saya sukai. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	
Saya bekerja sesuai tujuan yang telah saya tetapkan sendiri. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Terkadang saya berbicara kepada diri sendiri (baik secara lisan maupun dalam pikiran) untuk menghadapi situasi sulit. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	
Saya membayangkan diri saya berhasil menyelesaikan tugas sebelum melakukannya. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Saya berusaha mengevaluasi secara mental apakah keyakinan saya tentang situasi yang bermasalah itu adalah tepat. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	
Saya menetapkan tujuan spesifik untuk pekerjaan saya sendiri. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Terkadang saya membayangkan kesuksesan kinerja saya sebelum mengerjakan tugasnya. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	
	Saya memikirkan keyakinan dan asumsi saya setiap kali menghadapi situasi sulit. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	

LAMPIRAN 4. PERTANYAAN TERKAIT DUKUNGAN ORGANISASI PERSEPSIAN

Dukungan Organisasi Persepsian (<i>perceived organizational support</i>)	
Pada bagian ini, Anda akan diminta untuk menjawab beberapa pernyataan terkait dukungan organisasi persepsian (<i>perceived organizational support</i>), yaitu bagaimana Anda mengelola, memotivasi, dan mengarahkan diri sendiri dalam bekerja. Silakan berikan penilaian berdasarkan pengalaman Anda dengan menggunakan skala berikut: 1 = Sangat Tidak Setuju 2 = Tidak Setuju 3 = Netral 4 = Setuju 5 = Sangat Setuju Harap jawab dengan jujur sesuai dengan kondisi yang Anda alami. Terima kasih atas partisipasi Anda! 🙏	Perusahaan sangat mempertimbangkan tujuan dan nilai-nilai saya. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju
Perusahaan peduli dengan pendapat saya. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Perusahaan akan memanfaatkan saya jika ada kesempatan. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju
Perusahaan benar-benar peduli dengan kesejahteraan saya. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Perusahaan memberikan bantuan ketika saya memiliki masalah pekerjaan. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju
	Perusahaan hanya menunjukkan sedikit sekali perhatian kepada saya. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju
	Perusahaan bersedia memaafkan kesalahan saya jika saya mengakui dengan jujur. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju
	Perusahaan bersedia membantu saya ketika saya membutuhkan bantuan khusus * terkait pekerjaan ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju

LAMPIRAN 5. PERTANYAAN TERKAIT KETERIKATAN KARYAWAN

Keterikatan Karyawan (Employee Engagement)		
Pada bagian ini, Anda akan diminta untuk menjawab beberapa pernyataan terkait keterikatan karyawan (employee engagement), yaitu bagaimana Anda mengelola, memotivasi, dan mengarahkan diri sendiri dalam bekerja. Silakan berikan penilaian berdasarkan pengalaman Anda dengan menggunakan skala berikut: 1 = Sangat Tidak Setuju 2 = Tidak Setuju 3 = Netral 4 = Setuju 5 = Sangat Setuju Harap jawab dengan jujur sesuai dengan kondisi yang Anda alami. Terima kasih atas partisipasi Anda! 🙏	Saya sangat antusias dengan pekerjaan saya. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Saya merasa senang ketika saya bekerja secara intens. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju
Di tempat kerja, saya merasa penuh dengan energi. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Pekerjaan saya menginspirasi saya. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Saya merasa menyatu dalam pekerjaan saya. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju
Pada pekerjaan saya, saya merasa kuat dan bertenaga. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Saya bangga dengan pekerjaan yang saya lakukan. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju	Saya terbawa suasana ketika saya bekerja. * ☐ Sangat Tidak Setuju ☐ Tidak Setuju ☐ Netral ☐ Setuju ☐ Sangat Setuju

LAMPIRAN 6. DATA RESPONDEN

Timestamp	Usia	Jenis Kelamin	Peran dalam perusahaan	Pengalaman kerja
09/04/2025 11:52:53	<20	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 11:56:14	<20	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 12:03:13	<20	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 17:40:20	20-30	Laki-laki	Non-manajerial	1-3 tahun
08/04/2025 17:41:04	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 17:41:49	20-30	Perempuan	Non-manajerial	1-3 tahun
08/04/2025 17:42:55	20-30	Perempuan	Non-manajerial	4-6 tahun
08/04/2025 17:43:36	20-30	Laki-laki	Non-manajerial	1-3 tahun
08/04/2025 17:44:23	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 17:44:36	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 17:45:31	20-30	Perempuan	Non-manajerial	1-3 tahun
08/04/2025 17:46:50	20-30	Laki-laki	Non-manajerial	1-3 tahun
08/04/2025 17:47:17	20-30	Perempuan	Non-manajerial	1-3 tahun

08/04/2025 17:49:04	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 17:54:25	20-30	Perempuan	Non-manajerial	4-6 tahun
08/04/2025 19:03:24	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 19:04:35	20-30	Perempuan	Non-manajerial	4-6 tahun
08/04/2025 19:05:15	20-30	Perempuan	Non-manajerial	4-6 tahun
08/04/2025 19:05:53	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 19:06:46	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 19:07:21	20-30	Laki-laki	Non-manajerial	7-10 tahun
08/04/2025 19:33:17	20-30	Laki-laki	Non-manajerial	1-3 tahun
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08/04/2025 20:00:33	20-30	Perempuan	Non-manajerial	1-3 tahun
08/04/2025 20:04:28	20-30	Laki-laki	Non-manajerial	1-3 tahun
08/04/2025 20:07:11	20-30	Perempuan	Non-manajerial	1-3 tahun
08/04/2025 20:20:42	20-30	Perempuan	Non-manajerial	1-3 tahun
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08/04/2025 20:33:07	20-30	Perempuan	Non-manajerial	4-6 tahun
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08/04/2025 20:39:26	20-30	Perempuan	Non-manajerial	1-3 tahun
08/04/2025 20:40:04	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 20:40:52	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 20:41:43	20-30	Laki-laki	Non-manajerial	1-3 tahun
08/04/2025 20:42:24	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 20:43:11	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 22:49:54	20-30	Laki-laki	Non-manajerial	1-3 tahun
08/04/2025 22:50:35	20-30	Perempuan	Non-manajerial	1-3 tahun
08/04/2025 22:51:15	20-30	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 22:53:40	20-30	Perempuan	Non-manajerial	1-3 tahun
08/04/2025 22:54:56	20-30	Laki-laki	Non-manajerial	1-3 tahun
08/04/2025 22:55:29	20-30	Laki-laki	Non-manajerial	1-3 tahun
08/04/2025 22:56:07	20-30	Perempuan	Non-manajerial	1-3 tahun

08/04/2025 23:48:23	20-30	Laki-laki	Manajerial	4-6 tahun
08/04/2025 23:49:05	20-30	Laki-laki	Manajerial	1-3 tahun
08/04/2025 23:51:11	20-30	Perempuan	Manajerial	4-6 tahun
08/04/2025 23:52:52	20-30	Perempuan	Manajerial	4-6 tahun
08/04/2025 23:53:49	20-30	Perempuan	Manajerial	1-3 tahun
08/04/2025 23:54:35	20-30	Perempuan	Manajerial	1-3 tahun
08/04/2025 23:55:19	20-30	Perempuan	Manajerial	4-6 tahun
09/04/2025 0:09:32	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 0:10:31	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 0:11:58	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 0:13:04	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 0:14:06	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 1:09:33	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 1:10:15	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 1:15:40	20-30	Laki-laki	Non-manajerial	4-6 tahun

09/04/2025 1:16:21	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 1:19:08	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 1:19:54	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 1:20:34	20-30	Perempuan	Non-manajerial	7-10 tahun
09/04/2025 4:28:14	20-30	Perempuan	Manajerial	1-3 tahun
09/04/2025 7:22:19	20-30	Perempuan	Manajerial	1-3 tahun
09/04/2025 7:24:24	20-30	Laki-laki	Manajerial	4-6 tahun
09/04/2025 7:26:05	20-30	Laki-laki	Manajerial	7-10 tahun
09/04/2025 7:26:52	20-30	Perempuan	Manajerial	4-6 tahun
09/04/2025 7:30:53	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 8:56:22	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 9:01:03	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 9:04:39	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 9:06:46	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 9:09:11	20-30	Perempuan	Non-manajerial	4-6 tahun

09/04/2025 9:20:00	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 9:24:00	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 9:27:31	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 11:26:51	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 11:28:11	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 11:36:04	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 11:37:46	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 11:39:11	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 11:41:01	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 11:42:17	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 11:43:09	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 11:53:49	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 11:55:09	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 11:58:40	20-30	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 12:00:06	20-30	Perempuan	Non-manajerial	7-10 tahun

09/04/2025 12:01:46	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 12:04:17	20-30	Perempuan	Non-manajerial	>10 tahun
09/04/2025 12:05:08	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 12:23:35	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 12:24:37	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 12:25:24	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 12:26:07	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 12:27:32	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 12:33:14	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 12:33:54	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 12:54:52	20-30	Perempuan	Manajerial	4-6 tahun
09/04/2025 12:55:27	20-30	Laki-laki	Manajerial	1-3 tahun
09/04/2025 12:57:27	20-30	Perempuan	Manajerial	1-3 tahun
09/04/2025 12:58:09	20-30	Perempuan	Manajerial	1-3 tahun
09/04/2025 12:58:49	20-30	Laki-laki	Manajerial	1-3 tahun

09/04/2025 13:00:27	20-30	Laki-laki	Non-manajerial	1-3 tahun
09/04/2025 13:04:11	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 13:05:02	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 13:05:45	20-30	Perempuan	Manajerial	4-6 tahun
09/04/2025 13:06:20	20-30	Perempuan	Manajerial	1-3 tahun
09/04/2025 13:06:26	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 13:08:03	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 13:10:47	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 13:12:00	20-30	Perempuan	Non-manajerial	1-3 tahun
09/04/2025 13:15:21	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 13:19:10	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 13:27:33	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 13:30:15	20-30	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 13:31:17	20-30	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 13:55:20	20-30	Laki-laki	Non-manajerial	4-6 tahun

09/04/2025 14:29:46	20-30	Perempuan	Manajerial	4-6 tahun
09/04/2025 14:30:22	20-30	Laki-laki	Manajerial	4-6 tahun
08/04/2025 17:46:12	31-40	Perempuan	Non-manajerial	4-6 tahun
08/04/2025 17:47:30	31-40	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 19:34:49	31-40	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 22:52:13	31-40	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 22:54:21	31-40	Perempuan	Non-manajerial	7-10 tahun
08/04/2025 23:50:32	31-40	Perempuan	Manajerial	7-10 tahun
08/04/2025 23:52:08	31-40	Laki-laki	Manajerial	7-10 tahun
08/04/2025 23:56:00	31-40	Perempuan	Manajerial	7-10 tahun
09/04/2025 1:16:58	31-40	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 7:23:30	31-40	Laki-laki	Manajerial	4-6 tahun
09/04/2025 7:27:58	31-40	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 7:32:03	31-40	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 9:14:49	31-40	Laki-laki	Non-manajerial	7-10 tahun

09/04/2025 11:34:53	31- 40	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 12:29:51	31- 40	Perempuan	Non-manajerial	7-10 tahun
09/04/2025 12:30:43	31- 40	Perempuan	Non-manajerial	7-10 tahun
09/04/2025 12:31:59	31- 40	Perempuan	Non-manajerial	7-10 tahun
09/04/2025 12:56:12	31- 40	Perempuan	Manajerial	7-10 tahun
09/04/2025 12:56:49	31- 40	Perempuan	Manajerial	7-10 tahun
09/04/2025 13:02:31	31- 40	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 13:05:45	31- 40	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 13:20:40	31- 40	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 13:22:32	31- 40	Laki-laki	Non-manajerial	4-6 tahun
09/04/2025 13:32:19	31- 40	Perempuan	Non-manajerial	4-6 tahun
09/04/2025 13:33:10	31- 40	Laki-laki	Non-manajerial	4-6 tahun
08/04/2025 20:10:12	41- 50	Laki-laki	Non-manajerial	7-10 tahun
08/04/2025 22:52:54	41- 50	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 1:17:36	41- 50	Perempuan	Non-manajerial	7-10 tahun

09/04/2025 1:18:14	41- 50	Perempuan	Non-manajerial	7-10 tahun
09/04/2025 7:25:15	41- 50	Laki-laki	Manajerial	7-10 tahun
09/04/2025 7:28:59	41- 50	Perempuan	Non-manajerial	>10 tahun
09/04/2025 9:16:56	41- 50	Laki-laki	Non-manajerial	7-10 tahun
09/04/2025 11:36:50	41- 50	Perempuan	Non-manajerial	>10 tahun
09/04/2025 13:08:58	41- 50	Laki-laki	Non-manajerial	>10 tahun
09/04/2025 14:22:47	50>	Laki-laki	Manajerial	7-10 tahun
09/04/2025 14:23:24	50>	Perempuan	Manajerial	4-6 tahun
09/04/2025 14:24:15	50>	Perempuan	Manajerial	7-10 tahun
09/04/2025 14:25:01	50>	Laki-laki	Manajerial	>10 tahun
09/04/2025 14:26:27	50>	Laki-laki	Manajerial	>10 tahun
09/04/2025 14:27:15	50>	Laki-laki	Manajerial	>10 tahun
09/04/2025 14:27:55	50>	Laki-laki	Manajerial	7-10 tahun
09/04/2025 14:29:08	50>	Laki-laki	Manajerial	7-10 tahun

LAMPIRAN 7. HASIL *OUTER LOADING*

Outer loadings				
Matrix				
	EE	POS	SL	POS x SL
EE1	0,805			
EE2	0,722			
EE3	0,825			
EE4	0,767			
EE5	0,702			
EE6	0,809			
EE7	0,831			
EE8	0,811			
EE9	0,817			
POS1		0,716		
POS2		0,821		
POS3		0,814		
POS4		0,797		
POS5		0,802		
POS6		0,788		
POS7		0,794		
POS8		0,711		
SL1			0,724	
SL2			0,728	
SL3			0,755	
SL4			0,765	
SL5			0,702	
SL6			0,775	
SL7			0,785	
SL8			0,808	
SL9			0,793	
POS x SL				1,000

List	
	Outer loadings
EE1 <- EE	0,805
EE2 <- EE	0,722
EE3 <- EE	0,825
EE4 <- EE	0,767
EE5 <- EE	0,702
EE6 <- EE	0,809
EE7 <- EE	0,831
EE8 <- EE	0,811
EE9 <- EE	0,817
POS x SL -> POS x SL	1,000
POS1 <- POS	0,716
POS2 <- POS	0,821
POS3 <- POS	0,814
POS4 <- POS	0,797
POS5 <- POS	0,802
POS6 <- POS	0,788
POS7 <- POS	0,794
POS8 <- POS	0,711
SL1 <- SL	0,724
SL2 <- SL	0,728
SL3 <- SL	0,755
SL4 <- SL	0,765
SL5 <- SL	0,702
SL6 <- SL	0,775
SL7 <- SL	0,785
SL8 <- SL	0,808
SL9 <- SL	0,793

LAMPIRAN 8. HASIL UJI RELIABILITAS

<u>Construct reliability and validity</u>					
<u>Overview</u>					
		Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
EE		0,924	0,927	0,937	0,622
POS		0,909	0,917	0,926	0,610
SL		0,909	0,913	0,925	0,578

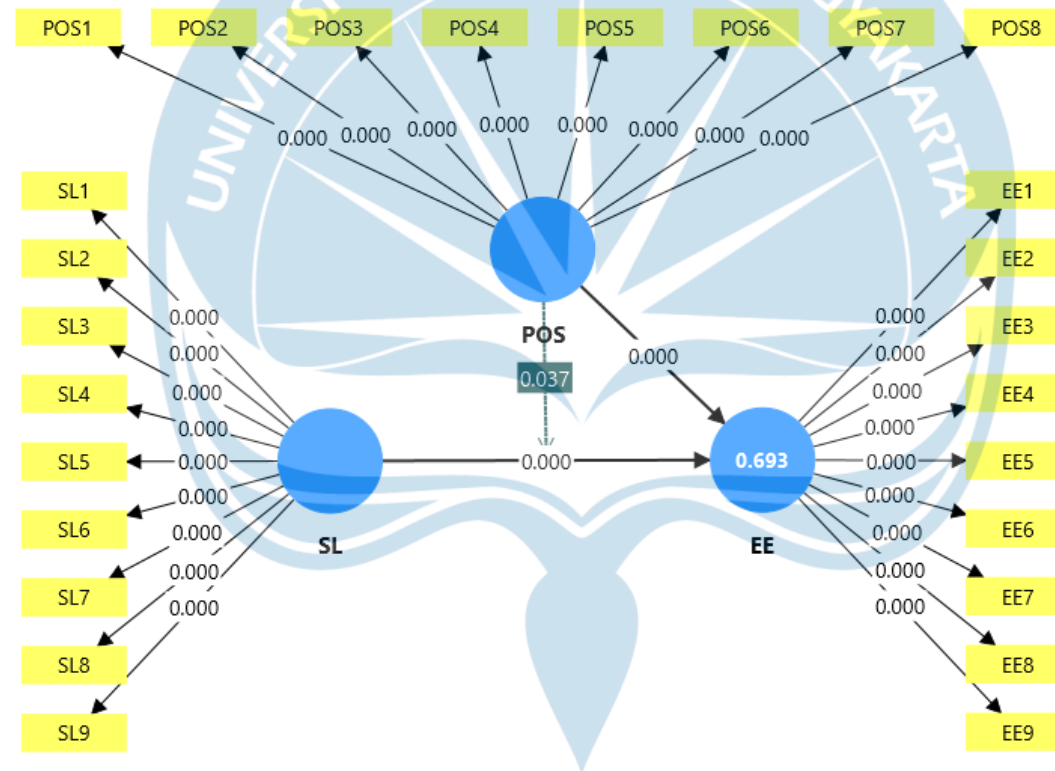
LAMPIRAN 9. HASIL UJI VALIDITAS DISKRIMINAN

<u>Fornell-Larcker criterion</u>				
		EE	POS	SL
EE		0,789		
POS		0,703	0,781	
SL		0,746	0,654	0,760

LAMPIRAN 10. HASIL UJI KOEFISIEN DETERMINASI

<u>R-square</u>		
<u>Overview</u>		
	R-square	R-square adjusted
EE	0,693	0,687

LAMPIRAN 11. MODEL PENELITIAN



LAMPIRAN 12. HASIL UJI HIPOTESIS

SmartPLS report

Please cite the use of SmartPLS: Ringle, C. M., Wende, S., and Becker, J.-M. 2024. "SmartPLS 4." Bönningstedt: SmartPLS, <https://www.smartpls.com>.

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Final results

Path coefficients

Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
POS -> EE	0,408	0,413	0,084	4,838	0,000
POS x SL -> EE	0,141	0,138	0,068	2,083	0,037
SL -> EE	0,539	0,538	0,082	6,548	0,000

LAMPIRAN 13. JURNAL ACUAN PENELITIAN

The current issue and full text archive of this journal is available on Emerald Insight at: https://www.emerald.com/insight/0048-3486.htm	
PR 52,9	The relationship between self-leadership and employee engagement in Lebanon and the UAE: the moderating role of perceived organizational support
2284	Mazen Malheb Alianz S.A.L., Beirut, Lebanon, and Grace K. Dagher and Leila Canaan Messarra Department of Management Studies, Adnan Kassar School of Business, Lebanese American University, Beirut, Lebanon
Received 3 December 2021 Revised 27 April 2022 20 June 2022 Accepted 5 August 2022	Abstract Purpose – As the work context is dynamically changing, enhancing employee engagement through personal and organizational means is still capturing the attention of organizations as well as human resources researchers and practitioners. Thus, the purpose of this paper is to examine the relationships between self-leadership, employee engagement, and perceived organizational support and to test the moderating effect of perceived organizational support. Design/methodology/approach – Data were collected through an online self-reporting questionnaire, with a total of 225 employees from Lebanon and 251 employees from the United Arab Emirates (UAE). Moderating analysis was conducted using Process v3.3 on both samples. Findings – Results have shown that self-leadership and perceived organizational support were positively related to employee engagement in both countries. However, perceived organizational support served to enhance self-leadership and employee engagement in the UAE, but not in Lebanon. Practical implications – The findings of this study can be used to help organizations as well as human resources and regional managers operating in the Middle East in giving insights about investing in self-leadership strategies and positively influence employee perception of organizational support to strengthen employee engagement. Originality/value – This study is unique in exploring the moderating role of perceived organizational support on the relationship between self-leadership and engagement, and original in theoretically proposing and empirically examining the interaction between perceived organizational support and self-leadership. The context of the study in which the proposed relationships were tested for the first time in Lebanon and the UAE, is also novel as both countries are distinguished from other Middle Eastern countries. Keywords Self-leadership, Employee engagement, Perceived organizational support, Lebanon, UAE Paper type Research paper
 Personnel Review Vol. 52 No. 6, 2023 pp. 528-543 © Emerald Publishing Limited 0048-3486 DOI: 10.1108/PR-12-2021-0821	Introduction Scholars and practitioners agree that one of the top priorities for organizations today is sustaining high employee engagement (Nikolova <i>et al.</i> , 2019) as a fundamental component of an organization's strategy to achieve sustainable competitive advantage (Ikooi, 2021). Employee engagement has been mainly linked to Kahn's (1990) research on personal engagement and Schaufeli <i>et al.</i> 's (2002) research on work engagement (Saks, 2019). It is used interchangeably with work engagement and is regarded as an attitudinal outcome that has recently gained ground in employee-level HRM research (Ikooi, 2021; Mejerink <i>et al.</i> , 2020). Mazen Malheb and Grace Dagher are contributed equally. Funding – The authors received no financial support for the research, authorship, and/or publication of this article.

Employee engagement is a motivational concept that demonstrates the active allocation of personal resources associated with the tasks related to a work role (Christian *et al.*, 2011; Kanfer, 1990; Rich *et al.*, 2010). It is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli *et al.*, 2002, p. 74). Though there are different approaches to dealing with the notion of engagement, still, commonalities involve the self-investment of personal resources at work (Christian *et al.*, 2011; Kahn, 1992; Rich *et al.*, 2010). Nevertheless, employees can develop higher engagement levels when they obtain further control over how and when to execute their work (Breevaart *et al.*, 2014, 2016; Nambropoulos *et al.*, 2009). Along these lines, self-leadership can be regarded as the heart of control processes and organizational influence (Mazur, 1986, 2015; Stewart *et al.*, 2011). It addresses what, why, and how the task should be done (Mazur, 1991), and involves particular sets of strategies designed to positively influence individuals' behaviors (Mazur, 1986; Kazan *et al.*, 2018). The self-leadership theory is conceptually rooted in self-regulatory theories, and its behavioral and cognitive strategies may help individuals improve their self-regulatory effectiveness (Carver and Scheier, 1998; Breevaart *et al.*, 2018). In this respect, self-regulation is a mechanism that differs within and across individuals and circumstances and mainly relies on interactions between employee and workplace environmental characteristics (Kanfer *et al.*, 2008; Mitchell and Daniels, 2003; Curral and Marques-Quintreiro, 2009). Additionally, the self-leadership construct is profoundly grounded in social cognitive theory (Bandura, 1988), which enhances the triadic reciprocity causation model (Stewart *et al.*, 2013). This model suggests that an individual's behavior both influences and is influenced by personal mechanisms and external environmental factors (Stewart *et al.*, 2019). In this context, Stewart *et al.*'s (2011) multi-level review on self-leadership provided a comprehensive framework indicating that both individual and team self-leadership levels are not only influenced by internal driving forces, but also by external ones. Remarkably, these external forces included some factors associated with the construct of perceived organizational support, such as training, leadership, and organizational rewards (Neck and Manz, 1996; Rhodes and Eisenberger, 2002; Stewart *et al.*, 2011). According to organizational support theory (OST) (Eisenberger *et al.*, 1986; Eisenberger and Stinglhamber, 2011; Shore and Shore, 1993), perceived organizational support is derived from both social exchange theory (Blau, 1964) and the norm of reciprocity (Gouldner, 1960), and refers to employees' extensive beliefs "concerning the extent to which the organization values their contributions and cares about their well-being" (Eisenberger *et al.*, 1986, p. 500). OST has captured widespread interest due to the potential impact of an employee's perception on the employee-organization relationship in which different contextual factors indicate an important matter in understanding the role of perceived organizational support (Kurtessis *et al.*, 2017). As such, employees' perceived organizational support affects outcomes differently across various cultural and/or national settings (Rokstahl *et al.*, 2020).

Organizations operating in the Middle East are continuously adopting trendy practices from western organizations (Ramdani *et al.*, 2014); however, the Middle Eastern social, cultural, and political structures are significantly different from their western counterparts (Koleva, 2021). In addition, key challenges are expected to face HR functions among Middle Eastern countries as the national context is considerably different (i.e. labor markets, national culture, business workplace environment, etc.) (see Badhwar *et al.*, 2019). Prior studies have accentuated the deficiency of knowledge regarding the Middle Eastern region and have particularly called for investigating further research in the area of human resource management (Badhwar and Melahi, 2007; Soliman and Wilkinson, 2011; Tasavoni *et al.*, 2021). The influence of the unique socio-cultural and the rapidly changing nature of the Middle East is not yet adequately researched (Badhwar *et al.*, 2019). Among the countries of the Middle East, Lebanon and the United Arab Emirates are considered more liberal and realize the significance of attaining positive employee outcomes (Laisardo and Bagchi, 2011;

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Lythrastris *et al.*, 2019). Even though the workplaces of Lebanon and the UAE are both influenced by Arab culture and similar religious values, yet, their nature and stability are distinctively different at several levels (Lythrastris *et al.*, 2019). Moreover, Al-Khatib *et al.* (2006) clarified that research has warned against grouping the Arab nations into a single cluster. Hence, the country differences reflect a challenge to the within-regional-level generalized observations and address the need to put efforts to better appreciate such distinctions (Rabson *et al.*, 2012; Lythrastris *et al.*, 2021). Ultimately, this research has recognized an ultimate opportunity to study Lebanon and the UAE that are located in the Middle East, which resembles an interesting and unique base for both researchers and practitioners to study and research international human resource management due to its unique workforce nature (Badhwar *et al.*, 2019). Moreover, such an opportunity fills the identified gaps of knowledge within the academic literature in the Middle East, which is garnering a great deal of attention due to its economic and geopolitical importance (Koleva, 2021). Furthermore, there is a lack of research on the topic of employee engagement in non-western contexts (e.g. Arab Middle Eastern countries), and this limitation might affect our comprehension and cross-cultural utility of the notion of employee engagement (Bamiani and Syed, 2020). In this framework, Middle Eastern countries such as Lebanon and the UAE are mainly characterized by collectivistic and high power distance cultures while individualistic and low power distance cultures are prevalent characteristics in Western cultures (e.g. the UK, USA, Australia) (Hofstede, 1980, 2001; Harrison and Michailova, 2012). Correspondingly, cultural values such as collectivism and power distance were found to act as a critical contextual factor when organizations endeavor to develop employee's perceived organizational support, engagement at work (Zheng *et al.*, 2016), and self-leadership (Alves *et al.*, 2006; Stewart *et al.*, 2011). In addition, perceived organizational support and self-leadership may be understood and applied differently in collectivistic and individualistic cultures; the former culture is based on social relations while the latter culture is centered on the person (Rokstahl *et al.*, 2020; Alves *et al.*, 2006). Consequently, examining the proposed relationships for the first time in a Middle Eastern context is important to detect whether different interpretations from that of the western context could be found.

Previous studies have recommended future research to explore self-leadership in non-Western samples to determine the generalizability of its strategies and to better understand its effects (Kazan *et al.*, 2018; Harari *et al.*, 2021). Although few studies have examined the direct relationship between self-leadership and employee engagement (e.g. Breevaart *et al.*, 2016; Gomes *et al.*, 2015; Park *et al.*, 2019), this relationship has received scant research attention (Knotts and Houghton, 2021) and was hardly probed in a non-western context. In view of that, several observations have recognized that contextual factors that are characterized by cultural differences such as individualism/collectivism and power distance can play a pivotal role in affecting the strength of the association between self-leadership and its outcomes across different cultures (Alves *et al.*, 2006; Stewart *et al.*, 2011, 2019; Harari *et al.*, 2021). Based on the abovementioned, the first objective of this study is to extend previous studies by investigating the relationship between self-leadership and employee engagement in new and under-researched countries. Accordingly, different indications that are pertinent to this relationship might be obtained through this study due to the cultural variations between Middle Eastern and western contexts. In addition, Breevaart *et al.* (2016) and Knotts and Houghton (2021) recommended studying the potential moderating factors on the relationship between self-leadership and employee engagement. Therefore, the second objective is to test whether perceived organizational support moderates this relationship; hence, distinguishing a new pathway that leads to further understanding of the self-leadership-engagement model and contributes to both practice and research in this area. After reviewing the literature, we did not find any study examining the interacting effect of

perceived organizational support and self-leadership, thus a significant novel contribution would be added to the literature through our present study.

Additionally, scholars have highlighted the significance of perceived organizational support in building engagement (Zhang *et al.*, 2016). Yet, very few studies have examined the relationship between perceived organizational support and engagement (Eisenberger *et al.*, 2020). More particularly, examining a direct relationship between these constructs in a non-western context is still limited, and scarcely found in a Middle Eastern context. Thus, the third objective is to empirically test the relationship between perceived organizational support and employee engagement in a Middle Eastern context, particularly, in Lebanon and the UAE, yielding a deeper understanding of this relationship. The results of this study add to the literature new insights on international aspects of human resource management by providing evidence from emerging markets and under-researched countries (Budiwar *et al.*, 2019).

Literature review and hypotheses

Self-leadership and employee engagement

Self-leadership is generally viewed as a set of skills and strategies by which individuals inherently motivate themselves toward higher performance and effectiveness levels (Manz, 1986) by applying three different strategies: behavior-focused, natural rewards, and constructive thought patterns (Neck and Manz, 2012). *Behavior-focused strategies* help in improving an individual's self-awareness to facilitate behavioral management, mainly managing the behaviors related to essential but unlikable tasks (Manz and Neck, 2004). *Natural rewards strategies* comprise two approaches: (1) creating enjoyable features within a given task so that it becomes integrally rewarding (Neck and Houghton, 2006), (2) shifting perceptions of the unlikable task features towards inherent rewarding features (Neck and Houghton, 2006). *Constructive thought patterns strategies* involve initiating patterns of positive and productive habitual behaviors, as well as, perceptual thinking that leads to constructive performance (Houghton and Neck, 2002; Neck and Manz, 2010). Overall, self-leadership is "a process through which individuals control their own behavior, influencing and leading themselves through the use of specific sets of behavioral and cognitive strategies" (Neck and Houghton, 2006, p. 270). Practically, self-leadership presents a set of behavioral and cognitive strategies, which an individual can acquire and execute at work, that positively influence the individual's subsequent outcomes (Jones *et al.*, 2015).

A plethora of theoretical and empirical research has indicated the association of self-leadership with a significant number of constructs throughout the leadership, management, and psychology literature. The results from these studies indicated a positive effect on individual, team, and organizational performance (Neck and Houghton, 2006; Pina e Cunha *et al.*, 2015), employee productivity (Bardi *et al.*, 2008), employee innovative behavior (Carmeli *et al.*, 2006), effective self-regulatory processes (Bailey *et al.*, 2016), positive affect (Houghton *et al.*, 2012) team commitment and team strength (Bligh *et al.*, 2006; Yukl, 2013; Pina e Cunha *et al.*, 2019) and employee creativity and commitment (Houghton and Yoho, 2005; Pina e Cunha *et al.*, 2013). However, a modest number of studies have empirically examined the direct relationship between self-leadership and engagement as this relationship has not yet been fully explored (Knotts and Houghton, 2021), despite its substantial potential impact on both individual and organizational levels. The notion of employee engagement has developed an aroused interest among managers and researchers over the past two decades (Saks, 2019), due to its positive influence on employees and the organizations they work for (Rahmadani and Schaufeli, 2022). Sustaining high levels of employee engagement is becoming a serious challenge for leaders (Van Tuijn *et al.*, 2023), as organizations are shifting towards enhancing these levels (Bagher *et al.*, 2015). When engaged employees are

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performing their jobs (1) They perceive work as something they want to devote their time and efforts toward because it is motivating and energetic (vigor) (2) as something significant and meaningful to pursue (dedication); (3) as appealing and something they can completely focus on (absorption) (Bakker *et al.*, 2011). Employee engagement is a concept that is recognized as somewhat similar to intrinsic motivation (Scherer and Schaefer, 2008; Gomes *et al.*, 2015). Moreover, since self-leadership uses cognitive and behavioral strategies to help in goal achievement through enhancing intrinsic motivation (Neck and Manz, 2012; Park *et al.*, 2016), it is more likely that employees become engaged when they practice more self-leadership (Wojciszewska and Dutton, 2001; Breevaart *et al.*, 2016). With a similar rationale, Gomes *et al.* (2015), Breevaart *et al.* (2016), and Park *et al.* (2016) identified a positive relation between self-leadership and employee engagement. Thus, we propose the following hypothesis:

H1. Self-leadership is positively related to Employee Engagement

Perceived organizational support and employee engagement

The relationship between perceived organizational support and engagement "warrants much more attention" (Eisenberger and Stinglhamber, 2011, p. 182), yet few studies have examined it (Eisenberger *et al.*, 2020). Such a relationship provides organizations further insights as organizational support can be utilized as a malleable leverage to increase employee engagement (Eisenberger *et al.*, 2020). Studies indicated that human resources practices that demonstrate recognition/appreciation of employee contributions are positively related to perceived organizational support (Shore and Shore, 1995). Perceived organizational support indicates the degree to which individuals believe that their organization values their contributions and is concerned about their well-being (Eisenberger *et al.*, 1988; Shore and Shore, 1995). Employees value perceived organizational support if their socio-emotional needs are satisfied. This takes place when the organization expresses its intention to reward improved work effort and provide support when needed (Kurtosis *et al.*, 2017; Rhoades and Eisenberger, 2002). According to Rhoades and Eisenberger (2002), when the rewards provided by an organization are believed to be the result of an organization's intentional actions to fulfill employees' socio-emotional needs will more likely contribute to a process of self-enhancement resulting in positive employee attitudes and to better employees' subjective well-being (Kurtosis *et al.*, 2017; Lechner *et al.*, 2017). Consistent with the social exchange theory, the positive actions of employers trigger positive emotions in employees, leading them to positively respond (Coyle-Shapiro and Conway, 2005). The norm of reciprocity compels individuals to react positively toward a favorable treatment by others (Blau, 1964; Gouldner, 1993). This implies that employees that feel supported will reciprocate this favorable treatment by contributing better attitudinal and behavioral outcomes at the workplace.

Accordingly, several studies have shown a positive relationship between perceived organizational support and employee engagement (see Rich *et al.*, 2010; Saks, 2006, 2019). Thus, we predict the following hypothesis:

H2. Perceived organizational support is positively related to employee engagement.

The moderating role of perceived organizational support on the relationship between self-leadership and employee engagement

Derived from the social learning theory, Bandura coined the Social Cognitive Theory (SCT) which highlighted the dynamic interaction between individual factors (personal factors/ cognitive processes/learned experiences), environmental factors (external social context), and behavior (reactions towards incentives/motivations to achieve goals) (Bandura, 1986). This dynamic reciprocal determinism occurs among one's cognition, behavior, and external environment, such that both the internal mechanisms and the external environment influence

an individual's behavior, and vice versa (Stewart *et al.*, 2019). Hence, an individual's behavior both influences and is influenced by his/her personal and environmental influences. Furthermore, SCT explained how the psycho-social interactive influence mechanism is related to the triadic reciprocal causation model (Bandura, 1986), and indicated that individuals' behavior is regulated via control and reinforcement, to achieve a goal-directed behavior. Consistent with the aforementioned, the construct of self-leadership is deeply grounded in the social cognitive theory (SCT) which embraces the triadic reciprocity causation model (Bandura, 1986; Stewart *et al.*, 2019). Stewart *et al.* (2019) argued that some self-leadership aspects are hard to endure due to their finite self-regulatory resources. However, such energy resources can be reinforced and sustained by external forces such as empowering leaders and aligned incentives (Stewart *et al.*, 2019). In this sense, Stewart *et al.* (2019) posited that self-leadership efforts are less likely to succeed when external support is excluded, and more likely to thrive when external support is involved.

Yet, employee engagement thrives in an organization where its environment embraces employees' psychological freedom experiences, their sense of ownership over their behavior, as well as when they feel that they are capable of performing their work and are valued for their contributed effort (Park *et al.*, 2016). Accordingly, in such an environment, employees' perceptions about their valued contribution are directly related to a supportive organizational context, hence, to the employees' perceived organizational support (Rhoades *et al.*, 2001; Rhoades and Eisenberger, 2002). Therefore, we predict that self-leadership efforts are most likely to thrive when perceived organizational support is involved to achieve higher levels of engagement. In other words, we expect that the interactive influence between the external/ environmental supports (perceived organizational support in our case) and self-leadership resources would strengthen the relationship between the latter and employee engagement.

In addition, SCT also recognizes and integrates self-control, and self-leadership represents the highest level of an individual's internal control in organizations (Manz, 2012; Stewart *et al.*, 2019). In view of that, employees' feelings of control and self-determination are basic requirements for creating changes in their work and as a result, become more engaged in their job (Petrou *et al.*, 2012; Tims *et al.*, 2013; Breevaart *et al.*, 2016). Thus, we propose the following hypothesis:

H3. Perceived Organizational Support moderates the relationship between Self-leadership and Employee Engagement, in such a way that perceived organizational support will strengthen the relationship.

Figure 1 represents the conceptual model of the research.

Methods

Sample and procedures

A questionnaire was distributed online to individuals working in various service and manufacturing industries such as banking, insurance, FMCG, etc... in the private sectors of Lebanon and the United Arab Emirates (UAE). Of the total 300 questionnaires distributed in



Figure 1. Conceptual model of the moderating role of perceived organizational support on the relationship between self-leadership and employee engagement

each country, we received 225 (response rate 75%) and 251 (response rate 83%) complete questionnaires from Lebanon and the UAE respectively. The questionnaires were administered in English. English is a commonly used language in both Lebanon and the UAE (Diab, 2006; Randall and Samimi, 2010). Demographic variables such as age, gender, marital status, job position/level, industry, and work experience were included in the questionnaire. Table 1 provides a summary of the participants' demographic characteristics.

Data collected were all self-reported since it was not feasible to have supervisors or peers participation. Yet, the variables of this study support the same source approach as it is argued that employees are best suited to self-report their own work behaviors because they are the only ones who are aware of the behaviors they are demonstrating (Jensen, 2000; Ng and Feldman, 2012; Shalley *et al.*, 2009). Moreover, supervisors and peers may observe only one dimension of the behaviors demonstrated by the employee and that would lead to an observation bias (Coyle and Ong, 2007). Thus, a self-report measure may be more appropriate than supervisor/peer assessments (Agarwal, 2014).

Lebanese sample

The participants totaled 225 working individuals, 100 (44.4%) of whom were men and 125 (55.6%) women. Most of the respondents' age fell in the 20 to 30-year-old range (61.8%), of whom 71.1% were single, 46.7% had one to three years of work experience, followed by 22.7% with four to six years of work experience. The majority of participants worked in the service sector (74.2%) (e.g. banking, insurance, etc.), while 16.8% worked in manufacturing, with 8.8% in other industries. The majority of participants were in non-managerial positions (65.3%), whereas 34.7% worked in managerial positions.

Characteristic	Description	n	Lebanese Percentage (%)	United Arab Emirates n	United Arab Emirates Percentage (%)
Age	<20	7	3.1	7	2.8
	20-30	139	61.8	84	33.5
	31-40	62	27.6	110	43.8
	41-50	13	5.8	41	16.3
	50+	4	1.8	9	3.6
Gender	Male	100	44.4	147	58.6
	Female	125	55.6	104	41.4
Marital status	Single	160	71.1	114	45.4
	Married with children	43	19.1	105	41.8
	Married (no children)	0	0	24	9.6
	Separated	15	6.7	5	2
	Widowed	2	0.9	1	0.4
Level	Divorced	5	2.2	2	0.8
	Managerial	78	34.7	93	37.1
Industry	Non-managerial	147	65.3	158	62.9
	Service	167	74.2	200	79.7
	Manufacturing	38	16.8	47	18.7
	Other	20	8.8	3	1.2
Work experience	Less than a year	9	3.9	18	7.1
	1-3	105	46.7	88	35.1
	4-6	51	22.7	62	24.7
	7-10	36	15.9	40	16
	More than 10	24	10.4	43	17.1

Table 1.
A summary of
participant
demographic
characteristics

Note(s): n = sample size

United Arab Emirates (UAE) sample

The participants totaled 251 working individuals, of whom 147 (58.6%) were men and 104 (41.4%) were women. Most of the respondents (43.8%) were in the age range of 31–40 years old, while 43.5% of the employees were between 20 and 30 years old. The majority of respondents were single (45.4%), followed by 41.8% married with children, 35.1% had one to three years of experience, and 24.7% had four to six years of work experience. Most of the participants worked in the service industry (79.7%), while 18.7% worked in manufacturing, and 1.2% in other industries. The majority of participants were in non-managerial positions (62.9%), whereas 37.1% worked in managerial positions.

Measures

Employee engagement. The short version of the Utrecht Work Engagement Scale (UWES-9; Schaufeli *et al.*, 2006) was used for this study. The UWES-9 comprises three subscales that reflect the fundamental dimensions of vigor (3 items; e.g. "At my job, I feel strong and vigorous"), dedication (3 items; e.g. "I am enthusiastic about my job"), and absorption (3 items; e.g. "I am immersed in my work"). The 9-item statements were scored using a 7-point Likert scale ranging from "0 = never" to "7 = always". Cronbach's coefficient $\alpha = 0.921$ was applied to the Lebanese sample and $\alpha = 0.917$ was applied to the UAE's sample. The values of Cronbach's coefficient are consistent with the values of previous studies across different cultures, $\alpha = 0.92$ and $\alpha = 0.94$ respectively (Conte *et al.*, 2019) and Rayton *et al.* (2019).

Self-leadership. The practices of self-leadership were measured using 9 items of the Abbreviated Self-Leadership Questionnaire (ASLQ) (Houghton *et al.*, 2012), which is a short version of the 35-item Revised Self-Leadership Questionnaire (RSLQ) (Houghton and Neck, 2007), knowing that the (RSLQ) is the most empirically validated and generally used self-leadership scale (Maykrantz and Houghton, 2020). The 9-item statements covered three subscales of behavior, awareness, and volition (3 items; e.g. "I establish specific goals for my performance"), task motivation (3 items; e.g. "Sometimes I picture in my mind a successful performance before I actually do a task"), and constructive cognition (3 items; e.g. "I think about my own beliefs and assumptions whenever I encounter a difficult situation"). ASLQ was developed for studies examining overall self-leadership and not the sub-dimensions of self-leadership. The ASLQ items were measured using a 5-point Likert scale ranging from "1 = strongly disagree" to "5 = strongly agree". Cronbach's coefficient $\alpha = 0.864$ was used for the Lebanese sample and $\alpha = 0.886$ was used for the UAE's sample. The Cronbach's coefficient values are consistent with those of previous studies, $\alpha = 0.88$ and $\alpha = 0.86$ respectively (Van Dorsen-Boog *et al.*, 2020) and Bracht *et al.* (2021).

Perceived organizational support. To measure employees' perceived organizational support, we used the 5-item Survey of Perceived Organizational Support (SPOS) adopted from Eisenberger *et al.* (1986), and measured with a 7-point scale ranging from "0 = strongly disagree" to "6 = strongly agree". Sample items include: "The organization values my contribution to its well-being." Cronbach's coefficient $\alpha = 0.863$ was applied to the Lebanese sample and $\alpha = 0.823$ was applied to the UAE's sample. The Cronbach's coefficient values are consistent with the values of previous studies, $\alpha = 0.86$ and $\alpha = 0.83$ respectively (Chilukuri and Vanka (2022), and Caesens *et al.* (2016)). The means, standard deviations, and Cronbach alphas of the scales measures for both samples are provided in Table 2.

Control variables. Consistent with previous research on employee engagement, we controlled for age, gender, and years of experience as these variables were identified to have a relation with employee engagement (Schaufeli *et al.*, 2002). We found the inclusion of the abovementioned demographic variables did not indicate any significant results and did not influence the results of the hypothesized relationships. The hypothesized relationships showed the same results even when the demographic variables were controlled in both samples.

Results

Common method bias

As the data were self-reported and may lead the empirical results to be influenced by the common method bias, we controlled for common method bias in two ways, procedurally and statistically. Procedurally, we followed Podsakoff *et al.* (2003) and Podsakoff *et al.* (2012) remedies in order to ensure confidentiality and anonymity of the respondents we clearly presented detailed information in our consent about the precautions taken. Moreover, we attempted to reduce respondent evaluation apprehension and prevent response distortion by clearly articulating to the respondents that there were no right or wrong answers to the items in the survey so that the respondents can answer the items as honestly as it is possible (Podsakoff *et al.*, 2003; De Clercq *et al.*, 2021). Furthermore, the measures we included used both 5-item and 7-item Likert scales that are likely to reduce some common scale properties problems (Podsakoff *et al.*, 2012). Statistically, we applied Harman's single-factor test as recommended by Podsakoff *et al.* (2003, 2012) before we tested our hypotheses, and the results indicated no unusual variations in the data. The total variance explained by a single factor was 32.5% for the Lebanese sample and 32.12% for the UAE's sample, which was less than the 50% threshold (Podsakoff *et al.*, 2003). Thus, there is no concern for common method bias.

Hypothesis testing

In order to test the hypotheses, we utilized the PROCESS v.3.3 statistical approaches developed by Hayes (2018) for SPSS. As expected, self-leadership and employee engagement were positively associated within the Lebanese and the UAE samples, providing support for H1. Moreover, perceived organizational support and employee engagement were positively associated in the Lebanese and the UAE samples, providing support for H2. To test the moderation effect we utilized Model 1 (using X predictor variable = Self-Leadership, Y outcome variable = Employee Engagement, and W moderator variable = Perceived Organizational support). We also controlled for age, gender, and years of work experience. The results of the Process v.3.3 Model 1 with 95% confidence intervals (CIs) revealed support for the moderating role of perceived organizational support on the relationship between self-leadership and employee engagement for the UAE's sample but not for the Lebanese sample. Thus, support for H3 was found in only the UAE's sample and not the Lebanese sample. Table 3 shows the significant moderating effect of perceived organizational support on the relationship between self-leadership and employee engagement indicating the impact in the UAE's sample. Table 4 shows the results of the hypothesized relationships in the Lebanese sample. Figure 2 provides the visual presentation of the moderation effect in the UAE's sample.

Variables	Mean	SD	1	2	3
Lebanese					
1. Self-leadership	3.8	0.68			
2. SPOS	3.9	1.2	0.286**		
3. Employee Engagement	4.8	1.1	0.486**	0.386**	
UAE					
1. Self-leadership	4.1	0.73			
2. SPOS	3.9	1.2	0.186**		
3. Employee Engagement	4.5	1.1	0.504**	0.448**	

Note(s): ** Correlation is significant at the 0.01 level

Furthermore, in order to examine the statistical differences in path coefficients between the two samples/countries, we implemented the computation method of [Chin \(2000\)](#) by calculating the *t*-values using the formula provided in [Figure 3](#).

The calculated *t*-values results were as follows: Self-Leadership (0.9738), Perceived Organizational Support (-0.6115), and Moderator (0.427). The values were all below 1.95 indicating that there is no significant difference in the path coefficients of the conceptual model for the two countries. Thus, the country does not influence the results of this study. In the context of this study, when employees' capacities are diminishing to the extent to which their internal control is declining, it is then more likely that their self-leadership practices will decline as well. This deterioration is due to the insufficiency of self-leadership drives that are necessary for employees to tolerate challenges and for self-leadership to endure. Therefore, perceived organizational support plays a central and strategic role in sustaining self-leaders' drives to attain higher engagement levels at work.

Discussions

This paper has investigated the relationship between self-leadership and employee engagement as well as explored the moderating role of perceived organizational support. The primary results revealed that there is a positive relationship between self-leadership and employee engagement in both samples from Lebanon and the UAE, which is consistent with the findings of [Brevant et al. \(2016\)](#), [Gomes et al. \(2015\)](#), and [Park et al. \(2016\)](#) who demonstrated a positive and significant relationship between self-leadership and employee engagement. Hence, our study supports the results of the latter studies mentioned and further establishes the self-leadership-engagement relationship in originally different contexts and countries.

Given that organizations usually monitor and evaluate engagement and are interested in improving employee engagement in their firms, the linkage between perceived organizational support and engagement gives organizations insight about utilizing support as a malleable lever for improving engagement ([Eisenberger et al., 2020](#)). Our results demonstrated a positive relationship between perceived organizational support and employee engagement in

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Figure 2. Interaction effect

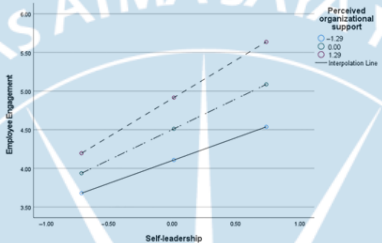


Figure 3. Statistic formula

$$t = \frac{Path_{sample1} - Path_{sample2}}{\sqrt{\frac{(m-1)^2}{(m+n-2)} * S.E.^2_{sample1} + \frac{(n-1)^2}{(m+n-2)} * S.E.^2_{sample2}}} * \sqrt{\frac{1}{m} + \frac{1}{n}}$$

Note(s): *m* = UAE sample size, *n* = Lebanon sample size, S.E. = standard errors, Path = path coefficient

both samples, those of Lebanon and the UAE. These findings are in line with the results of [Saks \(2006\)](#), [Rich et al. \(2010\)](#), [Karatepe and Aga \(2010\)](#), [Zhong et al. \(2016\)](#), [Saks \(2019\)](#), and [Brevant et al. \(2016\)](#).

Finally, building on the work of [Eisenberger et al. \(2020\)](#) who suggested the role of perceived organizational support in increasing intrinsic interest as a promising new direction of research, we tested the moderating role of perceived organizational support on the relationship between self-leadership and employee engagement. To the best of our knowledge, this study is the first to shed light on an interaction mechanism that is occurring between perceived organizational support and self-leadership within an organizational context, in order to improve employee engagement levels. Our results demonstrate the moderating effect of perceived organizational support on the relationship between self-leadership and employee engagement in the UAE sample only. Perhaps, this could be due to the differences reflected in the organizational, political, socio-cultural, and socioeconomic realities between Lebanon and the UAE ([Robson et al., 2012](#); [Lythreitis et al., 2021](#)). The UAE is an Islamic nation that is a politically stable, rich, and emerging country, whereas Lebanon is a religiously diverse country that is witnessing frequent political turbulences and suffering at several economic levels due to its current financial crisis ([Lythreitis et al., 2021](#)). For instance, [Robson et al. \(2012\)](#) have shown that the underlining socio-cultural, political, and economic/technological influences reflect two uniquely

distinctive values and business environments for managers and professionals working in Lebanon and the UAE. In this manner, our findings provide support to the argument of [Rockstuhl et al. \(2020\)](#) and [Holmes et al. \(2013\)](#) which indicates that the national-culture differences will reveal a significant boundary condition regarding the effects of perceived organizational support, in which different regulatory, political and/or economic organizations may influence the perceived organizational support relationships across societies. Also, national culture represents an important difference in facilitating self-leadership ([Stewart et al., 2011, 2019](#)), indicating different motivating constituents and/or stimulating forces that might also take the lead and enhance employee engagement levels.

Ultimately, there has been considerable evidence that national culture is considered a key factor in influencing leadership styles and employees' behavior ([Valchevski, 2009](#)), and our findings echo such assertions. While the UAE predominantly follows contemporary leadership styles that are based on communication, maximizing the process of cooperation, and flexibility within its private organizations ([Alavi et al., 2021](#)), it is argued that employees in Lebanon are only interested in earning their pay as a result of the bureaucratic and traditional ideology of their employers who are influenced by traditional management concepts and values, and must therefore be coerced to produce ([Suliman, 2001](#); [Ahmed and Julian, 2012](#); [Ismail, 2016](#); [Jemal et al., 2019](#)). However, the core concept of self-leadership depicts a significant contrast to such traditional ideologies, management principles, and organizational perspectives ([Pearce and Manz, 2011](#)). In fact, self-leadership postulates that all organizational members are so far capable of leading themselves, and accordingly lessens the dependence on traditional and authoritative based structures and control figures ([Pearce and Manz, 2011](#); [Stewart et al., 2019](#)). Within the organizational hierarchy in Lebanon, the managers' approach and support are critically perceived by the employees and will consequently influence their level of interaction and engagement ([Dugher et al., 2015](#)). As such, the interaction between perceived organizational support and self-leaders is not an exception. Hence, management styles represent a critical hinge that might support or impede the interaction between perceived organizational support and self-leadership across different cultures. Based on the above discussions, this argumentation elucidates the underlying reason why perceived organizational support did not moderate the relationship between self-leadership and employee engagement in the Lebanese context. As per our study results, embedding a new critical component into our model, such as perceived organizational support, aids in improving theory by developing our perception further regarding the mechanisms and relationships between self-leadership and employee engagement, and opens the door for further future research and exploration.

Practical implications

Organizational practices are internationally differentiated based on several organizational, socio-cultural, and national aspects ([Lythreitis et al., 2021](#)). In the highly competitive environments, diverse cultures, and various political and economic structures existing in the Middle East, organizations should realize the importance of directing their efforts towards recognizing HR systems and practices that are optimally compatible with the given context.

As the work environment is changing, employees are progressively more required to work independently, for example, when working from home or when working in an autonomous team ([Brevant et al., 2016](#)). The significance of such implications is being/was mostly underlined after the coronavirus pandemic (COVID-19) as a universal transformational paradigm shift. Hence, organizations and employees may especially benefit from the use of self-leadership strategies in order to enhance engagement levels. This study provides further understanding and new pathways for enhancing employee engagement across Arab Middle Eastern countries, especially that reports are identifying low levels of employee engagement

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	β	SE	<i>t</i>	<i>p</i>	LLCI	ULCI
<i>DV: Employee Engagement</i>						
Constant	4.5119	0.0600	75.2428	0.0000	4.3938	4.6300
Self-Leadership (SL)	0.7869	0.0879	8.9528	0.0000	0.6121	0.9598
Perceived Organizational Support (POS)	0.3143	0.0479	6.5672	0.0000	0.2201	0.4086
Interaction (SL* POS)	0.1548	0.0631	2.4528	0.0149	0.0305	0.2790

Note(s): *N* = 251; *R*² = 0.399; *R*² change = 0.0148* *p* < 0.01

Table 3. Moderation results - the UAE's sample

	β	SE	<i>t</i>	<i>p</i>	LLCI	ULCI
<i>DV: Employee Engagement</i>						
Constant	4.7892	0.0637	75.2111	0.0000	4.6637	4.9147
Self-Leadership (SL)	0.6907	0.0940	7.0338	0.0000	0.4755	0.8459
Perceived Organizational Support (POS)	0.3579	0.0353	6.7142	0.0000	0.2528	0.4629
Interaction (SL* POS)	0.0944	0.0706	0.9129	0.3627	-0.0717	0.2604

Note(s): *N* = 225; *R*² = 0.377; *R*² change = 0.002

Table 4. Moderation results - the Lebanese sample

across the globe (Albrecht *et al.*, 2015; Saks, 2019). Thus, our findings support previous studies and hold significant research and practical implications, filling the gap of research on the topic of employee engagement in non-western contexts.

Moreover, Stewart *et al.* (2011) recognized internal and external forces that influence both individual and team self-leadership. Employee self-leadership is not only obtained through intrinsic rewards (see Manz, 1986) at the individual level, but also to a certain extent via extrinsic rewards, such as rewards that are acquired from supervisors and organizational leaders at a higher level (Nack and Manz, 2010; Stewart *et al.*, 2011). Consistent with the proposed argument, such external higher-level influence on employee self-leadership behaviors has triggered the role of perceived organizational support within our proposed model.

In this context, we recommend that organizations recognize and reinforce the effects of perceived support identified in our study, and also encourage them to consider their managerial styles before promoting self-leadership. In addition, HR and regional managers should meticulously consider the national/cultural context and country characteristics throughout their practices in which perceived organizational support affects outcomes differently across countries, even when they are located in the same region. The significant interaction between perceived organizational support and self-leadership in the UAE, but not in Lebanon, might also refer to the country's workforce characteristics. Unlike Lebanon, the nature of the UAE's workplace is predominantly characterized by approximately 85% of expatriates (UN, 2016; Lythraats *et al.*, 2019). Such a mixed employee population is uniquely different from a homogeneous population in other countries (Laraboo and Bagchi, 2011). For instance, Arkhisiangy (2021) has shown how expatriates are better able to obtain positive outcomes when they perceive their organizations as supportive, thus improving their engagement levels at work. Hence, organizations can achieve higher levels of employee engagement if they recognize the critical drivers at work once internal and external pathways are optimally aligned (Dolaney and Royal, 2017).

Furthermore, the interaction effect between perceived organizational support and self-leadership, which was examined for the first time in this study, provides insights and novel orientations to organizations and HRM practitioners. Hereafter, HR practices should embrace the pivotal role of enriching employees' perceived organizational support and nurturing their self-leadership aptitudes, particularly, if they wish to improve engagement. Eventually, organizations, consultancy firms, and HR managers are advised to not only build on recognizing employees' contributions to improve their motivation and organizational support perception but also to pay more attention to the role of self-leadership training programs as they enable reaping and elevating the levels of valuable organizational and employee outcomes such as engagement (see Van Derssen-Bog *et al.*, 2020).

Limitations and suggestions for future research

As with all studies, this study has some limitations. First, our study had a small sample size collected from only two countries; future research should attempt to increase the sample size and collect data from other countries in the Middle East. Second, since increasing the heterogeneity of our sample and consequently the generalizability of our results may be considered a strength rather than a limitation (Demerouti and Rispens, 2014; Breevaert *et al.*, 2016), we strived to collect data from participants in different industries. Yet, the majority of respondents in our sample were obtained from the service industry. Therefore, future studies should try to collect representative samples from different industries in order to generalize the findings and also be able to conduct a comparison in which different job dynamics might derive different interpretations. Third, we asked respondents to self-report their level of engagement and use of self-leadership approaches, because such experiences are best evaluated by the employees themselves (Breevaert *et al.*, 2016). However, we recommend

future studies seek data from both employees and their supervisors to lead to more objective results. Fourth, although we took precautionary steps to handle the common method variance, we recommend that future studies use the marker variable approach as well. Fifth, future researchers are encouraged to repeat this study by following a longitudinal study design that may yield other findings. Finally, as self-leadership literature continues to accentuate the role of cognitive and other internal drivers as opposed to behavioral and external influences (Stewart *et al.*, 2019), we recommend that future studies further explore the role of external forces on the self-leadership process as well as new paradigms that might mediate or moderate its relationship with employee engagement and/or other valuable outcomes.

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