



Engagement Enhancement Strategy Thru Entrepreneurship Strengthening Programs, Psychological Capital, And Work Motivation

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Article Info

Article history:

Received November 1, 2025

Revised November 10, 2025

Accepted November 30, 2025

Keywords:

Employee Engagement
Entrepreneurship
Psychological Capital
Work Motivation

ABSTRACT

This study aims to analyze the influence of entrepreneurship and psychological capital on employee engagement, with work motivation as a mediating variable, among operational employees of PT Enseval Putera Megatrading Tbk Bogor and Depok branches. The research method uses a quantitative approach with a survey technique of 100 respondents, and data analysis is performed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The research findings indicate that entrepreneurship and psychological capital have a positive and significant impact on work motivation, but neither has a direct significant impact on employee engagement. Conversely, work motivation was found to have a positive and significant impact on employee engagement and to act as a mediator between entrepreneurship and psychological capital and employee engagement. The coefficient of determination (R^2) value of 0.530 indicates that the model's ability to explain employee work engagement is in the moderate category. This finding indicates that increased employee engagement can be achieved by strengthening work motivation driven by employees' entrepreneurial behavior and psychological capital. This research provides practical implications for management in developing work engagement improvement programs based on motivation and psychological capacity in the Indonesian healthcare distribution industry environment.

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1. INTRODUCTION

The distribution industry in Indonesia, particularly in the pharmaceutical and healthcare product sectors, is experiencing rapid growth due to the increasing public demand for healthcare services and the implementation of the National Health Insurance (JKN) program, which involves an extensive distribution network [3]. This dynamic requires distribution companies to adapt quickly to changes in the market, regulations, and consumer consumption patterns. In such conditions, the success of an

organization depends not only on supply chain efficiency but also on the capacity of human resources (HR) who are able to innovate, adapt, and actively participate in achieving company goals.

One important aspect that determines human resource performance in the context of modern organizations is employee engagement. This concept describes the extent to which individuals are emotionally, cognitively, and physically committed to their work. Highly engaged employees tend to exhibit work vigor, dedication to the organization, and the ability to immerse themselves in and enjoy their work (absorption). Conversely, low engagement is often associated with decreased productivity, increased absenteeism, and a high desire to change jobs [28].

The phenomenon of work engagement is a significant concern for PT Enseval Putera Megatrading Tbk, one of Indonesia's largest pharmaceutical and health product distribution companies with a national network and integrated logistics system. This company plays a crucial role in ensuring the availability of medicines and health products down to the regional level. However, initial observation results and interviews with branch managers in Bogor and Depok indicate that the level of employee morale, enthusiasm, and dedication in the operational department is still considered fluctuating. Work engagement indicators such as vigor, dedication, and absorption show considerable variation among individuals, indicating the potential for a decline in engagement that could impact operational efficiency and the quality of distribution services.

This research examines internal factors that can increase employee work engagement, including entrepreneurship, psychological capital (PsyCap), and work motivation. These three variables were chosen because they are theoretically closely linked to proactive work behavior and individual engagement with the organization.

Entrepreneurship is defined as the entrepreneurial spirit that encompasses innovation, autonomy, opportunity identification, collaboration, and power [22][24]. In large organizations like Enseval, internal entrepreneurial character or intrapreneurship is highly needed for employees to be able to think creatively, solve problems independently, and contribute to the creation of new value. However, in practice, entrepreneurial orientation is often not fully internalized by frontline employees, especially in the distribution department, which has a routine and procedural work pattern.

Meanwhile, Psychological Capital (PsyCap), which consists of self-efficacy, hope, optimism, and resilience, is an important psychological dimension in improving employee performance and engagement. Individuals with high levels of PsyCap have the confidence to face work challenges, remain optimistic about positive outcomes, and are able to bounce back from pressure [2]. However, various studies also show that the direct effect of PsyCap on engagement often varies depending on organizational support and individual motivation levels [21].

Additionally, work motivation is a key variable that connects personal factors with work engagement. Motivation serves as a driving force that directs individual behavior toward achieving organizational goals [5]. High motivation stems from intrinsic factors such as achievement, responsibility, and recognition, while extrinsic factors like compensation and work environment serve as supporting elements. Recent studies also confirm that motivation plays an important mediating role in explaining the relationship between employees' psychological characteristics and engagement [15].

The novelty of this research lies in the integration of the three constructs (entrepreneurship, PsyCap, and work motivation) within the context of the Indonesian healthcare distribution industry, specifically in operational branches facing high pressure such as Bogor & Depok. The research findings are expected to contribute theoretically to the development of human resource management science and have practical implications for companies in designing engagement improvement strategies based on employee motivation and psychological capabilities.

2. METHOD

This research uses a survey method with a quantitative approach. This approach was chosen because it was deemed appropriate for testing the relationships between latent variables and for obtaining empirical data directly from respondents. The survey technique was conducted using a questionnaire instrument compiled based on relevant theories, and the results were processed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) analysis. This analysis was chosen because it is capable of testing complex structural models, including both direct and indirect influences between variables [12].

The research will be conducted at PT Enseval Putera Megatrading Tbk Bogor and Depok branches for six months, from January to July 2025. The research location was chosen purposively because the company has an adequate number of employees and organizational characteristics relevant to the research themes of employee engagement, work motivation, and entrepreneurial behavior.

The population in this study consists of all operational employees working at both branches, totaling 130 people. Since the population size is manageable, total sampling (saturated sampling) was used, ensuring that all population members had an equal chance of being selected as respondents. Out of this number, 100 employees were designated as the main sample for model analysis, while 30 employees were used as a pilot sample for instrument testing.

The data sources in this study consist of primary and secondary data. Primary data were obtained directly from respondents thru the distribution of questionnaires, while secondary data were obtained from company documents, such as employee numbers, job structure, and organizational performance reports. The questionnaire was developed using a Likert scale and a rating scale to measure the level of perception and the frequency of respondents' behavior. The Likert scale was used for the Psychological Capital, Work Motivation, and Employee Engagement variables, while the rating scale was used for the Entrepreneurship variable. Scores were given on a scale of one to five, ranging from "strongly disagree" or "never" to "strongly agree" or "always," depending on the characteristics of the statement items being measured.

Data analysis was conducted in several stages. The first stage was descriptive statistical analysis to describe the characteristics of the respondents and the data profile for each research variable, including mean values, standard deviations, and frequency distributions. The second stage is instrument quality testing, which includes validity and reliability tests. Validity testing was conducted using Pearson Product Moment correlation, with an item declared valid if the calculated r value was greater than the table r value at a significance level of 0.05. Reliability testing was conducted using Cronbach's Alpha, where an instrument is considered reliable if the alpha value is ≥ 0.60 (Sugiyono, 2022).

Next, convergent and discriminant validity tests were conducted to ensure the reliability of the constructs in the research model. Convergent validity is considered fulfilled if the loading factor value for each indicator is ≥ 0.70 and the Average Variance Extracted (AVE) value is ≥ 0.50 . Meanwhile, discriminant validity was tested using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT), with a maximum HTMT value of 0.90 [12].

The next step is path analysis using PLS-SEM to test the direct and indirect effects between the research variables. The significance of the effect was tested using the bootstrapping method with 5,000 samples, where the test results were considered significant if the t -statistic value was ≥ 1.96 and the p -value was < 0.05 . Additionally, the coefficient of determination (R^2) value is used to measure the extent to which independent variables are able to explain the dependent variable, with classifications of weak (0.25), moderate (0.50), and strong (0.75) [9].

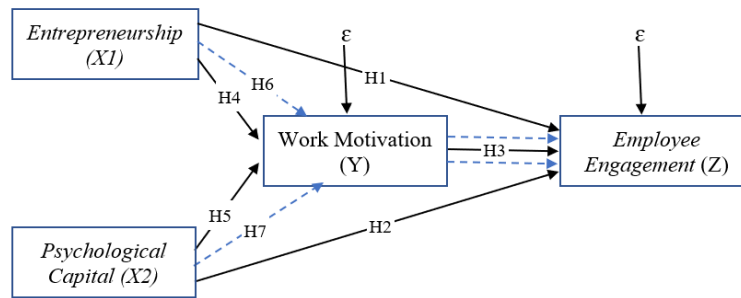


Figure 1. Research Constellation

This study tests seven main hypotheses focused on the direct and mediating effects between variables, namely: (1) the effect of Entrepreneurship on Employee Engagement; (2) the effect of Psychological Capital on Employee Engagement; (3) the effect of Work Motivation on Employee Engagement; (4) the effect of Entrepreneurship on Work Motivation; (5) the effect of Psychological Capital on Work Motivation; (6) the indirect effect of Entrepreneurship on Employee Engagement thru Work Motivation; and (7) the indirect effect of Psychological Capital on Employee Engagement thru Work Motivation.

3. RESULTS AND DISCUSSION

3.1. Respondent Profile

The respondents in this study totaled 101 people, all of whom were permanent employees (PKWTT) in the operational department of PT Enseval Putera Megatrading Tbk Bogor and Depok branches. Based on the data processing results, the majority of respondents are male, totaling 83 people (82.2%), while there are 18 female respondents (17.8%). This dominance of male employees indicates that the company's operational activities, particularly in the fields of distribution and logistics, are still dominated by male workers.

In terms of work units, the majority of respondents came from the Transportation and Warehouse departments, with 17 people each (16.8%), followed by the Consumer Health Division (CHD) with 14 people (13.9%), the Pharmaceutical Division (PHM) with 13 people (12.9%), and Consumer Health Business (CHB) with 12 people (11.9%). The rest came from ATM Staff, Kalbe Nutritional Division (KND), and Finance & Accounting (FA).

3.2. PLS-SEM Analysis

In this study, data analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method. This method was chosen because it has good capabilities in analyzing the relationships between latent variables measured thru a number of reflective and formative indicators. PLS-SEM is a variance-based approach often used in social and management research, particularly when the research model is complex, involves many constructs, and has a relatively small sample size. Additionally, this method can simultaneously estimate measurement and structural models, providing comprehensive results for testing construct validity, indicator reliability, and the strength of relationships between research variables. Based on the guidelines from [12], the analysis stages using PLS-SEM are as follows: 1) Construct Reliability and AVE (Average Variance Extracted); 2) Convergent Validity and Discriminant Validity Analysis; and 3) Coefficient of Determination (R^2) and Model Fit Analysis.

3.2.1. Construct Reliability dan AVE (Average Variance Extracted)

Construct Reliability (CR) tests are used to assess the internal consistency of indicators in measuring latent constructs, while Average Variance Extracted (AVE) is used to measure convergent

validity, which is the extent to which indicators are able to explain the variance of the measured construct. According to Hair et al [12], a construct is considered reliable if the CR value is ≥ 0.70 and convergently valid if the AVE value is ≥ 0.50 .

Table 1. Construct Reliability dan Average Variance Extracted (AVE)

Variable	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average Variance Extracted (AVE)
Entrepreneurship (X1)	0.907	0.937	0.930	0.728
Psychological Capital (X2)	0.873	0.883	0.913	0.723
Work Motivation (Y)	0.916	0.919	0.930	0.598
Employee Engagement (Z)	0.722	0.738	0.842	0.641

Source: Data processed by SmartPLS (2025)

The test results show that all variables in this study have met these criteria. The Employee Engagement variable has a CR value of 0.842 and an AVE of 0.641, indicating good consistency and validity. The Work Motivation variable shows a CR of 0.930 and an AVE of 0.598, meaning the instrument is reliable and valid. Furthermore, the Entrepreneurship variable has a CR of 0.930 and an AVE of 0.728, while the Psychological Capital variable has a CR of 0.913 and an AVE of 0.723. Thus, all research variables have Composite Reliability and AVE values that exceed the recommended minimum threshold, indicating that the research instrument is reliable and convergent valid, and suitable for use in subsequent structural model analysis.

3.2.2. Convergent Validity (Outer Loading)

Convergent validity testing aims to ensure that the indicators used truly measure the intended construct and have a high correlation with each other. This validity is assessed thru the outer loading value, where each indicator is considered valid if its value exceeds the Average Variance Extracted (AVE) of the construct it measures [12].

Table 2. Convergent Validity (Outer Loading)

Indicator	Outer loadings
Z.1 Vigor	0.742
Z.2 Dedication	0.843
Z.3 Absorption	0.812
Y.1 Salary	0.801
Y.2 Job Status and Recognition	0.821
Y.3 Working Conditions	0.742
Y.4 Supervision and Support from Superiors	0.764
Y.5 Incentives and Rewards	0.767
Y.6 Desire for Achievement	0.780
Y.7 Desire for Increased Responsibility	0.819
Y.8 Drive for Personal Recognition	0.707
Y.9 Interest in Challenges in the Job	0.754
X1.1 Autonomy	0.884
X1.2 Innovation	0.902
X1.3 Opportunity Identification	0.852
X1.4 Collaboration	0.788
X1.5 Competitiveness	0.835
X2.1 Hope	0.868
X2.2 Optimism	0.844
X2.3 Resilience	0.835
X2.4 Self-efficacy	0.855

Source: Data processed by SmartPLS (2025)

Based on the table above, the analysis results show that all indicators in the research variable have outer loading values greater than the AVE value of each construct, thus meeting the criteria for convergent validity.

3.2.3. Discriminant Validity

Discriminant validity was evaluated by measuring the cross-loadings of each dimension. Loading values exceeding 0.90 indicate potential inadequacy of discriminant validity [13]. The results of cross-loading calculations for each dimension of each variable are shown in the table below:

Table 3. Cross-Loading Factors on the Entrepreneurship Variable

Indicator	X1.1	X1.2	X1.3	X1.4	X1.5
X1.1	1				
X1.2	0.816	1			
X1.3	0.859	0.875	1		
X1.4	0.832	0.846	0.879	1	
X1.5	0.802	0.834	0.838	0.817	1

Source: Data processed by SmartPLS (2025)

All cross-loading values for the Entrepreneurship variable in Table 3 were found to be lower than 0.90. This finding indicates that each Entrepreneurship variable meets the criteria for discriminant validity.

Table 4. Cross-Loading Factors on the Psychological Capital Variable

Indicator	X2.1	X2.2	X2.3	X2.4
X2.1	1			
X2.2	0.840	1		
X2.3	0.445	0.471	1	
X2.4	0.093	0.115	0.898	1

Source: Data processed by SmartPLS (2025)

All cross-loading values for the Psychological Capital variable in Table 4 were found to be lower than 0.90. These findings indicate that each Psychological Capital variable meets the criteria for discriminant validity.

Table 5. Cross-Loading Factors on the Work Motivation Variable

Indicator	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Y8	Y9
Y1	1								
Y2	0.865	1							
Y3	0.732	0.833	1						
Y4	0.700	0.869	0.824	1					
Y5	0.720	0.857	0.875	0.863	1				
Y6	0.776	0.848	0.844	0.871	0.821	1			
Y7	0.737	0.813	0.875	0.899	0.882	0.872	1		
Y8	0.707	0.800	0.783	0.755	0.823	0.837	0.837	1	
Y9	0.659	0.887	0.828	0.857	0.895	0.893	0.875	0.842	1

Source: Data processed by SmartPLS (2025)

All cross-loading values for the Work Motivation variable in Table 5 were found to be lower than 0.90. These findings indicate that each work motivation variable meets the criteria for discriminant validity.

Table 6. Cross-Loading Factors on the Employee Engagement Variable

Indicator	Z1	Z2	Z3	Z4
Z1	1			
Z2	0.802	1		
Z3	0.888	0.865	1	

Source: Data processed by SmartPLS (2025)

All cross-loading values for the Employee Engagement variable in Table 6 were found to be lower than 0.90. These findings indicate that each Employee Engagement variable meets the criteria for discriminant validity.

3.2.4. Coefficient of Determination (R²)

The Partial Least Squares–Structural Equation Modeling (PLS-SEM) method was developed primarily for predictive purposes, with the coefficient of determination (R²) value being the main indicator in assessing the quality of the structural model. The R² value indicates the proportion of variance in the endogenous construct that can be explained by the exogenous constructs in the model. Thus, the higher the R² value, the greater the ability of the independent variables to explain the variation in the dependent variable. According to Hair et al. [12], an R² value of 0.25 is categorized as weak, 0.50 is considered moderate, and 0.75 is categorized as strong or substantial.

Table 7. Coefficient of Determination

Variabel	R-square	R-square adjusted
Employee Engagement (Z)	0.530	0.503
Work Motivation (Y)	0.550	0.550

Source: Data processed by SmartPLS (2025)

The results of the structural model testing show that the Work Motivation variable has an R² value of 0.550, while the Employee Engagement variable has an R² value of 0.530. Referring to the interpretation guidelines of Hair et al. [12], an R² value of 0.50 is categorized as moderate. Thus, both endogenous variables in this study show the predictive power of the model at a moderate level. An R² value of 0.530 for the Employee Engagement variable indicates that approximately 53% of the variation in employee engagement can be explained by the variables in the model, while the remaining variation is influenced by other factors outside of this study. Similarly, an R² value of 0.550 for the Work Motivation variable indicates that 55% of the variation in employee motivation can be explained by the exogenous constructs, while the remaining variation likely stems from external variables not included in the model.

3.3. Hypothesis Testing

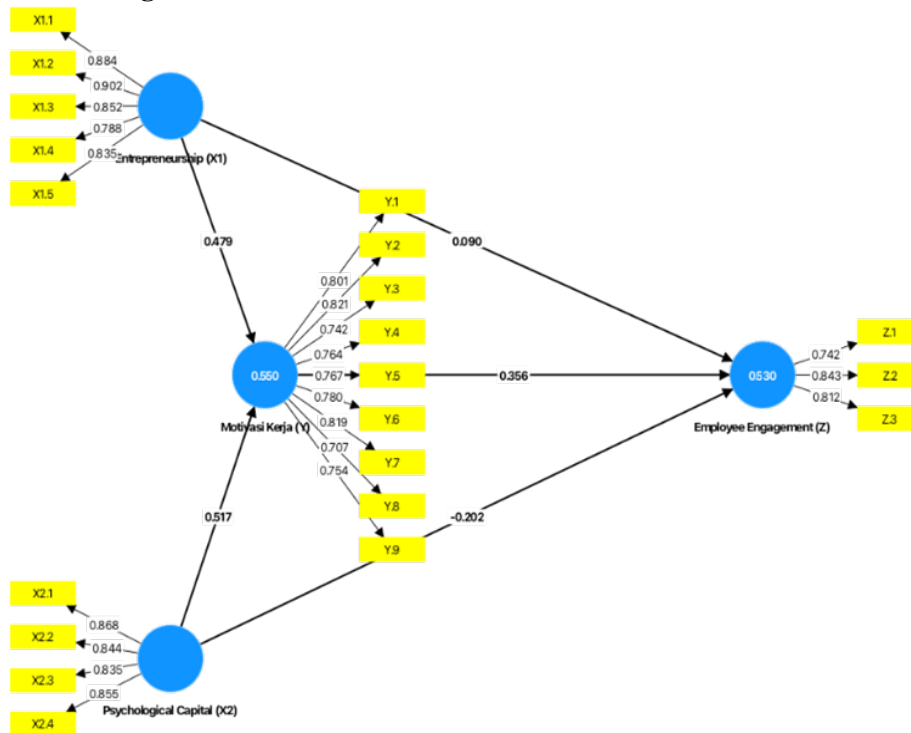


Figure 2. Path Coefficient

Path analysis was conducted using the Partial Least Squares–Structural Equation Modeling (PLS-SEM) method to test both the direct and indirect effects between the research variables. Significance testing was performed using a bootstrapping procedure with 5,000 samples, as recommended by Hair et al. [13]. The test results are statistically significant if they meet the criteria of $t\text{-statistic} \geq 1.96$ and $p\text{-value} < 0.05$.

Table 8. Results of Direct and Indirect Effect Tests

Hipotesis	Original sample (O)	T statistics (O/STDEV)	P values
Entrepreneurship → Employee Engagement	0.090	0.660	0.509
Psychological Capital → Employee Engagement	-0.202	1.732	0.083
Entrepreneurship → Work Motivation	0.479	8.069	0.000
Psychological Capital → Work Motivation	0.517	8.490	0.000
Work Motivation → Employee Engagement	0.356	2.413	0.016
Entrepreneurship → Work Motivation → Employee Engagement	0.170	2.230	0.026
Psychological Capital → Work Motivation → Employee Engagement	0.184	2.309	0.021

Source: Data processed by SmartPLS (2025)

3.3.1. Direct Influence of Entrepreneurship on Engagement

Based on the results of hypothesis testing using the PLS-SEM method, the path coefficient between Entrepreneurship and Employee Engagement was found to be 0.090 with a p-value of 0.509, which is not significant because the p-value is greater than 0.05. This result indicates that although the direction of the relationship is positive, entrepreneurial values have not yet had a significant direct impact on employee engagement within the context of a distribution organization.

Further analysis of the relationships between indicators shows that the correlation between the dimensions of Entrepreneurship (such as collaboration, innovation, competitiveness, autonomy, and opportunity identification) and the dimensions of Employee Engagement (dedication and absorption) is at a moderate level. This indicates that the contribution of entrepreneurship to work engagement is partial and inconsistent across all aspects of the construct.

These findings are consistent with the results of previous research by Pandey et al. [22] and Rožman & Crnogaj [24], which showed that the influence of entrepreneurial orientation on work engagement is only significant when supported by an innovative and collaborative organizational culture. Conversely, in bureaucratic or operationally-oriented organizations, this influence tends to weaken.

Thus, it can be concluded that the positive influence of Entrepreneurship on Employee Engagement is not significant in this study, which is caused by the low correlation between the indicators of both constructs. However, these findings also indicate that strengthening internal entrepreneurial values, such as innovation and collaboration, still has the potential to improve employee engagement levels in the future.

3.3.2. Direct Influence of Psychological Capital on Engagement

The results of the path analysis show that there is a non-significant negative direct effect ($\beta = -0.202$, $p = 0.083 > 0.05$) of Psychological Capital on Employee Engagement among employees of PT Enseval Putera Megatrading Tbk, Bogor & Depok Branch. This finding indicates that Psychological Capital does not have a direct positive influence on Engagement.

Analysis of the relationships between indicators shows a fairly strong correlation between several Psychological Capital indicators and the main indicators of Employee Engagement. The self-efficacy and hope indicators of Psychological Capital make a significant contribution to the vigor and dedication indicators in Employee Engagement, indicating that self-confidence and positive expectations drive higher energy, enthusiasm, and dedication in employees. Additionally, the resilience and optimism indicators also play a role in increasing absorption, which is the ability of employees to remain focused and immersed in their tasks despite facing work pressure.

Research by Mazzetti et al. [20] confirms that personal resources such as Psychological Capital have a strong correlation with Employee Engagement within the Job Demands–Resources Model framework. Meanwhile, recent research by Frontiers in Psychology [7] found that differences in Psychological Capital levels result in varying Employee Engagement profiles. Employees with high levels of self-efficacy and hope have greater work engagement compared to the group with low Psychological Capital. BMC Nursing research [4] also showed that job crafting mediates the relationship between Psychological Capital and Employee Engagement, with the indirect effect being stronger than the direct effect. Additionally, a study by Frontiers in Public Health [8] adds that strong social relationships in the workplace can strengthen the positive effect of Psychological Capital on work engagement. Thus, the differences in the results of this study can be explained by differences in organizational context, respondent characteristics, and mediating variables that may not have been included in the model. At PT Enseval Putera Megatrading Tbk, high work pressure, a busy operational routine, and limited opportunities for self-development can hinder the role of Psychological Capital in increasing work engagement. This finding also shows that certain dimensions of Psychological Capital, particularly self-efficacy and hope, remain important in building employee morale and dedication, even though their overall influence on Employee Engagement is not statistically significant. Therefore, it can be concluded that the direct influence of Psychological Capital on Employee Engagement is negative and not significant. Nevertheless, Psychological Capital indicators such as self-efficacy, hope, resilience, and optimism have a strong relationship with Engagement indicators such as energy, dedication, and emotional involvement. In addition, previous studies have shown that there is a significant positive

direct influence of Psychological Capital on Engagement. Therefore, strengthening the indicators of Psychological Capital is predicted to still be able to increase Engagement.

3.3.3. Direct Influence of Work Motivation on Engagement

The results of the path analysis show that the Work Motivation variable has a positive and significant direct effect ($\beta = 0.356$ and $p = 0.016 < 0.05$) on Employee Engagement at PT Enseval Putera Megatrading Tbk, Bogor & Depok Branch.

Analysis of the relationship between indicators shows that Work Motivation indicators, such as salary, status, working conditions, supervision and supervisor support, incentives and rewards, achievement desire, desire for increased responsibility, drive for personal recognition, and interest in challenges in the job, have a strong correlation with Employee Engagement indicators, namely vigor, dedication, and absorption. A strong relationship is seen in the achievement desire and desire for increased responsibility indicators, which are able to drive employees' energy and dedication to focus and contribute optimally to their work. Additionally, supervisor support and personal recognition also have a tangible impact on shaping employees' interest and persistence in their work.

This finding aligns with various previous studies that emphasize the importance of work motivation in increasing employee engagement. Research by Jia et al. [15] shows that work motivation significantly influences employee engagement in manufacturing companies in China ($\beta = 0.40$; $p < 0.01$). Another study by Gwamanda and Mahembe [11] in the South African public healthcare sector found that intrinsic work motivation significantly contributes to building employee work engagement ($\beta = 0.36$; $p < 0.05$). Additionally, the study by Çetin et al. [5] on the logistics sector in Turkey confirms that engagement mediates the relationship between work motivation and performance, indicating that high work motivation fosters employees' emotional, cognitive, and behavioral involvement in performing their roles.

The consistency of the results of this study with various previous studies strengthens the understanding that work motivation is a key factor influencing employee commitment to the organization. Motivated employees don't just work to meet their economic needs, but also because of an internal drive to achieve, develop themselves, and gain recognition from their work environment. Therefore, increasing work motivation through a fair reward system, a conducive work environment, and effective supervisor support can be an important strategy for companies to sustainably improve employee engagement.

3.3.4. Direct Influence of Entrepreneurship on Work Motivation

The results of the path analysis in this study indicate that the Entrepreneurship variable has a positive and significant direct effect ($\beta = 0.479$, $p = 0.000$, < 0.05) on Work Motivation. The analysis of the relationships between indicators shows a strong correlation between several Entrepreneurship indicators, such as innovation, opportunity identification, and collaboration, and Work Motivation indicators. For example, the innovation and opportunity identification indicators have a fairly strong relationship with the achievement desire and responsibility enhancement indicators of Work Motivation. Meanwhile, the dimensions of collaboration and competitiveness also play a role in strengthening the drive for personal recognition and interest in challenges in the workplace. This relationship shows that entrepreneurial behavior in the workplace can positively shape employees' motivation in fulfilling their roles and responsibilities.

This empirical finding is consistent with various previous studies. Kusuma and Ardyan [16] found that entrepreneurial orientation positively influences employee work motivation through increased innovative and proactive spirit. Research by Santoso and Wirawan [26] also confirms that entrepreneurial characteristics, such as risk-taking courage and the ability to adapt to change, are able to strengthen individuals' intrinsic motivation in business organizations in Indonesia. Furthermore,

Hassi [14] demonstrated that an entrepreneurial mindset in a corporate environment (intrapreneurship) can be a significant source of work motivation, especially in organizations that demand high levels of innovation and adaptability.

This consistency is further supported by Samsiyah, Arianto, and Hendriyanto [25], who demonstrated a positive and significant correlation between entrepreneurial characteristics and entrepreneurial motivation among micro-business owners in Indonesia. Meanwhile, Machado, Porto-Martins, and Vosgerau [18] revealed that the dimensions of entrepreneurship, particularly innovation and competitiveness, are highly correlated with academic motivation and engagement in students, indicating that the influence of entrepreneurial behavior on motivation is not limited to the business context, but is also relevant in various organizational and educational environments.

Thus, the results of this study reinforce the understanding that the application of entrepreneurial behavior in the work environment can shape positive employee motivation. The organization's efforts to encourage entrepreneurial behavior through innovation training, providing collaborative spaces, and a reward system for creative ideas can be an effective strategy for sustainably increasing employee work motivation and performance. A work environment that supports creativity and the courage to take initiative will foster a sense of ownership toward work, increase personal responsibility, and ultimately create productive, innovative, and achievement-oriented employees.

3.3.5. Direct Influence of Psychological Capital on Work Motivation

The results of the path analysis show that the Psychological Capital variable has a positive and significant direct influence ($\beta = 0.517$ $p = 0.000 < 0.05$) on Work Motivation among employees of PT Enseval Putera Megatrading Tbk, Bogor & Depok Branch.

Analysis of the relationship between indicators shows that indicators of Psychological Capital, especially self-efficacy and hope, have a fairly strong correlation with indicators of Work Motivation, such as the desire to achieve, the desire for increased responsibility, and the drive for personal recognition. The dimensions of resilience and optimism also play an important role in strengthening interest in challenges at work and providing the positive energy employees need to remain motivated in the face of operational pressures and challenges. This relationship shows that good psychological capacity will shape proactive work attitudes and encourage efforts to achieve.

This finding aligns with recent research by Wu [31], which shows that Psychological Capital significantly influences the work motivation of elementary school teachers in Taiwan, particularly by increasing optimism and self-efficacy, which can foster work enthusiasm and meaning in their jobs. Restiani and Puspitawati's [23] research also supports these findings by demonstrating that Psychological Capital has a positive influence on work engagement in Generation Z employees, where the dimensions of hope and resilience were proven to increase intrinsic motivation and work involvement. Additionally, the study by Wijayanti et al. [30] in the Indonesian manufacturing sector showed that Psychological Capital plays an important role in promoting innovative work behavior and achievement motivation by increasing self-confidence and adaptive ability to work challenges.

The consistency of these findings across various contexts confirms that Psychological Capital is an important psychological asset in enhancing employee work motivation. Organizations that actively cultivate self-efficacy, hope, resilience, and optimism through training, coaching, and a supportive work environment will be able to build a more empowered, enthusiastic, and achievement-oriented workforce. Thus, organizational investment in developing employees' psychological capital becomes a crucial strategy for maintaining work motivation and improving sustainable performance.

3.3.6. The Indirect Influence of Entrepreneurship on Engagement Thru Work Motivation

The results of the path analysis show that Entrepreneurship does not have a significant direct influence ($\beta = 0.090$ $p = 0.660 > 0.05$) on Employee Engagement among employees of PT Enseval Putera

Megatrading Tbk Bogor & Depok Branch. The relationship between these two variables falls into the very low and non-significant category, so an increase in entrepreneurial orientation among employees does not necessarily directly increase their work engagement.

However, the results of the path analysis of indirect effects show that Entrepreneurship has a positive and significant indirect effect ($\beta = 0.170$ $p = 0.026 < 0.05$) on Employee Engagement when mediated by Work Motivation. The value of the indirect effect coefficient is higher than its direct effect, indicating that work motivation is an effective intervening variable in strengthening the relationship between Entrepreneurship and Employee Engagement. This means that Entrepreneurship first drives an increase in work motivation, which subsequently increases employee work engagement. Compared, the magnitude of the indirect effect of Entrepreneurship on Employee Engagement thru Work Motivation is greater than its direct effect. This indicates that the role of Work Motivation as a mediator functions effectively in mediating the relationship between the two variables.

This finding reinforces that the entrepreneurial spirit within an organizational context not only shapes innovative thinking patterns but also enhances intrinsic motivation, which is the foundation of work engagement. In other words, employees with entrepreneurial characteristics tend to be more motivated to achieve, face challenges, and find meaning in their work, and these conditions ultimately contribute to increased engagement.

This result aligns with recent research by Machado, Porto-Martins, and Vosgerau [19], which shows that entrepreneurial orientation positively influences academic engagement by increasing intrinsic motivation, particularly in the context of students and educators. Additionally, Alnuaimi et al. [1] also found that employee entrepreneurial behavior indirectly increases employee engagement thru improved job motivation and a sense of belonging to the organization. Another finding by Samsiyah, Arianto, and Hendriyanto [25] proves that entrepreneurial characteristics have a positive relationship with work motivation and achievement drive in micro-business owners, which theoretically supports the mediating role of motivation in this context.

Thus, it can be concluded that entrepreneurship plays an important role in fostering employee work engagement, but this effect only becomes significant when accompanied by increased work motivation. Therefore, companies need to develop policies and programs that foster entrepreneurial behavior in employees, such as providing opportunities for innovation, idea development training, and achievement-based reward systems. This step will foster intrinsic motivation while strengthening employees' sense of attachment and loyalty to the organization.

3.3.7. The Indirect Influence of Psychological Capital on Engagement thru Work Motivation

The results of the path analysis show that Psychological Capital has a direct negative and non-significant influence ($\beta = -0.202$ $p = 0.083 > 0.05$) on Employee Engagement at PT Enseval Putera Megatrading Tbk, Bogor & Depok Branch. Furthermore, the results of the indirect effect path analysis show that Psychological Capital also has a significant positive indirect effect ($\beta = 0.184$ $p = 0.021 < 0.05$) on Employee Engagement thru Work Motivation as a mediating variable. The value of this indirect effect coefficient is in the moderate range, indicating that strengthening Psychological Capital will first increase employee work motivation, and high work motivation will subsequently play a role in strengthening engagement in the work environment. When comparing the direct and indirect effects, the research results show that the magnitude of the direct effect of Psychological Capital on Employee Engagement is lower than its indirect effect thru Work Motivation.

This finding aligns with the results of recent research by Wang and Wang [29], who found that Psychological Capital significantly influences Employee Engagement thru work motivation in employees of Chinese manufacturing companies. The research showed that hope and self-efficacy are the main drivers of intrinsic motivation, which ultimately increases work enthusiasm and engagement. Furthermore, Zhao and Zhang [32] also confirmed that Psychological Capital has an indirect impact on

engagement thru increased motivation and proactive work behavior, particularly in labor-intensive industries.

Luthans and Youssef-Morgan's [17] research reinforces these findings by emphasizing that developing psychological capital can be an important foundation for organizations to build sustainable employe motivation and engagement, especially in dynamic work environments. Meanwhile, Chen and Liu [6] added that the role of Psychological Capital as a predictor of employe engagement is not always direct, but is more effective when accompanied by other psychological variables such as motivation and job satisfaction.

Psychological Capital plays an indirect role in shaping Employee Engagement, with Work Motivation serving as an important bridge that transforms internal psychological strengths into tangible work engagement. Organizations need to focus human resource development programs on strengthening work motivation based on psychological capital, such as resilience training, increasing self-efficacy, and fostering positive expectations regarding work goal achievement. Thru this strategy, companies can build a more resilient, motivated, and emotionally attached workforce.

4. CONCLUSION

The analysis results for employes at PT Enseval Putera Megatrading Tbk Bogor and Depok branches show that Entrepreneurship has a positive but not significant effect on Employee Engagement, indicating that entrepreneurial values are not yet strong enough to increase work engagement without the support of other factors. Meanwhile, Psychological Capital also has a negative and non-significant effect on Employee Engagement, showing that employes' psychological capital does not automatically drive work involvement without adequate organizational motivation and support. Conversely, Work Motivation was proven to have a positive and significant influence on Employee Engagement, indicating that an increase in work motivation directly strengthens employes' attachment to their work and the organization. Additionally, Entrepreneurship and Psychological Capital have a positive and significant influence on Work Motivation, meaning that strengthening entrepreneurial values and increasing psychological capital can foster higher work motivation. Meanwhile, Entrepreneurship and Psychological Capital show an indirect positive and significant influence on Employee Engagement thru Work Motivation. Thus, Work Motivation serves as the main mediating variable bridging the relationship between personal factors (entrepreneurship and psychological capital) and employe work engagement.

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