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### The effect of mindfulness on work engagement mediated by psychological capital and psychological empowerment

<sup>1\*</sup>Mohammad Ahyar Syafwan Lysander, <sup>2</sup>Anjas Mutiara Bintang, and <sup>3</sup>Syamsul Hadi

<sup>1,2,3</sup>Sarjanawiyata Tamansiswa University, Jl. Kusumanegara No.157, Muja Muju, Kec. Umbulharjo, Kota Yogyakarta, Daerah Istimewa Yogyakarta 55165, Indonesia

\*correspondence e-mail: [ahyar.sl@ustjogja.ac.id](mailto:ahyar.sl@ustjogja.ac.id)

Article Info	Abstract
<p><b>Keywords:</b> mindfulness, work engagement, psychological capital, psychological empowerment</p>	<p><i>This study aims to examine the effect of mindfulness on work engagement, mediated by psychological capital and psychological empowerment, among Generation Z employees in Yogyakarta. The primary issue addressed is the rising levels of stress and job demands experienced by this demographic, necessitating effective strategies to boost engagement and mental resilience. Methodology: This study obtained data by questionnaires, with data collected from 100 respondents selected through stratified sampling from the Base Jogja Menfess Community. Data were analyzed using Partial Least Squares - Structural Equation Modeling (PLS-SEM) via SmartPLS 4. Finding: The study findings indicate that mindfulness has a positive effect on psychological capital and psychological empowerment, but does not directly influence work engagement. Psychological empowerment emerged as a significant mediator, enhancing work engagement, while psychological capital demonstrated limited influence, possibly due to regional cultural and economic factors. Conclusion: The study concludes that while mindfulness effectively strengthens psychological resilience and empowerment, its impact on work engagement is more pronounced when supported by empowering work environments.</i></p>

## 1. INTRODUCTION

In the modern era, there have been significant changes in the workplace. Rapid technological developments, increasing job pressures, and a fast-paced work culture can lead to high levels of stress for both organizations and individuals. Data from Badan Pusat Statistik (BPS, 2023) shows an employee turnover rate of 30% in Indonesia, driven by high levels of stress and anxiety. A survey by the Katadata Insight Center (2022) indicated that 20% of employees experience stress, and 46% experience anxiety. Effective human resource management is essential to reducing employee turnover, including promoting higher work engagement levels among employees.



Employees are considered the most critical assets of a company and play a vital role in its success, contributing directly to organizational goals. According to [Fiaz & Fahim \(2023\)](#), work engagement refers to the level of an employee's involvement and connection to their job and work environment. Employees with high work engagement are typically motivated to achieve company goals ([Laguía et al., 2024](#)). Research on work engagement often defines it through three dimensions: vigor, dedication, and absorption ([Samul, 2024](#)). These aspects make work engagement crucial within organizations, where it needs to be continuously fostered. One factor that can enhance work engagement is mindfulness, which involves consciously and non-judgmentally focusing on the present experience. This helps with emotional regulation and reduces emotional reactivity ([Schindler et al., 2019](#)).

According to ([Gunasekara & Zheng, 2019](#)) Mindfulness comprises attention, awareness, present-focused concentration, and acceptance. Mindfulness can support mental health, including increased awareness, self-compassion, and responsiveness in stressful situations among employees and managers ([Bonde et al., 2022](#)). Literature suggests a positive relationship between mindfulness and work engagement. Research by ([Karimi et al., 2019](#)) indicates that mindfulness positively affects work engagement. Mindfulness can help manage stress from various job demands and improve employee well-being. Thus, mindfulness can be a valuable part of an employee welfare strategy to reduce stress. This study examines the relationship between mindfulness and work engagement by considering two mediating variables: psychological capital and psychological empowerment.

Psychological capital serves as an internal work resource, defined formally as a "positive psychological condition of a person" ([Zhang et al., 2019](#)). It represents a constructive psychological state focused on solutions, development, and problem-solving, strengthening competitive advantage. This is essential for employee performance and organizational success ([Barinua et al., 2022](#)). Psychological capital includes the ability and resilience to quickly overcome challenges with a positive mindset, comprising four dimensions: hope, self-efficacy, resilience, and optimism ([Sihag, 2020](#)). Psychological capital can also assist organizations in developing employees' psychological resources by creating a positive and supportive work environment, offering professional development opportunities, and recognizing employee achievements.

Furthermore, psychological empowerment is a multifaceted concept that plays an important role in enhancing employee motivation, creativity, and engagement within organizations ([Hirmawan et al., 2023](#)). During the COVID-19 pandemic, psychological empowerment was identified as a key factor in maintaining employee engagement and promoting work, emphasizing the importance of empowerment in times of uncertainty. According to [Gong et al. \(2020\)](#) psychological empowerment consists of meaning, competence, self-determination, and impact. [Juyumaya \(2022\)](#) highlights that psychological empowerment acts as a mediating factor in the relationship with work engagement, indicating that it indirectly influences creativity and expands its benefits beyond engagement, fostering creativity and innovation. When employees feel empowered, they are more likely to take risks, develop innovative solutions for the organization, and experiment with new ideas.

This study focuses on Generation Z employees in Yogyakarta because this group represents a dominant segment of the emerging workforce that is technologically adaptive and values purpose-driven work. Yogyakarta, known as an educational and creative hub in Indonesia, provides a unique context for observing this generation's work behavior. However, the city's relatively low regional minimum wage (UMR) and strong cultural values such as "*nerimo ing pandum*" (accepting one's fate) may influence how mindfulness, psychological capital, and empowerment affect engagement. Therefore, studying Generation Z employees in Yogyakarta offers valuable insights into how these psychological factors operate within both economic and cultural constraints

There has been much debate regarding the relationship between mindfulness, psychological capital, and psychological empowerment on work engagement. Past studies, like those by (Qasemi & Shahkarami, 2024), have found negative effects between psychological empowerment and work engagement. This inconsistency in previous research results indicates that the relationship among these variables remains unclear and requires further examination, particularly in the context of Generation Z employees in Yogyakarta.

This study aims to re-examine these findings by investigating the influence of mindfulness on work engagement through the mediating effects of psychological capital and psychological empowerment. It is hoped that this research can provide deeper insights into the relationship between these factors and employee engagement. Further research is necessary to fully understand these concepts and their practical applications, which may help bridge gaps in previous studies.

## 2. LITERATURE REVIEW AND HYPOTHESIS

### **Mindfulness**

Mindfulness is a mental state characterized by non-judgmental and non-reactive awareness of the present moment (Cheng et al., 2023). According to Sharma & Kumra (2022) mindfulness can benefit employee groups across various types of jobs, work conditions, and environments. Mindfulness can help employees improve their well-being, enhance work effectiveness, and reduce stress. This state is essential for employees, especially in diverse job types and work environments that may cause stress and negative emotions. By practicing mindfulness (self-awareness), employees can become more focused, productive, and satisfied with their work, while also reducing stress that could impact their mental and physical health. Mindfulness is a state that increases attention and awareness of what is happening in the present moment (Duggan et al., 2024). Based on definitions from several experts, mindfulness can be understood as a mental state where individuals avoid negative emotions, which can benefit them across different types of jobs, job conditions, and work environments. Avoiding negative emotions can help improve productivity, job satisfaction, and reduce stress.

From the literature, mindfulness is defined as a mental state marked by non-reactive and non-judgmental awareness of the present. Thus, mindfulness (self-awareness) can enhance well-being, increase work effectiveness, and reduce stress. This state is especially important for employees, given the wide range of job types and work environments that may cause

stress and negative emotions. By practicing mindfulness (self-awareness), employees can become more focused, productive, and satisfied in their work, while also reducing stress that could impact their mental and physical health. In the context of the Job Demands–Resources (JD-R) Theory, mindfulness functions as a personal resource that enables employees to manage job demands more effectively. Mindful individuals can regulate emotions, sustain concentration, and transform stressful work conditions into opportunities for growth and learning, which ultimately enhances engagement and performance.

### **Work Engagement**

Work engagement is a positive and fulfilling state of mind related to one's job (Aurel et al., 2023; Harunavamwe & Kanengoni, 2023). It is important for individuals as it can enhance job satisfaction, increase productivity, improve performance, and foster overall well-being. Organizations benefit from employees who are motivated, committed, and willing to put in extra effort to contribute to the organization's success. According to Hagen et al. (2023) work engagement is defined as a state in which individuals are highly driven and fully immersed in their work, demonstrating motivation that goes beyond a high level of engagement. When individuals are fully engaged in their work, they tend to feel a strong sense of satisfaction, as they not only focus on completing tasks but also delve into the deeper meaning behind their work. This leads to increased productivity and a positive outlook on their job.

From previous literature, it can be concluded that work engagement has a significant impact on job satisfaction, productivity, and individual performance. It allows individuals to find meaning and purpose in their work, leading them to be more involved and focused on their tasks, which ultimately enhances performance and productivity. Work engagement also promotes a sense of overall well-being. It is crucial for organizations as well, as it can boost employee motivation, commitment, and dedication to the organization. Organizations should prioritize enhancing employee engagement since engaged employees are more likely to contribute to organizational success and experience higher levels of satisfaction and happiness. Within the JD-R framework, work engagement is considered an outcome that arises when personal resources (mindfulness, psychological capital) interact with job resources (empowerment, feedback, and autonomy) to motivate employees and improve performance.

### **Psychological Capital**

According to Luthans, psychological capital is a study focused on enhancing employee performance in the workplace by leveraging measurable and manageable positive strengths (Adil & Kamal, 2020). Mishra et al. (2019) define psychological capital as a concept that includes confidence, hope, optimism, and resilience, which can help individuals handle work-related stress and challenges more effectively. Psychological capital is measured using a scale that assesses how individuals face stressful situations at work, such as remaining calm under pressure. According to Fiaz & Fahim (2023) psychological capital comprises several indicators, including hope, self-efficacy, optimism, and resilience.

Huynh & Hua (2020) describe psychological capital as a concept centered on an individual's psychological condition, which is essential for their performance and well-being. It encompasses aspects such as self-confidence, optimism, hope, and resilience, enabling employees to overcome challenges and achieve their goals

Based on several literature sources, it can be concluded that psychological capital is an important concept that can help employees attain success and happiness in their work. Psychological capital can also assist organizations in enhancing employee well-being. By developing psychological capital, organizations can create a more positive and productive work environment. According to the JD-R Theory, psychological capital acts as a personal resource that buffers the effects of job demands and sustains motivation. Employees with high psychological capital are more resilient and optimistic, allowing them to remain engaged and productive under pressure.

### **Psychological Empowerment**

According to Karimi et al. (2021) psychological empowerment refers to the feeling employees have when they perceive they have control and influence over their work, including the ability to make decisions that impact their tasks and the quality of service they provide. Arefin et al. (2019) describe psychological empowerment as a sense of control over one's work environment and finding meaning in the work they do, which influences how individuals perceive their ability to make an impact. Gong et al. (2020) state that psychological empowerment includes several indicators: meaning, competence, self-determination, and impact.

Abbasi et al. (2021) explain that psychological empowerment is the feeling of having control over workplace situations, where employees feel capable and motivated to carry out tasks and make decisions. From various literature sources, it can be concluded that psychological empowerment is a sense of control and influence over one's work, work environment, and workplace situations. This influences how employees perceive their ability to make an impact and make decisions that affect their work and quality within the organization. Under the JD-R Theory, psychological empowerment functions as a key job resource that stimulates motivation and engagement. Empowered employees perceive their work as meaningful and feel competent and autonomous, which enhances their psychological well-being and commitment to organizational goals.

### **Mindfulness and Work Engagement**

Gunasekara & Zheng (2019) reveal that mindfulness positively influences work engagement. When individuals demonstrate a high level of present-moment awareness and can accept it without judgment, they are more likely to exhibit higher levels of engagement and enthusiasm toward their work. This relationship is further supported by Huang et al. (2022) and Chen et al. (2022) who states that mindfulness positively enhances work engagement. Huang et al. (2022) specifically highlight the mediating role of work engagement in the relationship between mindfulness and job performance, while Chen et al. (2022) identify job meaning, emotional regulation, and job competence as mediating factors in the relationship between mindfulness and work engagement.



Similarly, previous studies by [Sharma & Kumra \(2022\)](#) also indicates that mindfulness positively affects work engagement. Research conducted by [Cheng et al. \(2023\)](#) confirms that mindfulness positively impacts work engagement, as does the study by [Fiaz & Fahim \(2023\)](#). After reviewing previous studies, it can be concluded that mindfulness plays a crucial role in enhancing employee engagement through present moment awareness and emotional regulation. The following hypothesis is therefore proposed:

H<sub>1</sub>: There is a positive influence of mindfulness on work engagement

### **Mindfulness and Psychological Capital**

Mindfulness plays an important role in enhancing psychological capital through self-efficacy, optimism, hope, and resilience ([Fiaz & Fahim, 2023](#)). Psychological capital is defined as a positive psychological state that is strengthened through the practice of mindfulness, enabling individuals to manage stress and build resilience effectively ([Liu & Du, 2024](#)). Several studies support the relationship between mindfulness and psychological capital. Previous research by [Baluku et al. \(2023\)](#) that mindfulness has a positive impact on psychological capital. [Barry et al. \(2019\)](#) also found that mindfulness positively influences psychological capital, as did the study by [Dirzyte et al. \(2022\)](#).

However, research by [Fiaz & Fahim \(2023\)](#) indicates that mindfulness has a negative effect on psychological capital. Based on prior literature, mindfulness has been recognized as an important personal resource that strengthens individuals' psychological capacities, such as optimism, resilience, and hope. In line with these theoretical assumptions. The following hypothesis is therefore proposed:

H<sub>2</sub>: There is a positive influence of mindfulness on psychological capital

### **Mindfulness and Psychological Empowerment**

Mindfulness plays an important role in enhancing psychological empowerment within organizational settings. According to [Donald et al. \(2020\)](#), mindfulness positively influences self-determination, which is associated with intrinsic motivation and identified regulation. Similarly, previous research by [Nauly, \(2022\)](#) shows that mindfulness has a positive effect on psychological empowerment. [Amira et al. \(2024\)](#) also found that mindfulness positively impacts psychological empowerment. However, according to ([Zimmermann et al., 2020](#)), mindfulness either has no effect or a negative effect on meaning. Several scholars have emphasized that mindfulness supports employees' perception of meaning, competence, and autonomy at work key elements of psychological empowerment. The following hypothesis is therefore proposed:

H<sub>3</sub>: There is a positive influence of mindfulness on psychological empowerment

### **Psychological Capital and Work Engagement**

According to [Tsaar et al. \(2019\)](#), when employees have an optimistic outlook toward challenges (optimism) and the mental capacity to recover from setbacks (resilience), this positively impacts work outcomes, such as employee engagement. Previous research by [Tsaar et al. \(2019\)](#) reveals that psychological capital positively influences work engagement. Similarly, research by [Wirawan et al. \(2020\)](#) indicates that psychological capital has a

positive effect on work engagement. Research by [Niswaty et al. \(2021\)](#) also supports the positive influence of psychological capital on work engagement. However, this contrasts with findings by [Tetteh et al. \(2022\)](#) which suggests that psychological capital strengthens the negative relationship between workplace fun, work engagement, and turnover intention in the hospitality industry. In the framework of the Job Demands–Resources Theory, psychological capital functions as an internal resource that encourages vigor, dedication, and persistence at work. The following hypothesis is therefore proposed:

H4: There is a positive influence of psychological capital on work engagement

### Psychological Empowerment and Work Engagement

According to [Tummers & Bakker \(2021\)](#), when employees feel that their work is meaningful, have the competence to perform it, possess autonomy (self-determination), and perceive that their work has a significant impact, they tend to show greater motivation. Although there is interest in the role of psychological empowerment in work engagement, such as in organizational commitment or job satisfaction, few studies have specifically examined the relationship between psychological empowerment and work engagement.

Previous research by [Ayu & Tjahjono \(2023\)](#) reveals that psychological empowerment positively affects work engagement. Similarly, a study by [Monje et al. \(2021\)](#) indicates that psychological empowerment positively influences work engagement. Another study by [Blaique et al. \(2023\)](#) shows that psychological empowerment partially mediates the relationship between empowering leadership and work engagement. Psychological empowerment has been identified as a key motivational resource that enhances employees' enthusiasm and commitment. The following hypothesis is therefore proposed:

H5: There is a positive influence of psychological empowerment on work engagement

Based on the theory's explanation and previous research findings, which serve as the foundation for developing the hypotheses, the model in this study is formulated as shown in Figure 1.

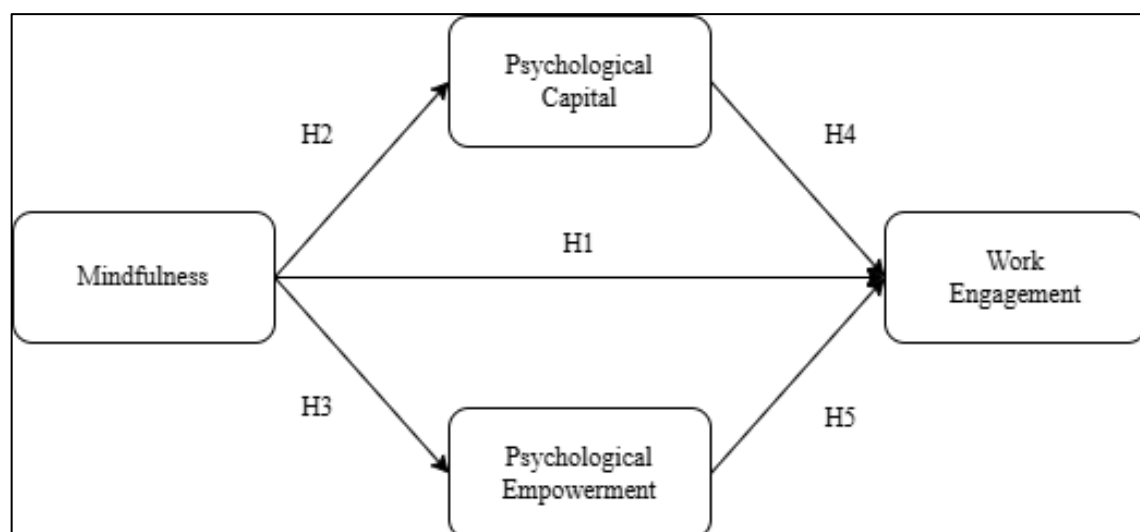


Figure 1. Conceptual Model

### 3. RESEARCH METHOD

#### Population and Sample

The population in this study consists of Generation Z employees in Yogyakarta, sourced directly from the Base Jogja Menfess Community on X (Twitter), which has 128,218 followers, with a minimum work experience of 0-1 year and education at the high school (SMA) or vocational school (SMK) level. The study targets Generation Z employees in Yogyakarta who are part of the Base Jogja Menfess Community on X (Twitter). It was conducted from May to June 2023. Respondents in this study are Generation Z employees in Yogyakarta, both permanent and contract employees.

According to [Sugiyono \(2020\)](#), if the population size is less than 100, the sample is taken in full; however, if the population is larger than 100, 10-15% or 20-25% of the total population can be sampled. Given the large population size in this study, with 128,218 followers from the Base Jogja Menfess Community on X (Twitter), applying a 10% sample size using the Slovin formula  $n = \frac{N}{1 + Ne^2}$  results in a required sample size of 100 respondents.

The sampling technique was conducted using Stratified Sampling by selecting employees/workers who work in Yogyakarta. This study analyzes the relationship between mindfulness and work engagement, mediated by psychological capital and psychological empowerment.

#### Data Collection

Data were collected using an online questionnaire distributed through the *Base Jogja Menfess* community on X (Twitter). The scale used in this research is an ordinal scale. The scaling technique utilizes a Likert scale with scores ranging from 1 to 5, measuring four variables on a scale of 1 (Strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree), and 5 (Strongly Agree). The Likert scale is used to measure individuals' or groups' opinions, attitudes, and perceptions regarding social phenomena.

#### Data Analysis

The collected data were analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with SmartPLS 4 software. PLS-SEM is appropriate for exploratory research and complex models with multiple mediating variables ([Hadi, Sentosa, & AbWahid, 2022](#)).

### 4. RESULT AND DISCUSSIONS

#### Characteristic Demographic

The respondents in this study consisted of 100 Generation Z employees in Yogyakarta. The majority of respondents were female, totaling 69, while 31 were male, with an average age of 22-23 years. The respondents in this study had an average education level of a bachelor's degree (S1), with the majority having worked for 1-3 years. The demographic data distribution of respondents can be seen in Table 1.



**Table 1. Characteristic Demographic**

Characteristic Demographic		%
Gender	Male	31%
	Female	69%
Age	18 – 19 years	2%
	20 – 21 years	8%
	22 – 23 years	37%
	24 – 25 years	26%
	26 – 27 years	27%
Education	SMA/SMK	45%
	D1/D2/D3/D4	6%
	S1	49%
Length Work	S2/S3	0%
	0 – 1 years	48%
	1 – 3 years	39%
	3 – 5 years	11%
	> 5 years	2%

**Validity Test**

Convergent validity is calculated by examining the correlation between indicator scores and their constructs. If the indicator's correlation value is above 0.50, the indicator is considered valid. If an indicator does not meet this requirement, it must be discarded.

**Table 2. Validity Test**

	Mindfulness	Psy Cap	Psy Emp	WE
X1	0.788			
X2	0.663			
X4	0.645			
X6	0.643			
X7	0.728			
X8	0.757			
Z1.1		0.805		
Z1.2		0.787		
Z1.3		0.821		
Z1.4		0.838		
Z1.5		0.748		
Z1.6		0.761		
Z1.8		0.817		
Z2.1			0.648	
Z2.2			0.584	
Z2.3			0.838	
Z2.4			0.874	
Z2.5			0.778	
Z2.6			0.823	
Z2.7			0.553	
Z2.8			0.687	
Y.1				0.854
Y.2				0.762
Y.3				0.791
Y.4				0.825
Y.5				0.827

Based on the Table 2, it shows that all indicators for the variables meet convergent validity, as the outer loading values are above 0.70 and 0,5 (Hair et al., 2019).

### Discriminat Validity

Discriminant validity, which is measured through cross-loading between indicators and their constructs. The indicator is valid if the relationship between the indicator and its construct is greater than the relationship with other constructs. This test aims to ensure that each construct in this model differs from its construct.

**Table 3. Discriminant Validity**

	<b>Mindfulness</b>	<b>Psy Cap</b>	<b>Psy Emp</b>	<b>WE</b>
X1	<b>0.788</b>	0.625	0.600	0.527
X2	<b>0.663</b>	0.453	0.445	0.414
X4	<b>0.645</b>	0.529	0.423	0.479
X6	<b>0.643</b>	0.443	0.422	0.342
X7	<b>0.728</b>	0.493	0.528	0.502
X8	<b>0.757</b>	0.616	0.606	0.582
Z1.1	0.599	<b>0.805</b>	0.651	0.569
Z1.2	0.550	<b>0.787</b>	0.650	0.572
Z1.3	0.591	<b>0.821</b>	0.610	0.540
Z1.4	0.668	<b>0.838</b>	0.693	0.600
Z1.5	0.573	<b>0.748</b>	0.622	0.672
Z1.6	0.509	<b>0.761</b>	0.558	0.570
Z1.8	0.692	<b>0.817</b>	0.778	0.668
Z2.1	0.504	0.606	<b>0.648</b>	0.623
Z2.2	0.389	0.465	<b>0.584</b>	0.493
Z2.3	0.664	0.769	<b>0.838</b>	0.651
Z2.4	0.642	0.762	<b>0.874</b>	0.670
Z2.5	0.629	0.575	<b>0.778</b>	0.546
Z2.6	0.561	0.640	<b>0.823</b>	0.586
Z2.7	0.314	0.362	<b>0.553</b>	0.436
Z2.8	0.419	0.521	<b>0.687</b>	0.505
Y.1	0.621	0.670	0.687	<b>0.854</b>
Y.2	0.551	0.579	0.567	<b>0.762</b>
Y.3	0.436	0.521	0.577	<b>0.791</b>
Y.4	0.473	0.529	0.593	<b>0.825</b>
Y.5	0.650	0.726	0.709	<b>0.827</b>

Based on the Table 3, cross-loading results indicate that the indicators used in this study have good discriminant validity in preparing each variable.

### Composite Reliability

Composite reliability analysis was conducted to evaluate the consistency and reliability of the constructs in this research model. The construct is declared reliable if the composite reliability value is above 0.70. The mindfulness variable shows a value of (0.810), work engagement (0.879), psychological capital (0.889), and psychological empowerment (0.907). Based on the composite reliability value in each study, it shows > 0.70. Therefore,

the results show that the variables have met So it can be concluded that all of these variables have a high level of reliability.

### Model Fit

Model fit testing aims to determine whether a model aligns well with the data. Six indices are used in model fit testing to assess this alignment.

**Table 4. Model Fit**

Fit Summary	Cut Off	Estimate	Decision
SMSR	< 0,10	0,108	Not Fit
d_ ULS	> 0,05	4,105	Fit
d_ G	> 0,05	1,424	Fit
Chi-square	$\chi^2$ statistik $\geq \chi^2$ tabel	669.625	Not fit
NFI	Mendekati nilai 1	0,662	Fit
RMS Theta	< 0,12	-	-

Based on Table 4, the results indicate that most indices meet the required thresholds. The SRMR value of 0.108, which slightly exceeds the ideal cut-off of 0.10, can still be considered acceptable in complex structural models. This minor deviation suggests only a limited discrepancy between the empirical covariance matrix and the theoretical model, without compromising overall model validity (Hair et al., 2019).

The d\_ ULS (4.105) and d\_ G (1.424) values both demonstrate good alignment between the observed and estimated data, confirming that the model fits the empirical structure well. The Chi-square value (669.625) further supports the adequacy of the model, indicating that the difference between observed and predicted matrices remains within a tolerable range. Meanwhile, the NFI value (0.662) approaches the recommended level of 1, suggesting a moderate yet acceptable fit given the model's complexity and sample size.

Overall, these findings suggest that the research model achieves an acceptable, though not optimal, level of fit. The model is therefore deemed adequate for explaining the relationships among variables and can be used confidently for subsequent hypothesis testing.

### Hypothesis Testing

Based on the data analysis results using SmartPLs 4, the findings are able to answer the hypotheses in this study. The results of the hypothesis testing can be seen in Table 2, by examining the t-statistic value and the p-value. The hypothesis in this study can be considered accepted or proven if the p-value is < 0.05.

**Table 5. Hypothesis Testing**

Hypothesis	Original Sample	T Statistics	P Values
Mindfulness (X) → Work Engagement (Y)	0,158	0,861	0,389
Mindfulness (X) → Psychological Capital (Z1)	0,754	11,939	0,000
Mindfulness (X) → Psychological Empowerment (Z2)	0,724	12,745	0,000
Psychological Capital (Z1) → Work Engagement (Y)	0,277	1,578	0,115

Psychological Empowerment (Z2) → Work Engagement (Y)	0,436	3,594	0,000
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Based on Table 5, the results of the hypothesis testing show that the first hypothesis is rejected, meaning that the mindfulness variable does not have a positive effect on work engagement (0.861, P-Values = 0.389). The second hypothesis is accepted, meaning that the mindfulness variable has a positive effect on psychological capital (11.939, P-Values = 0.000). The third hypothesis is accepted, meaning that mindfulness has a positive effect on psychological empowerment (12.745, P-Values = 0.000). The fourth hypothesis is rejected, meaning that psychological capital does not have a positive effect on work engagement (1.578, P-Values = 0.115). The fifth hypothesis is accepted, meaning that psychological empowerment has a positive effect on work engagement (3.594, P-Values = 0.000).

### Path Analysis (Intervening)

Based on the data analysis results using SmartPls 4, the findings are able to answer the hypotheses in this study. The results of the hypothesis testing can be seen in Table 2, by examining the t-statistic value and the p-value. The hypothesis in this study can be stated as either accepted or rejected.

**Table 6. Path Analysis (Intervening)**

Variable	Direct Effect (X → Y)	Indirect Effect (X → Z → Y)	Total Effect (DE + IE)	Decision
Z1	0,158 (0,389)	0,209 (0,153)	0,367 (0,236)	Not Support
Z2	0,158 (0,389)	0,316 (0,00)	0,474 (0,389)	Supported

The results presented in Table 6 show that Psychological Capital (Z1) does not act as a significant mediator between Mindfulness (X) and Work Engagement (Y). Both the direct ( $p = 0.389$ ) and indirect ( $p = 0.153$ ) effects are statistically nonsignificant. This indicates that Z1 does not effectively transmit the influence of mindfulness to work engagement. Therefore, no mediation occurs in this pathway. This result may be attributed to the limited relevance of psychological capital as a short-term resource among Generation Z employees or to contextual factors such as low job stability and economic constraints.

In contrast, Psychological Empowerment (Z2) demonstrates a significant indirect effect ( $\beta = 0.316$ ;  $p = 0.000$ ) while the direct path from mindfulness to work engagement remains non-significant ( $p = 0.389$ ). These results indicate that the effect of mindfulness on work engagement occurs entirely through psychological empowerment, confirming a full mediation effect. This finding suggests that mindfulness influences work engagement primarily when employees feel empowered perceiving autonomy, competence, and meaningfulness in their roles.

### Mindfulness and Work Engagement

In this study, mindfulness was not found to have a positive effect on work engagement among Generation Z employees in Yogyakarta. One possible explanation lies in the

characteristics of the mindfulness measurement itself. The item “*The past occupies my thoughts*” may have been interpreted differently by respondents, those who agreed with the statement might be more reflective or nostalgic rather than present-focused. This indicates a tendency to dwell on past experiences, which contradicts the core principle of mindfulness that emphasizes awareness and acceptance of the present moment. As a result, this misalignment may have reduced the effectiveness of mindfulness in enhancing work engagement.

From a theoretical perspective, this finding aligns with the Job Demands–Resources (JD-R) Theory, which suggests that personal resources like mindfulness can enhance engagement only when supported by adequate job resources. For Generation Z employees, who typically value rapid career advancement and immediate feedback, mindfulness which promotes patience and acceptance, might conflict with their achievement-oriented mindset. Consequently, the motivational value of mindfulness may not fully translate into engagement in fast-paced or high-pressure work environments.

Compared with findings from Western-based studies such as [Gunasekara & Zheng \(2019\)](#) and [Chen et al. \(2022\)](#), which consistently show a strong positive relationship between mindfulness and work engagement, the present study reveals a contextual difference. In Western contexts characterized by individualistic cultures and greater job autonomy, mindfulness directly promotes engagement through self-direction and intrinsic motivation. However, in collectivist settings like Indonesia particularly in Yogyakarta work values emphasize harmony and acceptance (*nerimo ing pandum*), which may reduce the assertiveness and proactivity typically associated with engagement.

Similarly [Nerstad et al. \(2019\)](#) also reported that mindfulness does not necessarily lead to higher engagement, especially when it is not supported by recovery opportunities or empowering work conditions. This suggests that mindfulness alone may not be sufficient to sustain engagement without complementary organizational factors such as empowerment, autonomy, and recognition.

Overall, while mindfulness remains beneficial for emotional regulation and stress management, its impact on engagement among Generation Z employees in Yogyakarta appears to depend on organizational context and cultural dynamics. Integrating mindfulness programs with empowerment strategies may therefore offer a more effective pathway to enhance engagement in collectivist and high-demand work environments.

### **Mindfulness and Psychological Capital**

The findings of this study indicate that mindfulness has a positive effect on psychological capital among Generation Z employees in Yogyakarta. This suggests that employees who are more mindful those who can maintain awareness and focus on the present moment, tend to have higher levels of optimism, hope, self-efficacy, and resilience. Mindfulness helps individuals regulate their emotions and view challenges more constructively, enabling them to respond to work-related stress with greater composure and adaptability.

From the perspective of the Job Demands–Resources (JD-R) Theory, mindfulness functions as a personal resource that strengthens employees’ capacity to cope with job



demands and sustain motivation. When employees practice mindfulness, they enhance their self-regulatory abilities, which contribute to the four dimensions of psychological capital. For instance, mindful employees develop hope by setting clear goals and identifying pathways to achieve them, optimism through reframing challenges positively, self-efficacy by maintaining confidence in their abilities, and resilience by recovering quickly from setbacks.

The cultural context of Generation Z employees in Yogyakarta may further support this relationship. This group often faces uncertainty in career prospects and limited economic opportunities; mindfulness thus helps them maintain psychological balance and focus on growth rather than frustration. These internal strengths, reflected in psychological capital, become essential resources that help employees stay productive and mentally healthy despite external challenges.

This finding is consistent with [Li et al. \(2023\)](#), who found that mindfulness positively influences psychological capital by enhancing individuals' psychological resources and creativity. Similarly, [Barry et al. \(2019\)](#) and [Dirzyte et al. \(2022\)](#) emphasize that mindfulness fosters awareness, attention control, and self-acceptance, which collectively strengthen psychological capital and improve work performance. Therefore, mindfulness not only promotes emotional well-being but also serves as a psychological foundation for building positive attitudes, creativity, and resilience in the workplace.

### **Mindfulness and Psychological Empowerment**

This study found that mindfulness has a positive effect on psychological empowerment among Generation Z employees in Yogyakarta. This means that employees who are more mindful to maintain present-moment awareness and emotional balance tend to feel more competent, autonomous, and impactful in their roles. Mindfulness enables individuals to become aware of their internal states, manage stress effectively, and focus attention on meaningful aspects of their work. This heightened awareness strengthens self-determination and confidence, which are core dimensions of psychological empowerment.

From the Job Demands–Resources (JD-R) Theory perspective, mindfulness functions as a *personal resource* that enhances motivation by fostering intrinsic psychological strength. When employees are mindful, they perceive greater control and purpose in their work, which translates into higher empowerment. In the context of Generation Z employees who often seek purpose, independence, and alignment between personal values and job roles mindfulness helps bridge the gap between personal expectations and workplace realities. It encourages self-reflection and emotional regulation, allowing employees to respond to challenges constructively rather than reactively.

In Yogyakarta's culturally diverse work environment, mindfulness also supports cultural sensitivity and emotional intelligence, helping employees collaborate effectively across backgrounds. This aligns with [Paul & Perwez \(2023\)](#), who found that mindfulness enhances psychological empowerment by increasing self-awareness and emotional control. Similarly, [Donald et al. \(2020\)](#) emphasized that mindfulness strengthens intrinsic motivation by promoting meaning, competence, and self-determination. Thus, mindfulness not only

supports individual well-being but also empowers employees to take initiative, make informed decisions, and find purpose in their work.

Overall, these findings indicate that mindfulness acts as a catalyst for empowerment, helping Generation Z employees develop autonomy, competence, and confidence in navigating dynamic and multicultural workplace settings.

### **Psychological Capital and Work Engagement**

In this study, psychological capital had a negative result on work engagement among Generation Z employees in Yogyakarta. This suggests that internal psychological resources such as self-efficacy, optimism, hope, and resilience may not directly translate into higher engagement levels in this context. One possible explanation lies in external economic and cultural factors that shape employee motivation. Yogyakarta has one of the lowest regional minimum wages (UMR) among Indonesia's major cities, which may shift employees' focus toward fulfilling basic financial needs rather than developing internal psychological strengths. Consequently, intrinsic motivation which is central to work engagement may be overshadowed by extrinsic concerns such as income stability.

Furthermore, the Javanese cultural value of "*nerimo ing pandum*" (accepting one's fate) can influence employees' attitudes toward work. This philosophy encourages acceptance and humility but may also reduce the drive for self-improvement and proactive goal setting two traits essential for the development of psychological capital. As a result, employees might exhibit calm acceptance of their circumstances rather than striving to enhance engagement through psychological effort.

From the Job Demands–Resources (JD-R) Theory perspective, this outcome can be interpreted as a lack of synergy between personal and job resources. Psychological capital functions as a personal resource, but without adequate job resources such as fair compensation, recognition, or career development opportunities it may not effectively lead to engagement. This implies that psychological capital alone is insufficient to boost motivation unless supported by organizational conditions that allow these internal resources to manifest behaviorally.

This finding is consistent with [Xi et al. \(2020\)](#) who also reported that psychological capital did not significantly influence work engagement when contextual support and developmental opportunities were limited. Thus, while psychological capital remains a valuable psychological asset, its motivational power may be constrained by external socio-economic realities and cultural norms. For organizations in Yogyakarta, this suggests that improving financial incentives and career pathways may be necessary for psychological capital to translate into genuine engagement.

### **Psychological Empowerment and Work Engagement**

This study found that psychological empowerment has a positive effect on work engagement among Generation Z employees in Yogyakarta. This suggests that when employees feel empowered through autonomy, competence, and meaning they are more motivated and involved in their work. Psychological empowerment fulfills Gen Z's need for self-expression, independence, and meaningful contribution, which are key drivers of

engagement in this demographic. When employees perceive that their opinions matter and their roles contribute to organizational success, they are more likely to display enthusiasm and persistence in their work.

From the perspective of the Job Demands–Resources (JD-R) Theory, psychological empowerment functions as an essential job resource that enhances intrinsic motivation and buffers the effects of work stress. Empowered employees are more capable of transforming job demands into growth opportunities, thereby maintaining high levels of vigor, dedication, and absorption. For Generation Z employees who value flexibility, autonomy, and purpose empowerment provides a sense of control and ownership that directly fuels engagement.

The Yogyakarta context reinforces this relationship. Work environments that promote open communication and frequent feedback align well with the preferences of Generation Z employees, who seek transparency and participation in decision-making. Empowerment also builds confidence and self-determination, helping employees manage challenges and adapt to change more effectively.

This finding is consistent with (Meng & Sun, 2019), who reported that psychological empowerment positively affects work engagement by enhancing self-efficacy and intrinsic motivation. Similar evidence from Duțu & Butuceanu (2019), Aurel et al. (2023), Thakre & Mathew (2020), and Fatoki (2023) further supports that empowerment encourages employees to take initiative, seek development, and sustain enthusiasm in their work.

Overall, the results confirm that psychological empowerment acts as a key organizational lever for increasing work engagement among Generation Z employees in Yogyakarta. By cultivating autonomy, competence, and meaningful participation, organizations can create a more motivated and resilient workforce.

## 5. CONCLUSION AND SUGGESTIONS

### Conclusion

This study examined the influence of mindfulness on work engagement among Generation Z employees in Yogyakarta, with psychological capital and psychological empowerment as mediating variables. The results revealed that mindfulness does not directly affect work engagement but positive enhances psychological capital and psychological empowerment. Among the two mediators, only psychological empowerment showed a positive effect on work engagement, highlighting the importance of autonomy, meaning, and control in the workplace. Conversely, psychological capital did not positive influence engagement, possibly due to cultural factors such as the “*nerimo ing pandum*” mindset and the region’s low minimum wage, which may reduce motivation and job satisfaction.

### Suggestions

For Human Resource (HR) practitioners, these findings highlight the importance of integrating mindfulness programs with empowerment initiatives. HR departments should design mindfulness-based interventions that encourage autonomy, participation in decision-making, and recognition of employee contributions. Providing empowerment opportunities

such as job enrichment, feedback mechanisms, and open communication can transform mindfulness into higher engagement levels. Moreover, combining psychological support with financial and career development incentives can help sustain motivation and reduce turnover among young employees. Future studies are encouraged to include participants from different regions and sectors to validate and expand these results.

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