

The Effect of Job Resources on Employee Engagement with Workplace Spirituality and Professional Identity as Mediation for Millennial Generation Employees of PT. Bank Muamalat Wes Jakarta Region

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ABSTRACT

A well functioning organization is the output of healthy human resources, committed and always motivated which can also be called employee engagement. This study aims to prove the existence of direct and indirect impact between *job resources* and *employee engagement*. Quantitative research that uses premier data through questionnaires with a sample of 96 respondents with saturated sampling technique and analysis method using SEM-Pls. The results of this study indicate that *job resources* have no effect on *employee engagement*, *job resources* have a positive effect on *workplace spirituality*, *workplace spirituality* has no effect on *employee engagement*, *job resources* have positive effect on *professional identity*, *professional identity* have a positive effect on *employee engagement*, *workplace spirituality* is unable to mediate between *job resources* and *employee engagement*, and *professional identity* plays a mediating role between *job resources* and *employee engagement*.

Keywords: Job Resources, Workplace Spirituality, Professional Identity, Employee Engagement, Millenial Generation.

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I. INTRODUCTION

Human resources must better equip themselves with *hard skill*, *soft skill*, and *brain skill* [21]. PT. Bank Muamalat continuously during the vulnerable 2017-2019 using external consultants in conducting employee relationship surveys and producing scores at a moderate level for 3 years [9]. There is a significant difference *The boby boomers generation*, *generation x*, and *generation y*, especially generation Y which show the lowest level of involvement [9]. The level of involvement of the millennial workforce in Indonesia is only 25% partially involved, 9% of employees refuse to be involved and 66% of the millennial workforce partially involved [9] this can be interpreted that the millennial workforce is more concentrated on task work (as long as it is completed) – not the quality of the result, is reluctant to accept input and is only salary oriented.

According to [19] states that job resources can affect future involvement, which will predict organizational commitment. Job resources include the physical, psychological, social, and organizational aspects of the job [5] job resources are also aspects of the work environment that help in achieving work goals, stimulate personal growth, learning and development or reduces job demands [7]. A study of higher education staff members showed that professional identity was also considered an influential factor in employee engagement [32]. [25] suggests the relationship between professional

identity and employee engagement but is carried out in the context of medical and educational industries.

Several studies have investigated several concepts regarding *employee engagement* including [10] and [17] which show that work resources have a positive effect on employee engagement, [12] and [22] which stated that spirituality in the workplace has an influence on *employee engagement*, [25] and [27] gives the result that *professional identity* has a positive effect on *employee engagement*. But not with results produced by [4] and [19] that *job resources* have no effect on *employee engagement*.

With *the research gap* found in previous research, this research was a conducted with the aim of reviewing the direct relationship and direct relationship between *job resources* and *employee engagement* in the practice of banking employees.

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

A. Employee Engagement

The Attachment of an employee is psychological influenced who can connect and commit to completing his work and is driven by a. an organization that has openness, supportive attitude, fairness, and trust as well as good communication between coworkers, b. communication technique, providing feedback and performance appraisal

techniques owned by management and leadership, c. a work environment that has fairness [24]. In measuring employee engagement, *vigor* is used mental toughness at work, involvement in work and resilience in the face of adversity, *dedication*, enthusiasm, inspires and has pride and challenges and absorption, which is fully concentrated and happy to work [33].

B. Job Resources

Job resources predict personal resources such as self-efficacy, optimism, and self-esteem as well as work involvement [28], job resources can also be extrinsically motivating when they can fulfill the basic desires of employees [28] employability can also affect future engagement, which in turn will predict organizational commitment [33]. In measuring job resources, autonomy is used where employees can decide how – including when and where they do their work, skill variation the job demands a variety of different activities so that they can use a number of different skill and abilities that will lead to different types of work. Eliminate boredom on routine work, feedback where employee providers get information and get encouragement [35] and praise while working as well as opportunities for growth which include getting promotions and getting training accordance with their fields [5].

C. Workplace Spirituality

Workplace spirituality is related to strong employee affiliation, employee commitment and employee engagement due to a sense of wholeness and full involvement form oneself when carrying out work roles [22], according to [36], *workplace spirituality* is a person's perception about a workplace where it can help them find purpose in life, develop work related relationships and have alignment between the organization and employees. Measuring tools are used according to [39] including *meaningful work* where employees will have an attitude of feeling comfortable at work, feeling excited at work and feeling treated well by the company, a *sense of community* which proves that there is openness among employees have strong inner feeling among employees and a high sense of trust among employees, and *positive organizational purpose* which refers to employees to feel the positive values that exist in the company, are treated fairly in the organization and have the same goals as the organization.

D. Professional Identity

The development of professional identity is a dynamic process that link work roles with clear self-perceptions including interests, skills, professional goals, and values, and give meaning and orientation to one's profession [29]. And it is also a self-development process between feelings, emotions, beliefs and behaviors related to work and careers that exist within oneself [37]. Professional identity also describes a person by identifying someone with social groups and categories that are owned based on their work [38]. When a person has a professional identity within them, they are more likely to give more energy and enthusiasm to work even though there is job dissatisfaction caused by the work environment. [38] in [26] use 5 (five) measuring tools in measuring professional identity namely *Affirmation* is the importance of a job and a sense of pleasure in work, *In-dept*

exploration where employees will think about the advantages and disadvantages of being an employee and re-matching existing professions, *Practies* where employees will seek information about work and participate in conferences/seminars about the current profession, *Identification with commitment* employees have confidence and a sense of self understanding when working and *Reconsideration of Commitment* which states that employees will prepare himself for another career and will change his mind to become an employee in another company.

E. Hypothesis Development

There are differences in research results found in previous studies and based on previous theoretical studies, the researchers formulate hypotheses on the conceptual model in Fig. 1.

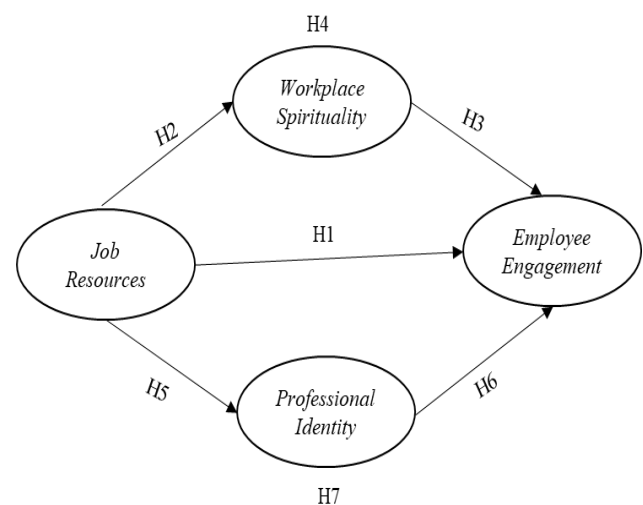


Fig. 1. The Conceptual Model.

Job resources can increase employee engagement where *job resources* have factors including autonomy, skill variation and growth opportunities [5]. *Job resources* can also be extrinsically motivating when they can fulfill the basic desires of employees [10] besides that employees will be more attached to work if they are given autonomy and given better training [28], according to [33] stated that job resources affect future engagement, this is in line with the results of research conducted by [2] and [17] that *job resources* have a positive effect on *employee engagement*, so in this study to first hypothesis:

H1: *Job resources* has a positive effect on *employee engagement*.

The main meaning of *job resources* is that demand and resources initiate two relatively independent processes and explain well-being in the workplace [33] so that spirituality in the workplace is no longer just a worker's inner need, but about the need for a sense of belonging to be part of the workforce. community [34] as well as [7] which states that *job resources* are aspects of the working environment to help in achieving work objectives, provide personal growth, learning and development or reduce the demands of the job. The results of research conducted by [7] state that *job resources* have a positive influence on *workplace spirituality*, so the second hypothesis is:

H2: *Job resources* has a positive effect on *workplace spirituality*.

Workplace spirituality is a recognition that employees have a purpose and meaning in their work, where work spirituality is not about religion, although people sometimes express their religious beliefs at work [43] Regardless of the usual work or attracting spirituality in the workplace related to strong employee affiliation, employee commitment and employee engagement [22]. The theory above is in line with the results of research conducted by [3] and [18] which state that *workplace spirituality* has a positive effect on *employee engagement*, so the third hypothesis is:

H3: *Workplace spirituality* has a positive effect on *employee engagement*.

Employee engagement is influenced by two factors: the situation and the individual, the situational factors in question are job resources, which are social and organization aspects in achieving goals and encouraging personal growth and development and individual factors, namely personal resources (work spirituality) [5] where companies recognizes that employees have an inner life that is nurtured and nurtures by work [34]. The results of research conducted by [18] state that *workplace spirituality* has a positive effect on *employee engagement* and research conducted by [7] shows that *job resources* have a positive effect on *employee engagement* so that based on the result of the two studies above it can be said that *workplace spirituality* can mediate *job resources* on *employee engagement*, so the fourth hypothesis is:

H4: *Job resources* has an indirect positive effect on *employee engagement* through the mediating effect of *workplace spirituality*.

Job resources can predict personal resources such as optimism in doing work and self-efficacy or individual belief of each employee in his ability to succeed in doing work [28]. While professional identity is a process of professional values that exist within an employee, identity with one's work and psychological unification within oneself. Research conducted by [15] states that *job resources* have a positive effect on *professional identity*, so the fifth hypothesis is:

H5: *Job resources* has a positive effect on *professional identity*.

As a self-concept, professional identity refers to an individual's understanding of the social impact of the profession and the importance of individual work which is the psychological basis for a person in doing his job well so as to achieve organizational goals. [42] revealed that *professional identity* has a positive influence on *employee engagement*. The theoretical study above is strengthened by the results of research conducted by [26] and research conducted by [29] which has results which is the same where *professional identity* has a positive influence on *employee engagement*, so the hypothesis that will be used is as follows:

H6: *professional identity* has a positive effect on *employee*

engagement.

Factors that can affect *employee engagement* are at several levels starting with a broad organizational climate, certain job factors, professional and personal resources [15] Broad organization and certain job factors including aspects that exist in *da lam job resources* [5] while describing someone as a professional identity of workers who perform certain jobs and personal identification with the group based its work [38]. The results of research conducted by [14] stated that there was a positive relationship between *professional identity* and *work engagement* and the results of research conducted by [15] stated that *job resources* had a positive effect on *professional identity*, so based on the results of the two studies above, it can be said that *professional identity* can mediate *job resources* on *employee engagement*. then for the seventh hypothesis is:

H7: *Job resources* have an indirect positive effect *employee engagement* through the mediating effect of *professional identity*.

III. RESEARCH METHODOLOGY

The research design used is *associative/relationship* which aims to determine the relationship or influence of two or more variables and the extent to which the relationship of the independent variable affects the dependent variable and to know the mediating variable directly/ indirectly [25]. The independent variable used in this study is *job resources* which are physical, psychological and social aspects that will be measured through the dimensions of autonomy, skill variation, performance feedback and opportunities to develop [5]. The dependent variable studied is *employee engagement*, which is a psychological state of employees to think positively about work and organization which is carried out by measuring through the dimensions of *vigor*, *dedication* and *absorption* [33]. The mediating variable studied is *workplace spirituality*, namely a person's perception of where they work that can help find life goals and have harmony between employees and the company [36] which will be measured through the dimensions of *meaningful work*, *sense of community* and *positive organizational purpose* [3] and other mediation is *professional identity*, which is the incorporation of one's job role as a worker with emotional feelings, interests and skills to do his job which will be measured through *affirmation* mediation, *in dept exploration*, *practices*, *identification with commitment*, and *reconsideration of commitment*.

Data collection was carried out using a saturated sample method where all members of the population of 96 employees will be used as samples. [25] The population used in this study is all employees of the main branch office for the West Jakarta area with the characteristics that these employees are permanent employees and millennial employees through questionnaire which will be provided through a *google form* and will be measured by a scale *Likert* 1-5 [25].

Data analysis will be carried out with the *Structural Equation Model – Partial Least Square* (SEM – PLS) by evaluating the measurement model and the structural model [25].

IV. RESEARCH RESULT

A. Descriptive Statistic of Demographic Characteristic

Tables I and II are the results of responses from 96 respondents, where Table II will present the tendency of answers to the questionnaire according to the answer category by looking at the *mean* value of each statement based on the *Five Box Methode* [31], which is very low (1-1.80), low (1.81-2.60), moderate (2.61-3.40), high (3.41-4.20), very high (4.21-5.00).

TABLE I: THE DISTRIBUTION OF ANY WERS BASED ON THE DEMOGRAPHICS CHARACTERISTICS

Category	Description	Frekuensi (People)	Percentage (%)
Gender	Male	45	47%
	Female	51	53%
	Total	96	100%
Age	< 25 Years	25	26%
	25 - 35 Years	71	74%
	Total	96	100%
Position	Staff	54	56%
	Head of Division	13	14%
	Asisten / Manager	29	30%
	Total	96	100%
Educational Experience	SMA	3	3%
	D3	15	16%
	S1	70	73%
	S2	8	8%
	Total	96	100%
Branch Office	Bintaro	28	29%
	Fatmawati	23	24%
	BSD	25	26%
	Roxy	20	21%
	Total	96	100%

Source: Data processed by researchers in 2021.

The distribution of respondents based on gender is dominated by women by 53%, age is dominated by 25 – 35 years by 74%, position is dominated by staff by 56%, last education is bachelor degree by 73% and fatmawati main branch office by 29%.

Table II shows the tendency of answers to the questionnaire according to each statement through the *mean* indicator value in the high category namely (3.41-4.20), in the *job resources* variable it can be seen that the highest *mean* value of 3.85 is an indicator of getting a promotion (JR8), *workplace spirituality*, the highest *mean* value of 4.03 is an indicator of trust among employees (WS6) and feels a positive value in the company (WS7), professional identity, the highest *mean* value of 4.05 is an indicator of participating in conferences/seminars about the profession of work *employee engagement* the highest *mean* value is 3.89, which is an indicator of mental toughness when working.

B. Outer Model Measurement

Table II shows the outer model testing which will test the validity and reliability of the validity testing *model*, which will be evaluated through *convergent validity* by looking at the *loading factor* value with the condition that the acceptable value is > 0.60 and the AVE value is > 0.50 [30]. *Loading factor* that have a value of < 0.6 will be excluded from the research model, namely on *job resources* with indicators of having the ability to innovate (JR1), the opportunity to determine the workplace (JR2), get encouragement and praise (JR7) and receive training in accordance with their field

(JR9), *workplace spirituality* on indicators of feeling comfortable at work (WS1) and enthusiastic at work (WS2), *professional identity* with indicators of the importance of a job (PI1) and feeling happy about work (PI2) and *employee engagement* on indicators of being happy with the next job (EE8) in Table II, the AVE section has met the AVE value > 0.50 , so it can be concluded that all constructs have met the *convergent validity* requirements.

And for reliability testing, it will be evaluated through the value of *composite reliability* and *Cronbach's alpha* > 0.70 [30] so that by looking at Table II it can be concluded that the value of all constructs seen from the value of *composite reliability* and *Cronbach's alpha* can be declared reliable because it has a value of > 0.7 .

C. Inner Model Measurement

TABLE III: R² VALUE, Q², AND GOF

Variable	R ²	Q ²	GoF
<i>Job Resources</i>	-	0.890	0.511
<i>Employee Engagement</i>	0.675		
<i>Professional Identity</i>	0.380		
<i>Workplace Spirituality</i>	0.458		

Source: Results of data analysis using *SmartPLS* Version 3.2.9 (2021)

The value of R² will explain the model's ability to explain the dependent variable. *Employee engagement* variables are influenced jointly by *job resources*, *workplace spirituality*, and *professional identity* variables by 67,5% while the remaining 32.5% is influenced by other factors not observed in this study, *professional identity* variable is influenced by *job resources* variable by 38% while the remaining 62% is influenced by other factors and the *workplace spirituality* variable is influenced by the *job resources* variable by 45.8% while the remaining 54.2% is influenced by other factors not observed in this study.

For testing *predictive relevance*, it has a value of 0.890 which proves that the model has strong *predictive relevance* because it is > 0.35 [30], while the Gof value in this study has a value of 0.511 which means that the combined performance between models has a large GoF because $> 0,36$ [30].

The results of the above study indicate that:

H1: **Rejected**, a direct relationship between *job resources* toward *employee engagement* has a value of *t-statistic* of $1.579 < t\text{-value } 1,96$ and *p-value* > 0.05 then it can be said that *job resources* no significant effect on *employee engagement*. H2: **Received** a direct relationship between *job resources* on *workplace spirituality* has a value of *t-statistic* of $9.559 > t\text{-value } 1,96$ and the value of *p-value* $0.000 < 0,05$, it can be said that *job resources* positive effect on *workplace spirituality*. H3: **Rejected** the direct relationship between *workplace spirituality* and *employee engagement* has a *t-statistic value* of $1.619 < t\text{-value } 1,96$ and *p-value* $0.106 > 0.05$ so that *workplace spirituality* has no effect on *employee engagement*, H4: **Rejected** an indirect relationship mediated by *workplace spirituality* has a *t-statistic* value of $1.529 < 1.96$ with a *p-value* $0.127 > 0.05$ which mean that *job resources* have no effect on *employee engagement* mediated by *workplace spirituality*. H5: **Received** that the direct relationship between *job resources* and *professional identity* has a *t-statistic value* of $7.039 > t\text{-value } 1,96$ and *p-value* $0.000 < 0.05$, it can be said that *job resources* have a positive effect on *professional identity*. H6: **Received** that the direct relationship between *professional identity* and *employee*

engagement has a *t*-statistic value of 3.088 > *t*-value 1.96 and *p*-value 0.002 < 0.05 so it can be said that professional identity has a positive effect on employee engagement. H7: **Received** that the indirect relationship mediated by

professional identity has a *t*-statistic value of 2.767 > 1.96 and *p*-value 0.006 < 0.005, which means that job resources have a positive and significant effect on employee engagement mediated by professional identity.

TABLE II. RESULT OF MEAN ANALYSIS, FACTOR LOADING >0.60, AVE>0.5, COMPOSITE RELIABILITY>0.7, CRONBACH'S ALPHA > 0.7

Dimensi	Kode	Indikator	Mean Idikator	Factor Loading	AVE	Composite Reliability	Cronbach's Alpha	Mean Indikator	Standard Deviation				
Job Resources	JR 3	Opportunity to do other work	3.52	0.604	0.503	0.893	0.753	3.52	1.20				
	JR 4	Skill level	3.75	0.696				3.75	1.08				
	JR 5	Get Feedback on work done	3.81	0.738				3.81	0.98				
	JR 6	Information Procurement	3.72	0.764				3.72	1.16				
	JR 8	Get a Promotion	3.85	0.733				3.85	1.04				
Workplace Spirituality	WS 3	Treated Well	3.75	0.657	0.503	0.876	0.834	3.75	0.95				
	WS 4	Understanding between employees	3.90	0.715				3.90	0.98				
	WS 5	Storming relationship between employees	3.96	0.739				3.96	0.74				
	WS 6	Trust between employees	4.03	0.765				4.03	0.78				
	WS 7	There is a positive value in the company	4.03	0.673				4.03	0.71				
	WS 8	Fair treatment in the organization	3.97	0.668				3.97	0.85				
	WS 9	Have the same goals as the organization	3.94	0.738				3.94	0.75				
Professional Identity	PI 3	Think about the advantages and disadvantages of being an employee	3.97	0.704	0.531	0.900	0.873	3.97	0.81				
	PI 4	Is this profession the most suitable?	3.81	0.637				3.81	0.96				
	PI 5	Looking for information about work	3.92	0.710				3.92	0.97				
	PI 6	I ever participate in meeting or conferences professional	4.05	0.724				4.05	0.80				
	PI 7	Feel confident about the future	3.90	0.791				3.90	0.85				
	PI 8	Understand yourself at work	3.94	0.829				3.94	0.81				
	PI 9	Prepare myself for another career	3.94	0.739				3.94	1.00				
	PI 10	Change the choice to be an employee at another company	4.03	0.680				4.03	0.85				
	Employee Engagement	EE 1	Mental toughness at work	3.89				0.672	0.546	0.893	0.860	3.89	0.85
		EE 2	Involvement in work	3.81				0.645				3.81	0.89
EE 3		Resilience in the face of adversity	3.81	0.728	3.81	0.88							
EE 4		I am enthusiastic about my job	3.60	0.818	3.60	0.92							
EE 5		My job inspires me	3.45	0.719	3.45	1.09							
EE 6		Pride and Challenge	3.78	0.781	3.78	0.94							
EE 7		Full Concentration	3.72	0.795	3.72	0.96							

Source: Results of data analysis using SmartPLS Version 3.2.9 (2021).

TABLE IV: THE VALUE OF PATH COEFFICIENT, T-STATISTICS, AND P-VALUES

Model Pathways	Original Sample (O)	T Statistics	P Values	Influence
Direct Effects				
Job Resources -> Employee Engagement	0.145	1.579	0.115	Not signifikant
Job Resources -> Workplace Spirituality	0.677	9.559	0.000	signifikant
Job Resources -> Professional Identity	0.617	7.039	0.000	signifikant
Professional Identity -> Employee Engagement	0.476	3.088	0.002	signifikant
Workplace Spirituality -> Employee Engagement	0.280	1.619	0.106	Not signifikant
Indirect Effects				
Job Resources -> Professional Identity -> Employee Engagement	0.293	2.767	0.006	signifikant
Job Resources -> Workplace Spirituality -> Employee Engagement	0.189	1.529	0.127	Not signifikant

Source: Results of data analysis using SmartPLS Version 3.2.9 (2021).

D. Discussion

Job resources have no effect on employee engagement, this means that no matter how good job resources are, they will not give high employee engagement results and vice versa, this result is supported by the results of research by [40] and [19] which provides research results that job resources have no effect on employee engagement but this research is not

supported by research by [42] and [41] which state that job resources have a significant positive effect on employee engagement. Judging from the most dominant indicators on the job resources variable, namely promotion and employee engagement, namely enthusiasm, this can be interpreted that existing job promotions cannot significantly increase employee engagement in the company. In the job resources variable, there is a dimension that is not an appropriate

measuring tool, namely autonomy, so in other words companies that already have SOPs for employees must be able to operate in accordance with established regulations.

Job resources have a positive and significant effect on *workplace spirituality*, this research is in line with that conducted by [7] which states that *job resources* have a positive and significant impact on *workplace spirituality*, the results of this study have the most dominant indicators, namely promotion and openness. between employees, if seen in the description of respondents based on education as much as 73% of employees with S1 education and dominated by the age of 25–35 years and the dominance of positions at the staff level, this means that there are still many opportunities for promotions which will increase the sense of openness among employees caused by one of the characteristics of millennials, namely being able to connect with each other thanks to an internet connection which will later be unlimited in interaction.

Workplace spirituality has no effect on *employee engagement*, so it can be said that *employee engagement* will remain low even though *workplace spirituality* is already high, this statement is not in line with research conducted by [12] and [18] which stated that the more The high values of spirituality in the workplace will make employees increase their relationship as employees, a sense of openness between employees which is the most dominant indicator of *workplace spirituality* is not able to provide a sense of enthusiasm for employees which is the most dominant indicator of *employee engagement*. This is also confirmed by a report released by [8] which states that the main characteristic of millennials is that they do not have good relationships at work.

Job resources have no effect on *employee engagement* mediated by *workplace spirituality*, meaning that the relationship is not directly mediated *workplace spirituality* will only further weaken the relationship *job resources* toward *employee engagement*, it indicates that a same kin the opportunity to develop as an indicator of the most dominant of *job resources* given will not improve *employee engagement* and when added to the sense of openness among employees as the most dominant indicator of *workplace spirituality* cannot change the relationship of *job resources* to *employee engagement*, this statement is supported by [40] and [19] who stated that *job resources* had no effect on *employee engagement* and were not supported by research conducted by [42] and [41] stated that *job resources* had a positive and significant effect [12], [13] and [18] stated that spirituality in the workplace has a significant effect on *employee engagement*.

Job resources have a positive and significant influence on *professional identity*, meaning that the higher the existing job resources through the most dominant indicator, namely promotion, the greater the sense of self-understanding when working as the most dominant indicator of *professional identity*, [28] stated that job resources can predict personal resources such as optimism in doing work and self-efficacy or individual confidence of each employee, [15] also stated that there is a significant positive influence between *job resources* on *employee engagement*, in Respondents' descriptions based on position and latest education are dominated at the staff level and at the undergraduate level

which will later show that employees will continue to improve their professional identity according to the work they have through the opportunities provided by the company through one of the individuals. The most dominant office *job resources* providing promotions.

Professional identity has a positive and significant effect on *employee engagement*, this can mean that an employee will have a good level of *employee engagement* if the professional identity that is in him is high and vice versa, when individuals have a high professional identity towards their work, they will devote more energy and enthusiasm to their work [26] and [29]. The most dominant indicator of *professional identity* is the sense of understanding oneself when working, and the most dominant indicator value of *employee engagement* is enthusiasm so that it can be interpreted that the more employees who believe they have the ability to carry out their duties, the more enthusiastic an employee will be in carrying out their work.

Job resources have a positive and significant effect on *employee engagement* mediated by *professional identity*, *job resources* that initially had no direct effect on *employee engagement* became positive and significant when mediated by *professional identity*, this proves that *professional identity* mediates perfectly between *job resources* and *employees*. *employee engagement*, research by [32] shows that staff members with higher education have a professional identity which is considered a factor that influences *employee engagement*, [10] and [17] state that there is a positive influence between *job resources* on *employee engagement* and research by [26] and [29] which states that *professional identity* has a significant positive effect on *employee engagement*. By looking at one of the characteristics of the respondents, namely millennial employees who have confidence in life at work, they must have meant, purpose and have growth in the workplace and career is very important, then through a high sense of self-understanding when working, employees will have the confidence to get opportunities develop by providing promotions which will later generate enthusiasm as an indicator of *employee engagement*.

V. CONCLUSION AND SUGGESTION

A. Conclusion

Based on the results of the research above, it can be concluded that *job resources* have no effect on *employee engagement*, meaning that no matter how good the work resources are, it will not increase *employee engagement*, *job resources* have a positive and significant effect on *workplace spirituality*, meaning that the better the existing job resources. it will increase the spirituality in the workplace, *workplace spirituality* does not significantly influence *employee engagement* means as well as any *workplace spirituality* in the company can't increase *employee engagement*, an indirect relationship mediated by *workplace spirituality* is not able to give effect between *job resources* toward *employee engagement* means more both the *job resources* that have been provided will not increase *employee engagement* and when added to the *workplace spirituality* mediation variable , it cannot change the relationship of limited *job resources* and *employee engagement*, *job resources* have a positive and

significant effect on *employee engagement*, meaning that the better *job resources* in the company, the more *professional identity* of each employee will be. *Professional identity* has a positive effect on *employee engagement*, meaning that the higher the *professional identity* in the employee will be increase *employee engagement* given to the company, the indirect relationship mediated by *professional identity* can mediate or it can be said that it will improve the relationship between *job resources* and *employee engagement*.

B. Suggestion

Optimizing the effectiveness and opportunities for employee development through promotions by taking advantage of the characteristics of millennials who want to change positions and careers more quickly. Companies can conduct job analysis and evaluation on a regular basis, add programs such as *job clusters* millennials are also connected to each other thanks to an internet connection so that they interact globally, it is not limited, so companies can create *sharing circles* in the form of whatsapp groups, google groups or weekly, monthly / yearly sharing meetings, provide training or seminar conferences according to the employee's profession and employee level and also companies can create innovative programs namely by looking at the achievements of employees, they will be *challenged* to make short-term projects, giving awards to employees who have succeeded in producing innovations in the work process where the award can be in the form of *financial*, *training* or site visits innovative office.

C. Limitations and Further Directions

Data collection in this study applies a *saturated sample* where the entire population is used as a data sample, so that future researchers can use different sampling. The data collection process is carried out *online* so that future researchers can add a data collection process that is carried out directly so that it can be monitored to prevent bias, the development of research models by developing more varied populations and samples and in this study the cause of *employee engagement* is only limited to the *job* variable. *Resources*, *workplace spirituality* and *professional identity*, so that further researchers can add or use other variables.

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