

THE EFFECT OF SELF EFFICACY AND ETHICAL LEADERSHIP ON FEMALE ASN WORK ENGAGEMENT IN MADIUN

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Abstract

Peran struktural ASN perempuan di Kota Madiun menjadi isu penting karena jumlah dan tingkat pendidikan yang tinggi belum tercermin pada posisi strategis. Penelitian ini bertujuan menganalisis pengaruh self efficacy dan ethical leadership terhadap work engagement. Penelitian menggunakan pendekatan kuantitatif eksplanatori dengan data primer dari kuesioner sebanyak 324 sampel. Analisis regresi linier berganda melalui SPSS 25 menunjukkan bahwa self efficacy berpengaruh positif signifikan terhadap work engagement, demikian pula ethical leadership. Secara simultan, kedua variabel meningkatkan work engagement ASN perempuan. Temuan ini berimplikasi pada pengelolaan SDM publik yang lebih setara, inklusif, dan memberdayakan perempuan.

Kata Kunci : *Self Efficacy, Ethical Leadership, Work Engagement*

Abstract

The structural role of female civil servants in Madiun City remains a critical issue, as their numerical dominance and high educational attainment are not reflected in strategic positions. This study aims to analyze the influence of self-efficacy and ethical leadership on work engagement. Employing a quantitative explanatory approach, primary data were collected through questionnaires with a total of 324 samples. Multiple linear regression using SPSS 25 revealed that self-efficacy has a positive and significant effect on work engagement, as does ethical leadership. Simultaneously, both variables enhance the work engagement of female civil servants. These findings provide implications for more equitable, inclusive, and empowering public human resource management.

Keywords : *Self Efficacy, Ethical Leadership, Work Engagement*

A. INTRODUCTION

Organizational success is greatly influenced by the effectiveness of human resource (HR) management. According to Mangkunegara (2005), HR is a strategic asset that must be optimally utilized to support the achievement of organizational goals. In the context of

government bureaucracy, HR development focuses not only on improving technical competency but also requires attention to psychological and structural aspects that can impact employee performance. However, the structural role gap between female civil servants remains a significant issue. Despite the preponderance of female civil servants and their relatively high educational attainment, their representation in strategic positions remains limited (Pristiandaru, 2023). This misalignment indicates a gap between individual capacity and opportunities for actualization within the bureaucracy, potentially hampering productivity and reducing employee engagement.

Work engagement is a crucial indicator in assessing the quality of civil servant performance. Zajacova et al., (2005) define this concept as a positive state characterized by enthusiasm, dedication, and immersion in work. High levels of work engagement can improve productivity and the quality of public services. Two factors believed to play a crucial role in strengthening work engagement are self-efficacy and ethical leadership. Self efficacy refers to an individual's belief in their ability to complete tasks and face challenges (Bandura, 1997). Female civil servants with high self-efficacy tend to be more confident, motivated, and committed to their work (Oprea et al., 2024). Meanwhile, ethical leadership emphasizes leadership based on honesty, fairness, and caring. Leaders who behave ethically are able to create a supportive work environment, thereby increasing employee engagement (Wibawa & Takahashi, 2021). Based on this description, this research was conducted with the title "**The Influence of Self-Efficacy and Ethical Leadership on Work Engagement of Female ASN in Madiun City**".

THEORITICAL REVIEW

Self Efficacy

Self efficacy is understood as an individual's belief in their ability to complete tasks and face challenges. Bandura (1997) emphasized that self-efficacy influences how a person perceives situations, acts, and motivates themselves. Individuals with high self-efficacy are generally more confident, persistent, and able to overcome work obstacles. Oprea et al., (2024) added that self-efficacy plays a crucial role in encouraging employee engagement in organizational change. Similarly, research by Handayani & Guspa (2023) and Ramadhan & Budiono (2023)

found a positive relationship between self-efficacy and employee work enthusiasm and engagement.

Ethical Leadership

Ethical leadership is a leadership style based on the values of honesty, fairness, and concern for subordinates. Zajacova et al., (2005) stated that ethical leaders serve as moral role models who encourage positive behavior through transparent communication and fair decisions. Research by Wibawa & Takahashi (2021) shows that ethical leadership can create a sense of psychological safety within an organization. Other studies Cetin et al., (2020) and Gwamanda & Mahembe (2023) also confirm that ethical leadership increases employee trust, motivation, and engagement.

Work Engagement

Work engagement is defined as a positive psychological state reflected in vigor, dedication, and absorption in work (Zajacova et al., 2005). Female civil servants with high levels of work engagement tend to demonstrate creativity, resilience, and adaptability to bureaucratic dynamics. Uppathampracha & Liu (2022) emphasize that work engagement is influenced by internal factors, such as self-efficacy, as well as external factors, such as leadership style.

Conceptual Framework

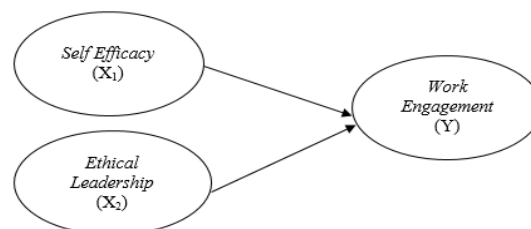


Figure 1 Conceptual Framework

Referring to the conceptual framework that has been explained, the research hypothesis is formulated as follows:

H1: It is suspected that self efficacy has an effect on work engagement.

H2: It is suspected that ethical leadership has an influence on work engagement.

B. METHOD

This study applies a quantitative approach with an explanatory method to examine the influence of self-efficacy and ethical leadership on the work engagement of female civil

servants in Madiun City. Primary data were collected through questionnaires distributed to 324 respondents using a purposive sampling technique. The measurement instrument used a Likert scale, while data analysis was conducted through multiple linear regression with the help of SPSS version 25 software. The research stages include problem formulation, instrument development, data collection, validity and reliability testing, and regression analysis as the basis for hypothesis testing.

C. RESULTS AND DISCUSSION

Research Data Description

This study utilized primary data covering the variables of self-efficacy (X1), ethical leadership (X2), and work engagement (Y) among female civil servants in Madiun City. The research sample consisted of 324 respondents determined based on the population using the Slovin formula. Based on the data obtained, further analysis yielded the following research findings:

Test Validity

Validity testing was conducted by comparing the calculated r value with the table r value. An item is declared valid if $\text{the calculated } r \text{ value} > \text{table } r \text{ value}$, whereas if $\text{the calculated } r \text{ value} < \text{table } r \text{ value}$, the item is invalid. The validity of this research instrument was tested through the responses given by all research participants. Based on the calculation results, the table r value was obtained as 0.113.

Table 1. Validity Test Results

Variables	Item	r count	r table	Conclusion
<i>Self-Efficacy (X1)</i>	X _{1.1}	0.403	0.113	Valid
	X _{1.2}	0.302	0.113	Valid
	X _{1.3}	0.518	0.113	Valid
	X _{1.4}	0.478	0.113	Valid
	X _{1.5}	0.505	0.113	Valid
	X _{1.6}	0.419	0.113	Valid
	X _{1.7}	0.463	0.113	Valid
	X _{1.8}	0.073	0.113	Invalid
	X _{1.9}	0.352	0.113	Valid
	X _{1.10}	0.438	0.113	Valid
	X _{1.11}	0.515	0.113	Valid
	X _{1.12}	0.315	0.113	Valid
	X _{1.13}	0.535	0.113	Valid
	X _{1.14}	0.398	0.113	Valid
	X _{1.15}	0.473	0.113	Valid
	X _{1.16}	0.367	0.113	Valid

	X _{1.17}	0.072	0.113	Invalid
	X _{1.18}	0.389	0.113	Valid
	X _{1.19}	0.053	0.113	Invalid
	X _{1.20}	0.469	0.113	Valid
	X _{1.21}	0.450	0.113	Valid
	X _{1.22}	0.538	0.113	Valid
	X _{1.23}	0.048	0.113	Invalid
	X _{1.24}	0.490	0.113	Valid
	X _{1.25}	0.230	0.113	Valid
<i>Ethical leadership X2</i>	X _{2.1}	0.447	0.113	Valid
	X _{2.2}	0.248	0.113	Valid
	X _{2.3}	0.408	0.113	Valid
	X _{2.4}	0.322	0.113	Valid
	X _{2.5}	0.408	0.113	Valid
	X _{2.6}	0.345	0.113	Valid
	X _{2.7}	0.299	0.113	Valid
	X _{2.8}	0.258	0.113	Valid
	X _{2.9}	0.377	0.113	Valid
	X _{2.10}	0.474	0.113	Valid
	X _{2.11}	0.354	0.113	Valid
	X _{2.12}	0.397	0.113	Valid
	X _{2.13}	0.348	0.113	Valid
	X _{2.14}	0.312	0.113	Valid
	X _{2.15}	0.497	0.113	Valid
	X _{2.16}	0.318	0.113	Valid
	X _{2.17}	0.497	0.113	Valid
	X _{2.18}	0.318	0.113	Valid
	X _{2.19}	0.288	0.113	Valid
	X _{2.20}	0.220	0.113	Valid
	X _{2.21}	0.476	0.113	Valid
	X _{2.22}	0.462	0.113	Valid
	X _{2.23}	0.346	0.113	Valid
	X _{2.24}	0.439	0.113	Valid
	X _{2.25}	0.201	0.113	Valid
<i>Work Engagement (Y)</i>	Y _{1.1}	0.532	0.113	Valid
	Y _{1.2}	0.472	0.113	Valid
	Y _{1.3}	-0.005	0.113	Invalid
	Y _{1.4}	0.528	0.113	Valid
	Y _{1.5}	0.392	0.113	Valid
	Y _{1.6}	0.376	0.113	Valid
	Y _{1.7}	0.290	0.113	Valid
	Y _{1.8}	0.423	0.113	Valid
	Y _{1.9}	0.273	0.113	Valid
	Y _{1.10}	0.489	0.113	Valid
	Y _{1.11}	0.484	0.113	Valid
	Y _{1.12}	0.108	0.113	Valid
	Y _{1.13}	0.390	0.113	Valid
	Y _{1.14}	0.631	0.113	Valid
	Y _{1.15}	0.606	0.113	Valid

Source: Processed primary data (2025)

Test Reliability

The results of the reliability test indicate that all variables in this study are declared reliable because *the Cronbach's Alpha value* is above the minimum limit of 0.60. The self-efficacy variable (X1) obtained a value of 0.735, ethical leadership (X2) of 0.712, and work engagement (Y) of 0.618. This proves that the statement items in the questionnaire have good internal consistency and are able to measure the research constructs stably. Thus, the instrument used is suitable for producing consistent and reliable data to support the research conclusions.

Table 2 Reliability Test Results

Variables	Cronbach's Alpha Value	Critical numbers	Information
Self-efficacy (X1)	0.735	0.60	Reliable
Ethical Leadership (X2)	0.712	0.60	Reliable
Work Engagement (Y)	0.618	0.60	Reliable

Source: Processed primary data (2025)

Test Assumptions Classic

Test Normality

The normality test using *the One-Sample Kolmogorov-Smirnov method* with the Monte Carlo approach showed a significance value of 0.286, which is greater than 0.05. This result indicates that the residual data is normally distributed, thus meeting the assumption of normality. Therefore, the data on the variables of self efficacy, ethical leadership, and work engagement can be used in linear regression analysis, and the statistical test results obtained can be considered valid and reliable.

Table 3 Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		<i>Unstandardized Residual</i>
N		324
Normal Parameters ^{a,b}	Mean	.0000000
	Standard Deviation	2.08539405
Most Extreme Differences	Absolute	.054
	Positive	.054
	Negative	-.037
Test Statistics		.054
Asymp. Sig. (2-tailed)		.022 ^c
Monte Carlo Sig. (2-tailed)	Sig.	.286 ^d
	99% Confidence Interval	Lower Bound .274
		Upper Bound .297

a. Test distribution is Normal.

Source: Processed primary data (2025)

Test Multicollinearity

The results of the multicollinearity test show that the self efficacy (X1) and ethical leadership (X2) variables have a VIF value of 1.785 (<10) and a tolerance value of 0.560 (>0.10). This finding indicates that there is no multicollinearity problem between the two independent variables. Thus, each variable stands independently and can be used appropriately in a regression model to explain the dependent variable of work engagement.

Table 4 Multicollinearity Test Results

Independent Research Variables	Variance Influence Factor (VIF)	Tolerance
Self-Efficacy (X1)	1,785	0.560
Ethical Leadership (X2)	1,785	0.560

Source: Processed primary data (2025)

Test Heteroscedasticity

The heteroscedasticity test using the Glejser method shows that the self efficacy variable (X1) has a significance value of 0.856 > 0.05, while the ethical leadership variable (X2) is 0.055 > 0.05. These results indicate that the regression model does not experience heteroscedasticity problems, because the residuals have a homogeneous distribution with stable variance. Thus, the regression model can be declared to meet the classical assumptions and is suitable for further analysis.

Table 5 Heteroscedasticity Test Results

Variables	Significance
Self-Efficacy (X1)	0.856
Ethical Leadership (X2)	0.055

Source: Processed primary data (2025)

Test Multiple

Multiple linear regression analysis produces the equation $Y = 2.816 + 0.369X_1 + 0.188X_2 + e$. The constant value of 2.816 indicates that even though self efficacy (X1) and ethical leadership (X2) are zero, the level of work engagement (Y) remains at 2.816. The self-efficacy regression coefficient of 0.369 means that every one-unit increase in this variable can increase work engagement by 0.369. Meanwhile, the ethical leadership coefficient of 0.188 indicates

that a one-unit increase in this variable also encourages an increase in work engagement by 0.188. Thus, these two independent variables are proven to have a positive effect in strengthening the work engagement of female ASN.

Table 6 Multiple Linear Regression Test Results

Model	Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,816	2,089		1,348	.179
	<i>Self-Efficacy</i>	.369	.030	.575	12,214	.000
	<i>Ethical Leadership</i>	.188	.034	.263	5,590	.000

a. Dependent Variable: *Work Engagement*

Source: Processed primary data (2025)

Test Hypothesis

Test t

The results of the partial test (t-test) show that both independent variables have a significant effect on *work engagement*. The *self-efficacy variable* (X1) obtained a t-value of 12.214 with a significance of 0.000 < 0.05, which confirms that the higher the confidence of female ASN in their abilities, the greater their involvement in work. Meanwhile, the *ethical leadership variable* (X2) with a t-value of 5.590 and a significance of 0.000 < 0.05 was also proven to contribute positively to increasing work engagement. Thus, the first and second hypotheses were proven to be acceptable.

Table 7 t-Test Results

Model	Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2,816	2,089		1,348	.179
	<i>Self-efficacy</i>	.369	.030	.575	12,214	.000
	<i>Ethical leadership</i>	.188	.034	.263	5,590	.000

a. Dependent Variable: *work engagement*

Source: Processed primary data (2025)

Test Coefficient Determination

The results of the determination coefficient test show that the R Square value is 0.601, which indicates that 60.1% of the variation in *work engagement* can be explained by the

variables of self-efficacy and ethical leadership. Meanwhile, the remaining 39.9% is influenced by other factors outside the research model. In addition, the Adjusted R Square value of 0.599 strengthens that the regression model used is quite representative and able to explain the relationship between the independent variables and the dependent variable adequately.

Table 8 Results of the Determination Coefficient Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Durbin-Watson
1	.775	.601	.599	2.09188	1,833
a. Predictors: (Constant), <i>Ethical leadership</i> , <i>Self efficacy</i>					
b. Dependent Variable: <i>Work engagement</i>					

Source: Processed primary data (2025)

D. CONCLUSION

This study demonstrates that *self-efficacy* and *ethical leadership* play a crucial role in improving *work engagement* among female civil servants in Madiun City. Self-efficacy has been shown to foster engagement and resilience at work, while ethical leadership fosters a fair and supportive work environment. These findings emphasize that strengthening individual capacity and *implementing ethical leadership* are key factors in improving performance in the public sector.

E. SUGGESTION

The limitations of this study lie in the use of a single questionnaire instrument and the limited coverage of respondents in one region, making the results unable to be broadly generalized. Therefore, future research is recommended to expand the scope of respondents and use a variety of data collection methods to obtain more comprehensive findings.

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