

An Empirical Framework to Understand the Antecedents of Work Engagement and Employability in the Thai Universities

¹, ²Kittisak Jermsittiparsert, ³Thanaporn Sriyakul, ^{*4}Parinya Siriattakul

Abstract---Present research is basically concerned to investigate the impact of ethical leadership and creative self-concept on work engagement and employability. In addition to that, the study has examined meaningful work as the mediator, and cognitive emotional regulation is taken as the significant moderator between leadership and meaningful work. The study has used the survey-based methodology, and the questionnaire is adopted from the prior findings. In order to reply to the questions raised in current research, the SEM-PLS tool is employed. The data is collected from Thai universities; the findings of the study have provided support to the proposed results. The mediation and moderation effect appears in a significant. The study broached an argument that Happily engrossed in ones work and fully concentrated is the state of absorption. Engrossment, satisfaction and full concentration of job-related tasks that one individual receives refers to this component of absorption, thus deriving pleasure from work, the eudemonic approach is also referred to this state. Such individuals having the state of absorption have difficult often to detach or disengage their jobs from themselves. The results of the research study might provide help to the policymakers, researchers, and HR personnel in understanding the issues related to employability, and work engagement.

Keywords---Ethical leadership, work engagement, employability, Thailand

I. Introduction

A number of people perceive their career as a mode of earning income while others want their careers in which they can achieve something objectively. Individuals are in search to find meaning of their life or at work to fulfill and satisfy their sense of self. Therefore, meaningfulness is considered as a basic psychological requirement that helps the individual to feel self-worth and purposeful life. A number of academicians have conducted research to find out the potential benefits of meaningful work (Wales, 2016). Whereas, in previous literature, there is limited consensus about how is the experience of meaningful work during a job. Moreover, there is also very little research regarding the strategic importance of meaningful work.

A number of scholars have observed that work is the main part of the life of the human, which serve as the main objective of his or her life. Concepts of the worker's meaning are developed during the interaction of environment

¹Department for Management of Science and Technology Development, Ton Duc Thang University, Ho Chi Minh City, Vietnam

²Faculty of Social Sciences and Humanities, Ton Duc Thang University, Ho Chi Minh City, Vietnam

E-mail: kittisak.jermsittiparsert@tdtu.edu.vn

³Faculty of Business Administration, Mahanakorn University of Technology, Thailand

E-mail: ajbamut@gmail.com

⁴School of Psychology, University of Queensland, Australia

*Corresponding author: E-mail: siriattakul@hotmail.com

and work. It's been mentioned that employee observes meaningfulness when their work and sense of self are aligned. Moreover, its perceived by the employees that the working conditions of the individual allow the connection between work and self. Scholars Bailey, Madden, Alfes, and Fletcher (2017) have stated that meaningful work positively and directly impacts the attitude of an employees. Whereas scholars have reported a positive impact of meaningful work; there is very little research conducted regarding the development of the concept of meaningfulness. For this reason, this research identifies leadership and creative self-concept as the antecedents of meaningful work.

Scholars have mentioned that sense of meaning regarding the work for the subordinates and followers is created by the leaders of the organization. Despite this fact, there are few studies that are conducted regarding the connection among perception of employees regarding the work and leadership (Bailey et al., 2017). In the past, very few studies conducted tried to examine this relationship with transformational leadership. As there is very little research conducted, researchers have preferred to explore the relationship.

The success of a number of organizations rely on creativity and innovation; therefore, considered as the lifeblood of the organization. As the international and national markets are changing rapidly and there exist economic instability as well, therefore there is need to identify the needs and demands of the individual needs of the customers (Weller, Klee, & Piller, 2015). In the mentioned situation, it's been realized by the organizations that their future competitiveness and survival are dependent upon their ability to understand and reaction time to these changes. Creativity is required so useful, and novel ideas can be produced. Scholars have operationalized creativity in terms of creative self-concept as well, which is being studied in this research. In the past, a number of studies are conducted regarding the impacts and factors creative self-concept, but there is limited knowledge regarding how meaningful work is influenced by creative self-concept in the organization.

Additionally, meaning-ful work is studied empirically to employability and engagement. Still, there is very little research regarding the identification of factors and antecedents of meaningful work. Therefore, there is a need to identify and investigate meaningful work and its role in the positivity of the work. If they have meaningful work, it will contribute positively to the organization as well. Moreover, People, especially employees, are strengthened due to the importance of work. Most of the times, employability is studied in the field of business as the phenomena of interpersonal relationships at the workplace, improving the performance, and learning process (Bedarkar & Pandita, 2014).

In literature, engagement is defined in a number of different ways. Engagement of employees the organization is viewed generally as a positive and motivational force in term of work-related items (Ghani, Kaliappen, & Jermittiparsert, 2019). Engagement of work is for firms because its contribution is in all section of the organization (Gupta & Sharma, 2016). Scholars have given a lot of attention to work engagement because of its structural relationship with variety of consequences and antecedents. The consequences are turnover intention and performance, whereas individual resources and work resources are the antecedents of work engagement (Kim, 2017). Despite all these studies, empirical research is lacking in academic literature regarding work engagement.

Universities are a very important part of the service sector in Thailand. As far as the system of universities is a concern in Thailand, the system is reformed there like altering the status of faculty and staff members. Their status is changed to university officers from government employees. Such a situation has caused instability in the staff and faculty members of universities. These employees feel lack of rights as compare to employees working in secondary

schools and colleges. In such a situation, it is critical for universities to concentrate on factors of work engagement for the workers.

To address the mentioned research gaps, the current study aims to survey the impact of creative self-concept and ethical leadership on enhancing the perception of employees towards meaningful work. Moreover, to analyze the impact of this mechanism on employability and work engagement.

II. Literature Review

Ethical leadership

For behavior and moral decision-making, followers look at their leaders, for an organization, these leaders provide the climate and moral framework serving as ethical role models. In this capacity, ethical leaders serve the organization. Scholar defined the ethical leadership as the interpersonal relationships through personal actions and the demonstration of normatively, decision-making and re-inforcement, two-way communication is followed for the promotion of such conducts to the followers. Ethical behavior in the daily lives of ethical leaders is seen with the principled decision makers and fair attitude. Trustworthiness, just, care and being honest are the characteristics of ethical leaders. Clear ethical values and standards are set by these ethical leaders, and those standards are adherently monitored by them, and for the establishment of ethical culture, they take corrective actions (Demirtas, Hannah, Gok, Arslan, & Capar, 2017). In terms of ethical conduct, additionally, they 'practice what they preach' as proactive role models.

Creative self-concept

Multifaceted, versatile construct or developmental changes are known as creative self-concept, characteristics comprised by creative self-concept are like creative self-efficacy: the belief of own ability to construct outcomes which are creative in general or specific setting by a person, personal identity creation: self-description and self-identifying role of creativity (Cederquist, 2017). Multifaceted construct is the definition of creative self-concept, covering characteristics such as creative self-efficacy, known as an individual's conviction for dealing with the problems which an individual can solve by thinking creatively, creative personal identity the self-description and identity role of creativity, creative metacognition and creativity of self-rated.

Creative achievement, creative personality and innovative behavior are positively related to self-efficacy, and the relationships between creative achievement and potential are mediated by self-efficacy. Also, the relation of self-efficacy is strongly to the tendency for new experience seeking and personal identity and unpredictability acceptance related to the involvement and experience seeking tendency, from the study of (Karwowski, 2012).

Meaningful work

The belief provided to the followers that their efforts have positive significance is known as meaningful work by Martela (2010). Similarly, M. Steger et al. (2012) stated that if individuals are clear about the purpose of their effort works within an organization and some greater social benefits of their contribution, then it is known as meaningfulness. The qualities that an organization desires possess by the people who say their work serve some greater communal or social good and their work is meaningful having better psychological adjustment. Greater job satisfaction and cohesion work unit is reported by the people who feel serving higher purpose of their work.

Meaningful work and ethical leadership

Scholars reported that leaders are responsible for providing workable working conditions for employees. These conditions include the non-paternalistic, democratic, challenging, respectful, fair and honest workplace. It has further been argued that ethical leaders provide such environment to employees (Michaelson, 2005). Establishing an environment at workplace like respectful, fairness and honest is the base of ethical leadership (Brown & Moshavi, 2005). Additionally, scholars have mentioned that meaningful work is raised when employees are linked to the organization considered as ethical. Moreover, ethical conduct and ethical behavior at the workplace helps the experience of the employees in their jobs to be meaningful (Mitra & Buzzanell, 2017). Therefore, ethical leadership is an important source for the followers by which they can experience meaningfulness.

As there are a number of types of leadership, so there is the need for followers to understand the meaningful work is important for mindfulness in life because it will have a positive impact on the engagement of employees, identification of employee with organization and performance of the job. Additionally, when employees have meaningful work, it's more likely that they will experience physical and psychological well-being (Jung & Yoon, 2016). So, an employee experience meaning when it's believed by the employee that their goal and work of the organization produce value and is important as well (Cardador & Pratt, 2018). Moreover, ethical ways are being adopted to achieve organizational goals. As an ethical leader is the role model for the employees and followers; therefore, meaningfulness is created. This ethical leaders encourage the followers to accomplish organizational goals and show full support by providing full workable conditions (Mohiuddin, 2017).

Therefore, we suggest the resulting hypothesis as:

H 1: Ethical leadership is significantly related to meaningful work.

Moderation mechanism of cognitive emotions

Cognitive emotion is a strategy in which a process is involved in which employee goes through a situation of emotional provoking in a different manner after which they can alter his/ her emotional impact. For instance, an employee may want to alter a task instead of learning from the hardships of the task. For this reason, a positive is produced rather than a negative response on the basis of emotions (Lindquist, Satpute, Wager, Weber, & Barrett, 2015). Re-appraisal of cognitive emotions include all the efforts made to alter in terms of decrease and increase the emotions and their maintenance as well. In such scenarios, emotions are the main component of the relationship of leaders and followers. Therefore, the link between meaningful work and ethical leadership is complex. In such a relationship, the reaction of followers alters with the ethical leaders on the basis of emotions. Therefore, a number of different followers have different reactions with the same leader on the basis of differences of individuals (Zaccaro, Green, Dubrow, & Kolze, 2018). A number of researches have mentioned that this impact is based on cognition. Past studies have mentioned that there are negative and positive relationships shows a significant impact on the way information about the society is processed. Thus, follower's orientation towards re-appraisal of cognition is an emotional construct and also is a strategy in which employees can monitor in a better way. Moreover, they can change their way of thinking and processing the information and situation. Therefore, alteration in response based on emotions in a number of ways facilitate the relationship of interpersonal and social functioning in a way leaders are involved (Reeck, Ames, & Ochsner, 2016). It's been argued that the way employee interprets and perceive ethical leadership will be varied on the basis of emotions. Moreover, whether they facilitate positive affect, mitigate

negativity, and are able as well. As such leaders are more supporting, helping and good will, they also have an attraction towards the goals and objective of the organization(Sosik & Jung, 2018). by this way, the experience of the employee should give good meaning. Moreover, employees may also interpret the behavior of employees more positive and favorable(Bailey et al., 2017). These employees have a positive perception of employees as well and make leaders influential. Therefore, the moderating role of cognitive emotions is proposed and its hypothesized that

H 2: Cognitive reappraisal emotion regulation moderates the relationship between ethical leadership and meaningful work

Meaningful work and creative self-concept

Scholars have proposed that creative self-efficacy model is established when there is creativity in the workplace. Moreover, creativity is a significant and critical element for functioning of the organization. This belief of creativity is known as a creative personal identity, which further impacts self-efficacy in a number of circumstances while the task is being done (Jussim & Harber, 2005). For this reason, if an employee perceives, having a creative personal identity and creative self-efficacy, perception of significant work is possible by the employee as well. It is because such employee may develop trust in the work being done by him/ her. Scholars have mentioned that meaningful work is the interaction between individual self-concept, the context in which work is done and interaction among the tasks of work. When the task given to employee match the self-concept of a particular individual, meaningful work is developed. Therefore, there is a positive impact of creative self-concept on meaningful work.

Hence, the next hypothesis is suggested as:

H3: Creative self-concept is significantly related to meaningful work.

Work engagement

Work engagement is studied in a number of subfields by the researchers. According to Lockwood (2007), Organizational success is associated with the business initiative acknowledged by work engagement. Work engagement is most commonly categorized by absorption, work devotion and vigor. It is defined as satisfying and positive state of mind of an employee regarding his work(Marsollier, 2019).

There are 3 basic components that constitute work engagement that are the concepts of absorption, dedication and vigor in this instance named as cognitive, emotional and physical. Reliance and high level energy in work refers to vigor. Sense of enthusiasm and significance, as well as strong involvement in one's work, is characterized as dedication. Happily engrossed in ones work and fully concentrated is the state of absorption. Engrossment, satisfaction and full concentration of job related tasks that one individual receives refers to this component of absorption thus deriving pleasure from work, the eudemonic approach is also referred to this state(Harunavamwe, 2018). Such individuals having the state of absorption have difficulty often to detach or disengage their jobs from themselves. Hence, enthusiastically involvement in work and high level of energy is found in the employees who are engaged.

Meaningful work and work engagement

Engagement and meaningful work are related, but still very different concepts. Its been revealed by the scholars that employees who are engaged in their organizational tasks are more committed towards their organizational and personal goals. Moreover, employees having meaningful work have qualities desired by the organization, including a commitment to the organizational tasks. Its been revealed that employees who have meaningful work experience

work engagement as well (Zhong, Wayne, & Liden, 2016). Such employees give high value to their work and perceive their work as important as well. These employees are attached to their work more psychologically. It has been reported by the scholars that employees who perceive meaning in the work of the organization are more engaged in the organizational tasks.

Employee engagement has a positive relationship with the engagement of employee and creative self-concept. Additionally, work engagement is positively related to meaningful work. For this reason, the following hypothesis is developed

Hence, the next proposed hypothesis is as:

Hypothesis4: Meaningful work is significantly related to work engagement.

Hypothesis5: Meaningful work mediates the relationship between ethical leadership and work engagement.

Hypothesis6: Meaningful work mediates the relationship between creative self-concept and work engagement.

Employability

Personal attributes such as knowledge, skills and many others that can make an individual more employable are known as employability. In the transition to work focusing on self-efficacy, the employability or subjectivity may be defined as a belief of adaptation to the world of work and job search ability of one's that how he/she can take actions and organizes (Vieira, Maia, & Coimbra, 2007). The employability factor may be influenced by the contextual and individual skills and abilities on which the concept is focused in this view by Vieira and Coimbra (2006). The ability for environmental adaptation, flexibility, autonomy and interpersonal relationship are the examples of individual factors. Whereas, the relationship with people or the family members during the work and academic settings form the contextual factors.

Historically, in order to identify the person's skills and qualification to enter the job market was firstly used the concept of employability. Pursuant to Gazier (1999), the time and probability that was taken by a group to find a job inclusively the market condition of jobs refers to employability understanding. The author found that higher levels of employability, self-esteem and self-efficacy are part of the individuals who are employed comparatively to individuals who are not employed. As mentioned by Gouveia (2011) that there was no influence of qualification level and gender differentiation; however, employability has a relation with gender in the form of women higher scores.

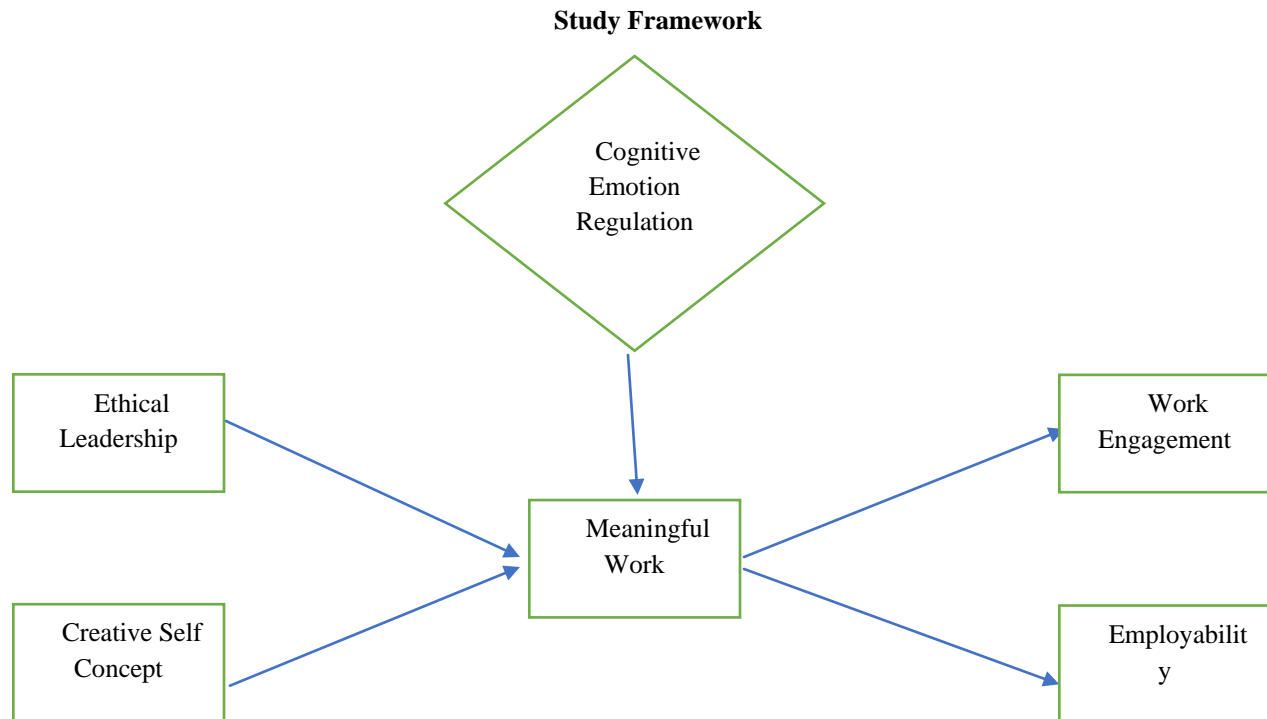
Meaningful work and employability

Scholars have mentioned that employability of employees and its sustainability is important for meaningful work, individual's well-being and personal well-being. Therefore, the definition of employability has evolved from work maintenance through competences, attitudes and personal resources to external factors by focusing on the well-being of individual, meaningful work and personal values. Scholars reported a positive association between employability and meaningful work (Steger, Dik, & Duffy, 2012). Therefore, it is hypothesized in present research that there will be a significant impact of meaningful work and employability.

Hypothesis7: Meaningful work is significantly related to employability.

Hypothesis8: Meaningful work mediates the relationship between ethical leadership and employability.

Hypothesis9: Meaningful work mediates the relationship between creative self-concept and employability.



III. Methodology

This section is based on the statistical approaches and methodology used for research. The research is based on the hypothetic-deductive method. It is scientific method and is based on seven steps such as identification of the problem, statement of the problem, formulation of hypotheses, establishing measures, collection of data, analysis of data, and interpretation of results or findings. The basic element of the research is the deductive approach in which the generational theoretical framework is formulated and applied to a specific case(Sarker, Xiao, Beaulieu, & Lee, 2018). The previous research findings are used for a theoretical base. Moreover, the research has used quantitative survey technique. The objectives of the research have been determined through a research design. The validity and reliability of the research instrument have been determined. The survey is conducted, and information gathered from the respondents has been processed for analysis. Finally, the results have been interpreted, and suggestions are made. The research is cross-sectional in nature, which means it is based on a certain period because of convenience for the researcher. The method used of collection of data is the survey method. The responses have been collected through the use of a survey approach. A five-point scale has been used for measurement of responses regarding the questions. Number 1 is designated to strongly disagreed, 2 for disagree, 3 for neutral, 4 for agree, and 5 for strongly agreed. The sampling technique was cluster sampling used in the survey research. The information is collected from people regarding a specific issue or topic in the survey research method. Questionnaires were distributed through emails and data was collated. This requires less cost and time and can cover a large geographical region. The data was analyzed using statistical approaches. Moreover, the questionnaire survey makes the collection of information under natural circumstances. People or respondents are free to make choices in questions irrespective of any fear or pressure. No interference is shown by the researchers and survey is conducted in a natural setting. The results of the survey can be generalized. The items in the questionnaire were directly linked with the items of dimensions and relevant, this makes it valid. The total population is estimated before the estimation of sample size. The sample size is calculated through

the table presented by Krejcie and Morgan (1970). The sample size was selected to be 310 based on the table. The response rate came out to be 63.2 percent.

The scale for work engagement and employability is adapted from Demirtas et al. (2017) and Onça and Bido (2019) respectively. The items for meaningful work, ethical leadership, creative self-concept were taken from M. F. Steger et al. (2012), Demirtas et al. (2017) and Onça and Bido (2019) respectively. And scale for cognitive emotion regulation was taken from the study of Demirtas et al. (2017).

IV. SEM-PLS Analysis

Most of researchers in social sciences use SEM approach. It is very powerful technique, which can test several relations simultaneously (Hair, Hult, Ringle, & Sarstedt, 2016). A number of researchers have suggested the use of co-variance approach such as AMOS. However, PLS-SEM has become an advanced alternative to previous co-variance approaches because of its unique features and abilities. PLS-SEM technique is the widely adopted approach and it has gained huge recognition among the researchers. According to Urbach and Ahlemann (2010), the SEM approach is quite suitable. Moreover, PLS is considered beneficial for when researcher aims at the prediction and explanation of the predictive relevance of the variables (Hair et al. (2016). This research has used PLS-SEM approach because of its flexibility for sample size and estimation of multiple regressions at a time. Moreover, reflective and formative constructs are involved in PLS-SEM approach. The technique is supported by Hair et al. (2016) because of the tendencies of PLS incorporated in PLS-SEM.

The estimation of measurement and structural model is involved in SEM-PLS method. This involves the measurement of its components and determination of degree of indicators loadings and the value of correlation between the related constructs. From a different perspective, the expected measurements by the survey items are determined in the outer model (Hulland, 1999; Ramayah, Lee, & In, 2011). The measures of reliability and validity determine the relation between the constructs. The convergent validity for the indicator measures is observed for analyzing the suitability of measurement model. For this, AVE (average variance extracted) is used. The criterion given by Fornell and Larcker (1981) has been used for the measurement of outer loadings. Further, the individual item reliabilities are measured including the indicator reliability and internal consistency reliability through the estimation of composite reliability. The relation between the observed and unobserved variables is reflected through the measurement model. During the estimation of measurement model, changes may occur in the items. In order to ensure validity, CFA (confirmatory factor analysis) is used through the incorporation of first and second order constructs. Moreover, every item for the measurement model is individually estimated through structural, formative, and reflective modeling.

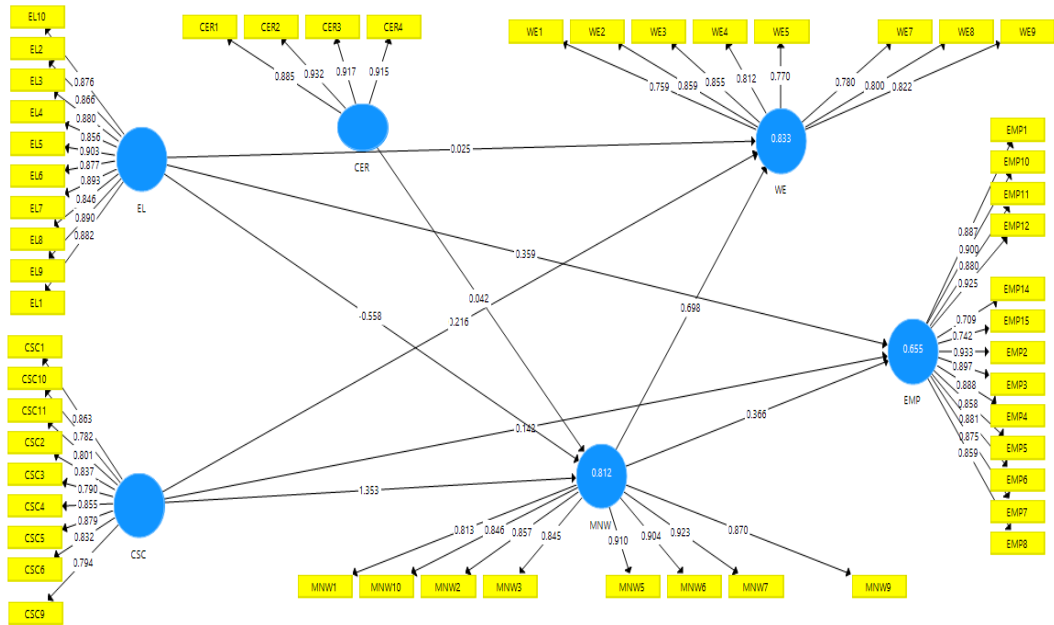


Figure 1: Measurement model

Table 1: Factor loading

	CER	CSC	EL	EMP	MNW	WE
CER1	0.885					
CER2	0.932					
CER3	0.917					
CER4	0.915					
CSC1		0.863				
CSC10		0.782				
CSC11		0.801				
CSC2		0.837				
CSC3		0.790				
CSC4		0.855				
CSC5		0.879				
CSC6		0.832				
CSC9		0.794				
EL10			0.876			
EL2			0.866			
EL3			0.880			
EL4			0.856			
EL5			0.903			
EL6			0.877			

EL7			0.893			
EL8			0.846			
EL9			0.890			
EMP1				0.887		
EMP10				0.900		
EMP11				0.880		
EMP12				0.925		
EMP14				0.709		
EMP15				0.742		
EMP2				0.933		
EMP3				0.897		
EMP4				0.888		
EMP5				0.858		
EMP6				0.881		
EMP7				0.875		
EMP8				0.859		
MNW1					0.813	
MNW10					0.846	
MNW2					0.857	
MNW3					0.845	
MNW5					0.910	
MNW6					0.904	
MNW7					0.923	
MNW9					0.870	
WE1						0.759
WE2						0.859
WE3						0.855
WE4						0.812
WE5						0.770
WE7						0.780
WE8						0.800
WE9						0.822
EL1			0.882			

The average variance extracted is also determined to examine the discriminant validity, by comparing the square roots of AVE to the correlations of latent variables. The square root value for each AVE must be greater than the highest squared correlation (Hair, Sarstedt, Hopkins, & G. Kuppelwieser, 2014). However, in case of present study,

the obtained square root for AVE was consistent and in line with the given criterion. Thus, discriminant validity on the construct level is established. Furthermore, outer-loadings and cross-loadings also turned out similar. On the cross-loadings, the correlation (if any) among the construct items is determined. Table 2 shows the values for discriminant validity established between the constructs and variables. For analyzing model reliability, the internal consistency or reliability index is observed, which must exhibit value greater than 0.70 or above. Contrarily, the convergent validity measures whether an indicator determines what it actually assumed to measure. According to Fornell and Larcker (1981) convergent validity is measured through the AVE value, which is equal to the communality of the indicators' square loadings of a corresponding construct in proportion to the total number of items of the constructs. Thus, $AVE \geq 0.50$ shows that on average, more than half of the indicators' variance is explained by the respective construct, thus achieving convergent validity of the constructs. However, if this value is below 0.50, it shows that due to measurement errors, indicators' variance could not be explained through the constructs, thereby indicating non-established convergent validity (Hair et al., 2014; Urbach & Ahlemann, 2010). Table... shows that the adequate level of convergent validity is established for the measures since the AVE range turned out as 0.610-0.814, satisfying the minimum acceptable range i.e. 0.50 (Bagozzi & Yi, 1988), thereby shows that convergent validity is achieved.

Table 2: Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
CER	0.933	0.933	0.952	0.832
CSC	0.942	0.943	0.951	0.683
EL	0.967	0.967	0.971	0.769
EMP	0.972	0.972	0.975	0.751
MNW	0.954	0.956	0.962	0.760
WE	0.925	0.932	0.937	0.653

Discriminant validity refers to the extent that measures of the construct that should not be related theoretically to each other are actually not related. Achieving discriminant validity means a construct has shown distinctive features as compared to the other constructs involved in the PLS-SEM model. In a reflective measurement model, the discriminant validity can be assessed through a) Fornell and Larcker (1981) criterion, which observes and compares each constructs' AVE square root to the correlation of latent construct with other constructs. Therefore, the AVE square roots must exhibit greater value than the correlations, for successful achievement of discriminant validity of the measurement model; b) Determining the cross-loadings of indicators, i.e. for each construct, the indicator loadings must exhibit greater value than the cross-loadings for other constructs of the underlying model. Therefore, discriminant validity is not achieved if the actual construct loading is less than the cross loadings of this construct on other constructs of the same model (Hair et al., 2014). The variables of the model are expected to exhibit strong correlation, as all items of the variables were dynamic in nature. Each element of the model was estimated using structural, formative, and reflective modeling. For the determination of discriminant validity, the study employed

Fornell and Larcker (1981) criterion. It is the widely used criterion for assessing the degree to which a construct is found to be empirically different from other model constructs. Discriminant validity is designed to analyze the theoretical correlation between different concepts and also enables to calculate the extent that two concepts can overlap (Hair et al., 2014).

Table 3: Validity

	CER	CSC	EL	EMP	MNW	WE
CER	0.912					
CSC	0.727	0.926				
EL	0.745	0.914	0.877			
EMP	0.747	0.790	0.749	0.927		
MNW	0.611	0.874	0.710	0.745	0.912	
WE	0.627	0.849	0.718	0.888	0.905	0.808

Afterwards, the structural model is determined by drawing structural paths among the model constructs. The model only used a single-headed arrow to show a structural association among the model constructs. Therefore, the structural paths between independent, moderating and dependent variables were observed to analyze the structural model. The model also analyzes if any relation exists between the constructs. In addition, it also estimates the indirect and direct effects of the variables involved in the model. On the other hand, measurement model shows the nature of association between constructs and their latent variables of the outer-model. The structural model for this study is presented as follows:

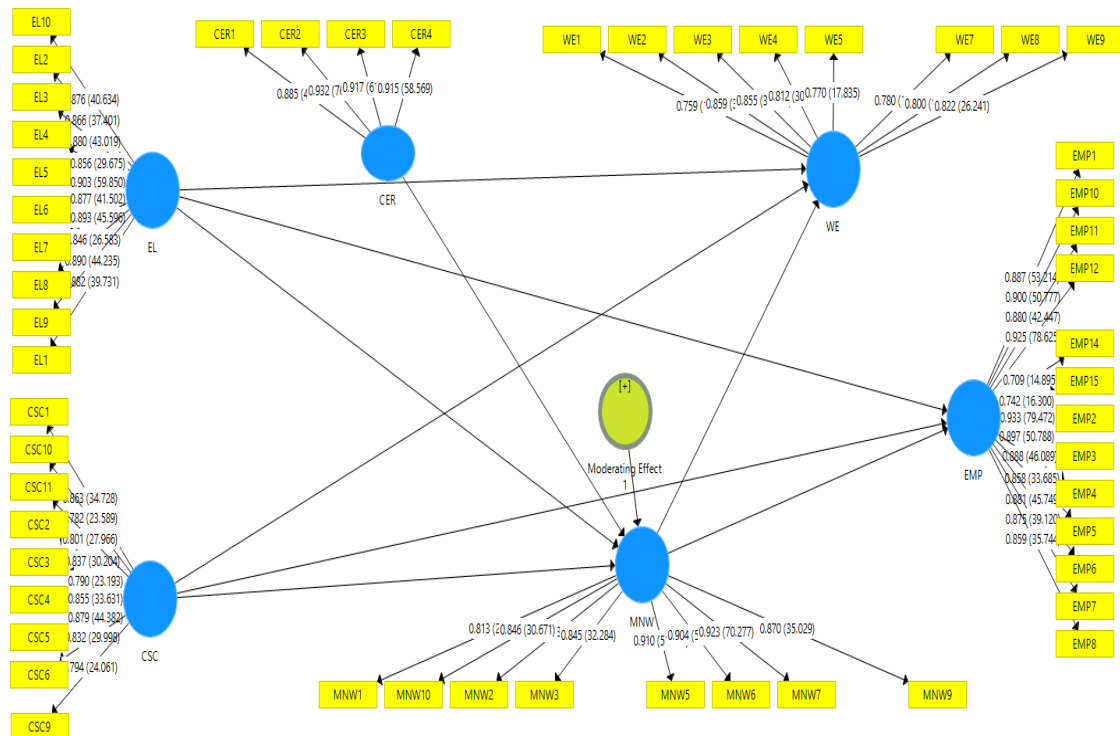


Figure 3: Structural model

For observing any indirect effects of variables, the moderation level is examined. To analyze relationship significance, the study performed bootstrapping analysis, using a number of 1000 observations. Significant results were obtained at 5% level of significance for all hypotheses, The p-value also turned out to be significant.

Table 4: Direct results and moderation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CER -> EMP	0.017	0.021	0.027	3.613	0.000
CER -> MNW	0.045	0.047	0.060	4.762	0.000
CER -> WE	0.032	0.033	0.042	3.748	0.000
CSC -> EMP	0.638	0.635	0.161	3.976	0.000
CSC -> MNW	1.355	1.339	0.126	6.721	0.000
CSC -> WE	1.162	1.154	0.126	9.256	0.000
EL -> EMP	0.158	0.160	0.169	5.937	0.000
EL -> MNW	0.549	0.531	0.154	3.579	0.000
EL -> WE	0.359	0.348	0.148	2.422	0.008
MNW -> EMP	0.366	0.368	0.148	2.477	0.007
MNW -> WE	0.698	0.697	0.075	9.287	0.000
Moderating Effect 1 -> EMP	0.008	0.010	0.014	4.586	0.000
Moderating Effect 1 -> MNW	0.023	0.027	0.035	4.651	0.000
Moderating Effect 1 -> WE	0.016	0.019	0.025	3.650	0.000

Table 5: Mediation

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CER -> MNW -> EMP	0.017	0.021	0.027	0.613	0.000
CSC -> MNW -> EMP	0.496	0.490	0.197	2.520	0.006
EL -> MNW -> EMP	0.201	0.195	0.097	2.073	0.019
CER -> MNW -> WE	0.032	0.033	0.042	0.748	0.000
CSC -> MNW -> WE	0.946	0.933	0.131	7.206	0.000
EL -> MNW -> WE	0.384	0.370	0.114	3.352	0.000

Furthermore, coefficient of determination or R_2 is also estimated to observe the variables' predictive power. The R_2 value ranges between 0 to 1, where R_2 value closer to 1 represents that dependent variable can be appropriately predicted by the independent variables or greater predictive relevance and vice versa. For this study, R_2 value turned out to be above the threshold value.

Table 6: R-Square

	R Square
EMP	0.655
MNW	0.812
WE	0.833

V. Conclusion

The main focus of this study was to investigate the impact of ethical leadership, and creative self-concept on work engagement and employability. In addition to that, the study has examined the mediating role of meaningful work, and the moderating role of cognitive, emotional regulation is also examined.

The study has used survey-based methodology and the questionnaire is adopted from the prior findings. The SEM-PLS is employed the answer the research questions raised in the study. The basic element of the research is deductive approach in which the generational theoretical framework is formulated and applied to a specific case. The previous research findings are used for a theoretical base. Moreover, the research has used quantitative survey technique. The objectives of the research have been determined through a research design. The validity and reliability of research instrument has been determined. Several researchers have suggested the use of co-variance approach such as AMOS. However, PLS-SEM has become an advanced alternative to previous co-variance approaches because of its unique features and abilities. PLS-SEM technique is the widely adopted approach and it has gained huge recognition among the researchers. According to Urbach and Ahlemann (2010), the SEM approach is quite suitable.

The data is collected from Thai University employees. The research findings have provided support to the proposed results. The mediation and moderation effect is appeared in a significant. The study broached an argument that Happily engrossed in ones work and fully concentrated is the state of absorption. Engrossment, satisfaction and full concentration of job-related tasks that one individual receives refers to this component of absorption thus deriving pleasure from work, eudemonic approach is also referred to this state. Such individuals having the state of absorption have difficult often to detach or disengage their jobs from themselves. Study findings might help help the policymakers, researchers, and HR personnel in understanding the issues related to employability, and work engagement. The study has argued that there is a complex and ambiguous association between meaningful work and ethical leadership saying that we mean the reaction of followers alter with the ethical leaders on the basis of emotions. Considering the fact, a number of different followers have different reactions with same leader on the basis of differences of individuals. A number of researches has mentioned that this impact is based on cognition. Present study findings are aligned with prior studies who have mentioned that there is positive relationships shows significant impact the way information of society is processed.

References

- [1] Bagozzi, R. P., & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74-94.
- [2] Bailey, C., Madden, A., Alfes, K., & Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International journal of management reviews*, 19(1), 31-53.
- [3] Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, 133, 106-115.
- [4] Brown, F. W., & Moshavi, D. (2005). Transformational leadership and emotional intelligence: A potential pathway for an increased understanding of interpersonal influence. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 26(7), 867-871.
- [5] Cardador, M. T., & Pratt, M. G. (2018). Becoming Who We Serve: A Model of Multi-Layered Employee–Customer Identification. *Academy of management journal*, 61(6), 2053-2080.
- [6] Cederquist, C. E. (2017). *A qualitative analysis of worker identity in a sports entertainment organization*.
- [7] Demirtas, O., Hannah, S. T., Gok, K., Arslan, A., & Capar, N. (2017). The moderated influence of ethical leadership, via meaningful work, on followers' engagement, organizational identification, and envy. *Journal of Business Ethics*, 145(1), 183-199.
- [8] Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics: SAGE Publications Sage CA: Los Angeles, CA.
- [9] Gazier, B. (1999). *Assurance-chômage, employabilité et marchés transitionnels du travail*: Université de Paris I.
- [10] Ghani, A., Kaliappen, N. & Jermsittiparsert, K. (2019). Enhancing Malaysian SME Employee Work Engagement: The Mediating Role of Job Crafting in the Presence of Task Complexity, Self-Efficacy and Autonomy. *International Journal of Innovation, Creativity and Change*, 6(11), 1-18.
- [11] Gouveia, L. (2011). Microalgae as a Feedstock for Biofuels *Microalgae as a Feedstock for Biofuels* (pp. 1-69): Springer.
- [12] Gupta, N., & Sharma, V. (2016). Exploring employee engagement—A way to better business performance. *Global Business Review*, 17(3_suppl), 45S-63S.
- [13] Hair, Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage publications.
- [14] Hair, Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- [15] Harunavamwe, M. (2018). *The effect of psychological capital, self-leadership and job embeddedness on work engagement among employees in the banking sector*. University of the Free State.
- [16] Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal*, 20(2), 195-204.
- [17] Jung, H. S., & Yoon, H. H. (2016). What does work meaning to hospitality employees? The effects of meaningful work on employees' organizational commitment: The mediating role of job engagement. *International Journal of Hospitality Management*, 53, 59-68.
- [18] Jussim, L., & Harber, K. D. (2005). Teacher expectations and self-fulfilling prophecies: Knowns and unknowns, resolved and unresolved controversies. *Personality and social psychology review*, 9(2), 131-155.
- [19] Karwowski, M. (2012). Did curiosity kill the cat? Relationship between trait curiosity, creative self-efficacy and creative personal identity. *Europe's Journal of Psychology*, 8(4), 547-558.
- [20] Kim, W. (2017). Examining mediation effects of work engagement among job resources, job performance, and turnover intention. *Performance Improvement Quarterly*, 29(4), 407-425.
- [21] Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- [22] Lindquist, K. A., Satpute, A. B., Wager, T. D., Weber, J., & Barrett, L. F. (2015). The brain basis of positive and negative affect: evidence from a meta-analysis of the human neuroimaging literature. *Cerebral Cortex*, 26(5), 1910-1922.
- [23] Marsollier, R. G. (2019). Análisis del modelo burnout-engagement en empleados públicos. *Psicogente*, 22(41), 1-18.
- [24] Martela, F. (2010). *Meaningful work—an integrative model based on the human need for meaningfulness*. Paper presented at the Academy of Management Annual Meeting in Montréal, Quebec.
- [25] Michaelson, C. (2005). 'I Want Your Shower Time!': Drowning in Work and the Erosion of Life. *Business and Professional Ethics Journal*, 24(4), 7-26.

- [26] Mitra, R., & Buzzanell, P. M. (2017). Communicative tensions of meaningful work: The case of sustainability practitioners. *Human Relations*, 70(5), 594-616.
- [27] Mohiuddin, Z. A. (2017). Influence of Leadership Style on employees performance: evidence from literatures. *Journal of Marketing and Management*, 8(1), 18.
- [28] Onça, S. S., & Bido, D. S. (2019). ANTECEDENTES E CONSEQUENTES DO TRABALHO SIGNIFICATIVO. *Revista de Administração Mackenzie*, 20(2), 1-31.
- [29] Ramayah, T., Lee, J. W. C., & In, J. B. C. (2011). Network collaboration and performance in the tourism sector. *Service Business*, 5(4), 411.
- [30] Reeck, C., Ames, D. R., & Ochsner, K. N. (2016). The social regulation of emotion: An integrative, cross-disciplinary model. *Trends in cognitive sciences*, 20(1), 47-63.
- [31] Sarker, S., Xiao, X., Beaulieu, T., & Lee, A. S. (2018). Learning from first-generation qualitative approaches in the IS discipline: an evolutionary view and some implications for authors and evaluators (PART 1/2). *Journal of the Association for Information Systems*, 19(8), 752-774.
- [32] Sosik, J. J., & Jung, D. (2018). *Full range leadership development: Pathways for people, profit, and planet*: Routledge.
- [33] Steger, M., Saeedi, K., Thewalt, M., Morton, J., Riemann, H., Abrosimov, N., . . . Pohl, H.-J. (2012). Quantum information storage for over 180 s using donor spins in a 28Si “semiconductor vacuum”. *Science*, 336(6086), 1280-1283.
- [34] Steger, M. F., Dik, B. J., & Duffy, R. D. (2012). Measuring meaningful work: The work and meaning inventory (WAMI). *Journal of career Assessment*, 20(3), 322-337.
- [35] Urbach, N., & Ahlemann, F. (2010). Structural equation modeling in information systems research using partial least squares. *Journal of Information technology theory and application*, 11(2), 5-40.
- [36] Vieira, D., & Coimbra, J. L. (2006). Sucesso na transição escola-trabalho: a percepção de finalistas do ensino superior português. *Revista brasileira de orientação profissional*, 7(1), 1-10.
- [37] Vieira, D., Maia, J., & Coimbra, J. L. (2007). Do ensino superior para o trabalho: análise factorial confirmatória da escala de auto-eficácia na transição para o trabalho (AETT). *Avaliação Psicológica*, 6(1), 3-12.
- [38] Wales, W. J. (2016). Entrepreneurial orientation: A review and synthesis of promising research directions. *International small business journal*, 34(1), 3-15.
- [39] Weller, C., Kleer, R., & Piller, F. T. (2015). Economic implications of 3D printing: Market structure models in light of additive manufacturing revisited. *International Journal of Production Economics*, 164, 43-56.
- [40] Zaccaro, S. J., Green, J. P., Dubrow, S., & Kolze, M. (2018). Leader individual differences, situational parameters, and leadership outcomes: A comprehensive review and integration. *The Leadership Quarterly*, 29(1), 2-43.
- [41] Zhong, L., Wayne, S. J., & Liden, R. C. (2016). Job engagement, perceived organizational support, high- performance human resource practices, and cultural value orientations: A cross- level investigation. *Journal of Organizational Behavior*, 37(6), 823-844.