Leading with Humility in Technology-intensive work Environments: Building Engagement through Satisfaction in Indonesia's Gaming Sector

Agustian Budi Prasetya[1]*, Fathimah Prajna Iswari[2]
[1]Magister Management, Binus Business School, Bina Nusantara University, DKI Jakarta 11480, Indonesia
[2]Master of Management in Strategy & Execution, Binus University, 10270 DKI Jakarta, Indonesia

Corresponding Author's e-mail : *agustian.prasetya@binus.ac.id*

ARMADA
JURNAL PENELITIAN MULTIDISIPLIN

e-ISSN: 2964-2981

ARMADA : Jurnal Penelitian Multidisiplin

https://ejournal.45mataram.ac.id/index.php/armada

Vol. 04, No. 06 Juni, 2026

Page: 1506-1516

DOI:

https://doi.org/10.55681/armada.v4i6.2409

Article History:

Received: April 06, 2026

Revised: Mei 28, 2026

Accepted: Juni 17, 2026

Abstract : The dynamic and technology-intensive gaming industry is frequently challenged by high work pressure, heavy mental workloads, and employee turnover risks that may undermine work engagement. This study examines the mediating role of job satisfaction in the relationship between leadership humility, psychological empowerment, and work engagement among 218 office-based employees in the Indonesian gaming industry. Using a quantitative approach, data were collected through a five-point Likert scale questionnaire and analyzed using PLS-SEM. The findings reveal that leadership humility ($\beta = 0.235$, $t = 4.423$, $p < 0.001$) and psychological empowerment ($\beta = 0.559$, $t = 10.661$, $p < 0.001$) significantly enhance job satisfaction, which in turn positively influences work engagement ($\beta = 0.658$, $t = 10.671$, $p < 0.001$). Interestingly, neither leadership humility ($\beta = -0.080$, $p = 0.260$) nor psychological empowerment ($\beta = -0.005$, $p = 0.957$) exerts a significant direct effect on work engagement, indicating a full mediating role of job satisfaction (indirect effects: $\beta = 0.154$ and $\beta = 0.368$, respectively; $p < 0.001$). Grounded in Self-Determination Theory (SDT) and Social Exchange Theory (SET), this study highlights the importance of human-centered leadership and humane organizational practices in addressing the intense pressures of technology-driven work environments.

Keywords : Work Engagement; Job Satisfaction; Leadership Humility; Psychological Empowerment

Abstrak *: Industri gim yang dinamis dan padat teknologi sering kali dihadapkan pada tingginya tekanan kerja, beban kerja mental, serta risiko turnover karyawan yang dapat melemahkan keterikatan kerja. Penelitian ini mengkaji peran mediasi kepuasan kerja dalam hubungan antara leadership humility, pemberdayaan psikologis, dan keterikatan kerja pada 218 karyawan berbasis kantor di industri gim Indonesia. Dengan pendekatan kuantitatif, data dikumpulkan melalui kuesioner skala Likert lima poin dan dianalisis menggunakan PLS-SEM. Hasil penelitian menunjukkan bahwa leadership humility (β = 0,235, t = 4,423, p < 0,001) dan pemberdayaan psikologis (β = 0,559, t = 10,661, p < 0,001) secara signifikan meningkatkan kepuasan kerja, yang selanjutnya berdampak positif terhadap keterikatan kerja (β = 0,658, t = 10,671, p < 0,001). Menariknya, baik leadership humility (β = -0,080, p = 0,260) maupun pemberdayaan psikologis (β = -0,005, p = 0,957) tidak menunjukkan pengaruh langsung yang signifikan*

terhadap keterikatan kerja, sehingga mengindikasikan peran mediasi penuh dari kepuasan kerja (efek tidak langsung: β = 0,154 dan β = 0,368; p < 0,001). Berlandaskan Self-Determination Theory (SDT) dan Social Exchange Theory (SET), penelitian ini menegaskan pentingnya kepemimpinan yang berorientasi pada manusia serta praktik organisasi yang humanis dalam menghadapi tekanan tinggi di lingkungan kerja berbasis teknologi.

***Kata Kunci** : Keterikatan Kerja; Kepuasan Kerja; Leadership Humility; Pemberdayaan Psikologis*

INTRODUCTION

Work engagement (WE) has emerged as a vital construct in organizational psychology, representing a positive, fulfilling, and work-related state of mind characterized by vigor, dedication, and absorption (Hakanen et al., 2019; Schaufeli, 2018; Schaufeli et al., 2002). Recent research has increasingly focused on identifying the antecedents that foster WE across diverse organizational contexts. Leadership behaviors such as transformational, authentic, ethical, and empowering leadership have been widely recognized for enhancing engagement through trust, purpose, and psychological safety (Ancarani et al., 2018; Mauno et al., 2007; Wushe & Shenje, 2019). Similarly, job-related characteristics such as task autonomy, meaningful work, and perceived support have been shown to boost employees' intrinsic motivation, while organizational practices like justice, recognition, and career development help align individual goals with organizational values (Almotawa & Shaari, 2020; Pradhan et al., 2017).

While these studies provide valuable insights into what drives WE, a deeper understanding is needed to explain how and why these factors influence employee engagement. To address this, scholars have increasingly turned to theoretical frameworks that capture both the internal motivational processes and the relational dynamics underlying employee behavior. In this regard, Self-Determination Theory (SDT) and Social Exchange Theory (SET) have been widely used as complementary perspectives. SDT emphasizes the fulfillment of three innate psychological needs autonomy, competence, and relatedness as the foundation for intrinsic motivation and engagement (McAnally & Hagger, 2024; Ryan & Deci, 1985; Wang et al., 2018).

When employees experience autonomy in their work, feel competent, and perceive a sense of belonging, they become intrinsically motivated and more engaged. On the other hand, in term of SET, Blau (2017) explains engagement as a reciprocal response to fair treatment and supportive relationships in the workplace. Employees who perceive care, trust, and fairness from leaders and organizations feel obligated to reciprocate with positive attitudes and behaviors such as greater job satisfaction (JS) and work engagement (WE) (Organ, 1988). Hence, both theories provide complementary perspectives SDT emphasizes the internal motivational process, while SET focuses on the external relational exchange that sustains employee engagement.

Building on these theoretical perspectives, leadership humility (LH) and psychological empowerment (PE) emerge as two promising antecedents of WE. LH refers to a set of interpersonal qualities that include a willingness to view oneself accurately, appreciation of others' strengths, and openness to learning and feedback (Chiu et al., 2016; Owens et al., 2013; Owens & Hekman, 2012). Humble leaders create psychologically safe environments that encourage voice behavior, trust, and self-improvement, aligning closely with the principles of SET. Meanwhile, PE defined as intrinsic task motivation manifested through meaning, competence, self-determination, and impact (Menon, 2001; Spreitzer, 1995) is grounded in SDT, as it fulfills employees' psychological needs for autonomy and competence. Empowered employees experience a stronger sense of control and purpose, which drives higher engagement and performance (Choi et al., 2016; Seibert et al., 2011). Therefore, LH and PE together represent critical personal and contextual factors that can jointly predict employees' engagement at work.

In the context of the video game industry, these relationships become particularly relevant. The industry is widely recognized for its rapid growth, creativity, and technological innovation, but

it is also characterized by high levels of stress, long working hours, and job instability (Crevoshay et al., 2019). Many game developers experience burnout, work-life imbalance, and emotional exhaustion, largely driven by the prevalence of "crunch" culture extended working hours that often exceed 40 hours per week over prolonged periods, frequently without adequate compensation. This condition is further exacerbated by unstable career paths, short job tenures, and frequent job mobility, with developers often moving between multiple companies within a relatively short time span. These factors collectively contribute to increased levels of stress, anxiety, and reduced well-being among employees.

Recent industry surveys also highlight that burnout, unprofessional management, and poor work-life balance remain the most pressing issues faced by employees in the gaming sector. Despite these challenges, the industry continues to expand rapidly, particularly in Indonesia. The gaming sector has demonstrated strong economic potential, contributing more than Rp31 trillion to GDP in 2021 and generating over 10,000 new jobs Rakhmat (2024). The widespread adoption of digital gaming, increasing in-game purchases, and the success of local developers in global markets further underscore this growth.

However, this rapid expansion is not always accompanied by improvements in employee well-being and work conditions. The coexistence of strong economic growth and persistent workplace challenges creates a clear tension within the gaming industry, where employees are expected to sustain high levels of creativity and productivity under demanding conditions. In such an environment, understanding the factors that support employees' WE becomes increasingly important, particularly those related to leadership and psychological experiences at work.

In response to this, the present study purpose is to examine the role of JS in the relationship between LH, PE, and WE. By focusing on these variables, this study seeks to explain how leadership behaviors and empowerment practices are translated into meaningful employee engagement within a technology-intensive and creative industry context.

This study contributes to the literature by highlighting the importance of JS as a key mechanism linking leadership and empowerment to WE. It also provides contextual insight into how these relationships operate within the gaming industry, offering a more nuanced understanding of employee engagement in environments characterized by both rapid growth and demanding work conditions.

RESEARCH METHOD

Research Method

This study employed a quantitative cross sectional survey design to examine the relationships among leadership humility, psychological empowerment, job satisfaction, and work engagement. The population consisted of office based employees in the Indonesian gaming industry, primarily from Garena, Moonton, and Tencent. Eligible respondents were permanent employees aged 20 to 55 years who worked under a direct supervisor and interacted with that supervisor at least once a week. Chief executive officers and company directors were excluded to ensure that the findings represented the perspectives of general employees rather than strategic decision makers. Respondents were selected using nonprobability convenience sampling based on accessibility, willingness to participate, and conformity with the eligibility criteria. The sample size was determined by referring to Champion (1981), who recommends 120 to 250 respondents for most statistical analyses. Data were collected through a structured online questionnaire distributed using Google Forms. The research procedure included instrument preparation, respondent screening, questionnaire distribution, data verification, and statistical analysis.

The questionnaire consisted of demographic information and measurement items assessed using a five point Likert scale ranging from 1, strongly disagree, to 5, strongly agree. Leadership humility was measured using indicators adapted from Owens et al. (2013), psychological empowerment from Spreitzer (1995) and Seibert, Wang, and Courtright (2011), job satisfaction from Spector (1997) and Mathew and Nair (2022), and work engagement from Schaufeli et al. (2006). Data were analyzed using Partial Least Squares Structural Equation Modeling with SmartPLS version 3.0 following Hair et al. (2022). The measurement model was evaluated using outer loadings, Cronbach's alpha, composite reliability, average variance extracted, and the

heterotrait monotrait ratio. The structural model was assessed through path coefficients, R squared, and Q squared values. The significance of direct and indirect effects was examined using a bootstrapping procedure with 5,000 resamples to test the proposed relationships and mediating effects among the study variables.

RESULTS AND DISCUSSIONS

Sample Characteristics

A total of 218 respondents participated in this study. Based on gender, 55% were male and 45% were female, indicating a relatively balanced gender distribution. Most respondents were in the 20–35 age group (77%), followed by those aged 36–45 years (20%), and a small portion aged 46–55 years (3%), suggesting that the majority of employees in the gaming industry are young professionals. In terms of educational background, the majority held a Bachelor's degree (83%), followed by Master's degree holders (9%) and Diploma graduates (8%), showing that the workforce in this sector is predominantly well-educated. Regarding job roles, the largest group of respondents worked in support functions such as HR, finance, and legal (38%), followed by operations (23%), creative roles (20%), IT-related positions (11%), and esports management (4%).

Most respondents were located in Jabodetabek (83%), with the remaining 17% residing in other parts of Java and Bali, reflecting the concentration of Indonesia's gaming companies in major urban areas. In terms of tenure, 65% had worked at their current company for 1–5 years, and 24% for 6–10 years, indicating moderate employment stability within the industry. Similarly, 75% of respondents had worked with their current supervisor for 1–5 years, suggesting consistent supervisory relationships and relatively stable team structures.

Table 1. Respondents Characteristics

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	119	55%
	Female	99	45%
Age	20–35 years	168	77%
	36–45 years	44	20%
	46–55 years	6	3%
Education Level	Diploma (D1/D2/D3)	17	8%
	Bachelor's Degree (D4/S1)	181	83%
	Master's Degree (S2)	20	9%
Occupation	IT (developer, QA engineer, server, etc.)	25	11%
	Creative (marketing, designer, social media, etc.)	44	20%
	Operations (product, revenue, localization, etc.)	51	23%
	Esports (tournament, talent management)	8	4%
	Support (HR, finance, legal, etc.)	83	38%
	Others	7	3%
Residence	Greater Jakarta (Jabodetabek)	180	83%
	Java (non-Jabodetabek), Bali, and surrounding areas	37	17%
	Sulawesi	1	1%
Tenure in Company	< 1 year	3	1%
	1–5 years	141	65%
	6–10 years	53	24%
	11–15 years	17	8%
	16–20 years	4	2%

Tenure with Current Supervisor	< 1 year	29	13%
	1–5 years	163	75%
	6–10 years	24	11%
	11–15 years	2	1%

Measurement Model Evaluation

The results displayed in Table 3 indicate that the data collected from respondents were free from common method bias issues. By examining the VIF values, which according to Kock (2015) can be used to assess common method bias, it is evident that the required threshold was satisfied. All indicator VIF values were below the recommended cut-off value of 5.0 as suggested by Hair et al. (2019), indicating that collinearity is not a concern in this study. Regarding indicator reliability, the results show that the loadings of all measurement items met the acceptable criteria. Most indicators exhibited loadings above the recommended threshold of 0.70, suggesting that they adequately represent their respective constructs. As noted by Henseler et al. (2009), indicator loadings of 0.70 or higher confirm that the construct explains a substantial portion of the variance of its indicators. Although a few indicators showed loadings slightly below 0.70, they were retained since their values exceeded 0.50 and did not compromise the overall reliability and validity of the model, consistent with the recommendation of Benitez et al. (2020).

Table 2. Indicator loadings test statistics and common method bias

Indicator	Loading	VIF
JS1	0.763	1.712
JS2	0.784	1.831
JS3	0.809	1.874
JS4	0.722	1.640
JS5	0.800	1.910
LH1	0.888	3.242
LH2	0.849	2.531
LH3	0.880	3.070
LH4	0.892	3.556
LH5	0.890	3.533
PE1	0.846	2.833
PE2	0.895	3.210
PE3	0.763	1.611
PE4	0.720	1.472
WE1	0.834	1.686
WE2	0.767	1.811
WE3	0.819	1.910
WE4	0.857	2.148

For the assessment of internal consistency reliability, Cronbach's Alpha and Composite Reliability (CR) were examined, as presented in Table X. Cronbach's Alpha values ranged from 0.822 to 0.927, while Composite Reliability values ranged from 0.883 to 0.945. All values exceed the recommended threshold of 0.70, indicating that the constructs demonstrate satisfactory internal consistency and that the measurement items reliably capture their respective latent variables. Notably, the CR values are consistently higher than Cronbach's Alpha, which is expected in PLS-SEM and further confirms the robustness of the measurement model. Convergent validity was assessed using the Average Variance Extracted (AVE), which reflects the extent to which a construct explains the variance of its indicators. As shown in Table X, the AVE values range from 0.603 to 0.774, all exceeding the minimum threshold of 0.50. This indicates that each construct explains more than 50% of the variance of its indicators, thereby confirming adequate convergent validity.

Specifically, Leader Humility demonstrates the highest reliability and convergent validity (α = 0.927; CR = 0.945; AVE = 0.774), suggesting that its indicators are highly consistent and strongly representative of the construct. Meanwhile, JS, PE, and WE also exhibit solid reliability and validity metrics, with all values comfortably above the recommended cut-off points.

Table 3. Construct reliability and convergent validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability (CR)	AVE
Job Satisfaction	0.835	0.837	0.883	0.603
Leadership Humility	0.927	0.928	0.945	0.774
Psychological Empowerment	0.822	0.841	0.883	0.654
Work Engagement	0.840	0.864	0.891	0.672

The discriminant validity (DV) of the model was assessed using the HTMT ratio criterion, given its robustness in evaluating the distinctiveness among constructs. Based on the results presented in Table X, no discriminant validity issues were identified. All HTMT values were below the recommended thresholds of 0.85 (conservative) and 0.90 (liberal), as suggested by Henseler et al. (2015). Specifically, the highest HTMT value was observed between JS and PE (0.783), which remains well within acceptable limits. This indicates that each construct is empirically distinct from the others. Therefore, all constructs were retained for further analysis, as they adequately capture different aspects of the phenomenon under investigation.

Table 4. Discriminant validity-HTMT

Construct	JS	LH	PE	WE
JS				
LH	0.524			
PE	0.783	0.468		
WE	0.714	0.252	0.471	

Structural Model Evaluation

The structural model assessment was conducted by evaluating the coefficient of determination (R^2) and predictive relevance (Q^2). As presented in Table X, the R^2 value indicates that 47.4% of the variance in JS is explained by its predictor variables. According to (Hair et al., 2022), this value can be categorized as moderate explanatory power. Furthermore, the R^2 value for WE is 0.387, suggesting that 38.7% of the variance in WE is explained by the model, which is also considered moderate. In terms of predictive relevance, the Q^2 values show that JS ($Q^2 = 0.274$) and WE ($Q^2 = 0.238$) both exhibit medium predictive relevance, as they exceed the threshold of 0.15. This indicates that the model has adequate predictive capability for both endogenous constructs.

Table 5. Coefficient of determination and predictive relevance

Construct	R^2	Q^2
Job Satisfaction	0.474	0.274
Work Engagement	0.387	0.238

The significance of the hypothesized relationships was tested using a bootstrapping procedure with 5,000 resamples, see Figure 2 and Table 7. The results show that LH has a significant positive effect on JS ($\beta = 0.235$, $t = 4.423$, $p < 0.001$), supporting H1, but its effect on WE is not significant ($\beta = -0.080$, $t = 1.127$, $p = 0.260$), thus H2 is not supported. PE has a significant positive effect on JS ($\beta = 0.559$, $t = 10.661$, $p < 0.001$), supporting H3, but its direct effect on WE is not significant ($\beta = -0.005$, $t = 0.054$, $p = 0.957$), therefore H4 is not supported. The effect of JS on WE is positive and highly significant ($\beta = 0.658$, $t = 10.671$, $p < 0.001$), providing support for H5. Furthermore, mediation analysis confirms that JS significantly mediates both relationships. The indirect effect of LH on WE through JS is significant ($\beta = 0.154$, $t = 4.149$, $p < 0.001$), supporting H6, and the indirect effect of PE on WE through JS is also significant ($\beta = 0.368$, $t = 6.967$, $p < 0.001$), supporting H7.

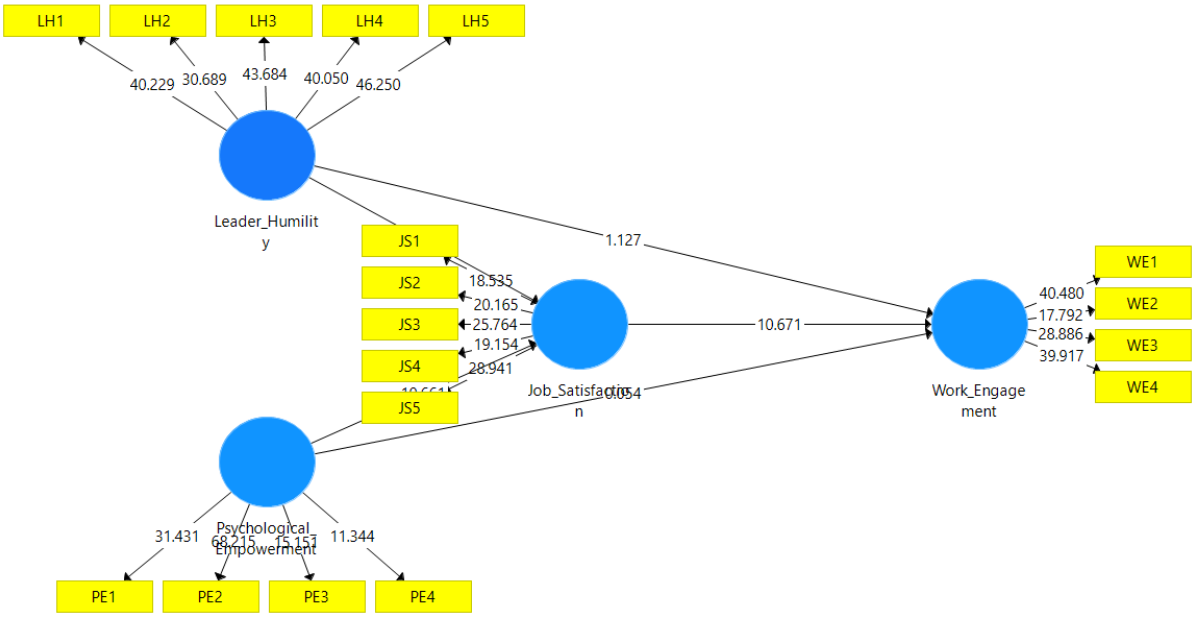

Figure 1. Bootstrapping Results of the PLS-SEM model

Table 6. Structural Model and Hypotheses Testing Results

Hypotheses: Paths	β	t value	p value
Direct link			
H1: Job Satisfaction → Work Engagement	0.658	10.644	0.000
H2: Leader Humility → Job Satisfaction	0.235	4.406	0.000
H3: Leader Humility → Work Engagement	-0.080	1.118	0.263
H4: Psychological Empowerment → Job Satisfaction	0.559	10.693	0.000
H5: Psychological Empowerment → Work Engagement	-0.005	0.054	0.957
Indirect link			
H6: Leader Humility → Job Satisfaction → Work Engagement	0.154	4.136	0.000
H7: Psychological Empowerment → Job Satisfaction → Work Engagement	0.368	7.005	0.000

The findings reveal that LH and PE significantly enhance JS (supporting H1 and H3). It aligns with previous studies suggesting that supportive and participative leadership enhances positive work attitudes (Ahmad & Gao, 2018; Mauno et al., 2007). In the fast-paced and demanding gaming industry, where creative employees often face tight production schedules, "crunch" periods, and high-performance expectations (Crevoshay et al., 2019), humble leadership helps mitigate stress by fostering trust, appreciation, and psychological safety (Owens et al., 2013; Owens & Hekman, 2012). Leaders who acknowledge others' contributions and remain teachable create an environment where employees feel respected and valued, which naturally enhances satisfaction.

This finding is also consistent with research highlighting the role of leaders' emotional management in shaping employee outcomes. For instance, leaders who are able to regulate and express authentic emotions such as through deep acting or displaying natural emotions tend to foster higher levels of JS, while reducing emotional exhaustion (Noreen et al., 2021). This suggests that LH may not only function as a behavioral trait but also as an emotional process that strengthens positive employee experiences at work.

Similarly, PE strengthens satisfaction by providing employees with meaning, competence, autonomy, and impact in their roles (Spreitzer, 1995). Empowered employees perceive a greater

sense of purpose and control over their work, which increases their sense of fulfillment—an effect strongly aligned with SDT (Ahmad & Gao, 2018; Ryan & Deci, 1985). In addition, research on work-related motivation suggests that when employees experience intrinsic drivers—such as meaningful goals and passion—they are more likely to develop positive attitudes toward their work (Khan et al., 2024). This further supports the idea that empowerment contributes to satisfaction by strengthening internal motivation and personal investment in work.

The strong positive relationship between JS and WE (H5 supported) reinforces this mechanism. Satisfied employees are more likely to exhibit vigor, dedication, and absorption (Schaufeli et al., 2002, 2006), even in high-pressure, creative environments. Within the gaming industry, where burnout, time pressure, and unstable employment conditions are common (Crevoshay et al., 2019), satisfaction serves as a stabilizing factor that protects engagement from the negative effects of overwork and uncertainty. Employees who find personal meaning, enjoyment, and fair treatment in their jobs remain motivated to contribute their creativity and energy, even under demanding conditions. The significant indirect effects (supporting H6 and H7) indicate that JS fully mediates the relationship between LH, PE, and WE. This means that leadership and empowerment practices do not directly translate into higher engagement; instead, their influence is first experienced through how employees evaluate and feel about their work. Only when these practices enhance employees' sense of satisfaction do they ultimately lead to stronger engagement.

From the SET perspective, this mediation can be understood as part of the social reciprocity process (Blau, 2017). When leaders exhibit humility and empower their subordinates, employees perceive fairness, respect, and socio-emotional investment from the organization. These positive exchanges cultivate JS as a reciprocal emotional response a way employees "return" the trust and support they receive. In turn, satisfied employees become more willing to invest personal energy and enthusiasm in their work (Noe et al., 2014; Organ, 1988). Thus, satisfaction acts as the psychological bridge through which social exchange translates into engagement. From the SDT viewpoint, JS represents the fulfillment of basic psychological needs for autonomy, competence, and relatedness (Ryan & Deci, 2000). LH supports relatedness and belonging by creating interpersonal warmth and respect, while empowerment enhances autonomy and competence by allowing freedom and skill utilization. When these needs are satisfied, employees experience satisfaction a state that energizes intrinsic motivation and, consequently, engagement. In this sense, JS mediates the internal motivational pathway from need satisfaction (as triggered by leadership and empowerment) to sustained engagement (Ali et al., 2020; Fernet et al., 2015).

Interestingly, the non-significant direct effects of LH and PE on WE (H2 and H4 not supported) highlight that employees' engagement cannot be directly triggered by leadership or empowerment alone. Instead, engagement emerges when employees' affective experiences of satisfaction mediate these relationships. This mediating role of JS has often been overlooked in engagement research, which tends to focus on direct leadership or empowerment effects. The current study thus provides novel empirical evidence that satisfaction functions as the emotional translation layer between structural or relational support and behavioral engagement. This is also in line with broader perspectives on positive work environments, where factors such as meaningful experiences and supportive climates contribute indirectly to employee outcomes through psychological states (Fahreza & Harjanah, 2024).

In the context of the gaming industry, this finding becomes particularly meaningful. Game developers, designers, and other creative professionals often work in environments characterized by tight deadlines, rapid iteration cycles, and periods of intense workload such as "crunch time." Under these conditions, simply providing autonomy or supportive leadership may not be sufficient to sustain engagement. Employees need to feel that their work is meaningful, appreciated, and fairly managed. JS, therefore, acts as a critical psychological buffer that helps employees cope with pressure while maintaining their motivation and involvement.

CONCLUSION AND RECOMMENDATION

This study concludes that building employee work engagement in Indonesia's gaming industry cannot be achieved through direct leadership interventions or empowerment programs

alone. The empirical evidence confirms a full mediation model, demonstrating that leadership humility and psychological empowerment must first translate into job satisfaction to successfully drive sustained engagement. Within the highly dynamic and high-pressure environment of the gaming sector, job satisfaction serves as an essential emotional filter that transforms humble oversight and task autonomy into productive work energy. Without achieving genuine satisfaction in their daily roles, creative tech talents do not experience a direct boost in their long-term dedication, loyalty, or operational performance.

To combat chronic issues like extreme overtime ("crunch culture") and high turnover rates in the creative technology sector, gaming companies should systematically imbed human-centered governance into their operational frameworks. Management should invest in leadership training that prioritizes open feedback lines (teachability) and provides creative tech talents with the necessary room for project ownership. In practice, prominent local or international gaming studios operating in Indonesia such as Garena, Agate, or Moonton can introduce structured initiatives like "Flexible Creative Hours" or establish "Internal Innovation Labs." In these settings, game producers and lead developers act as supportive mentors rather than rigid monitors, giving development teams the full autonomy to experiment with new gameplay mechanics without the fear of failure. This concrete step effectively protects daily job satisfaction, buffers heavy mental workloads, and retains high-caliber digital talent.

Future research could extend this model by incorporating additional variables that may enrich the explanation of engagement. For example, burnout may act as a competing mechanism that weakens engagement in high-pressure environments, while psychological safety could strengthen the effect of leadership on employees' willingness to be engaged. Organizational commitment and perceived organizational support may further explain how employees develop attachment and motivation toward their work. Additionally, variables such as work-life balance, job stress, and creative self-efficacy may be particularly relevant in the gaming industry, where employees often face demanding workloads and creative expectations.

ACKNOWLEDGEMENT

The authors wish to express their sincere gratitude to the civitas academica of Bina Nusantara (BINUS) University, particularly the faculty and peers at Binus Business School, for their continuous academic support, administrative assistance, and constructive environment throughout the development of this research. Special appreciation is also extended to the anonymous reviewers for their rigorous evaluation, invaluable insights, and excellent feedback, which significantly enhanced the clarity, methodological rigor, and overall quality of this manuscript. Finally, the authors thank all the participating respondents within Indonesia's gaming industry who generously shared their time and valuable perspectives to make this study possible.

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