

INFLUENCE JOB TRAINING AND TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE MEDIATED BY WORK ENGAGEMENT UD. ONY

Fitri Rezeki¹, Hamzah M Mardi Putra², Supriyanto³, Dewi Kurniasih⁴, Tri Ngudi Wiyatno⁵

^{12,3,5} Universitas Pelita Bangsa

⁵ Universitas Komputer Indonesia

Email: fitri_rezeki@pelitabangsa.ac.id

ABSTRACT

This study aims to examine the influence of Training and Transformational Leadership on Employee Performance through the mediating role of Work Engagement. The research employs an explanatory quantitative approach with a causal design, using a structural model to test the relationships among variables. Data were collected from employee respondents selected through purposive sampling and analyzed using Structural Equation Modeling (SEM) based on Partial Least Squares (PLS). The findings show that all constructs Training, Transformational Leadership, Work Engagement, and Employee Performance meet the criteria for reliability and validity. The measurement instruments are confirmed to be both consistent and valid. Furthermore, the results indicate that Work Engagement and Employee Performance are strongly explained by the predictor variables, emphasizing the significant role of the independent variables in influencing the outcomes. Model fit indices demonstrate that the estimated model is consistent with the saturated model, thereby confirming the adequacy of the proposed structural model. Overall, the study concludes that the developed model is valid, reliable, and demonstrates a good level of fit, providing strong empirical evidence for the relationships among Training, Transformational Leadership, Work Engagement, and Employee Performance.

Keywords: Job Training, Transformational Leadership, Employee Performance and Work Engagement

INTRODUCTION

Competition in today's industrial world has become increasingly intense, where each company strives to be the best and to remain at the forefront. In facing such business competition, companies are required to possess strong and effective business strategies in order to maintain their competitiveness. Beyond strategies, companies also need resources that can support their business operations. Human resources (HR) are a critical component of these resources, as they serve as the driving force behind every activity within the organization. In responding to the challenges of such competitive markets, the presence of high-quality human resources becomes a source of strength for companies to survive and compete. Thus, employee development and training are essential to ensure that employee performance aligns with organizational expectations (Umam & Atho'illah, 2021).

UD. Ony, as a retail company, is confronted with various challenges, particularly related to the professionalism of its organizational system and the achievement of sales targets. These issues can be associated with internal weaknesses, such as suboptimal performance management and the lack of consistent implementation of professional work systems. Under such conditions,

leadership plays an essential role. Transformational leadership is considered relevant, as it is capable of providing motivation, inspiration, and positive energy to employees, enabling them to work more effectively in achieving the company's vision.

In order to achieve organizational objectives, companies must have an effective management system to support operational activities while maintaining employee work effectiveness. Employees are vital resources within an organization and are often regarded as the frontline of achieving corporate goals. Therefore, companies need employees with high performance to achieve their business objectives. One of the key elements in improving employee performance is the presence of leaders who can influence their subordinates and actively engage them in achieving organizational goals through an appropriate leadership style. The relationship between employees and leaders is expected to create a harmonious situation that fosters good cooperation in reaching organizational objectives (Prayudi, 2020).

Employee performance serves as a benchmark for companies, as it is directly reflected in the goods or services offered in the market. Performance can be defined as the quality and quantity of work achieved by an employee in

carrying out responsibilities assigned to them (Prayudi, 2020). Another definition highlights performance as the work result attained by an individual in executing tasks entrusted to them, based on competence, experience, dedication, and time management (Muis et al., 2018).

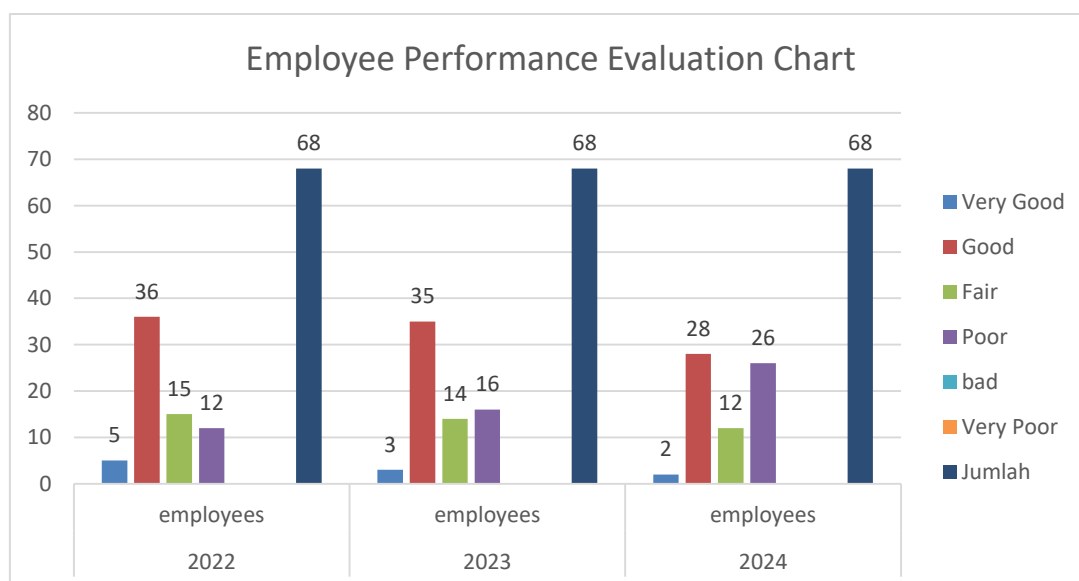
In addition to assessing output, companies may evaluate employee performance to measure the level of achievement among their workforce. Performance appraisal is a process undertaken by organizations to evaluate or assess employee achievements in carrying out their tasks. This appraisal is typically conducted by comparing an employee's performance outcomes with predetermined job standards (Utama et al., 2019). Performance appraisal is therefore a systematic process used by organizations to evaluate the success of employees in fulfilling their responsibilities. If the outcomes achieved meet or exceed company standards, an employee's performance may be categorized as good. Conversely, if performance does not reach organizational standards, it can be considered

inadequate or low (Utama et al., 2019). Through this process, companies are able to identify both the strengths and weaknesses of employees, as well as their potential. This enables management and employees to optimize individual capabilities and address deficiencies through targeted training programs.

Objective and accurate performance measurement is crucial, as it serves not only as a benchmark but also as a managerial tool for guiding employees toward organizational priorities. Performance evaluation can also highlight training and development needs, as it reflects current skill gaps that may require organizational intervention. Furthermore, training effectiveness can be measured through performance evaluations, which provide feedback to employees regarding how the organization perceives their contributions (Utama et al., 2019). The following section presents the results of employee performance appraisal at UD. Only over the last three years.

Performance Appraisal	Year 2022	%	Year 2023	%	Year 2024	%
Excellent	5	7.14%	3	4.29%	2	2.86%
Good	36	54.29%	35	50.00%	28	42.86%
Fair	15	21.43%	14	20.00%	12	17.14%
Poor	12	17.14%	16	25.71%	26	37.14%
Very Poor	—	—	—	—	—	—
Extremely Poor	—	—	—	—	—	—
Total	68	100.00%	68	100.00%	68	100.00%

UD Ony Employee Performance Assessment



UD Ony Employee Performance Assessment

From the table and graph above, it can be observed that the number of employees receiving ratings of excellent, good, and fair has decreased each year, while the number of employees receiving poor ratings has increased annually.

Based on the results of UD. Ony's employee performance evaluations, the company needs to undertake efforts to stimulate and enhance employee performance.

In order to improve employee performance, a company must identify the factors—both internal and external—that influence performance levels. Research conducted by Hasnah and Asyari (2022) states that the factors affecting employee performance include compensation, leadership style, motivation, and job satisfaction. Leadership is one of the key factors that can influence employee performance and represents an essential component for companies seeking to enhance performance (Hasnah & Asyari, 2022).

Several researchers have examined the influence of transformational leadership style on performance. The study by Prayudi (2020) found that transformational leadership style had a positive effect on employee performance with a coefficient of 0.597. This finding is supported by Susanto (2023), who reported that transformational leadership has a positive and significant influence on employee performance. However, contrasting results were found in the study of Nurhuda et al. (2020) at Anwar Medika Hospital, which revealed that transformational leadership style did not have an effect on employee performance. Similarly, Novitasari (2020) concluded that transformational leadership style did not significantly influence employee performance levels in the automotive industry.

While previous studies have explored the relationship between transformational leadership and employee performance, inconsistencies in research findings indicate that this relationship is not yet conclusive. Several studies show a significant positive relationship, while others demonstrate no significant influence. Furthermore, few studies have integrated work engagement as a mediating variable that connects transformational leadership and employee performance, particularly in the context of retail organizations such as UD. Ony. Most existing research focuses on manufacturing, healthcare, or educational institutions, leaving a research gap in the retail sector where employee interaction, customer service, and adaptive leadership are crucial.

This study therefore seeks to fill this empirical gap by examining the influence of training and transformational leadership on employee performance through the mediating role of work engagement. The integration of these three constructs represents a novel approach that advances the understanding of how leadership behavior and capacity-building initiatives jointly affect performance outcomes. By focusing on a retail-based company, this study contributes to the state of the art in human resource management research by contextualizing transformational

leadership theory and work engagement within a practical, performance-driven business environment.

LITERAUR REVIEW

Employee Performance

Performance is a frequently discussed concept and plays a crucial role for an organization or company in achieving its objectives. Performance can be defined as the accomplishment of assigned tasks measured against the standards established by the organization, while employee performance refers to the contribution of employees toward the attainment of organizational goals (Saputro, 2021). Performance, often referred to as work achievement, is the result attained by an individual in accordance with the responsibilities entrusted to them (Pradana, 2021).

Essentially, performance reflects the extent to which employees contribute to the organization, whether in the form of production outcomes or the quality of services delivered. Fundamentally, performance has a significant influence on the overall quality of an organization, as it determines the level of success in organizational operations from year to year. This success is primarily driven by the human resources of the company, aligned with the established work standards (Salman et al., 2020). According to Afandi (2018, p. 84) in Salman et al. (2020), performance is defined as the outcome achieved by an individual based on the criteria applicable to the specific job.

Employee Performance Indicators

According to Mangkunegara (2017, p. 75) in Salman et al. (2020), the indicators of performance are as follows:

1. Quality of Work
Quality of work refers to the standard or level of excellence that must be achieved in completing tasks.
2. Quantity of Work
Quantity of work refers to the volume or amount of work that must be completed and achieved.
3. Work Reliability
Work reliability indicates the extent to which employees can be depended upon, reflected in their ability to follow instructions, demonstrate initiative, exercise caution, and show diligence in performing tasks.
4. Work Attitude
Work attitude refers to the employee's disposition toward the organization, fellow employees, assigned tasks, and their ability to collaborate effectively.

Transformational Leadership

Leadership within an organization or company plays a critical role. Without leadership, the alignment between individual and organizational goals cannot be achieved, thereby necessitating effective leadership (Fachrurazi & Fitri, 2020). Given the importance of leadership in relation to performance, it is essential to have a leader who is truly capable of carrying out their functions effectively so that all members within the organization or company can perform their duties properly (Fachrurazi & Fitri, 2020). Transformational leadership is one of the leadership styles that can be adopted by leaders in carrying out their roles. Transformational leadership involves building relationships with others, fostering motivation, and instilling morality both within the leader and among their followers (Fachrurazi & Fitri, 2020).

Transformational leadership is essentially a leadership process in which leaders cultivate the commitment of their followers through the reinforcement of values and the articulation of organizational vision. Leadership, in essence, refers to the manifestation of a leader's behavior, specifically their ability to guide and influence. Effective leadership is capable of stimulating organizational motivation, thereby enhancing productivity, loyalty, and the satisfaction of subordinates or organizational members (Kristiawan, 2020).

According to Hendrawan et al. (2020), transformational leadership is a style of leadership that can inspire or motivate employees to grow and perform at higher levels than before. Fundamentally, transformational leadership motivates subordinates to exceed their own expectations and continuously improve upon their capabilities.

Indicators of Transformational Leadership Style

According to Kristiawan (2020), there are four indicators of transformational leadership style:

1. Charisma
Refers to transformational leadership behavior in which followers strive to exceed expectations. Followers admire, respect, and trust their leaders.
2. Inspirational Motivation
Refers to the way leaders use various symbols to direct efforts and actions while expressing goals in simple ways. Leaders also inspire teamwork, enthusiasm, and optimism among colleagues and subordinates.
3. Intellectual Stimulation
Refers to the leader's efforts to encourage followers to be more innovative and creative,

prompting them to challenge assumptions and generate new ideas.

4. Individual Consideration

Refers to transformational leadership that pays special attention to each individual's needs for achievement and development, by acting as a coach, mentor, facilitator, trusted advisor, and counselor.

Training

Training programs have been widely implemented by organizations, as training helps organizations achieve their desired goals. This becomes even more essential when organizations recruit employees from diverse educational and professional backgrounds or when new policies are introduced within the company. In such circumstances, training serves as a means to align employees' competencies with job specifications or the prevailing organizational conditions (Wahyudi, 2021).

Training is a commonly discussed concept in the workplace, whether within companies, organizations, institutions, or even educational establishments. It can be assumed that training is highly important for workers and employees to perform their roles more competently and effectively, both in their current and future positions. Training is often conducted as an effort to improve employee performance (Anggraeni et al., 2020).

Human resource training is a natural necessity for every organization, functioning as the "fuel" for sustaining the "engine" of the organization, both in the present and in the future. Training must be conducted in a precise and professional manner. Training is essentially a facility provided by organizations to enable employees to learn work-related knowledge, skills, and behaviors, as well as to enhance existing competencies in these domains (Parashakti & Noviyanti, 2021).

Indicators of Job Training

In implementing job training programs, several indicators can be utilized to enhance employee performance. According to Anggraeni et al. (2020), there are four key indicators of job training, namely:

1. Type of Training
Based on the needs analysis of the training program, it is necessary to conduct training that enhances employee performance and work ethics, particularly for lower- and middle-level employees.
2. Training Objectives
Training objectives must be concrete and measurable. Therefore, the training to be conducted should aim to improve work skills

so that participants can achieve optimal performance, as well as enhance participants' understanding of the work ethics to be applied.

3. Training Materials

Training materials may include management, document administration, workplace psychology, workplace communication, discipline and work ethics, leadership, and work reporting.

4. Training Methods

The training methods employed involve participatory techniques, including group discussions, conferences, simulations, role-playing (demonstrations) and games, classroom exercises, tests, teamwork activities, and study visits (benchmarking).

Work Engagement

Work engagement can be defined as the relationship between employees and their organization, in which employees demonstrate a positive attitude and pride toward the organization's values and objectives, along with a willingness to engage in behaviors that support their colleagues for the benefit of the organization (Dewa & Rahmasari, 2023).

Work engagement represents a concept that describes the quality of employees in carrying out their tasks. It is often associated with involvement, commitment, enthusiasm, passion, intimacy or absorption, focus on effort, and energy (Fitri Rezeki, 2023). According to Surohmat and Istiyani (2022), work engagement, or worker engagement, is a business management concept that refers to employees who are highly engaged as those who are fully involved and deeply enthusiastic about their work and the organization's long-term activities.

Indicators of Work Engagement

According to Dewa and Rahmasari (2023), there are three indicators of work engagement, namely:

1. Vigor

Defined as high levels of energy and mental resilience while working, accompanied by a willingness to exert effort in tasks and persistence when facing difficulties.

2. Dedication

Defined as being deeply involved in one's work while experiencing a sense of enthusiasm, inspiration, pride, and challenge.

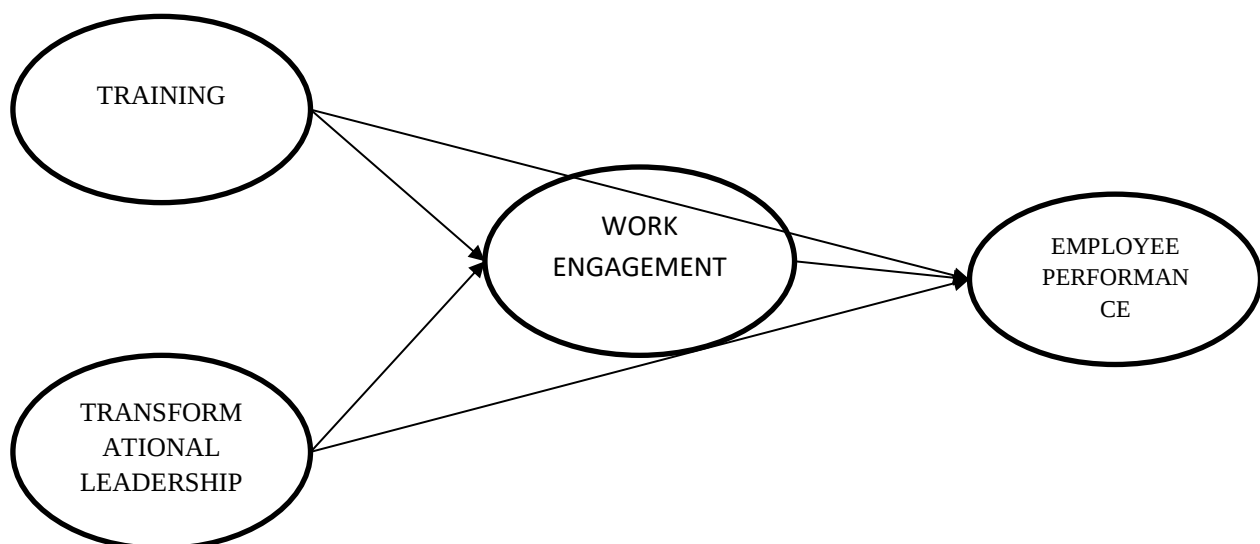
3. Absorption

Defined as being fully concentrated and happily engrossed in one's work.

RESEARCH METHODS

The type of research used in this study is explanatory research with a causal approach, aimed at testing the influence between variables in a structural model that seeks to examine the impact of the dependent variable on the independent variable. Quantitative research begins with research hypotheses that are conceptually defined in the form of clear variables. Subsequently, systematic data collection, calculations, and data processing are carried out with the utilization of existing standardization methods.

There are five research variables in this study, including two variables, variable independent and mediating variables, and one dependent variable. The first independent variable is job training, the second independent variable is transformational leadership, and the third independent variable is work engagement. The dependent variable is employee performance. The framework of the influence of independent variables on the dependent variable in this study is as follows:



The population in this study is the entire group of people, events, objects, or other subjects that are the focus of the researcher's investigation. In this research, the population consists of 68 employees working in retail businesses in Central Java. The sample size for this study is determined using the Non-Probability Sampling method, specifically the saturation sampling, resulting in a sample size of 63 individuals.

The research employs structural analysis with a Partial Least Squares (PLS) approach, utilizing PLS software. The analytical process commences with the evaluation of the outer model, encompassing tests for convergent validity (assessed through loading factors > 0.7), discriminant validity (cross-loadings > 0.7), and reliability (evaluating composite reliability and

RESULTS

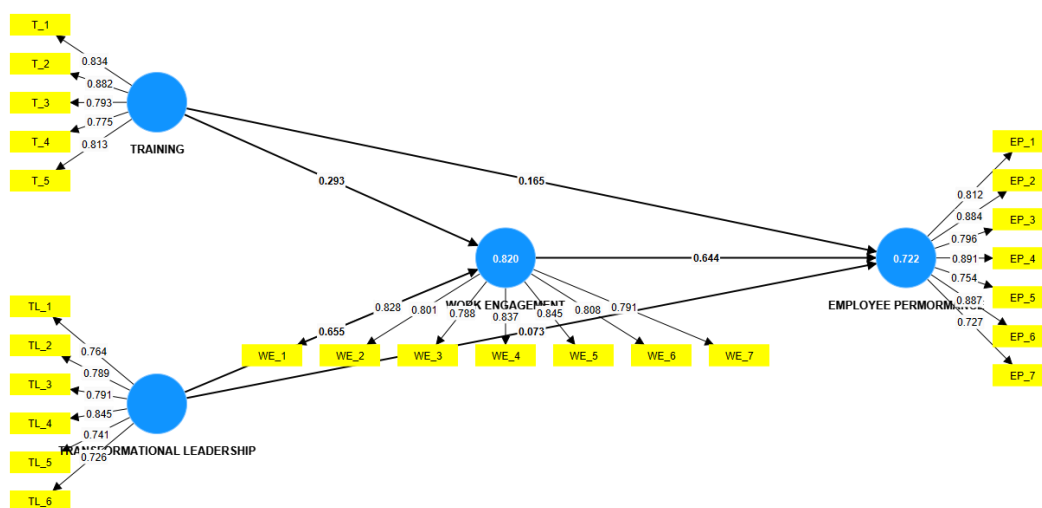


Figure 2. Outer Loading Test Results

According to the explanation provided in Figure 2, the validity test outcomes indicate that 5 items pertaining to Trainin, 6 items associated with transformational leadership, 7 items related to work engagement, and 7 items concerning employee performance are confirmed to be valid.

Cronbach's alpha > 0.5). Subsequently, the study assesses the model's suitability through structural model testing (inner model), focusing on R-squared (R^2) values for dependent variables, Goodness of Fit (GoF) indicators (including SRMR, Chi-Square, and NFI), and Path Coefficient tests to determine the strength of relationships and influences between independent and dependent variables. These comprehensive model tests aim to address the research questions and validate the underlying theory (Haryono, 2017). Furthermore, Suryawardani's (2018) study on social issues, titled "Evaluation Of Marketing Strategy Of Sanur Village Festival Based On Visitor's Behavior," similarly employed SEM-PLS analysis, assisted by smartPLS V.3.0 software.

This validation is based on the data processing results for each instrument, with all items yielding values exceeding 0.7. In total, 25 items are deemed valid as their respective validity tests demonstrate their reliability in producing valid

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Performance	0,920	0,923	0,936	0,679
Training	0,878	0,879	0,911	0,673
Transformational Leadership	0,868	0,869	0,901	0,603
Work Engagement	0,915	0,916	0,932	0,663

Based on the analysis of Table 1, the variables Training, Transformational Leadership, Work Engagement, and Employee Performance demonstrate a high level of reliability. The Cronbach's Alpha values range from 0.868 to 0.920, indicating strong internal consistency of the measurement instruments. This finding is further

supported by the rho_A values, which are closely aligned with Cronbach's Alpha, thereby confirming the robustness of reliability.

Furthermore, the Composite Reliability values for all variables fall between 0.901 and 0.936, which are close to 1. This reflects a high

degree of measurement consistency and suggests that the instruments are dependable.

In addition, the Average Variance Extracted (AVE) values range from 0.603 to 0.679, all of which exceed the minimum threshold of 0.50. This indicates that each construct explains more than

50% of the variance of its indicators. Therefore, it can be concluded that the instruments used to measure Training, Transformational Leadership, Work Engagement, and Employee Performance meet the criteria for both construct validity and reliability.

Table 2. Structural model testing

	R Square	R Square Adjusted
Employee Performance	0,722	0,709
Work Engagement	0,820	0,815

The table above indicates that the variables Employee Performance and Work Engagement demonstrate a strong ability to explain variance within the model. The R Square value for Work Engagement is 0.820, with an Adjusted R Square of 0.815. This means that approximately 82% of the variance in Work Engagement can be explained by the predictors included in the model, with only a slight adjustment when accounting for the number of predictors.

Similarly, the Employee Performance variable has an R Square value of 0.722 and an Adjusted R Square of 0.709. This suggests that about 72% of the variance in Employee

Performance is accounted for by the model, again with a minor adjustment for predictor count.

Both variables present R Square and Adjusted R Square values that are relatively high, underscoring their significant contribution in explaining a substantial portion of variance within the model. The small differences between R Square and Adjusted R Square further suggest that the model is well-specified, though there may still be room for improvement through the inclusion of additional predictors. Overall, the results confirm that Work Engagement and Employee Performance play crucial roles in explaining variability in the structural model.

Table 3. GoF (Goodness of Fit) Test

	Saturated Model	Estimated Model
SRMR	0,076	0,076
d_ULS	1,889	1,889
d_G	1,714	1,714
Chi-square	519,476	519,476
NFI	0,687	0,687

From the table above, it can be observed that the Estimated Model shows an SRMR value of 0.076, which is identical to the Saturated Model. This indicates that the estimated model has achieved a satisfactory fit comparable to the saturated model.

In addition, the values of d_ULS (1.889) and d_G (1.714) are the same for both the Estimated Model and the Saturated Model. This result suggests that the Estimated Model demonstrates measurement invariance and aligns well with the Saturated Model.

The Chi-square values are also identical for both models, amounting to 519.476, which further indicates no significant difference in model fit between them. Similarly, the NFI (Normed Fit Index) value is the same for both models, at 0.687, reflecting a consistent level of model adequacy.

Based on these results, it can be concluded that the Estimated Model in this study demonstrates a good level of fit and adequately represents the observed data, showing consistency with the Saturated Model.

Table 4. Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV V)	P Values
Training -> Employee Performance	0,354	0,345	0,157	2,246	0,025
Transformational Leadership -> Employee Performance	0,494	0,507	0,162	3,050	0,002
Work Engagement -> Employee Performance	0,644	0,628	0,220	2,926	0,003
Training -> Work Engagement -> Employee Performance	0,189	0,184	0,096	1,963	0,050
Transformational Leadership -> Work Engagement -> Employee Performance	0,422	0,412	0,154	2,745	0,006

The analysis of hypothesis testing results provides significant insights into the relationship between the variables under investigation. Firstly, the association between Career Development and Turnover Intention was found to be significant, with a high T-Statistic value of 2.12 and a very low P-Value of 0.03, well below the chosen significance level of 0.05. This indicates that Career Development has a substantial and positive impact on Turnover Intention. Additionally, testing with the inclusion of the Job Satisfaction variable also showed a highly positive relationship, with a T-Statistic of 1.20 and a P-Value of 0.23.

Secondly, the hypothesis testing concerning the relationship between Workload and Turnover Intention indicated no significant connection between the two variables. The T-Statistic value of 1.13 and P-Value of 0.26 exceeded the significance level of 0.05, suggesting that Workload does not have a direct significant impact on Turnover Intention. However, Job Satisfaction appears to mediate this relationship effectively, with a T-Statistic of 4.12 and a P-Value of 0.22.

Furthermore, the combination revealed a significant relationship between Job Satisfaction and Turnover Intention. With a T-Statistic value of 5.18 and a very low P-Value of 0.00, this strongly supports the hypothesis that Job Satisfaction significantly influences Turnover Intention. This suggests that job satisfaction can positively influence turnover intention.

Thus, the analysis confirms the importance of Career Development and Job Satisfaction in influencing Turnover Intention. Although Workload does not have a direct significant impact, Job Satisfaction emerges as a strong mediating factor. These findings offer valuable insights for organizations in developing strategies to reduce employee turnover.

DISCUSSION

The results of this study demonstrate that both training and transformational leadership exert a significant influence on employee performance, either directly or through the mediating role of work engagement. The findings further confirm that the proposed structural model exhibits good reliability, validity, and fit indices, supporting the robustness of the tested relationships.

The first finding highlights that training positively and significantly affects employee performance. This indicates that employees who receive adequate and relevant training are more likely to improve their competence and productivity in carrying out their duties. Consistent with prior studies (e.g., Kanten & Sadullah, 2021; Saks, 2022), training serves not only as a means to enhance technical skills but also as a mechanism for strengthening employees' self-efficacy and motivation, ultimately leading to improved performance outcomes.

The second finding reveals that transformational leadership also has a strong and significant impact on employee performance. Leaders who exhibit transformational behaviors—such as inspiring vision, intellectual stimulation, and individualized consideration—can motivate employees to exceed their standard performance levels. This result aligns with Bass and Avolio's (1994) transformational leadership theory, which posits that leaders who are capable of inspiring and developing their subordinates tend to generate higher organizational performance. At UD. Ony, transformational leaders appear to play a central role in building a supportive environment that fosters enthusiasm and commitment among employees.

Furthermore, the mediation analysis demonstrates that work engagement significantly

mediates the relationship between both training and transformational leadership on employee performance. This suggests that the impact of these two independent variables is not only direct but also operates through employees' psychological attachment to their work. High levels of engagement—manifested through vigor, dedication, and absorption—amplify the positive effects of training and leadership. Employees who feel more engaged are likely to internalize organizational goals, work more efficiently, and display proactive behavior. This is consistent with Schaufeli and Bakker's (2004) Job Demands-Resources (JD-R) model, which emphasizes that resources such as training and leadership act as motivational drivers that enhance engagement and performance.

The model's high explanatory power ($R^2 = 0.820$ for Work Engagement and $R^2 = 0.722$ for Employee Performance) indicates that the independent variables explain a substantial proportion of variance in the outcome constructs. These results imply that the organization's investment in training programs and the development of transformational leadership are crucial strategic elements for enhancing employee effectiveness. Additionally, the good model fit indices (SRMR = 0.076; NFI = 0.687) affirm that the structural model adequately represents the empirical data, reinforcing the reliability of the hypothesized relationships.

In summary, this research provides empirical evidence that training and transformational leadership significantly improve employee performance at UD. Ony, both directly and indirectly through work engagement. The findings highlight the importance of continuous capability development and leadership transformation as key determinants of employee success. Practically, organizations should design structured training programs and cultivate transformational leaders who can inspire, support, and engage their subordinates, thereby fostering optimal performance and sustainable organizational growth.

CONCLUSION

The findings of this study demonstrate that the measurement instruments used are both reliable and valid. The results of the construct reliability and validity test show high values of Cronbach's Alpha, ρ_A , Composite Reliability, and AVE, indicating that all constructs (Training, Transformational Leadership, Work Engagement, and Employee Performance) meet the criteria for internal consistency and construct validity.

The structural model analysis further reveals that Work Engagement and Employee Performance are strongly explained by the predictors included in the model, as reflected in their high R Square and Adjusted R Square values. This suggests that the proposed model has substantial explanatory power in accounting for variance within the dependent variables.

Moreover, the model fit assessment indicates that the Estimated Model achieves a good level of fit, as shown by SRMR, d_{ULS} , d_G , Chi-square, and NFI values that are consistent with the Saturated Model. This consistency demonstrates that the Estimated Model adequately represents the observed data and is statistically sound.

Overall, the conclusion is that the research model developed in this study is valid, reliable, and well-fitted, thereby providing strong empirical support for examining the relationships among Training, Transformational Leadership, Work Engagement, and Employee Performance.

BIBLIOGRAPHY

- Angelia, D., & Astiti, D. P. (2020). Gaya Kepemimpinan Transformasional: Tingkatkan Work Engagement. *Psikobuletin: Buletin Ilmiah Psikologi*, 1(3), 187. <https://doi.org/10.24014/pib.v1i3.9940>
- Anggraeni1, A., Hasna2, S., Novitasari3, D., & Asbari4, M. (2020). Pengaruh Pelatihan Kerja Dan Motivasi Kerja Terhadap Prestasi Karyawan Pada Pt. Agrindo Maju Lestari. *Jubisma*, 2(1). <https://doi.org/10.58217/jubisma.v2i1.32>
- Chua, M., Junaidy, R., & Sitorus, D. H. (2022). Gaya Kepemimpinan dan Pengaruhnya Terhadap Efektivitas Organisasi. *Jurnal PROFITA: Akuntansi Dan Manajemen*, 1(2), 84–90.
- Dewa, A. L., & Rahmasari, L. (2023). *Pengaruh Perceptions Of Financial Rewards , Work Engagement Terhadap Komitmen Dan Kinerja Karyawan Pada Perusahaan Pelayaran Di Semarang*. 1(3).
- Dewiana Novitasari, M. A. (2020a). Pengaruh Kepemimpinan Transformasional terhadap Kinerja Karyawan: Peran Kesiapan untuk Berubah Sebagai Mediator. *Jurnal Manajemen*, 10(2), 84–99. <https://doi.org/10.30656/jm.v10i2.2371>
- Dewiana Novitasari, M. A. (2020b). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan: Peran Kesiapan untuk Berubah sebagai Mediator. *Jurnal Manajemen*, 10(2), 84–99.

- Dr. achmad Kosasih, M. M. (2020). *Kepemimpinan Transformasional* (Asep Rachmatullah (ed.)). Indigi Media.
- Dr. Fitri Rezeki, S.Pd., M. P. (2023). *Work Engagement "Teori, Faktor dan Implementasi"* (Ade Riski Oktavian (ed.)). PT Kimshafi Alung Cipta.
- Fachrurazi, Fitri Rezeki, D. (2020). Pengaruh Kepemimpinan Transformasional Terhadap Kinerja Karyawan Melalui Work Engagement Dan Budaya Organisasi Pada PT TOA Bekasi. *Administrasi Dan Manajemen*, 247–255.
- Fadhilatul Hasnah, & Dian Paramitha Asyari. (2022). Faktor-Faktor Yang Mempengaruhi Kinerja Karyawan Di Rumah Sakit: Systematic Review. *JUKEJ: Jurnal Kesehatan Jompa*, 1(1), 89–97. <https://doi.org/10.55784/jkj.vol1.iss1.209>
- Harahap, S. F., & Tirtayasa, S. (2020). Pengaruh Motivasi, Disiplin, Dan Kepuasan Kerja Terhadap Kinerja Karyawan Di PT. Angkasa Pura II (Persero) Kantor Cabang Kualanam. *Maneggio: Jurnal Ilmiah Magister Manajemen*, 3(1), 120–135. <https://doi.org/10.30596/maneggio.v3i1.4866>
- Hendrawan, A., Laras, T., Sucahyowati, H., & Cahyandi, K. (2020). Peningkatan Kepemimpinan Transformasional dengan Organizational Citizenship Behavior (OCB). *Proceeding of The URECOL*, 78–89. <http://repository.urecol.org/index.php/proceeding/article/view/949>
- Heru Mulyanto dan Anna Wulandari. (2019). *PENELITIAN:Metode&Analisis* (CV Agung (ed.); Cetakan Ke). CV Agyng.
- Kristiawan, D. (2020). Pengaruh Kepemimpinan Transformasional, Budaya Organisasi, dan Organizational Citizenship Behavior Terhadap Kinerja Karyawan. *Jurnal Aplikasi Pelayaran Dan Kepelabuhanan*, 10(2), 140. <https://doi.org/10.30649/japk.v10i2.79>
- Laia, M. (2019). Pengaruh Pelatihan Kerja dan Motivasi Kerja Terhadap Kinerja Karyawan Pada PT. ISS Indonesia Cabang Medan. *Journal of Management Science (JMAS)*, 2(1), 2684–9747. <http://exsys.iocspublisher.org/index.php/JMAS>
- Momongan, K. B., Mangantes, M. L., & Sengkey, S. B. (2023). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Work Engagement Pegawai Di Kejaksaan Negeri Manado. *Psikopedia*, 4(4), 193–198. <https://doi.org/10.53682/pj.v4i4.7592>
- Muis, M. R., Jufrizen, J., & Fahmi, M. (2018). Pengaruh Budaya Organisasi Dan Komitmen Organisasi Terhadap Kinerja Karyawan. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 1(1), 9–25. <https://doi.org/10.36778/jesya.v1i1.7>
- Mutholib, M. (2019). Pengaruh Pelatihan Kerja dan Kompensasi Finansial terhadap Kinerja. *Liabilities (Jurnal Pendidikan Akuntansi)*, 2(3), 222–236. <https://doi.org/10.30596/liabilities.v2i3.3993>
- Nurhuda, A., Sardjono, S., & Purnamasari, W. (2020). Pengaruh Gaya Kepemimpinan Transformasional, Disiplin Kerja, Lingkungan Kerja Terhadap Motivasi Dan Kinerja Karyawan Rumah Sakit Anwar Medika Jl. Raya Bypass Krian Km. 33 Balongbendo – Sidoarjo. *IQTISHADEquity Jurnal MANAJEMEN*, 1(1). <https://doi.org/10.51804/iej.v1i1.355>
- Nurul Ichsan, R., & Nasution, L. (2021). Sosialisasi Pelatihan Untuk Meningkatkan Prestasi Kerja Karyawan Di Pdam Tirtanadi Cabang Padang Bulan Medan. *Amaliah: Jurnal Pengabdian Kepada Masyarakat*, 5(1), 48–53. <https://doi.org/10.32696/ajpkm.v5i1.693>
- Parashakti, R. D., & Noviyanti, D. (2021). Pengaruh Motivasi, Lingkungan Kerja, dan Pelatihan Kerja Terhadap Produktivitas Kerja Karyawan. *Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi (JEBMA)*, 1(2), 127–136. <https://doi.org/10.47709/jebma.v1i2.994>
- Prabowo, W. M., & Muafi, M. (2021). Pengaruh Transformational Leadership dan Perceived Organizational Support terhadap Job Performance: Peran Mediasi Work Engagement. *Telaah Bisnis*, 22(2), 73. <https://doi.org/10.35917/tb.v22i2.199>
- Prayudi, A. (2020). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Pada Karyawan Pd. Pembangunan Kota Binjai). *Jurnal Manajemen*, 6(2), 63–72. <http://ejournal.lmiimedan.net>
- Prof. Dr. H. Edy Sutrisno, M. S. (2017). *Manajemen Sumber Daya Manusia* (Jeffri (ed.); Cetakan ke). Kencana.
- Rohana Manalu, A., Thamrin, R., Hasan, M., & Syahputra, D. (2021). Pengaruh Work Engagement Terhadap Kinerja Pegawai

- BPJS Ketenagakerjaan. *Journal of Economic and Management (JECMA)*, 1(02), 42–49. <https://doi.org/10.46772/jecma.v1i02.376>
- Ruhiyat, I., Meria, L., & Julianingsih, D. (2022). Peran Pelatihan dan Keterikatan Kerja Untuk Meningkatkan Kinerja Karyawan Pada Industri Telekomunikasi. *Technomedia Journal*, 7(1), 90–110. <https://doi.org/10.33050/tmj.v7i1.1855>
- Sadat, P. A., Handayani, S., & Kurniawan, M. (2020). Disiplin Kerja dan Motivasi Terhadap Kinerja Karyawan. *Inovator*, 9(1), 23. <https://doi.org/10.32832/inovator.v9i1.3014>
- Salman Farisi, Juli Irnawati, M. F. (2020). Pengaruh Motivasi Dan Disiplin Kerja Terhadap Kinerja Karyawan. *Jurnal Humaniora*, 4(1), 15–33.
- Saputro, R. (2021). Pengaruh Kepemimpinan Transformasional Dan Ocb Terhadap Kinerja Karyawan Melalui Motivasi. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 9(2), 1103–1119.
- Siahaan, J. R., Rianti, I., & Putri Pratiwi, R. (2021). Peran Kepemimpinan Transformasional terhadap Keterikatan Kerja dengan Kepuasan Kerja dan Motivasi sebagai Mediasi. *MASTER: Jurnal Manajemen Strategik Kewirausahaan*, 1(2), 137–150. <https://doi.org/10.37366/master.v1i2.195>
- Sjahrudin, I. G. N. dan H. (2019). Pengaruh Kepemimpinan Transformasional Dan Motivasi Terhadap Kinerja Pegawai. *Acman: Accounting and Management Journal*, 1, 47–57.
- Surohmat, Y., & Istiyani, Y. (2022). Pengaruh Komitmen Organisasi dan Work Engagement Terhadap Kinerja Karyawan (Studi UPBU Rahadi Oesman Kabupaten Ketapang Kalimantan Barat). *Jurnal Kewarganegaraan*, 6(3), 5656–5661.
- Surya Widia, I., & Setyaningrum, R. P. (2023). Pengaruh Job Training Dan Career Development Terhadap Work Engagement Dimediasi Innovative Work Behavior Pada Dinas Komunikasi, Informatika Dan Statistik Provinsi DKI Jakarta. *Jambura*, 6(1), 355–363. <http://ejurnal.ung.ac.id/index.php/JIMB>
- Susanto, A. H. (2023). PENGARUH GAYA KEPEMIMPINAN TRANSFORMASIONAL DAN PENGEMBANGAN KARIR TERHADAP KINERJA KARYAWAN PADA PT PAES ENTERTAINMENT. 3(2), 189–197.
- Umam, K., & Atho'illah, Y. (2021). Strategi Pengembangan Sumber Daya Manusia Karyawan Commanditaire Vennootschap Dalam Meningkatkan Efektivitas Kinerjanya. *Jurnal Manajemen Dan Inovasi (MANOVA)*, 4(1), 68–83. <https://doi.org/10.15642/manova.v4i1.387>
- Utama, T., Ivone, Han, W. P., Berluidaham, B., & Megawati. (2019). Penilaian Kinerja Karyawan Pada PT. Dinamika Lubsindo Utama Medan. *Seminar Nasional Teknologi Komputer & Sains (SAINTEKS)*, 96–98. <http://seminar-id.com/prosiding/index.php/sainteks/article/view/131>
- wahdiyat Moko. (2021). *Menejemen Kinerja* (T. U. Press (ed.)). UB Press.
- Wahyudi, W. (2021). Pengaruh Pelatihan Terhadap Kinerja Karyawan Yang Dimediasi Oleh Disiplin. *ECo-Buss*, 4(2), 265–273.
- Wahyuningsih, S. (2019). Pengaruh Pelatihan dalam Meningkatkan Produktivitas Kerja Karyawan. *Jurnal Warta Edisi*, 60(April), 91–96.
- Wardani, L. M. I., & Fatimah, S. (2020). Kompetensi Pekerja dan Efeknya Terhadap Work Engagement: Riset pada Pekerja dengan Horizontal Education Mismatch. *Jurnal Psikologi Sosial*, 18(1), 73–85. <https://doi.org/10.7454/jps.2020.09>
- Wardhani, T. A., Lubis, A. S., & ... (2020). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan pada Bagian SDM DI PTPN III (PERSERO) Medan. *Prosiding Seminar ...*, 234–240. <https://www.e-prosiding.umnaw.ac.id/index.php/penelitian/article/view/541%0Ahttps://www.e-prosiding.umnaw.ac.id/index.php/penelitian/article/download/541/535>
- Wijiangkara, G. et, A. (2021). Pengaruh Disiplin Kerja, Pelatihan Kerja Dan Motivasi Terhadap Kinerja Karyawan. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 4(1), 217–240.
- Wisnu Pradana, A. (2021). Pengaruh Gaya Kepemimpinan Transformasional Terhadap Kinerja Karyawan Dengan Kepribadian Proaktif Sebagai Pemoderasi Dan Komitmen Afektif Sebagai Pemediasi. *Diponegoro Journal of Management*, 10(2), 1–13. <http://ejournal-s1.undip.ac.id/index.php/djom>
- Wiyono, B. (2019). Hakikat Kepemimpinan Transformasional. *Jurnal Manajemen*

Pendidikan Islam, 2(2), 75–83.
<https://www.kompasiana.com/idrisapandi/58fb8125349373880b4c289e/hakikat-kepemimpinan>.