

## **Linking Job Engagement To Employee Performance: The Roles Of Work Commitment And Transformational Leadership**

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### **Abstract**

This study examines the influence of transformational leadership on the performance of personnel of the Directorate of Special Criminal Investigation, with work attachment and work commitment as explanatory variables, as well as work commitment as a reinforcement of leadership and performance relationships. The researcher uses a quantitative approach with explanatory design and survey methods. The researchers collected data from one hundred and twenty respondents through a closed-ended questionnaire based on a five-point Likert scale, ranging from strongly disagree to strongly agree. The researcher compiled the instrument by adapting indicators from previous research, then conducted validity and reliability tests so that each item measured the construct consistently. The researcher analyzed the data using SEM PLS with the latest version of SmartPLS through the evaluation of measurement models and structural models. The results of the analysis show that transformational leadership does not have a significant direct influence on performance. Work attachment has a positive and significant influence on performance, and is the main driver for the formation of work commitments. Work commitment also has a positive and significant influence on performance, so commitment plays an important role as an important pathway that connects work attachment and performance. Interaction testing confirms work commitment reinforces the influence of transformational leadership on performance, so that leadership impacts appear more clearly when personnel are highly committed. These findings place work attachment as the focus of interventions to strengthen commitment, maintain consistency in work according to procedures, and encourage performance achievement in a work environment that demands discipline and operational targets.

**Keywords:** Transformational Leadership, Work Attachment, Work Commitment, Employee Performance

### **Abstrak**

Penelitian ini mengkaji pengaruh kepemimpinan transformasional terhadap kinerja personel Direktorat Investigasi Kriminal Khusus, dengan keterikatan kerja dan komitmen kerja sebagai variabel penjelas, serta komitmen kerja sebagai penguat hubungan antara kepemimpinan dan kinerja. Peneliti menggunakan pendekatan kuantitatif dengan desain penjelasan dan metode survei. Peneliti mengumpulkan data dari seratus dua puluh responden melalui kuesioner tertutup berdasarkan skala Likert lima poin, mulai dari sangat tidak setuju hingga sangat setuju. Peneliti menyusun instrumen dengan mengadaptasi indikator dari penelitian sebelumnya, kemudian melakukan uji validitas dan reliabilitas sehingga setiap item mengukur konstruk secara konsisten. Peneliti menganalisis data menggunakan SEM PLS dengan versi terbaru SmartPLS melalui evaluasi model pengukuran dan model struktural. Hasil analisis menunjukkan bahwa kepemimpinan transformasional tidak memiliki pengaruh langsung yang signifikan terhadap kinerja. Keterikatan kerja memiliki pengaruh positif dan signifikan terhadap kinerja, dan merupakan pendorong utama pembentukan komitmen kerja. Komitmen kerja juga memiliki pengaruh positif dan signifikan terhadap kinerja, sehingga komitmen memainkan peran penting sebagai jalur penting yang menghubungkan keterikatan kerja dan kinerja. Pengujian interaksi mengkonfirmasi bahwa komitmen kerja memperkuat pengaruh kepemimpinan transformasional terhadap kinerja, sehingga dampak kepemimpinan tampak lebih jelas ketika personel memiliki komitmen yang tinggi. Temuan ini menempatkan keterikatan kerja sebagai fokus intervensi untuk memperkuat komitmen, menjaga konsistensi kerja sesuai prosedur, dan mendorong pencapaian kinerja dalam lingkungan kerja yang menuntut disiplin dan target operasional.

**Kata kunci:** Kepemimpinan Transformasional, Keterikatan Kerja, Komitmen Kerja, Kinerja Karyawan

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## **INTRODUCTION**

Improving the performance of human resources is a major challenge in public organizations, including law enforcement institutions such as the Directorate of Special Criminal Investigation. In this context, personnel are required to be able to complete tasks that are not only complex, but also legally and socially sensitive. Therefore, the performance improvement approach cannot only depend on structural or administrative aspects, but also needs to consider psychological aspects such as job engagement, job commitment, and leadership influence.

Work engagement and commitment to the organization have become a major concern in the study of organizational behavior. Saks (2019) emphasized that employee engagement is a strong predictor of organizational commitment and job performance, showing that engaged employees will be more loyal and perform highly. In line with that, Hayati et al. (2014) stated that transformational leadership can positively influence employees' work engagement, which in turn improves their job performance. This means that the role of transformative leaders is an important catalyst in strengthening the positive effects of engagement on performance. This makes the relationship between engagement, commitment, and performance a relevant and important topic to be examined contextually in a high-performance demanding work environment such as in police institutions.

The relationship between job engagement and job commitment has received widespread attention in the literature. Hafiz and Indrayanti (2022) found that employees with higher engagement levels are likely to develop strong affective commitment towards their organization. This study confirms that work engagement encourages the emergence of loyalty and emotional responsibility towards the organization. Soeling et al. (2021) added that employee engagement significantly influences organizational commitment, because individuals involved in their work tend to feel satisfied and happy, thus strengthening their attachment to the institution. Kusnaya et al. (2022) also showed that high levels of engagement lead to strong emotional connections with the organization, which encourages the sustainability of long-term working relationships.

In addition, job engagement has also been proven to be one of the main drivers of improving work performance. Kim (2017) explained that work engagement serves as a crucial mediator between job resources and job performance, because engaged employees are better able to make optimal use of existing resources. Arifin et al. (2019) show that employee engagement acts as a significant mediator between job satisfaction and job performance, indicating that engagement is an important path to improving work results. Research by Bakker and Bal (2010) also strengthens this finding by stating that weekly work engagement positively predicts performance, even in the context of regular work. This shows that engagement not only improves performance in critical situations, but also in daily work routines.

Although the influence of job engagement and job commitment on employee performance has been widely studied in the management literature and organizational psychology, these studies are still dominated by the context of the private sector, health services, or educational institutions. There has

not been much research that has specifically explored the dynamics of these relationships in law enforcement institutions that have strict hierarchical structures, command-based work cultures, and high work pressures. This is an important theoretical gap to fill, because the work context in the police environment poses unique challenges in the application of the principles of engagement and work commitment.

Common solutions offered in the literature are in the form of strengthening engagement and commitment through HR approaches such as training, incentives, or job enrichment. However, this approach often ignores the strategic role of leadership, especially transformational leadership, as a reinforcement in the relationship between engagement and performance. Tims et al. (2010) emphasize that transformational leaders enhance their followers' daily work engagement, and this effect has direct implications for improving work performance. However, this kind of study is still rare in the context of public organizations, especially those operating under high pressure and workload such as the Directorate of Special Criminal Investigation. To overcome this research gap, this study uses a conceptual model that maps the influence of job engagement on employee performance through job commitment, and places transformational leadership as a moderator variable. This approach is aligned with the Job Demands-Resources (JD-R) theory, in which work engagement is influenced by the support of organizational resources, including leadership styles. The study assumes that work engagement will increase employee commitment, and strong commitment will impact higher performance. In this case, the role of transformational leaders is a reinforcement that magnifies the influence of engagement on work performance.

Yohana et al. (2024) show that transformational leadership does not directly affect employee performance but rather does so indirectly through work engagement, indicating the existence of a moderation or mediation relationship in this dynamic. Thus, this study offers a more comprehensive approach to understanding performance, taking into account psychological, affective, and leadership aspects within a single model framework. By examining this relationship in a stressful work context such as the Directorate of Special Criminal Investigation, this study not only fills a gap in the literature, but also makes a practical contribution to the management of human resources in the public sector.

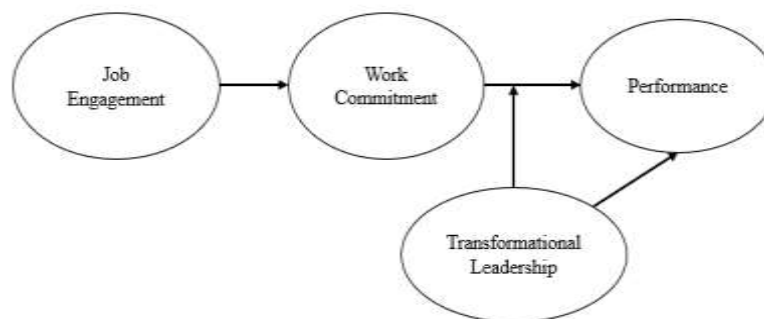
The Directorate of Special Criminal Investigation is one of the strategic units in the police structure that has a mandate to handle special and complex crimes, such as corruption, economic crime, and cyber. Personnel on duty in this unit are required to have high analytical skills, integrity, and the ability to work under pressure and tight deadlines. The task at hand demands full involvement, commitment, and strong leadership support. Therefore, an understanding of how job engagement, job commitment, and transformative leadership contribute to improving personnel performance is highly relevant in this context.

The purpose of this study is to examine the influence of job engagement on job commitment and employee performance, as well as to examine the role of transformational leadership moderation in the relationship between job engagement and performance. This study is expected to make a theoretical

contribution by broadening the understanding of the interaction between work engagement, commitment, and leadership in the context of public organizations. In practice, the findings of this study can be the basis for the formulation of HR development policies, especially in building a transformative leadership style and work environment that supports employee engagement and loyalty. As conveyed by Kareem et al. (2023), transformational leadership fosters a supportive environment that promotes employee engagement and boosts performance outcomes.

## **METHODS**

This study applied a quantitative approach with an explanatory design to empirically test the relationship between variables in the personnel of the Directorate of Special Criminal Investigation, with a total sample of 120 respondents selected according to the research criteria. Researchers collected data through a survey using a closed questionnaire based on a 5-point Likert scale, from a score of 1 strongly disagree to a score of 5 strongly agree, to measure job engagement, job commitment, employee performance, and transformational leadership in a measurable and consistent manner. The researcher compiles the statement items by adapting indicators from instruments that have been validated in previous studies, then conducts validity and reliability tests so that each item correctly measures the intended construct and produces stable data. The researcher analyzed the data using Structural Equation Modeling based on Partial Least Square SEM PLS because this method supports testing models that contain complex relationships between latent variables and manifest indicators, still works well on data that are not normally distributed, and is suitable for small to medium sample sizes such as 120 respondents. The researcher carried out all stages of analysis using the latest version of SmartPLS software, including an external model evaluation to assess the quality of the measurement as well as an internal model evaluation to test the strength and significance of the relationship between variables in the research model.



**Figure 1.** Conceptual Framework

## **RESULTS AND DISCUSSION**

### ***Results***

This finding presents a summary of the characteristics of the sample by displaying the distribution of respondents based on gender, age, educational background, work unit, and service period in

personnel of the Special Criminal Investigation Directorate. The research sample consisted of 120 respondents, with a larger proportion of men, namely 90 people (75.00%) compared to 30 women (25.00%). Based on age, the majority of respondents were in the 31 to 40 years group of 56 people (46.67%), followed by the 41 to 50 years group of 34 people (28.33%), then the 21 to 30 years group of 24 people (20.00%), and the smallest proportion in the group over 50 years old as many as 6 people (5.00%). In terms of education, the most respondents had S1 qualifications as many as 72 people (60.00%), followed by S2 as many as 32 people (26.67%), and D3 as many as 16 people (13.33%). Judging from the work unit, the most respondents came from the investigation sub-directorate as many as 46 people (38.33%), followed by the intelligence and analysis sub-directorate as many as 30 people (25.00%), the supervision and coaching sub-directorate as many as 24 people (20.00%), and the administrative and operational support sub-directorate as many as 20 people (16.67%). Based on the period of service, the largest group was in the range of 6 to 10 years as many as 40 people (33.33%), followed by 11 to 15 years as many as 32 people (26.67%), 1 to 5 years as many as 28 people (23.33%), and more than 15 years as many as 20 people (16.67%).

**Table 1.** Convergent Validity and Reliability

<b>Variables</b>	<b>Items</b>	<b>Loading</b>	<b>Cronbach's alpha</b>	<b>Composite reliability</b>	<b>AVE</b>
Transformational Leadership	M_1	0,921	0,946	0,956	0,821
	M_2	0,897			
	M_3	0,923			
	M_4	0,875			
	M_5	0,913			
Job Engagement	X_1	0,938	0,955	0,955	0,847
	X_2	0,926			
	X_3	0,902			
	X_4	0,923			
	X_5	0,912			
Performance	Y_1	0,940	0,953	0,953	0,877
	Y_3	0,916			
	Y_4	0,944			
Work commitment	Y_5	0,947	0,965	0,966	0,905
	Z_1	0,952			
	Z_2	0,953			
	Z_3	0,948			
	Z_4	0,953			

Table 1 presents the results of convergent validity and reliability tests for the transformational leadership, job engagement, performance, and work commitment constructs used in the SEM PLS model. The results showed that all indicators had a high loading value, from 0.875 to 0.953, so that each item was strongly connected to the constructed being measured and no item needed to be eliminated as it entirely exceeded the general limit of 0.70. In the transformational leadership construct, five indicators M\_1 to M\_5 have a loading of 0.875 to 0.923, then Cronbach's alpha 0.946 and composite reliability 0.956 which confirm the internal consistency between items, and AVE 0.821 which shows that this

construct absorbs greater indicator variance than error variance. In job engagement, the X\_1 to X\_5 indicator has a loading range of 0.902 to 0.938, with Cronbach's alpha 0.955 and composite reliability of 0.955, as well as AVE 0.847, so that the measurement of work attachment is proven to be stable and meets the convergent validity. In performance, the four indicators Y\_1, Y\_3, Y\_4, and Y\_5 had loading of 0.916 to 0.947, accompanied by Cronbach's alpha 0.953 and composite reliability of 0.953, as well as AVE 0.877, which indicates performance items measure constructs strongly and uniformly. In work commitment, the Z\_1 to Z\_4 indicator has a loading of 0.948 to 0.953, with Cronbach's alpha 0.965 and composite reliability 0.966, as well as AVE 0.905, which is the highest AVE value among all constructs and indicates the most solid measured work commitment. Overall, since Cronbach's overall alpha and composite reliability are well above 0.70 and the overall AVE is above 0.50, the research instrument meets the requirements of convergent reliability and validity, so that the researcher can proceed to the internal evaluation of the model to test the relationships between variables in the structural model.

**Table 2.** Discriminant Validity

	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Transformational Leadership	0,906			
Job Engagement	0,379	0,920		
Performance	0,343	0,760	0,937	
Work commitment	0,412	0,784	0,795	0,952

Table 2 presents the results of the discriminant validity test to ensure that each construct in the model is completely different from each other. The values on the diagonal show the square root of AVE for each construct, namely 0.906 for transformational leadership, 0.920 for job engagement, 0.937 for performance, and 0.952 for work commitment. This diagonal value is higher than the correlation value between constructs in the same row and column, so that each variable meets the Fornell Larcker criteria. The correlation of transformational leadership with job engagement was 0.379, with performance of 0.343, and with work commitment of 0.412, all of which were lower than 0.906 so that the transformational leadership construct remained clearly separate from other constructs. Job engagement has a correlation of 0.760 with performance and 0.784 with work commitment, but the value is still smaller than the root of AVE job engagement 0.920, so that job engagement still has a clear limit on performance constructs and work commitments. Performance correlated 0.795 with work commitment, but this value is also lower than the root AVE performance of 0.937 and work commitment 0.952, so the two constructs do not overlap at the measurement level.

**Table 3.** R-Square Values

	<b>R-square</b>
Performance	0,699
Work commitment	0,614

Table 3 presents the R-square value to assess how much the endogenous variables in the model can be explained by their predictor variables. The R-square value at performance of 0.699 shows that the model explains 69.9% of the variation in performance, so that changes in performance are greatly

influenced by variables that lead to performance in the model. The remaining 30.1% came from factors outside the model, such as task differences, target pressures, organizational support, or working conditions that were not measured in this study. The R-square value of work commitment of 0.614 shows that the model explains 61.4% of the variation in work commitment, so that the predictive variables in the model make a major contribution in shaping personnel work commitment. The remaining 38.6% were influenced by factors outside the model, such as tenure, career patterns, unit culture, or internal policies. Overall, these two R-square values show that the explanatory power of the model is at a strong level for performance and strong enough for work commitment, so the model is feasible to test the influence between variables at the path analysis stage.

**Table 4.** Hypothesis Testing

	<b>Original sample</b>	<b>P values</b>
Transformational Leadership -> Performance	0,070	0,174
Job Engagement -> Performance	0,327	0,005
Job commitment -> Work commitment	0,784	0,000
Work commitment -> Performance	0,469	0,000
Transformational leadership x Work commitment -> Performance	0,135	0,006

The results of the hypothesis test in Table 4 show that the transformational leadership path to performance has a coefficient of 0.070 with a p value of 0.174. A p-value greater than 0.05 indicates that the direct influence of transformational leadership on performance is insignificant. This means that when transformational leadership increases, performance does not rise consistently in the personnel data of the Directorate of Special Criminal Investigation. These findings lead to working conditions that demand strict standard procedures, division of tasks, and operational targets, so that performance is more determined by other factors closer to daily work, rather than by direct leadership perceptions.

The job engagement to performance path shows a coefficient of 0.327 with a p value of 0.005. These results confirm that job engagement has a positive and significant effect on performance. When personnel feel engaged and integrated with the work, performance improves. Operationally, work involvement often appears in the form of readiness to take on tasks, focus when handling cases, consistency in completing work on time, and willingness to maintain quality results. The coefficient of 0.327 shows a real contribution, so that increased engagement has a direct impact on improving performance.

The job engagement to work commitment path shows a coefficient of 0.784 with a p value of 0.000. This is the biggest influence in the model and gives a strong message, work attachment is the main driver of work commitment. When personnel feel their work is meaningful, feel their role is important, and feel their energy is being used for the unit's goals, their commitment is strengthened. This commitment can be seen from the willingness to stay in the unit, seriousness in carrying out official orders, compliance with the rules, and willingness to maintain the integrity and reputation of the organization. The value of 0.784 also indicates a change in engagement followed by a large change in commitment.

The work commitment to performance path has a coefficient of 0.469 with a p value of 0.000. These results show that work commitment drives performance positively and significantly. Committed personnel are more likely to maintain discipline, reduce delays, complete work to completion, and work according to SOPs, so that the quality of results increases. The coefficient of 0.469 indicates a stronger effect than the direct influence of engagement on performance, so commitment plays an important role as a reinforcement on the path to performance.

If you look at the two significant paths mentioned above, job engagement to work commitment and work commitment to performance, you get a clear picture of the flow of influence. Engagement encourages commitment, then commitment encourages performance. With the existing numbers, the direction of this relationship is consistent and mutually reinforcing. This means that the most sensible performance improvement strategy departs from increasing personnel engagement, because engagement has a big effect on commitment, and commitment has a big effect on performance. This path also explains why transformational leadership is not directly significant, because the influence of leadership is more often worked through the psychological conditions of work, rather than through instant performance.

The moderation test showed that the interaction of transformational leadership x work commitment to performance had a coefficient of 0.135 with a p value of 0.006. These results confirm the work commitment to moderate the influence of transformational leadership on performance significantly and the direction reinforce. This means that transformational leadership can only be seen to have an impact on performance when the work commitment of personnel is already high. When commitment is low, vision, motivation, and support messages from leaders are not enough to drive performance output. When commitment is high, the influence of leadership becomes more pronounced because personnel respond to leadership directions with readiness to carry out tasks, maintain work standards, and maintain performance. This moderation finding has practical implications, organizations need to maintain work commitment as a key condition so that transformational leadership does not stop at the level of perception, but moves towards measurable performance.

### ***Discussion***

The results of this study show that job engagement has a significant effect on job commitment. These findings are consistent with the results of previous studies as stated by Hafiz and Indrayanti (2022), which stated that high work involvement encourages the emergence of affective commitment to the organization. This means that when personnel feel emotionally and cognitively engaged in their work, they will be more likely to show loyalty, responsibility, and dedication to the institution they work for. In the context of the Special Criminal Investigation Directorate, a high level of involvement can strengthen the determination of personnel in carrying out their duties with full integrity and seriousness.

Furthermore, job engagement has also been proven to have a positive and significant effect on employee performance. These findings are in line with the research of Kim (2017) and Bakker & Bal

(2010), which asserts that high work engagement has a direct impact on increased productivity and work effectiveness. In this study, personnel who showed enthusiasm, dedication, and perseverance in carrying out their duties tended to have higher work achievements, both in terms of quality and quantity. This means that engagement is not only an internal psychological aspect, but also an important indicator in driving measurable actual performance.

The relationship between job commitment and performance was also found to be significant, reinforcing previous findings by Allen and Meyer (1991), that commitment particularly affective commitment contributes to improved work performance. In this study, commitment is a form of psychological readiness of personnel to fully involve themselves in work activities, even beyond the formal demands of the position. This reflects the importance of building loyalty and belonging to the institution so that personnel are motivated to make an optimal contribution in carrying out their duties.

Another interesting finding is the significant role of transformational leadership as a moderator in the relationship between job engagement and performance. This suggests that high work engagement will have an even greater impact on performance if supported by transformative leadership. These results are consistent with the findings of Hayati et al. (2014) and Yohana et al. (2024) who stated that transformative leadership can strengthen the influence of engagement on performance by creating a shared vision, inspiring, and building trusting working relationships. In the context of police organizations, the role of leaders as motivators, role models, and facilitators is the key to fostering a productive work culture with integrity.

Overall, the results of this study confirm that strengthening job engagement and job commitment, as well as the application of transformative leadership styles, is an effective strategy in improving personnel performance. The integration of these three factors is not only theoretically relevant, but also provides significant practical implications for human resource management in a work environment that demands high professionalism. By creating a work climate that supports the emotional and professional engagement of personnel, and is supported by visionary and inspirational leadership, law enforcement institutions such as the Special Criminal Investigation Directorate can improve operational effectiveness and overall organizational accountability.

## **CONCLUSION**

Based on the results of the study, it can be concluded that job engagement has a significant effect on job commitment and employee performance, and job commitment has also been proven to have a positive effect on employee performance. In addition, transformational leadership has been shown to significantly strengthen the relationship between job engagement and performance. These findings show that high work engagement, when supported by a strong commitment and an inspiring leadership style, is able to optimally improve personnel performance. In the context of the Directorate of Special Criminal Investigation, these three variables are an important foundation in building responsive, professional, and high-integrity performance.

The practical implications of this research are the need for organizations, particularly law enforcement institutions, to develop strategies to increase personnel engagement and commitment through transformative leadership training, the provision of organizational support, and the strengthening of work meaning. Theoretically, these results enrich the literature on the role of engagement and leadership in improving performance, particularly in the public sector. For further research, it is recommended to expand variables, such as adding job satisfaction or organizational citizenship behavior (OCB), and using a longitudinal approach to see changes in the dynamics of relationships between variables over time.

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