

## The Influence of Transformational Leadership and Job Satisfaction Towards Employee Engagement

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### **Keywords**

transformational leadership; job satisfaction; employee engagement

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### **ABSTRACT**

The low employee engagement at PT BDP could potentially be influenced by aspects of job satisfaction that have not been fully met, as well as transformational leadership — one of the main antecedents of employee engagement. This leadership style provides psychological resources in the form of support, a sense of security, and a work environment that values individual contributions. This study aims to determine the effect of transformational leadership and job satisfaction, both partially and simultaneously, on employee engagement at PT Bumi Daya Plaza. The research method used quantitative associative analysis. The sampling technique used the Slovin technique with a sample size of 61 respondents. The research analysis used SPSS software with multiple linear regression analysis techniques, correlation tests, coefficient of determination tests, and partial and simultaneous hypothesis testing. The results indicate that transformational leadership and job satisfaction have a significant effect on employee engagement. Therefore, transformational leadership and job satisfaction that are unfavourable to employees will negatively affect employee engagement.

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## **INTRODUCTION**

The company facilitated the learning process. Furthermore, there were indications of low enthusiasm when given new challenges or additional responsibilities, which should have been opportunities for career development (Utami et al., 2017). Based on the interview results, there was a phenomenon of the vigor dimension, indicated by employees' lack of enthusiasm for training and job skill improvement activities. Symptoms of the low dedication dimension are seen in employees' lack of enthusiasm when given new challenges or additional responsibilities, which should serve as a means of career development. Furthermore, symptoms of the low absorption dimension — or diminished full attention — are seen when employees are reluctant to actively participate in or attend training activities, and demonstrate a lack of commitment to the learning process.

Resistance to change also manifests in passive or uncooperative attitudes toward policies and work system updates. This situation occurs not only among senior-level employees but also among younger generations, who should demonstrate greater adaptability. These findings indicate that employees' psychological and emotional attachment to the 6857eneralizabl is still not fully established. Low engagement can impact productivity, customer service quality, and operational effectiveness across business units. To strengthen understanding of this phenomenon, the interview results are supported by the following findings from an internal survey conducted by PT BDP.

**Table 1 Results of PT BDP's Internal Employee Engagement Survey (2025)**

Employee type	Number of respondents	%
Actively Disengaged (Average $\leq 2$ )	5	1%
Not Engaged (Mean $\geq 2.1$ and $\leq 4$ )	243	59%
Engaged (Average $\geq 4$ )	158	38%
Total Respondents	406	98%

Source: PT GDP Survey (2025)

The results of an internal survey showed that 59% of employees were 6858eneralizab as not engaged, 1% were 6858eneralizab as actively disengaged, and only 38% were 6858eneralizab as engaged, out of a total of 406 respondents. The dominant proportion of not engaged employees indicates that the majority of employees work only at a minimal level of engagement — namely, simply fulfilling basic job requirements without emotional commitment or extra effort to make a greater contribution. This condition aligns with the concept put forward by Schaufeli and Bakker (2004), that disengaged individuals tend to exhibit low characteristics of vigor, dedication, and absorption, making them vulnerable to decreased motivation, productivity, and psychological attachment to the 6858eneralizabl. Meanwhile, the actively disengaged group, although small in number (1%), still has the potential to exert a significant negative impact, as their behaviour can affect the work climate, lower coworker morale, and hinder the achievement of team goals, as explained by Gallup (2021).

The engaged employee figure (38%) indicates that the internal driving forces capable of creating positive energy, loyalty, and a spirit of contribution in the work environment have not been optimally managed. From the perspective of the Job Demands–Resources Model (Bakker & Demerouti, 2017), this condition indicates an imbalance between high job demands — such as time pressure, safety risks, and field dynamics — and the availability of job resources, such as leadership support, development opportunities, and constructive feedback. This imbalance has the potential to cause emotional exhaustion, decreased performance quality, and increased turnover intention.

The survey findings underscore the need for strategic interventions through the strengthening of human resource management practices more oriented toward increasing employee engagement, including leadership style reform, improved quality of 6858eneralizable6858 communication, more structured career development, and the provision of a work environment that can enhance employee satisfaction and psychological connectedness to the company. These efforts are crucial to ensuring effective operational continuity, particularly in the construction sector, which relies on team cohesion, work accuracy, and performance stability in the face of high-pressure work dynamics.

One important factor influencing low levels of employee engagement is transformational leadership. Burns (1978) explained that transformational leadership is a process of reciprocal interaction between leaders and followers aimed at increasing morale, motivation, and shared commitment to achieving 6858eneralizable6858 goals. This concept was later refined by Bass (1985), who 6858eneraliza that transformational leaders are able to drive change through their ability to inspire, instil trust, and stimulate followers' aspirations and values. Bass and Avolio (1994) clarified this model through four main dimensions: idealized influence, which creates

exemplary and credible leadership; inspirational motivation, which refers to the ability to build a meaningful vision; intellectual stimulation, which is the encouragement of creative and innovative thinking; and individualized consideration, which refers to personal attention to the developmental needs of each employee.

Bass and Riggio (2006) added that transformational leadership not only influences performance but also builds intrinsic motivation and a strong sense of belonging, thereby encouraging emotional and psychological involvement in tasks. This aligns with Saks (2022), who positions transformational leadership as a primary antecedent of employee engagement, as this leadership style provides psychological resources in the form of support, security, and a work environment that values individual contributions. Héritier and Kalonda (2023) also generaliza that transformational leaders play a role in increasing trust, a sense of meaning, and employees' willingness to contribute beyond formal demands.

The relevance of this leadership style is further strengthened in the context of the construction industry, which is generalizable by high pressure, field uncertainty, and intensive coordination demands. Wulandari (2023) demonstrated that transformational leaders contribute significantly to increasing construction worker engagement by creating a supportive and visionary work climate, thereby strengthening employee dedication in high-risk work environments. Ahn and Lee's (2023) research on construction workers in South Korea confirmed that transformational leadership plays a crucial role in increasing employee engagement by enhancing team trust and commitment to project goals. Empirically, research by Xu Yan (2019), Rahmadani and Susilo (2023), and Sofiah et al. (2022) demonstrates a positive and significant relationship between transformational leadership and employee engagement. Thus, transformational leadership is a strategic approach believed to be capable of increasing employee engagement, especially in organisations operating in high-intensity work environments such as PT Bumi Daya Plaza.

However, transformational leadership has not been demonstrated in accordance with employee expectations. Based on interview results with two employees — Mr. X and Mr. Y (October 15, 2025) — the following concerns were raised. According to Mr. X, some employees still feel insecure in carrying out their work, as evidenced by their reluctance to ask questions about matters they do not understand, which hinders the implementation process from approaching its full potential. This is attributed to leadership's failure to provide sufficient motivation for employees to feel more confident in their work. According to Mr. Y, leadership does not foster enthusiasm and optimism in the workplace, nor does it adequately monitor ongoing processes, leaving gaps in generalizable performance unaddressed.

Besides leadership, job satisfaction also plays a significant role in influencing employee engagement. Job satisfaction reflects an individual's emotional and cognitive evaluation of various aspects of their job, including the tasks performed, the work environment, the reward system, development opportunities, and the quality of relationships with superiors and coworkers (Locke, 1976). Robbins and Judge (2019) state that job satisfaction is an employee's positive attitude toward their job when there is a match between expectations and perceived reality. Herzberg's (1966) Two-Factor Theory explains that job satisfaction is influenced by two components: motivator factors — such as achievement, recognition, and career growth — and hygiene factors — such as working conditions, compensation, and generalizable performance.

policies. When these factors are met, employees will demonstrate a strong sense of belonging to their work and a commitment to making their best contribution to the organization.

Conceptually, several studies confirm that job satisfaction plays a strategic role in creating employee engagement. Albrecht (2020) states that job satisfaction functions as a psychological resource that triggers positive energy, optimism, and a sense of meaning in work, thus encouraging individuals to be fully engaged cognitively, emotionally, and physically. Saks (2022) generalizes that job satisfaction is one of the most powerful antecedents of engagement, as satisfied employees more readily feel psychologically connected to the organization and demonstrate deep involvement in their work. In the construction sector, Wulandari (2023) found that job satisfaction plays a crucial role in maintaining employee dedication despite high pressure and risk. Similar findings were presented by Ahn and Lee (2023), who showed that job satisfaction increases construction workers' commitment to continuing to contribute under challenging and uncertain working conditions.

Thus, the low employee engagement at PT BDP could potentially be influenced by aspects of job satisfaction that have not been fully met, such as the quality of work experience, career development opportunities, rewards, and organizational support. This situation underscores the need for a human resource management approach oriented toward improving job satisfaction as a foundation for stronger engagement within the company's operational environment.

Although extensive research has been conducted on the influence of transformational leadership and job satisfaction on employee engagement across various sectors — such as manufacturing, education, and banking (Mozammel & Haan, 2016; Annisa et al., 2022; Shuck & Wollard, 2019) — similar research in the construction services sector has been limited in the last three to five years. Most existing studies focus on industries with low risk and stable work pressure, while the construction sector presents markedly different work characteristics (Wulandari, 2023). Furthermore, previous construction research generally examines only one variable in isolation — either transformational leadership or job satisfaction — making simultaneous studies of both variables rare (Hubeis et al., 2020). Additionally, no research has specifically examined the relationship between transformational leadership and job satisfaction on employee engagement in construction services companies that also manage building management and outsourcing, such as PT Bumi Daya Plaza. Therefore, a research gap exists with respect to industry context, research models, and organizational characteristics that have not been widely explored.

Based on these phenomena and research gaps, this study is crucial to providing a deeper understanding of the influence of transformational leadership and job satisfaction on employee engagement at PT Bumi Daya Plaza. The results are expected to serve as the basis for developing strategies to strengthen leadership and improve job satisfaction, thereby enhancing employee engagement in the dynamic and high-pressure context of construction operations. Academically, this study contributes to enriching the literature on employee engagement in the construction sector, which has received limited attention in management research in Indonesia. Practically, this study provides strategic recommendations for companies seeking to improve organizational performance through the strengthening of employee engagement. Specifically, this research aims to: (1) analyse the partial effect of transformational leadership on employee engagement; (2) analyse the partial effect of job satisfaction on employee

engagement; and (3) analyse the simultaneous effect of transformational leadership and job satisfaction on employee engagement at PT Bumi Daya Plaza.

## METHOD

This study employed a quantitative associative research method. Associative research aims to determine the relationship between two or more variables (Rusadi, 2018, p. 18). The population consisted of all 157 employees of PT Bumi Daya Plaza in the Outsource Management business unit. The sample size was determined using the Slovin formula with a 10% margin of error, resulting in 61 employees. A simple random sampling technique was applied, giving each population member an equal chance of being selected.

Primary data were collected through a questionnaire comprising closed-ended statements measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The questionnaire was structured into four sections: respondent demographics, transformational leadership (20 items adapted from Bass & Avolio, 2003), job satisfaction (10 items adapted from Robbins & Judge, 2019), and employee engagement (5 items adapted from Schaufeli & Bakker, 2004).

Prior to the main data analysis, validity and reliability tests were conducted. Validity was assessed using Pearson product-moment correlation ( $r\text{-count} > r\text{-table} = 0.2521$ ). Reliability was evaluated using Cronbach's Alpha with a threshold of  $> 0.60$ . Data analysis was performed using SPSS software (version 26) and included multiple linear regression analysis, the Pearson correlation test, the coefficient of determination ( $R^2$ ), partial hypothesis testing (t-test), and simultaneous hypothesis testing (F-test). All statistical tests were conducted at a significance level of  $\alpha = 0.05$ .

## RESULT AND DISCUSSION

The purpose of this research is to gather empirical information that will address the aforementioned difficulties, and that is precisely what this research aims to achieve. Therefore, data for statistical analysis can be collected by distributing questionnaires, and the results are tested for validity and reliability.

**Table 2 Validity Test of Transformation Leadership**

Variables	No	R count	R table	Information
Transformation Leadership	TL01	0.694	0.2521	Valid
	TL02	0.554	0.2521	Valid
	TL03	0.561	0.2521	Valid
	TL04	0.576	0.2521	Valid
	TL05	0.541	0.2521	Valid
	TL06	0.481	0.2521	Valid
	TL07	0.590	0.2521	Valid
	TL08	0.478	0.2521	Valid
	TL09	0.697	0.2521	Valid
	TL10	0.463	0.2521	Valid
	TL11	0.558	0.2521	Valid
	TL12	0.390	0.2521	Valid
	TL13	0.401	0.2521	Valid
	TL14	0.607	0.2521	Valid
	TL15	0.658	0.2521	Valid
	TL16	0.561	0.2521	Valid

Variables	No	R count	R table	Information
	TL17	0.576	0.2521	Valid
	TL18	0.541	0.2521	Valid
	TL19	0.481	0.2521	Valid
	TL20	0.590	0.2521	Valid
Job satisfaction	JS21	0.589	0.2521	Valid
	JS22	0.513	0.2521	Valid
	JS23	0.678	0.2521	Valid
	JS24	0.591	0.2521	Valid
	JS25	0.611	0.2521	Valid
	JS26	0.496	0.2521	Valid
	JS27	0.630	0.2521	Valid
	JS28	0.513	0.2521	Valid
	JS29	0.513	0.2521	Valid
	JS30	0.474	0.2521	Valid
Employee engagement	0.695	0.695	0.2521	Valid
	0.560	0.560	0.2521	Valid
	0.726	0.726	0.2521	Valid
	0.719	0.719	0.2521	Valid
	0.747	0.747	0.2521	Valid

Source: Data Processing (2025)

Based on the table above, all items from each variable have a calculated r value  $>$  r table (0.2521), so it can be concluded that all items are valid and suitable for use in further analysis.

## 1. Reliability Test

An instrument is considered reliable if it has a Cronbach's Alpha value  $>$  0.60. The higher the Cronbach's Alpha value, the higher the level of internal consistency of the questionnaire items within a variable. This test is important to ensure that the measuring instrument used is truly reliable in measuring the intended construct. The following are the results of the reliability test for each variable:

**Table 3 Reliability Test Results**

Variables	Cronbach's Alpha	N of Items	Decision
Transformational leadership	0.909	20	Reliable
Job satisfaction	0.854	10	Reliable
Employee engagement	0.859	5	Reliable

Source: Data Processing (2025)

Based on the reliability test results in Table 4.20, all variables in this study had a Cronbach's Alpha value  $>$  0.60, ranging from 0.909 to 0.854. Thus, all statement instruments for the Transformational Leadership, Job Satisfaction, and Employee Engagement variables were declared reliable and suitable for use in this study.

## 2. Multiple Linear Regression Test Results

The regression model used is a multiple linear regression model using polling data. This is because, in addition to measuring the relationship between two variables, it also shows the direction of the relationship between the independent variable and the dependent variable. The following are the results of the multiple linear regression test. The regression model used is a

multiple linear regression model because it not only measures the relationship between two variables but also shows the direction of the relationship between the independent variable and the dependent variable. The following are the results of the multiple linear regression test.

**Table 4 Results of Multiple Linear Regression Test**

	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	3,738	2,139	
Transformational leadership	.089	.030	.326
Job satisfaction	.234	.062	.424

a. Dependent Variable: employee engagement

Based on the table above, it shows the results of the multiple linear equations in. This research is as follows:

$$Y = 3.738 + 0.089X1 + 0.234X2$$

With information as following: The constant value is 3.738 and is positive, meaning that if the variable Transformational leadership and job satisfaction remain so employee engagement of 3,738 times. Variable Transformational leadership has positive value show that Transformational leadership influences to employee engagement, namely if Transformational leadership is increased by 0.089 times will increase employee engagement by 0.089 times. Variable job satisfaction has a positive value show that job satisfaction influences to employee engagement, namely if job satisfaction is increased by 0.234 times will increase employee engagement by 0.234 times.

### 3. Correlation Test Results

The purpose of a correlation analysis test is to determine the degree or level of relationship between the independent variable (X) and the dependent variable (Y). The correlation coefficient ranges from -1 to +1, with positive values indicating a unidirectional relationship and negative values indicating an inverse relationship. To interpret the correlation coefficient value, the following guidelines are used:

**Table 5 Correlation Test Results Model Summary b**

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate	Sig. F Change
1	.635 <sup>a</sup>	.403	.382	2.95821	.000

Correlation coefficient value of Transformational leadership and job satisfaction with employee engagement of 0.635 showing a strong relationship because it is between 0.600 – 0.799.

### 4. Results of the Determination Coefficient Test

On table 4 known that Transformational leadership and job satisfaction able to explain the employee engagement model by 40.3% and the rest is explained by variables Which No including in research This shows that if Transformational leadership executed properly and job satisfaction If managed well, it will increase employee engagement.

## 5. Partial Hypothesis Test Results (t-Test)

The results of the partial hypothesis test measured by the t-test are as follows:

**Table 6 Hypothesis Test t**

Model	t	Sig.
(Constant)	1,747	.086
Transformational leadership	2,914	.005
Job satisfaction	3,791	.000

a. Dependent Variable: employee engagement

From the statistical calculations, the t-count for Transformational Leadership (2.914) is greater than the t-table value (2.001), with a significance value of  $0.005 < 0.05$ ; therefore,  $H_1$  is accepted and  $H_0$  is rejected. This means there is a significant effect of Transformational Leadership on employee engagement at PT Bumi Daya Plaza. From the t-test calculation for Job Satisfaction, the t-count (3.791) is positive and greater than the t-table value (2.001), with a significance value of  $0.000 < 0.05$ ; therefore,  $H_1$  is accepted and  $H_0$  is rejected. This means there is a significant effect of Job Satisfaction on employee engagement at PT Bumi Daya Plaza.

### 1) Simultaneous Hypothesis Test Results

The ANOVA test (F test) is used to test whether all independent variables have a simultaneous influence on the dependent variable. The model suitability criteria are if the Sig. F value  $< \alpha = 0.05$  then the independent variables have a simultaneous influence on the dependent variable and vice versa if Sig. F  $> \alpha = 0.05$  then the independent variables do not have a simultaneous influence on the dependent variable. The following are the results of the model suitability test (goodness of fit).

**Table 7 F Test**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	342,113	2	171,057	19,547	.000 <sup>b</sup>
	Residual	507,559	58	8,751		
	Total	849,672	60			

a. Dependent Variable: employee engagement  
b. Predictors: (Constant), job satisfaction, transformational leadership

Based on the table above, it shows that the sig. F value is 0.000, which is  $< 0.05$ , and the calculated F value is  $19.547 > 3.15$ , so it can be concluded that the independent variables, namely Transformational leadership and job satisfaction, have a simultaneous effect on the dependent variable, namely employee engagement.

### 1. Transformational leadership at PT Bumi Daya Plaza

The implementation of transformational leadership, according to the majority of respondents among PT Bumi Daya Plaza employees, is considered quite good, as evidenced by the average respondent response score of 3.21, which falls within the fairly good category. Suboptimal transformational leadership can be caused by various factors, both from the leader and the 6864eneralizabl as a whole. Transformational leadership involves a leader's ability to

inspire and motivate followers to achieve common goals, yet often faces obstacles in its practical application. This is in line with Bass and Riggio (2019), who explain that transformational leadership focuses on how leaders inspire, motivate, and foster the commitment of subordinates, while creating a work environment that supports innovation and individual development.

The highest score in the questionnaire was the item “Leaders show empathy for team members’ personal circumstances,” with a score of 3.46, while the lowest was “Leaders listen to complaints or input from subordinates,” with a score of 2.98. Therefore, leaders can more effectively listen to complaints and input from subordinates by implementing two-way communication and creating a safe environment in which employees feel heard and valued. This is crucial for building trust and enhancing productivity.

## **2. Job satisfaction at PT Bumi Daya Plaza**

Respondents’ opinions regarding job satisfaction at PT Bumi Daya Plaza were generally in the quite satisfied category with an average score of 2.85. This is in line with the opinion of Prabowo et al., (2024) that job satisfaction is related to feelings of pleasure or displeasure about work compared to expectations through the compensation provided by the company. Similarly, Spector, (2022) opinion that job satisfaction reflects an affective or emotional response to various aspects of the job, including working conditions, supervision, coworkers, and the reward system.

The highest score was “satisfied with my current job,” with a score of 3.62. Meanwhile, the lowest score was “ Supervisors always help provide solutions when employees face work problems, “ with a score of 2.90. This indicates that some employees still believe that their superiors do not fully provide solutions when they face work problems. Therefore, it is crucial to develop proactive and constructive strategies to address the lack of coordination from superiors.

## **3. Employee Engagement at PT Bumi Daya Plaza**

Employee engagement, according to respondents, was rated quite high, with an average score of 3.37. This aligns with Kurniawati and Raharja (2023), who state that employee engagement refers to the emotional, physical, and cognitive involvement demonstrated by employees in their work and 6865eneralizabl.

The indicator with the highest score was the statement “Willing to devote all energy to completing the work,” which received a score of 3.62. Meanwhile, the indicator with the lowest score was the statement “Feeling enthusiastic about the work being done,” with a score of 3.07. This suggests that some employees may still lack enthusiasm for their work, resulting in a level of engagement that is not yet fully consistent across all respondents.

## **4. The Influence of Transformational Leadership on Employee Engagement at PT Bumi Daya Plaza**

The results of the hypothesis test using the t-test show that Transformational Leadership has a significant effect on Employee Engagement with a calculated t value of  $> 2.914$ , greater than the t table of 2.001 and a significance value of  $< 0.05$ . The results of this study are in line with the findings of Mahri & Nurani (2025) which showed that transformational leadership has

a positive effect on employee engagement. However, this is not in line with the research of Afrizal & Handayani (2023) which showed that transformational leadership does not have a positive effect on employee engagement.

### **5. The influence of job satisfaction on Employee engagement at PT Bumi Daya Plaza**

Based on the hypothesis test results, the t-count for Job Satisfaction (3.791) is positive and greater than the t-table value (2.001), with a significance value of  $0.000 < 0.05$ ; therefore,  $H_1$  is accepted and  $H_0$  is rejected. This means there is a significant effect of Job Satisfaction on employee engagement. This is consistent with Meng and Berger (2019), who revealed that satisfaction with a particular job exerts a considerable influence on work engagement. Based on this theoretical foundation and the present findings, it can be concluded that job satisfaction has a positive and significant effect on employee engagement.

These results are consistent with Maryati et al. (2024), who found that job satisfaction has a significant effect on employee engagement. However, this contrasts with Wijayati (2023), whose research found that job satisfaction has an effect on employee engagement, though not a significant one.

## **CONCLUSION**

Transformational Leadership at PT Bumi Daya Plaza has been implemented quite well, indicating that it is perceived as reasonably appropriate but still requires improvement. Employee job satisfaction is 6866generalizab as quite satisfied, indicating that employees are not yet fully satisfied with their jobs and that further improvement is still needed. Similarly, employee engagement at PT Bumi Daya Plaza is considered quite high, suggesting that if Transformational Leadership and job satisfaction are improved, employee engagement will increase accordingly.

Transformational Leadership has a positive effect on employee engagement at PT Bumi Daya Plaza; based on the hypothesis test results, appropriate and fair Transformational Leadership will increase employee engagement. Job satisfaction also has a positive effect on employee engagement at PT Bumi Daya Plaza; when job satisfaction aligns with employees' expectations, it will positively impact employee engagement, and vice versa. Transformational Leadership and job satisfaction together have a significant effect on employee engagement, such that deficiencies in either will adversely affect employee engagement levels.

Future researchers are advised to use a larger sample size to allow for more varied and 6866generalizable results. Furthermore, they could incorporate other dependent variables, such as job performance, in place of employee engagement, to determine the extent of the influence of transformational leadership and job satisfaction on outcomes beyond employee engagement.

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