
The Influence Of Recruitment, Transformational Leadership, And Employee Engagement To Employee Performance

Tanti Vabilla¹, Abdul Haeba Ramli²

^{1,2} Esa Unggul University

E-mail: tanti.vabilla@gmail.com¹, abdul.haeba@esaunggul.ac.id²

Article History:

Received: 30 Oktober 2025

Revised: 29 Desember 2025

Accepted: 11 Januari 2026

Keywords: *Recruitment, transformational leadership, employee engagement, employee performance*

Abstract: *In the current era of globalization and digitalization, companies are required to have superior human resources, where recruitment and transformational leadership are the key to improving employee engagement and employee performance. This study aims to analyze the influence of recruitment and transformational leadership on employee engagement and employee performance in manufacturing employees in Tangerang. The method used in this study is a quantitative approach with a survey of 145 respondents through the distribution of online questionnaires using Google Forms and analyzed using SEM-PLS. The results of the study indicate that recruitment and transformational leadership have a positive impact on employee engagement and employee performance. This study suggests that companies improve the quality of the recruitment process and the implementation of transformational leadership to create a work environment that supports employee engagement. The theoretical contribution of this study proves the role of recruitment and transformational leadership in positively influencing employee engagement and employee performance, while its practical contribution is strategic advice in human resource management to improve overall organizational performance.*

INTRODUCTION

In today's era of globalization and digitalization, things are changing very quickly, and companies are in dire need of individuals with high basic skills, as well as competencies and qualifications that match the demands of the company (Čizmić & Ahmić, 2021). As every company knows, it must want its employees to show their best performance. Therefore, it is important for companies to improve employee engagement in order to achieve the company's goals in an effective and efficient way (Magfijar & Ekhsan, 2024). Employee engagement has a positive influence on several organizational outcomes, such as productivity, profitability, and employee retention (Al-Suraihi *et al*, 2021). This shows that employee engagement is one of the important factors in the formation of employee performance. Because if every employee feels involved in achieving their performance, it will have an effect on the performance of the

organization, and thus the company is considered to have succeeded in managing employee performance. Employee engagement Not only contributes to improving work performance and efficiency, but also increases the loyalty and commitment of employees, thereby reducing the desire to move to another company (Macey & Schneider, 2008). The better employee engagement it will show a person's consistent and positive condition in their individual work behavior (Kumar *et al*, 2022; H. M. Nguyen *et al*, 2019; Robledo *et al*, 2019).

Employee engagement plays a role as a factor that affects a person's performance at work (Rich *et al*, 2010). This makes it possible for employee performance as a key factor in achieving the company's goals (Ruhayat *et al*, 2022). Employee performance has an individual nature where each employee has a different level of achievement in carrying out their duties (Buana *et al*, 2020). In this case, their performance will have a significant impact on the effectiveness of the company's performance (Isa & Syah, 2021). Moreover employee performance can continue to be built and improved periodically through how the leadership style used within a company (Top *et al*, 2020). In this case, leadership has the potential to motivate others, specifically influencing employees with a view to improving their skills in order to achieve organizational success (Torlak & Kuzey, 2019).

Transformational Leadership can improve employee engagement and employee performance (Ali *et al*, 2024). Transformational Leadership which shows that employee performance greatly influenced by the way the leadership leads them to achieve optimal results Mahyadi & Safrizal (2023), and can provide several indicators such as charisma, inspiration, individual attention and intellectual stimulus so that employees are more comfortable and motivated without feeling pressured (Purwanto, 2019). In addition, the characteristics of transformational leadership such as ideal influence, inspiring motivation, stimulation of thought and individual attention, are strongly linked to cognitive, emotional and behavioral engagement of employees (Shuck & Herd, 2012).

Various studies that have examined the factors that play a role in employee engagement and employee performance. As in a study conducted by Abdullahi *et al*, (2022), the results of which prove that Recruitment affect employee engagement and employee performance. Recruitment one of the crucial stages in assessing whether or not an applicant is eligible to join an organization (Badaruddin & Hidayat, 2020). Organizations need highly motivated, engaged, and committed employees (Sun & Yoon, 2022). Therefore, it is important for organizations to include existing employees in the recruitment process in improving employee performance thoroughly (Clarawati *et al*, 2024). Barkhuizen & Masale (2021) Demonstrate that the right talent management program policies and practices also provide commitment to employees, leading to greater levels of work engagement among workers and potentially reducing employee turnover rates.

The results of previous studies showed a relationship between recruitment towards employee performance (Pahos & Galanaki, 2019; Syahputra & Tanjung, 2020), transformational leadership towards employee performance (Isa & Shah, 2021; Purwanto, 2019), recruitment towards employee engagement (Clarawati *et al*, 2024; Nguyen *et al*, 2024), transformational leadership towards employee engagement (Erwin *et al*, 2019; Winasis *et al*, 2021), employee engagement towards employee performance (Arslan & Roudaki, 2019; Joplin *et al*, 2021). Then the author adds transformational leadership in this study because according to Kuntadi *et al* (2023) shows the importance of transformational leadership to manage and direct every employee to feel involved in achieving the company's goals, indirectly by encouraging employees to achieve their performance. The purpose of this study is to investigate recruitment, transformational leadership

and employee engagement on employee performance in manufacturing employees in the Tangerang area.

LITERATURE REVIEW

Employee engagement

Kahn (1990) Define employee engagement is an employee's attachment to the company itself. Employees who have a high sense of involvement tend to be more productive with their work and they feel able to meet all the demands of their job (Schaufeli et al, 2002). According to Chanana & Sangeeta (2021) explain employee engagement it is an attitude in the work environment that encourages every member of the organization to achieve excellence every day and is determined for the goals and values of the organization. Bhowal & Saini (2019) employee engagement is the cornerstone to achieve good results in business. Therefore, organizations, especially management managers, human resource managers to continue to find ways to manage the level of commitment employees (Rahmana & Soliha, 2022).

Employee performance

Theory employee performance according to Borman & Brush (1993) is the result of a positive work attitude in a company either directly or indirectly to achieve the target. In line with research Yulius (2022) explain employee performance is a collection of assessments of employee behavior and actions that allow them to make positive contributions and work outcomes to the progress of the organization. According to Subekti (2021), employee performance is a measure to identify how successful a person is at the job being done. Therefore, employees are expected to adjust behavior and efforts in such a way as to achieve organizational success or the success of a job working successfully with various colleagues and subordinates (Pradhan & Jena, 2017)

Recruitment

Theory recruitment according to Huselid et al (1997) is an effort to find a number of qualified prospective employees to select them for open positions. The same thing is said Tidokartika et al (2022) Recruitment is a systematic process for identifying and attracting qualified candidates (applicants) to fill a position. With recruitment that succeeds, will bring in more trained workers (Abdullahi et al, 2022). Therefore, recruitment as an important management function in an organization or company (Firman & Inrawati, 2023). Therefore, it can be concluded that recruitment is a series of steps or efforts to find, find, and attract individuals or candidates who meet the criteria, have potential, and are qualified to fill the required positions in the organization (Kusumaningrum et al, 2024).

Transformational Leadership

Theory transformational leadership formulated by Burns (1978) explain transformational leadership is leadership that can inspire and motivate its subordinates so that they are able to optimize performance to achieve the company's goals. Later developed by Bass et al (2003), transformational leadership is leadership that develops a compelling vision, acts as a role model, emphasizes innovation and individual influence. Theory transformational leadership emphasizing emotions, values and the importance of leadership geared towards fostering employee creativity (García-morales et al, 2012). Leadership can be seen as a process of influencing others to behave in accordance with predetermined organizational goals (Erwin et al, 2019). Therefore, a style is required transformational leadership demonstrated by all leaders in the organization (Winasis et al, 2021).

RESEARCH METHODS

The type of research used is quantitative research and the research design used is an empirical study conducted by Murat & Isaac (2019); Abdullahi et al, (2018). This research consists of four variables with 29 items that make up the research variables. Therefore, Recruitment consists of five adapted items (Abdullahi et al, 2022), employee engagement consists of eight adapted items (Schaufeli et al, 2002), employee performance consists of nine adapted items (Pradhan & Jena, 2017) and transformational leadership consists of seven adapted items (Winasis) et al, 2021).

Quantitative data was collected through a questionnaire created using the Likert scale consisting of five points, namely strongly disagree, disagree, neutral, agree, and strongly agree. For this study, a survey method was carried out which distributed questionnaires online using Google Form. The population discussed in this study is manufacturing employees in particular Staff located in Tangerang. The sampling techniques used are Purposive Sampling namely the method of determining respondents determined by the author using several criteria (Rachman et al, 2024), namely (1) employees who have worked for more than one year and have become permanent employees, (2) have at least a bachelor's degree and (3) have known their superiors for more than one year.

Then the sample withdrawal method uses references from Hair et al (2019) which requires that if the data analysis uses Structural Equation Model (SEM) then the number of respondents is at least 5 and a maximum of 10 times the number of statement items. Because the number of items or instruments is 29, the number of respondents planned to be five times 29 items equal a minimum of 145 respondents. The data collection technique began with the pre-test stage by sending questionnaires to 30 respondents who worked in manufacturing companies. The data processing in this study utilizes Statistical Package for the Social Sciences (SPSS), which is software for statistical data analysis or that is used to perform validity and reliability tests (Handayani et al, 2023).

From the results of the pre-test, there are several indicators that do not meet the criteria such as EE6, EP3, EP5, and EP9. Then, for further analysis, indicators that do not meet the criteria will be removed from the construct. Furthermore, the valid indicators will be adjusted to keep them sequential. For example, the indicator EE7 becomes EE6, EP4 becomes EP3, and so on on the variable in question. By eliminating unqualified indicators and adjusting the numbering of valid indicators, it is hoped that the analyzed constructs can be more focused and meet the set standards. This step is done to maintain consistency and clarity in the numbering of the remaining indicators.

Then test the hypothesis using the SEM method by using Smart Partial Least Square software (SmartPLS) to explore the relationships between the variables to be tested. This is done so that statistical data processing can run efficiently and accurately. The questionnaires collected will be processed first so that they become useful information to draw conclusions and also to analyze statistics in the context of hypothesis testing (Hair) et al, 2022). So the research model can be described as follows:

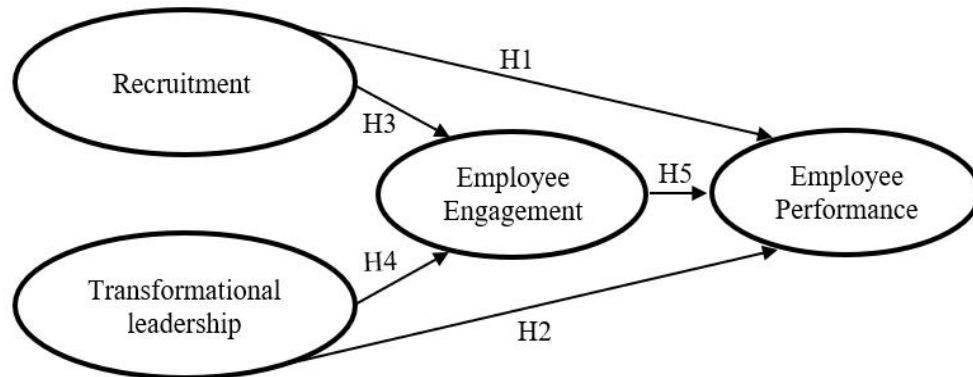


Figure 1. Research Model

Based on the research model above, the hypothesis proposed is as follows:

H1: Recruitment has a positive and significant influence on employee performance.

H2: Transformational leadership has a positive and significant effect on employee performance

H3: Recruitment has a positive and significant influence on employee engagement

H4: Transformational leadership has a positive and significant influence on employee engagement H5: Employee engagement has a positive and significant influence on employee performance

RESULT AND DISCUSSION

RESULT

The respondents in this study are employees who work in manufacturing companies in the Tangerang area. Based on the results of the questionnaire distribution, 145 respondents were obtained with the following results; Employees were dominated by male gender 73 respondents (50.3%) compared to female employees 72 respondents (49.7%). Next respondents based on age, the age of the respondents who dominated was between 26-30 years old amounting to 54 respondents (37.2%), 21-25 years old 46 respondents (31.7%), 36 respondents aged 31-35 years old (24.8%), > 40 years old 6 respondents (4.1%) and aged between 36-40 years 3 respondents (2.1%). Furthermore, the characteristic data seen from the last education of the respondents, the last education level that dominated was the final education of S1 which amounted to 135 respondents (93.1%), the level of final education of S2 which was 10 respondents (6.9%) and the level of final education of S3 which was 0 respondents (0%). Finally, the characteristics of respondents based on the working period, the respondents' working period was dominated between 4-6 years, namely 59 respondents (40.7%), the working period between 1-3 years amounted to 57 respondents (39.3%), the working period between 7-10 years amounted to 16 respondents (11%) and for > the 10-year service period amounted to 13 respondents (9%). Appendix 4 contains a summary of the respondents' characteristics.

Based on the results of data processing in this study, it begins with the outer model test, where the evaluation of the outer model is a validity and reliability test. The validity test begins by assessing convergent validity, which is a measurement to measure that the same constructs are significantly and positively correlated with each other. The SEM-PLS output shows that all indicators from the dimensions of recruitment, transformational leadership, employee engagement and employee performance have a factor loading value of > 0.70 and the Average

Variance Extracted (AVE) value shows > 0.50 . Therefore, it can be concluded that all variables in this study are declared valid and meet the requirements for convergent validity. The results of the analysis using SEM-PLS show the results of the validity test through path diagrams and factor loading.

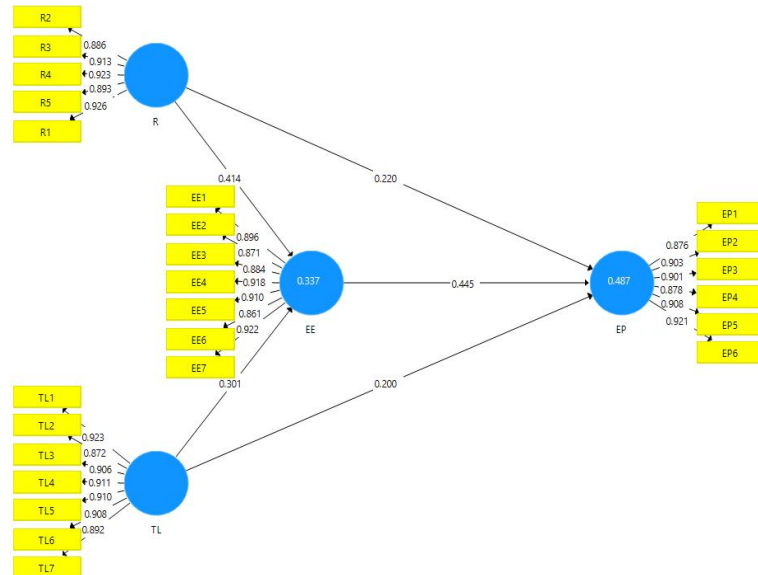


Figure 2. Path Diagram

Next test Discriminant validity carried out using the criteria of Cornell & Lacker (1981) to ensure the square root of AVE each construct must be greater than its correlation with the other constructs. Based on the SmartPLS output, all the square root values of AVE are greater than the correlation values between constructs. Therefore, it can be concluded that discriminant validity has been fulfilled for all constructs used in this study. The following is attached table 2 Discriminant validity Below:

Table 1. Test Results Discriminant Validity

	<i>Employee engagement</i>	<i>Employee performance</i>	<i>Recruitment</i>	<i>Transformational Leadership</i>
<i>Employee engagement</i>	0,895			
<i>Employee performance</i>	0,641	0,898		
<i>Recruitment</i>	0,504	0,504	0,908	
<i>Transformational Leadership</i>	0,425	0,455	0,300	0,903

Furthermore, the reliability test measurement, based on the data in table 3, can be concluded that all of them have an Average Variance Extracted (AVE) value of > 0.50 and a composite reliability value and Cronbach's alpha $>$ of 0.7 so that it can be declared valid and reliable. The following table 3 shows the results of the validity and reliability tests.

Table 2. Validity and Reliability Tests

	<i>Cronbach's Alph</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Mean Variance Extracted (AVE)</i>
--	------------------------	--------------	------------------------------	--------------------------------------

<i>Employee engagement</i>	0.959	0.96 2	0.966	0.801
<i>Employee performance</i>	0.952	0.95 7	0.961	0.806
<i>Recruitment</i>	0.947	0.95 4	0.959	0.825
<i>Transformational Leadership</i>	0.963	0.97 2	0.969	0.816

After performing the analysis Outer model, then further analyze Inner model which begins with knowing the value of Coefficients of determination (R^2) i.e. to measure how strong the variation of the latent variable is bound (Hair *et al*, 2022). Criteria according to Hair *et al* (2022) i.e. the R^2 value of 0.25 = weak, 0.50 = moderate, 0.75 = strong. From the SmartPLS output, it is known that the value of R^2 at employee engagement of 0.337 or 33.7% which means that it is classified as weak, and at employee performance 0.487 is classified as moderate. Here is picture 2 below which shows the results of the analysis Outer model.

Based on the path coefficient table below, the results of the analysis in this study referred to in table 4 show that there is a positive and statistically significant relationship.

Table 3. Path Coefficient

	Original Sample	Sample Mean	Standard Deviation	T-Statistics	P-Values
EE -> EP	0,445	0,441	0,109	4,102	0,000
R -> EE	0,414	0,419	0,105	3,959	0,000
R -> EP	0,220	0,222	0,091	2,414	0,016
TL -> EE	0,301	0,296	0,104	2,885	0,004
TL -> EP	0,200	0,194	0,086	2,336	0,020

Furthermore, related to the results of the indirect influence analysis referred to in table 5, it shows that there is a statistically significant indirect influence on the employee engagement variable has a mediating role between the relationship between recruitment, transformational leadership and employee performance which is aimed at a T-statistic value above 1.96 and a P-value less than 0.05.

Table 4. Test Results Indirect Effects

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
R -> EE -> EP	0,184	0,187	0,071	2,612	0,009
TL -> EE -> EP	0,134	0,136	0,067	2,001	0,046

The following is a structural model that illustrates the t-statistic value of the latent construct relationship path, which is shown in the figure below:

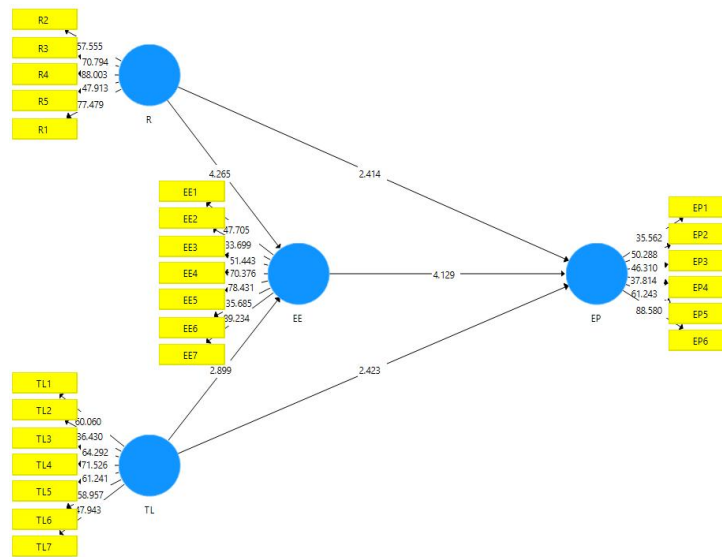


Figure. 3 Path Diagram T-statistic

Furthermore, the results of the hypothesis test are based on the t-statistics value and the p-value in table 6 which can be seen below:

Table 5 Hypothesis Test Research Model

Hypothesis	Hypothesis Statement	P-Values	T-Statistic	Conclusion
H1	<i>Recruitment</i> has a positive effect on <i>Employee performance</i>	0.015	4.433	H1 Accepted
H2	<i>Transformational leadership</i> has a positive effect on <i>Employee performance</i>	0.017	4.405	H2 Accepted
H3	<i>Recruitment</i> has a positive effect on <i>employee engagement</i>	0.000	2.270	H3 Accepted
H4	<i>Transformational leadership</i> has a positive effect on <i>Employee engagement</i>	0.002	3.079	H4 Accepted
H5	<i>Employee engagement</i> has a positive effect on <i>employee performance</i>	0.000	4.133	H5 Accepted

Based on table 6 above, it shows that all t-statistics values are >1.96 and p-values are <0.05 , which means that they have met the hypothesis testing criteria. And, it can be concluded that all hypotheses are accepted which consist of 5 hypotheses.

DISCUSSION

Recruitment has a positive effect on employee performance. The better the recruitment process carried out in a manufacturing company, the better it will be employee performance. Companies that can invest significant resources for the available positions will have employees feel comfortable working. This is in line with research Bibi (2019) which states that Recruitment

play a crucial role in attracting talented employees who will ultimately influence employee performance.

Transformational Leadership has a positive effect on employee performance. The better the implementation transformational leadership in manufacturing companies will increase employee performance. Leaders who have a positive attitude and commitment so that they can inspire their subordinates will make their employees feel comfortable working in a flexible work system that will improve employee performance. This is in line with research Mulla & Krishnan (2022) which states that transformational leadership can motivate his subordinates to contribute to the success of the company.

Recruitment positive effects towards employee engagement. The better the process Recruitment implemented in manufacturing companies will increase employee engagement. A company that is able to allocate enough resources for the available positions will make employees feel more positive at work. These findings are in line with research Dey *et al* (2023) which states that employees who have goals that are in line with the company's goals will certainly be more involved and dedicated.

Transformational Leadership has a positive effect on employee engagement. The better the implementation transformational leadership in manufacturing companies will increase employee engagement. Leaders who have a positive attitude and commitment so that they can inspire their subordinates will make their employees feel more positive and happier. This is in line with the findings Buil *et al* (2019) which states that transformational leadership It is considered a positive leadership style to motivate employees to align their goals with the company's goals.

Employee engagement has a positive effect on employee performance. The better the implementation employee engagement then it will increase employee performance. Employees who have a high work ethic feel more positive and happier so that the employee will feel comfortable working in a flexible work system. This is in line with research Ruhiyat *et al* (2022) which states that employees engaged in their work exhibit productive behaviors that can improve their performance to achieve the company's targets.

CONCLUSION

Based on data analysis and discussion, the study concluded that the recruitment and transformational leadership process has a positive influence on employee engagement and employee performance. The better recruitment is carried out, the more employee engagement and employee performance will be increased. The better the implementation of transformational leadership, the more employee engagement and employee performance will increase. The results of this study consistently confirm that the quality of the recruitment process and transformational leadership style are important aspects in building employee engagement and performance, where employee engagement itself plays a driving factor to improve overall organizational performance.

In this study, it advises manufacturing companies in the Tangerang area so that companies can improve the quality of the recruitment process and the implementation of transformational leadership to create a work environment that supports employee engagement and employee performance. Referring to the limitations of the research, it is suggested that future research to expand the object of research, not only limited to the private sector but also to include the banking sector, government agencies, and other public service sectors. The selection of such objects is important to gain a comprehensive understanding of the dynamics of individual behavior in various work environments that have different organizational, cultural, and regulatory

characteristics. By expanding this context, the results of the study will have a higher level of generalization. In addition, the research model can be expanded by including other theoretically relevant variables, such as job satisfaction, which play an important role in mediating or moderating the relationship between key variables. Subsequent research is also recommended to use longitudinal design to capture changes in the dynamics of relationships between variables over time, as well as to apply mixed data collection methods to reduce the possibility of subjective bias from individual reports.

BIBLIOGRAPHY

- Abdullahi, M. S., Adeiza, A., Abdelfattah, F., Fatma, M., Fawehinmi, O., & Aigbogun, O. (2022). Talent management practices on employee performance: a mediating role of employee engagement in institution of higher learning: quantitative analysis. *Industrial and Commercial Training*, 54(4), 589–612. <https://doi.org/10.1108/ICT-10-2021-0075>
- Adebayo, D. O. (2004). Perceived Workplace Fairness, Transformational Leadership and Motivation in the Nigeria Police: Implications for Change. *International Journal of Police Science and Management*, 7(2), 110–122. <https://doi.org/10.1350/ijps.7.2.110.65774>
- Akhtar, A., Nawaz, M. K., Mahmood, Z., & Syahid, M. S. (2016). The Impact of High-Performance Work Practices on Employee Performance in Pakistan: Examining the Mediating Role of Employee Engagement. *Pakistan Journal of Trade and Social Sciences*, 10(3), 708–724.
- Al-Suraihi, W. A., Samikon, S. A., Al-Suraihi, A.-H. A., & Ibrahim, I. (2021). Employee Turnover: Causes, Importance and Retention Strategies. *European Journal of Business and Management Research*, 6(3), 1–10. <https://doi.org/10.24018/ejbmr.2021.6.3.893>
- Ali, M., Business, S., Business, U., & Uibe, I. (2024). on employee retention: the role of mediation The transformational influence of employee engagement.
- Ariussanto, K. A. P., Tarigan, Z. J. H., Sitepu, R. B., & Singh, S. K. (2020). Leadership Style, Employee Engagement, and Work Environment to Employee Performance in Manufacturing Companies. *SHS Web of Conferences*, 76, 01020. <https://doi.org/10.1051/shsconf/20207601020>
- Arslan, M., & Roudaki, J. (2019). Examining the role of employee engagement in the relationship between organisational cynicism and employee performance. *International Journal of Sociology and Social Policy*, 39(1/2), 118–137. <https://doi.org/10.1108/IJSSP-06-2018-0087>
- Badaruddin, & Hidayat, R. (2020). The Influence of the Recruitment and Selection Process on Employee Performance at PDAM Tirta Mountala Aceh Besar. *Journal of Economics, Management, and Accounting*, 6(1), 12–22. <https://doi.org/10.35870/jemsi.v6i1.334>
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, 20(1), 4–28. <https://doi.org/10.1080/1359432X.2010.485352>
- Barkhuizen, E. N., & Masale, R. L. (2022). Leadership talent mindset as a catalyst for talent management and talent retention: The case of a Botswana local government institution. *SA Journal of Human Resource Management*, 20, 1–14. <https://doi.org/10.4102/sajhrm.v20i0.1914>
- Bass, B. M., Avolio, B. J., Jung, D. I., & Berson, Y. (2003). Predicting unit performance by assessing transformational and transactional leadership. *Journal of Applied Psychology*, 88(2), 207–218. <https://doi.org/10.1037/0021-9010.88.2.207>

- Bhowal, M., & Saini, D. (2019). *Employee Engagement Strategies With Special Focus on Indian Firms. August*, 165–179. <https://doi.org/10.4018/978-1-5225-7799-7.ch010>
- Bibi, M. (2019). *Impact of Talent Management Practices on Employee Performance : An Empirical Study among Healthcare Employees.* 2(1), 22–32. <https://doi.org/https://doi.org/10.33215/sjom.v2i1.83>
- Borman, W. C., & Brush, D. H. (1993). *More Progress Toward a Taxonomy of Managerial Performance Requirements.* 6(1), 1–21. <https://doi.org/10.1207/s15327043hup0601>
- Buana, Y. S., Fahraini, & Nasution, E. (2020). The Effect of Skills and Motivation on Employee Performance at Arengka Auto Mall Pekanbaru. *Journal of Management and Business Student Research*, 1(3), 81–90.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance : The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75. <https://doi.org/10.1016/j.ijhm.2018.06.014>
- Burns, J. M. (1978). Leadership. In *Leadership*. Harper & Row.
- Chanana, N., & Sangeeta. (2021). Employee engagement practices during COVID-19 lockdown. *Journal of Public Affairs*, 21(4). <https://doi.org/10.1002/pa.2508>
- Čizmić, E., & Ahmić, A. (2021). The influence of talent management on organisational performance in Bosnia & Herzegovina as a developing country. *Journal of Contemporary Management Issues*, 26(1), 129–147. <https://doi.org/10.30924/mjcmi.26.1.8>
- Clarawati, A., Babaro, Y. S., Anada, D., & Barella, Y. (2024). The Influence of Employee Involvement in the Recruitment Process on the Success of Organizational Recruitment. *Sammajiva: Journal of Business and Management Research*, 2(2), 162–166. <https://doi.org/10.47861/sammajiva.v2i2.997>
- Cornell, C., & Lacker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39–50. <http://www.jstor.org/stable/3151312>
- Dey, C., Khan, S., Iyer, S., Mohamad, Z., & Khan, A. A. (2023). Enhancing and sustaining employee engagement through HRM practices: A study on Indian unicorn startups. *Problems and Perspectives in Management*, 21(4), 202–213. [https://doi.org/10.21511/PPM.21\(4\).2023.16](https://doi.org/10.21511/PPM.21(4).2023.16)
- Erwin, S., Rahmat, S. T. Y., Angga, N. D., & Semerdanta, P. (2019). Transformational Leadership Style and Work Life Balance: the Effect on Employee Satisfaction Through Employee Engagement. *Russian Journal of Agricultural and Socio-Economic Sciences*, 91(7), 310–318. <https://doi.org/10.18551/rjoas.2019-07.36>
- Firman, A., & Inrawati, N. (2023). The Impact of the Recruitment Process on Employee Performance. *Advances in Human Resource Management Research*, 1(2), 55–65. <https://doi.org/10.60079/ahrmr.v1i2.75>
- García-morales, V. J., Jiménez-barrionuevo, M. M., & Gutiérrez-gutiérrez, L. (2012). Transformational leadership influence on organizational performance through organizational learning and innovation. *Journal of Business Research*, 65(7), 1040–1050. <https://doi.org/10.1016/j.jbusres.2011.03.005>
- Ghadi, M. Y., Fernando, M., & Caputi, P. (2013). Transformational leadership and work engagement: The mediating effect of meaning in work. *Leadership and Organization Development Journal*, 34(6), 532–550. <https://doi.org/10.1108/LODJ-10-2011-0110>
- Girsang, R. M., Tarigan, W. J., & Sipayung, T. (2023). The effect of recruitment and selection on

- employee performance. *Journal of Management*, 13(1), 2721–7787.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). The Results of PLS-SEM Article information. *European Business Review*, 31(1), 2–24.
- Hair, J., Ringle, C. M., Hult, G. T. M., & Sarstedt, M. (2022). *A primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)* (Issue September 2021).
- Handayani, M., Jayadilaga, Y., Fitri, A. U., Rachman, D. A., Fajriah Istiqamah, N., Diah, T., Pratiwi, A. P., & Kas, R. (2023). Socialization and Introduction of SPSS Data Processing Application for Health Administration Students of the Faculty of Sports and Health Sciences. *Journal of Community Service Information*, 1(2), 24–32. <https://e-journal.nalanda.ac.id/index.php/jipm>
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635–672.
- Huselid, M. A., Schuler, R. S., & Jackson, S. E. (1997). Technical and Strategic Human Resource Management Effectiveness as Determinants of Firm Performance. *Academy of Management Journal*, 40(No. 1), 171–188. <https://doi.org/10.2307/257025>
- Isa, F. M. B., & Shah, T. Y. R. (2021a). *Multidisciplinary Academic Journal The Influence of Transformational Leadership Style on Employee Performance with Motivation Moderation Multidisciplinary Academic Journal*. pp. 2, 265–271. <https://doi.org/10.51971/joma.v5n3.13082021>
- Isa, F. M. B., & Shah, T. Y. R. (2021b). *The Effect of Transformational Leadership Style on Employee Performance with Motivation Moderation*. 05(02). <https://doi.org/10.51971/joma.v5n3.13082021>
- Jauhari, H., Kumar, M., & Pandey, J. (2024). Impact of transformational leadership on service delivery behaviours of frontline service employees. *Journal of Retailing and Consumer Services*, 79, 103816. <https://doi.org/10.1016/j.jretconser.2024.103816>
- Joplin, T., Greenbaum, R. L., Wallace, J. C., & Edwards, B. D. (2019). Employee Entitlement, Engagement, and Performance: The Moderating Effect of Ethical Leadership. *Journal of Business Ethics*, 168(4), 813–826. <https://doi.org/10.1007/s10551-019-04246-0>
- Kahn, W. A. (1990). Psychological Condition Of Personal Engagement and. *Academy of Management Journal*, 33(14), 692–724.
- Scott, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32(1), 132–140. <https://doi.org/10.1016/j.ijhm.2012.05.003>
- Kumar, A., Kapoor, S., & Gupta, S. K. (2022). Do the qualities of transformational leadership influence employees' job engagement? A survey of the Indian power sector. *Problems and Perspectives in Management*, 20(4), 600–611. [https://doi.org/10.21511/ppm.20\(4\).2022.46](https://doi.org/10.21511/ppm.20(4).2022.46)
- Kuntadi, C., Widyanty, W., Nurhidajat, R., Cahyandito, M. F., Sariadi, P., & Fahlevi, M. (2023). Driving performance at the National Transportation Safety Committee: The mediating role of engagement and motivation in transformational leadership. *Cogent Business and Management*, 10(3), 1–21. <https://doi.org/10.1080/23311975.2023.2285265>
- Kusumaningrum, H., Rachman, J. Z., & Maulana, M. R. (2024). Recruitment, Selection and Placement Process of the Best Employee Talents in Educational Institutions. *Journal of Education and Learning*, 3(2), 220–230. <https://doi.org/10.54259/diajar.v3i2.2459>
- Macey, W. H., & Schneider, B. (2008). The Meaning of Employee Engagement. *Industrial and Organizational Psychology*, 1(1), 3–30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>

- Magfijar, F. M., & Ekhsan, M. (2024). The role of innovative behavior as a mediator on the influence of employee engagement on employee performance. *Economics: Journal of Management*, 20(2), 111–126. <http://dx.doi.org/10.47313/oikonomia.v20i2.3659>
- Mahyadi, & Safrizal, H. B. A. (2023). Leadership style Transformation towards Employee performance: A Literature Review. *Public Service and Governance Journal*, 4(1), 66–76. <https://doi.org/10.56444/psgj.v4i1.799>
- Mulla, Z. R., & Krishnan, V. R. (2022). Impact of employment on newcomer's values : Role of supervisor's transformational leadership. *IIMB Management Review*, 34(3), 228–241. <https://doi.org/10.1016/j.iimb.2022.09.001>
- Murat, A., & Michael Isaac, O. (2019). Effect of Globalization on the Performance of Small and Medium Scale Enterprises in Nigeria. *American Journal of Environmental and Resource Economics*, 4(4), 125. <https://doi.org/10.11648/j.ajere.20190404.12>
- Nazir, S., Shafi, A., Atif, M. M., Qun, W., & Abdullah, S. M. (2019). How organization justice and perceived organizational support facilitate employees' innovative behavior at work. *Employee Relations*, 41(6), 1288–1311. <https://doi.org/10.1108/ER-01-2017-0007>
- Nguyen, H. M., Nguyen, C., Ngo, T. T., & Nguyen, L. V. (2019). The effects of job crafting on work engagement and work performance: A study of Vietnamese commercial banks. *Journal of Asian Finance Economics and Business*, 6(2), 189–201. <https://doi.org/10.13106/jafeb.2019.vol6.no2.189>
- Nguyen, K.-L., Moslehpour, M., Aminah, H., & Sulistiawan, J. (2024). Human Resource Practices And Organizational Support As The Determinants In Enhancing Vietnamese Retail Employee Engagement: The Mediating Role Of Job Enrichment. *Business: Theory and Practice*, 25(1), 295–307. <https://doi.org/10.3846/btp.2024.19008>
- Pahos, N., & Galanaki, E. (2019). Staffing practices and employee performance: the role of age. *Evidence-Based HRM*, 7(1), 93–112. <https://doi.org/10.1108/EBHRM-01-2018-0007>
- Pradhan, R. K., & Jena, L. K. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation. *Business Perspectives and Research*, 5(1), 1–17. <https://doi.org/10.1177/2278533716671630>
- Purwanto, A. (2019). Journal of Engineering Research and Industrial Management: The Role of Transformational Leadership and Organizational Leadership Journal of Engineering Research and Industrial Management. *Journal of Industrial Engineering and Management Research*, 39–45. <https://doi.org/https://doi.org/10.7777/jiemar>
- Rachman, A., Yochanan, Samanlangi, A. I., & Purnomo, H. (2024). Qualitative quantitative research methods and R&D. In B. Ismaya (Ed.), *CV Saba Jaya Publisher* (Issue January). CV Saba Jaya Publisher.
- Rahmana, H. A., & Soliha, E. (2022). Performance Assessment and Compensation Affect Employee Engagement Mediated by Work Motivation: An Empirical Study in Indonesia. *Macroeconomics*, 15(1), 19–37. <https://doi.org/10.52353/ama.v15i1.225>
- Ramli, A. H. (2018). Compensation, Job Satisfaction and Employee Performance in Health Services. *Business and Entrepreneurial Review*, 18(2), 177–186. <https://doi.org/10.25105/ber.v18i2.5335>
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, 53(3), 617–635. <https://doi.org/10.5465/amj.2010.51468988>
- Robledo, E., Zappalà, S., & Topa, G. (2019). Job crafting as a mediator between work engagement and wellbeing outcomes: A time-lagged study. *International Journal of*

-
- Environmental Research and Public Health*, 16(8). <https://doi.org/10.3390/ijerph16081376>
- Ruhiyat, I., Meria, L., & Julianingsih, D. (2022). The Role of Training and Work Attachment to Improve Employee Performance in the Telecommunications Industry. *Technomedia Journal*, 7(1), 90–110. <https://doi.org/10.33050/tmj.v7i1.1855>
- Rumman, A. A., Al-Abbadi, L., & Alshawabkeh, R. (2020). The impact of human resource development practices on employee engagement and performance in Jordanian family restaurants. *Problems and Perspectives in Management*, 18(1), 130–140. [https://doi.org/10.21511/ppm.18\(1\).2020.12](https://doi.org/10.21511/ppm.18(1).2020.12)
- Sani Abdullahi, M., Rahma Shehu, U., & Usman, B. M. (2019). Impact of Information Communication Technology on Organizational Productivity in the Nigeria Banking Industry: Empirical Evidence. *Noble International Journal of Business and Management Research ISSN*, 03(01), 1–09. <http://napublisher.org/?ic=journals&id=2%0AOpen>
- Sari, D. P., Sandy, D., Baharuddin, Bandhaso, M. L., & Rasinan, D. (2024). Assessment of the effectiveness of the recruitment and selection system in improving employee performance at Pt. Bitumen Marasende. *JEMSI (Journal of Economics, Management, and Accounting)*, 10(1), 136–142. <https://doi.org/10.35870/jemsi.v10i1.1793>
- Schaufeli, W. B., Marisa, S., Gonzalez-Roma, V., & Bakker, A. B. (2002). The Measurement Of Engagement And Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3, 71–92. <https://doi.org/10.1103/PhysRevE.63.021114>
- Shamir, B., & Howell, J. M. (1999). Organizational and contextual influences on the emergence and effectiveness of charismatic leadership. *Leadership Quarterly*, 10(2), 257–283. [https://doi.org/10.1016/S1048-9843\(99\)00014-4](https://doi.org/10.1016/S1048-9843(99)00014-4)
- Shang, J. (2023). Transformational Leadership Influences Employee Performance: A Review and Directions for Future Research. *Highlights in Business, Economics and Management*, 10, 291–312. <https://doi.org/10.54097/hbem.v10i.8113>
- Shuck, B., & Herd, A. M. (2012). Employee Engagement and Leadership: Exploring the Convergence of Two Frameworks and Implications for Leadership Development in HRD. *Human Resource Development Review*, 11(2), 156–181. <https://doi.org/10.1177/1534484312438211>
- Song, J. H., Kolb, J. A., Lee, U. H., & Kim, H. K. (2012). Role of Transformational Leadership in Effective Organizational Knowledge Creation Practices: Mediating Effects of Employees' Work Engagement. *Human Resource Development Quarterly*, 23(1), 1–9. <https://doi.org/10.1002/hrdq>
- Subekti, A. (2021). The Influence of Performance Appraisal Systems on Job Satisfaction, Motivation and Performance. *International Journal of Economics, Business and Accounting Research*, 5(2), 104–114. <https://doi.org/10.29040/IJEBAR.V5I2.2484>
- Sun, H. J., & Yoon, H. H. (2022). Linking Organizational Virtuosity, Engagement, and Organizational Citizenship Behavior: The Moderating Role of Individual and Organizational Factors. *Journal of Hospitality and Tourism Research*, 46(5), 879–904. <https://doi.org/10.1177/1096348020963701>
- Syahputra, M. D., & Tanjung, H. (2020). The Influence of Integrity and Career Development on Employee Performance. *Maneggio: Scientific Journal of Master of Management*, 2(3), 329. <https://doi.org/10.32832/manager.v2i3.3706>
- Tidokartika, S. A., Rinda, R. T., Maulani, D., & Kuraesin, E. (2022). The Influence of Recruitment and Selection on Employee Performance. *Complexity: Scientific Journal of Management, Organization and Business*, 11(1), 104–112.
-

- <https://doi.org/10.56486/kompleksitas.vol11no1.378>
- Top, C., Abdullah, B. M. S., & Faraj, A. H. M. (2020). Transformational Leadership Impact on Employees Performance. *Eurasian Journal of Management & Social Sciences*, 1(1), 49–59. <https://doi.org/10.23918/ejmss.v1i1p49>
- Torlak, N. G., & Kuzey, C. (2019). Leadership, job satisfaction and performance links in private education institutes of Pakistan. *International Journal of Productivity and Performance Management*, 68(2), 276–295. <https://doi.org/10.1108/IJPPM-05-2018-0182>
- Widyaningrum, L. R., & Amalia, L. (2023). The Impact of Transformational Leadership, Organizational Culture, and Employee Engagement on Employee Performance at Indonesia's Flight School. *Madani Multidisciplinary Journal*, 3(4), 802–810. <https://doi.org/10.55927/mudima.v3i4.2587>
- Winasis, S., Djumarno, Riyanto, S., & Ariyanto, E. (2021). The effect of transformational leadership climate on employee engagement during digital transformation in Indonesian banking industry. *International Journal of Data and Network Science*, 5(2), 91–96. <https://doi.org/10.5267/j.ijdns.2021.3.001>
- Yi Lai, F., Chuan Tang, H., Chi Lu, S., Chin Lee, Y., & Chen Lin, C. (2020). Transformational Leadership and Job Performance: The Mediating Role of Work Engagement. *Sage Open*, 10(1). <https://doi.org/10.1177/2158244019899085>
- Yulius, Y. (2022). The effect of Islamic visionary leadership on organisational commitment and its impact on employee performance. *HTS Theological Studies*, 78(1), 1–7. <https://doi.org/10.4102/hts.v78i1.7722>