

**THE RELATIONSHIP BETWEEN WORK PERIOD LENGTH,
TRANSACTIONAL LEADERSHIP STYLE, AND EMPLOYEE ENGAGEMENT
ON EMPLOYEE WORK PERFORMANCE AT FACTORY X**



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Abstract

This research aims to examine the relationship between work period length, transactional leadership style, and employee engagement with employee performance at Factory X. Employee performance serves as a key indicator of an organization's productivity and can be influenced by a variety of individual and managerial factors. Leadership styles are generally categorized into transformational and transactional. Transactional leadership emphasizes the exchange process between leaders and subordinates, relying on a system of rewards and punishments to motivate employees, which may affect their level of engagement and performance. Furthermore, the duration of an employee's work period can reflect their experience and level of adjustment within the workplace. A quantitative approach is used in this study, employing surveys directed at employees of Factory X. Data collection is carried out through questionnaires, and the results are analyzed using SPSS (Statistical Package for the Social Sciences) through descriptive statistics, validity and reliability tests, Pearson correlation, and multiple linear regression. These analyses aim to assess the relationship between the independent variables (work period length, transactional leadership, and employee engagement) and the dependent variable (employee performance). The findings of this study are intended to support corporate organizations in optimizing human resource management to enhance employee performance.

Keywords: Work Period, Transactional Leadership, Employee Engagement

INTRODUCTION

In the manufacturing sector, employee work performance is a critical component for achieving optimal productivity and operational efficiency. Several factors influence work performance, including the length of an employee's tenure, transactional leadership practices, and levels of employee engagement. The duration of an employee's work period is often linked to their accumulated experience and capacity to adapt to their roles and the organization's culture, both of which can significantly impact individual productivity (Shukri & Hamid, 2025).

Meanwhile, the transactional leadership style holds significant influence over employee behavior in the workplace. This style is characterized by a structured approach that relies on a system of rewards and penalties. While it can serve as a motivating force, it may also constrain employee flexibility and creativity. The effectiveness of this leadership style in enhancing performance is often contingent on the degree of employee engagement. Engagement refers to the emotional and cognitive involvement of employees in their work, with highly engaged employees typically showing stronger loyalty, increased productivity, and greater organizational commitment (Putri et al, 2025).

Despite this, the interplay between work period length, transactional leadership style, and employee engagement in relation to performance continues to be a subject of scholarly discussion. For instance, research by Julie et al. suggests that employees with longer tenure tend to display higher engagement, such as greater dedication, due to their deeper understanding of their roles and the organizational context. Conversely, findings by Arif et al. reveal that extended work periods can lead to job burnout, potentially diminishing performance. Likewise, the success of transactional leadership may vary based on situational factors and individual differences among employees. Accordingly, this study seeks to investigate the relationship between work period length, transactional leadership style, and employee engagement in influencing employee work performance at Factory X.

REVIEW OF LITERATURE

Work Period Length

The concept of work period length refers to the theory that the duration of continuous work without breaks significantly impacts both performance and well-being. Extended periods of uninterrupted work can lead to mental fatigue, increased errors, and decreased productivity. In contrast, incorporating short breaks throughout the workday can help maintain focus and efficiency. Time management strategies such as the Pomodoro Technique are based on this principle, promoting brief work intervals followed by regular breaks.

Research indicates that the human brain can sustain high levels of concentration for approximately 45 to 60 minutes. Beyond this point, cognitive functions like memory, attention, and decision-making begin to decline due to reduced mental energy. The work period length theory reinforces this by highlighting the cognitive benefits of taking consistent breaks. Furthermore, it also addresses physical health concerns prolonged sitting and screen exposure can cause backaches, eye fatigue, and even cardiovascular issues. Short breaks that involve movement or stretching help mitigate these health risks. In professions that demand intense concentration, such as healthcare, scheduled breaks are especially crucial to avoid critical errors and support mental well-being.

Transactional Leadership Style

Leadership style refers to the typical behavior patterns a leader uses to influence and guide subordinates. Transactional leadership, often called managerial leadership, emphasizes supervision, structured organization, and performance monitoring. This approach relies on a clear system of rewards and punishments to ensure followers meet expectations. Rather than focusing on transformative change, transactional leadership is centered on maintaining stability and existing operational norms. Transactional leaders closely assess their subordinates' performance to detect mistakes or deviations, making this style particularly effective in high-pressure situations or tasks that demand strict adherence to procedures. Positive results are rewarded, while undesirable outcomes lead to consequences. The approach prioritizes processes over long-term strategic vision, using a system of conditional rewards and sanctions.

There are two forms of punishment under this model: **active** and **passive**. Active punishment involves the leader consistently overseeing performance and making real-time corrections, whereas passive punishment means the leader only intervenes once an issue has occurred. This leadership style is well-suited for structured settings where discipline, precision, and goal efficiency are critical.

Employee Engagement

Employee engagement refers to the meaningful involvement and proactive contribution of employees toward organizational success, demonstrated through their commitment, dedication, advocacy, and effective application of skills that align with the company's values and goals. Engaged employees form a deep bond with their workplace, showing devotion not only to their own tasks but also to the broader objectives of the organization. Those with high engagement levels are more likely to stay with the company, outperform their colleagues by around 20%, and actively promote the business. This level of engagement significantly contributes to increased profitability, organizational flexibility, and smoother execution of change initiatives. Fully engaged employees display greater confidence in their abilities (self-efficacy) and enjoy improved well-being, which in turn reinforces their loyalty and support for the organization.

Employee engagement is generally divided into three main dimensions:

1. Emotional Engagement,
2. Cognitive Engagement, and
3. Behavioral Engagement.

Highly engaged employees are often enthusiastic, motivated, and loyal, leading to better job performance. Emotional engagement reflects how emotionally connected an employee feels to their work. Those who are emotionally engaged typically show strong loyalty and passion for their roles, often going beyond their job descriptions out of a sense of mission and alignment with company values. They might take pride in representing the organization positively or actively participate in team-building activities.

Cognitive engagement refers to the mental focus and intellectual investment an employee brings to their work. Individuals who are cognitively engaged are deeply immersed in their tasks, showing strong attention to detail, creativity, and critical thinking. For instance, a software developer working through a challenging coding problem is demonstrating cognitive engagement.

Behavioral engagement is characterized by tangible actions, such as consistently meeting deadlines, taking initiative, and voluntarily going above standard job expectations. Employees showing behavioral engagement often take leadership roles in projects, mentor colleagues, or drive improvements in workplace processes. In essence, engaged employees view their work as meaningful, feel recognized and appreciated, and are motivated to play an active role in achieving the organization's success and continued growth.

The Relationship Between Work Period Length and Employee Work Performance

The connection between the length of work periods and employee performance is a significant topic within the fields of organizational psychology and workplace productivity. Studies indicate that extended periods of continuous work without sufficient breaks can result in mental fatigue, reduced concentration, and diminished overall effectiveness. As employees push through long hours without rest, they are more likely to experience shortened attention spans, increased mistakes, and a drop in motivation.

Conversely, incorporating well-timed breaks throughout the workday has been linked to better mental alertness, prolonged focus, and improved performance on tasks. This supports the idea that achieving high work performance depends not just on the total hours worked, but also on how those hours are managed and divided. Productivity strategies like the Pomodoro Technique are grounded in ultradian rhythm cycles, which promote regular intervals of work and rest to enhance efficiency and employee well-being. Therefore, striking the right balance between work and rest is crucial for boosting productivity and ensuring long-term employee satisfaction.

The Relationship Between Transactional Leadership Style and Employee Work Performance

Leadership styles are generally divided into two main categories: transformational and transactional. Transactional leadership emphasizes a structured relationship between leaders and employees, relying on a system of rewards and punishments tied to performance outcomes. This approach is grounded in clearly defined rules, goals, and procedures, with a strong focus on supervision and control throughout the work process.

Transactional leaders engage closely with their subordinates, fostering a system of exchanges to help achieve organizational objectives. This includes identifying the necessary contributions from team members and offering rewards as a form of motivation. By providing incentives and recognition when targets are met, transactional leaders seek to influence behavior and drive performance. They assign responsibilities, set performance expectations, and work to build relationships that support the achievement of specific goals. In doing so, they often appeal to followers' self-interests to maintain motivation and accountability.

While transactional leadership can positively impact motivation and employee engagement, which in turn enhances job performance, it is sometimes criticized for being too rigid or authoritarian. Such characteristics may lead to increased stress among employees or even hinder creativity. Nevertheless, transactional leadership continues to be recognized for its effectiveness in improving employee performance, particularly in structured environments where clear goals and efficiency are prioritized.

The Relationship Between Employee Engagement and Employee Work Performance

Employee engagement is distinct from other work-related concepts like job satisfaction, motivation, or organizational commitment. It involves a deep emotional attachment to one's work, which inspires individuals to give their best and strive for

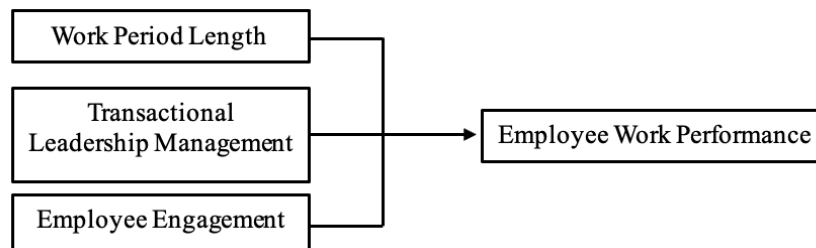
excellence. This strong emotional involvement motivates employees to invest their time and energy, resulting in higher levels of productivity and performance. For example, Kwon and Kim describe engagement as a state of being fully activated, where employees bring their complete selves into the workplace. Similarly, Shuck et al. define engagement as a multidimensional construct that includes cognitive, emotional, and behavioral elements. According to them, cognitive engagement involves intense mental focus and active involvement in tasks, emotional engagement relates to positive feelings and attitudes toward one's job and organization, while behavioral engagement is demonstrated through proactive actions that go beyond regular job duties.

Employee engagement significantly contributes to improved job performance. Gallup (2023) found that highly engaged employees are more likely to produce favorable outcomes, including stronger customer relationships, increased sales, greater productivity and profitability, enhanced personal well-being, and a higher tendency to demonstrate positive workplace behaviors. The influence of employee engagement on performance is substantial, as it cultivates constructive attitudes, behaviors, and outcomes. A systematic review by Halbesleben (2010) concluded that engaged employees consistently exhibit higher energy levels, greater commitment, and sharper focus, all of which directly contribute to individual and organizational success.

RESEARCH METHOD

This research adopts a quantitative method with a descriptive approach to examine the relationship between work period length, transactional leadership style, and employee engagement on employee work performance at Factory X. The study was carried out in March 2025. The target population includes all employees currently employed at Factory X. A total sampling technique was used, meaning the entire employee population participated in the study.

Data collection was conducted through validated questionnaires. The instruments used consisted of: a questionnaire measuring work period length based on factual company records; a questionnaire assessing transactional leadership style; an employee engagement questionnaire utilizing the Utrecht Work Engagement Scale (UWES); and a work performance questionnaire adapted from the Individual Work Performance Questionnaire (IWPQ). Each instrument employed a Likert scale format to measure the degree of influence of various indicators within each variable. The Likert scale ranged from 1 to 5, where 1 indicated "strongly disagree," 2 "disagree," 3 "neutral," 4 "agree," and 5 "strongly agree." The collected data will be processed and analyzed using SmartPLS version 4.0.



Hypotheses

Hypothesis 1

- Null Hypothesis (H0): Work Period Length does not have a significant impact on Employee Work Performance.
- Alternative Hypothesis (H1): Work Period Length has a significant impact on Employee Work Performance.

Hypothesis 2

- Null Hypothesis (H0): Transactional Leadership Style does not significantly influence Employee Work Performance.
- Alternative Hypothesis (H2): Transactional Leadership Style significantly influences Employee Work Performance.

Hypothesis 3

- Null Hypothesis (H0): Employee Engagement has no significant effect on Employee Work Performance.
- Alternative Hypothesis (H3): Employee Engagement has a significant effect on Employee Work Performance.

RESULTS AND DISCUSSION

Profile of Respondents

Table 1.
Respondents Profile

Variabel		N	Percentage
Gender			
-	Male	52	100,0%
-	Female	0	0,0%
Age			
-	<28 years old	11	21,50%
-	29 - 46 years old	23	44,23%
-	>47 years old	18	34,62%

Table 1 presents the demographic profile of the respondents in this study. A total of 52 employees from Factory X participated in the research. Notably, all participants were male, representing 100% of the sample. The respondents were categorized into three age groups, based on the classification provided by Indonesia's National Development Planning Agency (BAPPENAS). The findings indicate that the majority of employees fall within the 29–46 age group, accounting for 44.23% of the total. This is followed by employees aged over 47 years (34.62%), and those under 28 years of age, who comprise 21.50% of the sample.

Convergent Validity

Outer Model

Table 2 displays that all indicators across the variables in this study demonstrate strong convergent validity. This is evidenced by the Loading Factor values, all of which exceed the threshold of 0.70. Furthermore, the green highlights for each item indicate that every indicator successfully meets the requirements for convergent validity based on the loading factor criteria

Table 2.
Results of Convergent Validity Test Based on Outer Loading

Variables	Item	Loading Factor
Work Period Length	X1.1	1.000
	X2.1	0.876
Transactional Leadership Style	X2.2	0.844
	X2.3	0.871
	X3.1	0.767
Employee Engagement	X3.2	0.784
	X3.3	0.751
	X3.4	0.823
	X3.5	0.843
	X3.6	0.874
	X3.7	0.755
	X3.8	0.832
	X3.9	0.834
Employee Work Performance	Y1	0.775
	Y2	0.831
	Y3	0.834
	Y4	0.803
	Y5	0.808
	Y6	0.881
	Y7	0.783
	Y8	0.849
	Y9	0.848
	Y10	0.778
	Y11	0.836

	Y12	0.792
	Y13	0.803
	Y14	0.705
	Y15	0.773
	Y16	0.729
	Y17	0.732
	Y18	0.777

Convergent validity can also be evaluated using the Average Variance Extracted (AVE) values. Table 3 presents the results of the AVE-based analysis, showing that all three variables have AVE scores exceeding 0.50. This indicates that the criteria for convergent validity, as assessed through AVE, have been satisfactorily fulfilled.

Table 3.
Results of the Convergent Validity Test Based on AVE

Variable	Average Variance Extracted (AVE)
Work Period Length	0.677
Transactional Leadership Style	0.746
Employee Engagement	0.653
Employee Work Performance	0.687

Discriminant Validity

Discriminant Validity Test Using HTMT. The results show that the HTMT values for each variable are below 0.90, indicating that the assumption of discriminant validity testing has been met. This suggests that each construct in the study is distinct from the others, confirming that the model has an adequate level of discriminant validity.

Table 4.
Discriminant Validity Test Using HTMT

Variable	Work Period Length	Transactional Leadership Style	Employee Engagement	Employee Work Performance
Work Period Length	0.623			
Transactional Leadership Style	0.438	0.574		
Employee Engagement	0.458	0.756	0.780	
Employee Work Performance	0.622	0.729	0.671	0.803

Reliability Test Cronbach's Alpha

The Cronbach's Alpha value for each variable is greater than 0.70, which indicates that the assumption of the reliability test based on Cronbach's Alpha has been met. This means that the measurement instrument used in the study is considered reliable and consistent in measuring the intended constructs. A Cronbach's Alpha value greater than 0.70 suggests that the questionnaire items or indicators within each variable are internally consistent and capable of producing stable and dependable results, showing higher reliability, implying less prone to random errors, and can be trusted to yield consistent findings when applied in similar contexts or repeated measurements. since all variables meet the Cronbach's Alpha ≥ 0.70 criterion, it can be concluded that the research instrument demonstrates a satisfactory level of reliability and can be effectively used for further analysis.

Table 5.
Cronbach's Alpha Reliability Test

Variable	Cronbach's Alpha
Work Period Length	0.852
Transactional Leadership Style	0.830
Employee Engagement	0.934
Employee Work Performance	0.926

Composite Reliability (ρ_c)

The Composite Reliability (CR) value for all three variables is greater than 0.70, indicating the assumption for the reliability test based on composite reliability has been successfully met. This suggests that the measurement instrument used in the study demonstrates a high level of internal consistency, showing that each indicator used to measure each variable is strongly correlated and provides consistent results. The indicators used in this study are considered acceptable, as they indicate that the construct being measured is reliable and stable across different items within the same variable, ensuring that the collected data is credible.

Table 6.
Composite Reliability Test

Variable	Composite Reliability (ρ_c)
Work Period Length	0.863
Transactional Leadership Style	0.898
Employee Engagement	0.944
Employee Work Performance	0.931

Inner Model R-Square

Table 7 shows that the Employee Work Performance (Y) variable has an R-squared value of 0.748, which means that Employee Work Performance (Y) as the dependent variable is influenced by 74.8% from the independent variables consist of Work Period Length, Transactional Leadership Style, and Employee Engagement. The R-squared interpretation category in this study is considered strong (substantial), with $R^2 \geq 0.67$

Table 7.
R-Square Analysis

Variabel	R Square	R Square Adjusted
Employee Work Performance	0.748	0.732

F-Square

In the PLS-SEM analysis, it was found that the Work Period Length variable has a very weak influence on employee performance and almost does not contribute significantly to the model with an $f^2 = 0.011$. The Transactional Leadership Style variable has a strong influence on employee performance, indicating that Transactional Leadership Style is an important factor in this study with an $f^2 = 0.425$. The Employee Engagement variable has a very significant impact on employee performance and is the dominant factor in the research model with an $f^2 = 0.990$.

Table 8.
F-Square Analysis

Variable	Work Period Length	Transactional Leadership Style	Employee Engagement	Employee Work Performance
Work Period Length				0.011
Transactional Leadership Style				0.425
Employee Engagement				0.990

Hypothesis Testing

Path Coefficients

Based on the analysis results, it can be concluded that the Work Period Length variable has a weak and insignificant influence on Employee Work Performance ($p = 0.228, p \geq 0.05$). Both Transactional Leadership Style and Employee Engagement have significant negative effects on Employee Work Performance. Transactional Leadership Style has a significant negative impact on employee performance, with results showing a strong negative effect ($p = 0.000$), supported by a very high T-statistic. Employee Engagement shows a strong negative effect with a T-statistic of 6.121 and $p = 0.000$, making it the most dominant factor influencing employee performance among the variables in this study. Overall, Employee Engagement is the most dominant factor influencing employee performance.

Table 9.
Path Coefficient Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Work Period Length Employee Work Performance	0.129	0.122	0.173	0.747	0.228

Transactional Leadership Style Employee Work Performance	-0.428	-0.424	0.114	3.749	0.000
Employee Engagement Employee Work Performance	-0.596	-0.602	0.097	6.121	0.000

Based on the Path Coefficient test Table 9, the hypothesis testing results of this study can be concluded as follows:

- Based on the analysis, H1 is rejected as the p-value for Work Period Length is 0.228 ($p \geq 0.05$), indicating there is no significant. Therefore, H1 is rejected and H0 is accepted.
- Analysis shows that the p-value for Transactional Leadership Style is 0.000 ($p < 0.05$) and the T-statistic value is 3.749 (> 1.96), indicating a significant negative effect of Transactional Leadership Style on Employee Work Performance. Therefore, H2 is accepted and H0 is rejected.
- Analysis shows that the p-value for Employee Engagement is 0.000 ($p < 0.05$) and the T-statistic value is 6.121, which is very high. This indicated a significant negative effect on Employee Engagement on Employee Work Performance. Employee Engagement is the most dominant factor influencing employee performance among the other variables in this study. Therefore, H3 is accepted and H0 is rejected.

Discussion

The results of this study highlight several factors that impact Employee Work Performance, focusing on the influence of Work Period Length, Transactional Leadership Style, and Employee Engagement. Findings reveal that Work Period Length does not significantly affect employee performance ($p = 0.228$, $p \geq 0.05$). This indicates that the duration an employee has worked at the factory does not automatically translate to improved performance. Employees with longer tenures may not necessarily perform better, which could be attributed to issues such as job monotony, diminished motivation, or limited growth opportunities. Therefore, tenure alone cannot be considered a reliable predictor of employee productivity.

In contrast, Transactional Leadership Style was found to have a significant negative effect on Employee Work Performance ($p = 0.000$, $t = 3.749$). This suggests that leadership approaches centered around strict procedures, rewards, and disciplinary measures may not be effective in boosting employee output. The negative association could arise from employees feeling restricted by rigid frameworks and lacking the freedom to be creative or autonomous. Consequently, they may become disengaged, focusing solely on meeting minimal expectations rather than striving for excellence. Over time, this can erode motivation and job satisfaction.

In light of these insights, companies might consider adopting more adaptive and empowering leadership styles, such as Transformational Leadership, which emphasizes motivation, inspiration, and employee development. Such an approach can foster a supportive environment where employees feel encouraged to grow and contribute meaningfully beyond routine tasks. Furthermore, the study found that Employee Engagement

had the strongest influence on Employee Work Performance. Engaged employees tend to be more motivated, committed, and proactive, which directly contributes to higher levels of performance and overall organizational success.

Employee engagement emerged as the most influential factor in this study. The results indicate a significant negative impact of employee engagement on work performance ($p = 0.000$, $t = 6.121$). While engagement is generally linked to higher performance levels, this finding suggests that excessive involvement in work without proper work-life balance may result in burnout, stress, and overwhelming workloads. Employees who are too deeply engaged in their tasks may suffer from mental and physical exhaustion, ultimately reducing their effectiveness and performance. This aligns with earlier studies showing that intense engagement, if not properly managed, can contribute to emotional fatigue and lower productivity.

Additionally, the data indicates a nonlinear correlation between engagement and performance, supporting the concept of a threshold effect performance increases only up to a certain level of engagement and may decline once emotional exhaustion sets in. In this context, transformational leadership may offer a more balanced leadership style, helping to maintain motivation while preventing burnout. A combined approach using transactional leadership for structure and transformational leadership for inspiration and development can be more effective, encouraging both clarity and employee growth.

The analysis further shows a dominant yet negative impact of engagement, with an F value of 0.990, pointing to a disruption in the balance between effort and recovery. Contrary to most literature, one plausible explanation is the presence of over-engagement or presenteeism, where employees are consistently present and emotionally invested but lack the opportunity for adequate rest and recovery. The findings suggest that engagement without necessary workplace support, such as reasonable workloads, recognition, and a psychologically safe environment, can lead to emotional depletion and ultimately hinder performance.

Moreover, the data shows no significant relationship between tenure and employee performance. This might be attributed to a career plateau, where long-tenured employees face limited advancement opportunities, leading to reduced motivation and complacency. Another possibility is that institutional knowledge is underutilized due to limited involvement in decision-making processes. These insights are particularly relevant in factory settings, where rigid routines and limited autonomy can suppress innovation and lower morale over time. Even highly engaged workers may experience psychological conflict when they lack influence over how their work is performed, especially when organizational limitations prevent them from contributing beyond basic compliance.

Study Implications

The results of this research provide several actionable insights for organizations striving to improve employee performance. Firstly, managers need to understand how transactional leadership influences employee engagement. Reward and discipline systems should be balanced with opportunities for personal development and autonomy. Leaders are encouraged to cultivate an environment that nurtures both emotional and cognitive engagement, ensuring alignment between employees' individual aspirations and organizational objectives.

Moreover, companies should consider long-term strategies to maintain engagement, particularly among employees with longer tenure. This can be achieved by introducing job rotation, offering career progression paths, and launching burnout prevention initiatives. Engagement efforts that focus on improving motivation, job satisfaction, and organizational commitment are likely to result in improved productivity and overall business performance. Finally, human resource departments are advised to design leadership training programs that integrate both transactional and transformational leadership styles. Such blended approaches can better address the varying needs and preferences of the workforce, creating a more adaptable and responsive leadership culture.

Limitations and Directions for Future Research

Although this study offers meaningful insights into how work period length, transactional leadership, and employee engagement influence work performance, certain limitations should be acknowledged. A primary constraint is the small sample size of 52 respondents, which may not adequately reflect the broader workforce. Consequently, the results should be interpreted with caution, as they may lack generalizability across different industries or organizational settings with varied employee demographics.

Additionally, the research was conducted within a single factory environment, which may limit the applicability of the findings to other contexts that have different organizational cultures, leadership approaches, or engagement dynamics. Future studies are encouraged to use larger and more heterogeneous samples to enhance the validity and generalizability of the findings. Incorporating a longitudinal design could also provide valuable insights into how these variables evolve and interact over time. To further extend this research, future investigations should explore these relationships in diverse industries and work settings to assess whether the trends identified in this study are consistent across various environments. Moreover, adopting qualitative methods such as interviews or focus group discussions could provide a deeper understanding of employees' subjective experiences and perceptions regarding leadership and engagement.

Additional studies may also consider analyzing other moderating or mediating variables, such as job satisfaction, organizational support, or personality traits, to construct a more holistic understanding of the drivers behind employee performance. Another notable limitation is the gender homogeneity of the sample, as all participants were male. This gender bias restricts the extent to which the findings can be applied to female employees or gender-diverse workplaces. Future research should investigate whether engagement and leadership styles yield different outcomes based on gender, particularly in female-dominated or mixed-gender environments. Finally, a longitudinal approach in future studies could shed light on how perceptions of leadership and engagement shift over time, especially during periods of organizational change or leadership transitions.

CONCLUSION

This research highlights that although employee engagement is generally linked to positive outcomes, in the context of Factory X, it demonstrates a negative effect on performance, likely due to over-engagement and emotional fatigue within a highly rigid work environment. The influence of transactional leadership on performance further suggests that a system heavily reliant on rewards and punishments may undermine motivation and reduce

employee initiative. Additionally, tenure does not significantly affect performance, possibly due to career stagnation or the underuse of accumulated experience. These insights underscore the necessity for a more balanced leadership strategy that incorporates transformational elements fostering greater employee autonomy, offering recognition, and encouraging sustainable engagement. To enhance workforce performance, organizations are encouraged to implement career development initiatives, job rotation programs, and mental health support systems aimed at preventing burnout.

However, the limitations of this study, particularly the homogeneous sample in terms of gender and location, should be noted. Future research is recommended to involve more diverse participant groups, explore how these dynamics operate across different industries, and adopt longitudinal research methods to gain a deeper understanding of how engagement and leadership perceptions evolve over time.

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