

THE ROLE OF WORK INVOLVEMENT IN THE INFLUENCE OF ORGANIZATIONAL CULTURE AND TRANSFORMATIONAL LEADERSHIP STYLE ON EMPLOYEE PERFORMANCE IN THE GOVERNMENT OF RIAU ISLANDS PROVINCE



Muhammad Fadliansyah¹
Universitas Internasional Batam, Batam, Indonesia
mfadliansyah1707@gmail.com

Agustinus Setyawan²
Universitas Internasional Batam, Batam, Indonesia
agustinus.setyawan@uib.ac.id

Abstract

The quality of human resources plays a significant and crucial role as an organizational identity in determining success in achieving objectives. However, some employees still lack the expected performance standards. Organizational culture is a primary factor influencing this issue, further exacerbated by the prevalence of unhealthy cultural practices and variations in background, level, and group dynamics. These factors contribute to a lack of employee ownership and commitment to their organization. This study seeks to explore the impact of organizational culture and transformational leadership style on employee performance within the Riau Islands Provincial Government, with work involvement serving as a mediating variable. The research employs a quantitative approach, with a population of 350 civil servants. The study's findings indicate a direct, positive, and significant correlation between organizational culture, transformational leadership style, and employee performance. Moreover, when considered together, organizational culture, transformational leadership style, and work involvement have a positive and significant impact on employee performance.

Keywords: Organizational Culture, Transformational Leadership Style, Work Involvement, Employee Performance

INTRODUCTION

Global environmental changes that are increasingly complex and competitive in the present and in the future require governments, institutions, agencies, organizations and companies to be more responsive and active in responding to environmental changes from the smallest to the largest scope in order to develop and adapt to changes along with the increasingly modern era. A good organization is an organization that is able to adapt to environmental developments and changes rationally, but if the organization cannot adapt to environmental developments and changes, it will be left behind and problems will arise on the outside and inside of the organization.

High-quality human resources are a key factor in driving an organization toward success. Joko Widodo (2019) in the Plenary Cabinet Session at the Bogor Presidential Palace, emphasized the critical importance of human resource development as a key factor in achieving success in global competition. As this leads to heightened competition in an increasingly uncertain environment, it is essential that all stakeholders fully support this strategic initiative. Where this statement is closely related to the recent phenomenon regarding human resource development. The Global Talent Competitiveness Index 2023, published by INSEAD, an internationally recognized business school, ranks Indonesia 80th out of 134 countries worldwide, with an index score of 40.25. Within the regional group comprising East Asia, Southeast Asia, and Oceania, Indonesia places 12th out of 15 countries. This performance remains relatively low, particularly in comparison to other Southeast Asian nations such as Singapore, Malaysia, Brunei Darussalam, Thailand, and Vietnam. Indonesia is still lagging behind the five countries, where Singapore is ranked 2nd, Brunei Darussalam is ranked 41st, Malaysia is ranked 42nd, Vietnam is ranked 75th, and Thailand is ranked 79th. The Global Talent Competitiveness Index evaluates a nation's ability to develop, attract, and retain talent, as well as its capacity to allocate resources for enhancing talent competitiveness through strategic initiatives.

In adapting to global environmental changes, there needs to be good governance and management of human resources in an organization to be in line with its ultimate goal, because human resources are the lifeblood of the organization itself in maintaining and developing the organization in accordance with various environmental demands and developments of the times, but in paying attention to this, a superior leader is needed in an organization, a competent leader who protects, manages, fosters, and creates a harmonious organizational culture (Amalou, 2024).

The attainment of organizational objectives underscores the critical role of leadership and organizational culture in the effective management of human resources. These elements serve as a fundamental foundation for enhancing employee performance in pursuit of institutional goals. According to a statement by Bima Haria Wibisana as the Acting Head of the Indonesian State Civil Service Agency (BKN) from Kompas.com on July 21, 2022 approximately 35% of the State Civil Apparatus in Indonesia still exhibit low or substandard performance.

Following up on this, this phenomenon is related to the field where the author is currently working, namely that there is still a leadership style that is less pro-subordinate so that this creates a less harmonious relationship between some employees and their superiors, or with other co-workers. This is due to differences in background, division of employee workload, changes in structure and management, and lack of informal communication.

Informal communication is certainly very necessary in work as a means to convey aspirations and ideas held by employees to top management (Rahayu et al., 2023). However, the communication that is generally established in the service is in the form of formal communication so that this tends to limit employees in arguing and expressing opinions. So that from several aspects, it will create a less harmonious work environment and will interfere with the employee's personality, especially in employee performance, which arises from the reduced sense of attachment of subordinates to the organization where they work.

According to Yanuar (2023), Employee performance is positively influenced by the level of work engagement, either directly or as a mediator through factors such as employee welfare and competence (Rabuana and Yanuar 2023). Through employee discipline data within the Riau Islands Provincial Government in 2023, there were 23 employee disciplinary violations, including 5 minor disciplinary violations, 7 moderate disciplinary violations and 11 serious disciplinary violations, this shows a fairly large comparison of figures and shows that there is still a lack of discipline among employees within the Riau Islands Provincial Government in 2023. To create good organizational conditions and according to expectations, of course, it is necessary to determine how to create a harmonious organizational culture, and an ideal leadership style is needed that can foster motivation and a sense of work involvement of subordinates towards their identity as part of the organization, which will have a direct impact on their performance.

A favorable organizational condition can be achieved when the organization actively supports key aspects by ensuring effective employee involvement and the presence of a competent leadership figure who serves as a primary driver of employee performance improvement (Shukri & Hamid, 2025). This dynamic context prompts the author to consider all potential influencing factors and foreseeable relational patterns.

Based on the description above, the author analyzes the supportive organizational culture and transformational leadership style as two conditions that are closely related and important for fostering work involvement in improving employee performance, which are used as the material for this research.

REVIEW OF LITERATURE

Organizational Culture

Organizational culture plays a crucial role in shaping the dynamics of any organization, leading to extensive research on its relationship with performance and sustained growth. Its influence is well-documented across various organizational functions, employee behavior, and overall effectiveness. Additionally, it is essential for harmonizing different corporate cultures within a business group (Akpa et al., 2021). According to the theory of organizational excellence proposed by Thomas Peters and Robert Waterman (2014), an effective organization is defined by a clear orientation toward achieving its goals, strong customer focus, operational independence, and business competence. The theory also emphasizes the role of culture as an integral part of a unified social system that supports collective well-being and enhances both organizational performance and stakeholder satisfaction.

Transformational Leadership Style

Transformational leadership focuses on the leader's capacity to communicate an inspiring vision and foster a positive environment that encourages employees to exceed their

personal performance goals. In the context of organizational change, whether intentional or not, the central element is the transformation of individuals. Individual change is challenging and requires a structured process. As leaders serve as role models within an organization, the process of change must begin at the leadership level. Bass also emphasized the importance of transformational style in Yukl (2010) that transformational leadership has a greater impact on enhancing follower motivation and performance compared to transactional leadership. According to Bass, as cited in Yukl (2010), this form of leadership promotes trust, admiration, loyalty, and respect among subordinates, thereby encouraging them to perform beyond their original expectations (Prayudi, 2020).

Employee Performance

Dessler (2015) stated that performance is a pattern of actions taken to achieve goals that are measured based on comparisons with various standards. Performance is the achievement of goals from a particular activity or activity to achieve company goals that are measured by a standard. In other words, performance represents the output generated by both employees and organizational leaders in executing their designated duties. Performance in terms of management can be seen as an assessment of the ability of each individual and collective individual in a company or organization to carry out functions and roles (Fina Mardiana Nasution et al., 2022)

Work Involvement

Work involvement reflects the degree to which an individual is able to psychologically side with his work and considers the performance achieved as self-reward. Work involvement encourages the emergence of psychological and physical support that has an effect on completing work. High work involvement from an employee is important for organizations that aim to have loyal employees and retain them (Fitriadi et al., 2022).

RESEARCH METHOD

This research is a quantitative study that tests hypotheses and analyzes survey data to examine the impact of independent variables (X) on dependent variables (Y), with variables (Z) acting as mediators. This study concentrates on governmental institutions located in the Riau Islands Province. The population consists of civil servants employed by the Riau Islands Provincial Government in 2024, totaling 2,773 individuals. A simple random sampling technique was used to guarantee that each member of the population had an equal opportunity to be selected. The sample size was calculated through the application of Slovin's formula, yielding a total of 350 respondents. The research utilized data obtained from both primary and secondary sources. Primary information was collected by distributing questionnaires, whereas secondary data were derived from observations and a review of relevant literature. The research model was analyzed using Structural Equation Modeling (SEM) with SmartPLS Version 3 software.

Research Hypothesis

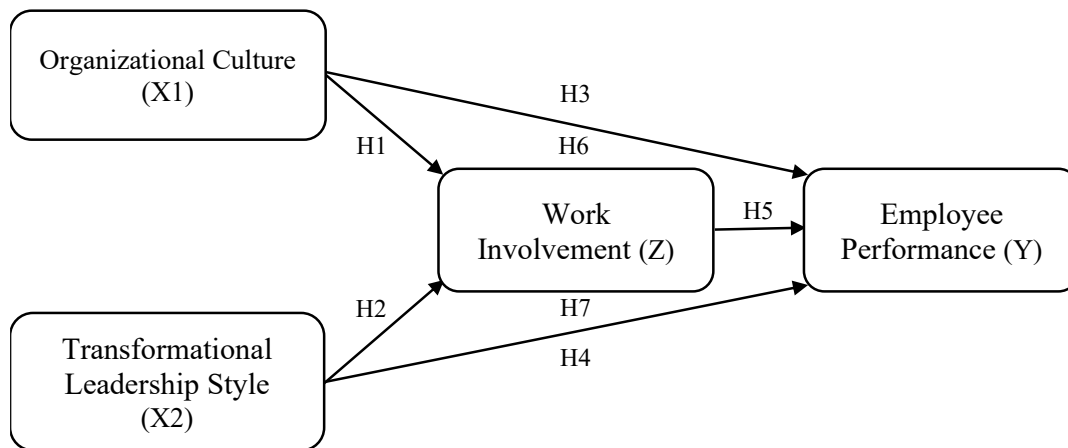
Based on the review of the literature and previous research, the hypothesis proposed in this study is as follows:

- H1: Organizational Culture Influences Work Involvement
- H2: Organizational Culture Influences Employee Performance
- H3: Transformational Leadership Style Influences Work Involvement

- H4: Transformational Leadership Style Influences Employee Performance
- H5: Work Involvement Affects Employee Performance
- H6: Work Involvement Can Mediate Between Organizational Culture and Employee Performance
- H7: Work Involvement Can Mediate Between Transformational Leadership Style and Employee Performance

Research Model

This research model illustrates the influence of organizational culture (X1) and transformational leadership style (X2) on employee performance (Y), with work involvement (Z) acting as a mediating variable. This model can be illustrated as follows:



RESULTS AND DISCUSSION

The PLS (*Partial Least Square*) analysis method is able to describe latent variables (not directly measured) and is measured directly using indicators of a study. The findings presented below are derived from the data processing that has been conducted:

Table 1.
Descriptive Statistics Results (Demographics)

Indicator	Classification	Amount	Percentage
Gender	Male	208	59.4%
	Female	142	40.6%
Age	20-29 years	77	22%
	30-39 years	76	21.7%
	40-49 years	133	38%
	50 years and above	64	18.3%
Education	High School or equivalent	39	11.1%
	D-3	21	6 %
	S-1 / D-4	213	60.9%
	S-2	66	18.9%
	S-3	11	3.1%
Length of Service	1-5 years	69	19.7%
	6-10 years	59	16.9%
	11-15 years	90	25.7%
	16-20 years	63	18 %
	21-25 years	28	8 %
	26-30 years	15	4.3%
	30 years on	26	7.4%
Total		350	100%

Source: Data processed (2025)

According to the data collected from 350 respondents from questionnaires, as many as 208 male respondents or 59.4% and female respondents as many as 142 or 40.6%. The data presented above indicate that male respondents outnumbered female respondents in this study, the number of respondents in the age range by age 20-29 years is 77 people or 22% followed by the age range of 30-39 years is 76 people or 21.7%, then in the age range of 40-49 years is 133 people or 38% and the last age range of respondents is 50 years and over which is 64 people or 18.3%. It can be concluded that the respondents in this study are dominated by employees in the age range of 40-49 years with a total of 133 people or 38% and the least number of respondents is in the age range of 50 years and over with a total of 64 people or 18.3%.

Respondent data based on the last education includes, as many as 39 people or 11.1% who have a high school education background or equivalent, 21 people or 6% who have a D-3 education background, then 213 people or 60.9% who have a S-1 / D-4 background, 66 people or 11.8% who have a S-2 education background, and 11 people or 3.1% who have a S-3 education background. The results indicate that most of the respondents in this study are employees with a S-1 / D-4 education background, and the smallest number of respondents based on educational background is S-3. Then based on the length of service, as many as 69 people or 19.7% have served for 1-5 years, 59 people or 16.9% have served for 6-10 years, 90 people or 25.7% have served for 11-15 years, 63 people or 18% have served for 16-20 years, 28 people or 8% have served for 21-25 years, 15 people or 4.3% have served for 26-30 years, and 26 people or 7.4% have served for more than 30 years. It may be inferred that the total number of respondents with a long service period is dominated by employees with a length of service of 11-15 years.

Measurement Model (Outer Model) Validity Test

To determine the validity of an indicator and construct, a convergent validity test is conducted. A construct is considered valid if its “Average Variance Extracted (AVE)” value is greater than or equal to 0.50, while an indicator is deemed valid if its Outer Loadings value exceeds 0.7. Convergent validity test on this research model is contained in the following table:

Table 2.
Validity Test Results

No	Variables	Average Variance Extracted (AVE)
1	Organizational Culture (X1)	0.690
2	Transformational Leadership Style (X2)	0.682
3	Work Involvement (Y)	0.529
4	Employee Performance (Z)	0.657

Source: Data processed (2025)

As presented in Table 2, all variables examined in this study are considered valid. The organizational culture variable (X1) has an Average Variance Extracted (AVE) value of 0.690, which exceeds the threshold of 0.5, indicating validity. The transformational leadership style variable (X2) records an AVE value of 0.682, also meeting the validity criterion. The work involvement variable (Y) demonstrates an AVE value of 0.529, while the employee performance variable (Z) shows an AVE value of 0.657, both surpassing the minimum acceptable value of 0.5. These results confirm that the AVE scores for all items research variables exceed 0.5, indicating that all indicators are valid for further analysis.

Reliability Test

To see an indicator is said to be reliable, namely by conducting an internal Consistency and Indicator Reliability test. Indicators with good Internal Consistency can be seen in Composite Reliability with a threshold value of ≥ 0.70 . Indicator Reliability explains

the extent to which the indicators have similarities in compiling a variable. Composite Reliability refers to a set of indicators used to assess a variable's reliability in Partial Least Squares (PLS), reflecting the accuracy and consistency of a measurement tool in producing reliable results. When composite reliability is greater than 0.70, it can be interpreted as showing satisfactory measurement reliability.

Table 3.
Reliability Test Results

No	Variables	Cronbach's Alpha	Rho_A	Composite Reliability
1	Organizational culture (X1)	0.850	0.852	0.899
2	Transformational Leadership Style (X2)	0.883	0.885	0.914
3	Work Involvement (Y)	0.847	0.921	0.886
4	Employee Performance (Z)	0.718	0.917	0.858

Source: Data processed (2025)

Based on Table 3 above, it can be concluded that all variables analyzed in this study meet the reliability criteria. The organizational culture variable (X1) has a reliability value of 0.899, indicating it is dependable as it exceeds the threshold of 0.70. Similarly, the transformational leadership style variable (X2) records a value of 0.914, also confirming its reliability. The work involvement variable (Y) demonstrates a value of 0.886, which likewise meets the required standard. Lastly, the employee performance variable (Z) shows a value of 0.858, indicating it is also reliable. Therefore, the data presented in Table 3 clearly show that all research variables have composite reliability scores above 0.70, meaning that every indicator used for each variable is considered consistent and trustworthy.

Structural Model (Inner Model)

R Square (Coefficient of Determination)

The R Square value represents the proportion of variation in the dependent (endogenous) variable that can be explained by the independent (exogenous) variables. Ranging from 0 to 1, it reflects the overall impact of the independent variables on the dependent variable. R-squared (R^2) serves as a measure to evaluate the extent to which a latent independent variable affects a latent dependent variable. This value is commonly interpreted based on three levels of explanatory strength: strong, moderate, and weak (Sarstedt et al., 2014). Hair (2011) classifies R-squared values based on their predictive power, A value of 0.75 signifies a high or strong level of prediction, 0.50 indicates a moderate level, and 0.25 corresponds to a low or weak level of prediction. (Hair et al., 2011). The R Square value associated with this research model is presented in the table below:

Table 4.
R-Square Value

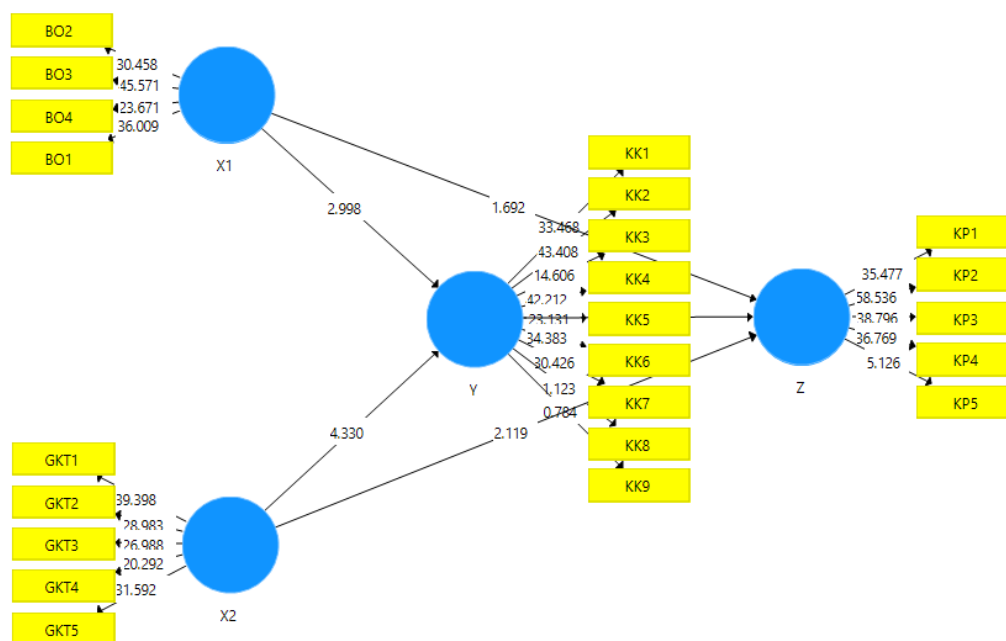
No	Variables	R Square	R Square Adjusted
1	Work Involvement (Y)	0.633	0.631

2	Employee Performance (Z)	0.773	0.771
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Source: Data processed (2025)

Based on table 4. above, it shows that the work involvement variable (Y) has an *R Square* value of 0.633 and *R Square Adjusted* 0.631 which shows that the *R Square* value is included in the Moderate category because the *R Square* value ≥ 0.50 . While the employee performance variable (Z) has an *R Square* value of 0.773 and *R Square Adjusted* 0.771, this indicates that the *R Square* value falls into the strong category, as it is equal to or greater than ≥ 0.75 .

Testing Model



Source: Data processed (2025)

Hypothesis Testing

Table 5.
Hypothesis Value

No	Variables	T-Statistics	P-Values
H1	Organizational Culture (X1) > Work Involvement (Y)	2.998	0.001
H2	Organizational Culture (X1) > Employee Performance (Z)	3,819	0.000
H3	Transformational Leadership Style (X2) > Work Involvement (Y)	4.330	0.000
H4	Transformational Leadership Style (X2) > Employee Performance (Z)	2,082	0.019

H5	Work Involvement (Y) > Employee Performance (Z)	15,987	0.000
H6	Organizational Culture (X1) > Work Involvement (Y) > Employee Performance (Z)	2,830	0.002
H7	Transformational Leadership Style (X2) > Work Involvement (Y) > Employee Performance (Z)	4.266	0.000

Direct Effect:

Organizational Culture Influences Work Involvement

Organizational culture variables have an influence on work involvement variables. This can be seen from the P- Values of 0.001 (P- Values <0.05) and the T- Statistics value of 2.998 (T- Statistics ≥ 1.64). Therefore, the hypothesis is supported. These findings align with the study conducted by Budi Alamsyah (2023) who reported that the statistical test showed an influence of organizational culture on work involvement amounting to 0.180 (18.0%), with a t-value of 3.024, which is greater than the critical value of 1.96, along with a p-value of 0.0003, demonstrating statistical significance at the 0.05 level. This suggests that organizational culture significantly contributes to enhancing work involvement (Siregar & Suma, 2023) . These results suggest that a positive organizational culture contributes to higher work involvement among employees in the Riau Islands Provincial Government.

Organizational Culture Influences Employee Performance

Organizational culture variables have an influence on employee performance variables. As shown by the P- Values value of 0.000 (P- Values <0.05) and the T- Statistics value of 3.819 (T- Statistics ≥ 1.64), so this hypothesis can be accepted. These results are consistent with the research of Ahsanullah Mohsen (2020) This indicates that organizational culture exerts a significantly positive impact on employee performance within the telecommunications industry in Afghanistan, as seen from the R² value of 0.638 and in the ANOVA (analysis of variances) the F-statistics value is 70.757 with a significance value (p-value) of 0.000 (Neyazi et al., 2020) . In line with Elvie Maria's research (2019) which shows that there is a significant influence of organizational culture on employee performance by obtaining with a regression coefficient of 2.958 and a p-value of 0.004, the result is considered statistically significant at $\alpha = 0.05$ (Maria, 2019) . It indicates that a strong organizational culture contributes to improved employee performance in the context of the Riau Islands Provincial Government.

Transformational Leadership Style Influences Work Involvement

Transformational leadership style variables have an influence on work involvement variables. This can be seen from the P- Values of 0.000 (P- Values <0.05) and the T- Statistics value of 4.330 (T- Statistics ≥ 1.64). So this hypothesis can be accepted. The findings are in line with the study conducted by Melisanra Purba (2023), which examined the impact of transformational leadership style on work involvement. The study reported a positive and significant relationship, with a path coefficient of 0.184, a t-statistic value of 2.157 (greater than 1.96), and p-values of 0.031 (less than 0.05). These outcomes show that a stronger presence of transformational leadership is linked to improvements in work involvement among civil servants (Purba et al., 2023). Likewise, Suad Dukhaykh's research (2024)

showed consistent results, namely with the results of the statistical test $\beta = 0.392$ and p-value < 0.05 , this shows that transformational leadership style is significantly related to work involvement. Therefore, an effective transformational leadership style can positively affect employee work engagement within the Riau Islands Provincial Government (Dukhaykh et al., 2024).

Transformational Leadership Style Influences Employee Performance

The transformational leadership style is shown to impact employee performance, as evidenced by p-values of 0.000 (p-values < 0.05) and a t-statistic value of 15.987 (t-statistics ≥ 1.64), thereby supporting the acceptance of the hypothesis. These findings align with the study by Buil Isabel (2019), the study revealed that transformational leadership style positively and significantly influences employee performance, with findings showing ($\beta = 0.253$; t-value = 3.692) (Buil et al., 2019). These results highlight that a strong transformational leadership approach significantly boosts employee performance in the Riau Islands Provincial Government.

Work Involvement Affects Employee Performance

Work involvement variables has an influence on Employee Performance Variables. This can be seen from the P- Values value of 0.019 (P- Values < 0.05) and the T- Statistics value of 2.082 (T- Statistics ≥ 1.64). So this hypothesis can be accepted These findings align with the study conducted by Glorya Estevan (2021), which reported a t-value of 7.554, exceeding the critical t-value of 2.028, and a significance level of 0.000, which is smaller than the alpha level of 0.05. This indicates that work engagement has a positive and significant impact on employee performance (Hendrik et al., 2021). Likewise with literature research review by Andri Yandi (2022) who discovered that when employees are involved in their work, they tend to psychologically associate themselves with their job and view their performance as significant both personally and organizationally. So that work involvement Employees in a company or organization have a very large role in employee performance. This indicates that employee performance can be enhanced through increased work involvement in the Riau Islands Provincial Government Environment (Yandi & Bimaruci Hazrati Havidz, 2022).

Indirect Effects:

Work Involvement Can Mediate Between Organizational Culture and Employee Performance

Work Involvement variables can mediate between Variables organizational culture with variable employee performance. This can be seen from the P- Values of 0.002 (P- Values < 0.05) and the T- Statistics value of 2,830 (T- Statistics ≥ 1.64). This implies that work involvement can act as a mediator in the relationship between organizational culture and employee performance within the Riau Islands Provincial Government. Therefore, the hypothesis is supported. The findings of this study are in line with those observed in the research conducted by A. Nur Insan (2024) which obtained research results, namely a coefficient value of 0.228 and a p-value of 0.011 $< 5\%$. These results reflect a significant positive effect, implying that strengthening organizational culture leads to better employee performance. Work involvement on employee performance has a coefficient value of 0.208 and a p-value of 0.044. The results of the analysis of the p value $< 5\%$ indicate a positive and significant influence. This indicates that as work engagement increases, employee

performance also improves. These results provide strong evidence that work involvement acts as a mediating factor between organizational culture and employee performance. A strong organizational culture creates an environment that encourages higher work involvement, which then improves employee performance. Thus, work engagement serves as an important pathway connecting how a positive organizational culture can influence good performance (Nur Insan, 2020) .

Work Involvement Can Mediate Between Transformational Leadership Style and Employee Performance

The work involvement variable acts as a mediator in the relationship between transformational leadership style and employee performance. This is supported by a p-value of 0.000 ($p\text{-value} < 0.05$) and a t-statistic value of 4.266 ($t\text{-statistic} \geq 1.64$). These results suggest that work involvement mediates the impact of transformational leadership style on employee performance within the Riau Islands Provincial Government. Therefore, this hypothesis is supported. The findings align with the study by Buil Isabel (2019), the bootstrapping results further demonstrate that transformational leadership style has an indirect effect on employee performance ($\beta = 0.084$; $t\text{-value} = 2.478$) through work engagement (Buil et al., 2019). This indicates that Hypothesis 7 in this study is accepted, where work involvement can serve as a mediating variable.

CONCLUSION

The results of this study reveal that the direct effect hypothesis testing shows a positive and significant correlation between organizational culture and work involvement, as well as between organizational culture and employee performance. Additionally, the transformational leadership style has been shown to significantly and positively influence both work involvement and employee performance. Furthermore, work involvement itself plays a positive and significant role in enhancing employee performance within the Riau Islands Provincial Government. The analysis of the indirect effects, with work involvement acting as a mediating variable, further indicates that work involvement mediates the relationship between organizational culture and employee performance, as well as between transformational leadership style and employee performance in the same governmental context.

Based on these findings, it is recommended that the Riau Islands Provincial Government continue to foster a positive organizational culture and further develop transformational leadership styles. These measures are crucial for increasing work engagement, which in turn will optimize employee performance. Moreover, establishing a work environment that promotes active employee participation will amplify the positive effects of organizational culture and leadership on employee performance. However, the limitations of this study include its focus on the Government of Riau Islands Province this implies that the results may not be generalizable to government in other regions or the private sector. Additionally, the limited duration of the research may not capture changes in organizational culture or leadership styles over time in the Riau Islands Provincial Government.

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