



High and Low Levels of Employee Performance: The Role of Transformational Leadership Styles and Employee Engagement

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Abstract

This research investigated the relationships between Work Engagement, Transformational Leadership, and Employee Performance. The analysis revealed that Work Engagement did not have a direct statistically significant impact on Employee Performance. However, Transformational Leadership was found to have a strong and significant positive effect on Employee Performance. Moreover, when considering the combined influence of Work Engagement and Transformational Leadership, a significant relationship with Employee Performance was observed. These findings suggest that organizations should prioritize the development of transformational leadership skills to enhance performance outcomes. While Work Engagement is important for employee well-being, its direct impact on performance may be limited. The study highlights the need for organizations to cultivate a work environment that promotes employee engagement and effective leadership practices. Further research is necessary to explore additional factors that may influence employee performance. These conclusions provide valuable insights for organizations aiming to improve performance and create a positive work environment.

Keywords: Employee Performance, Transformational Leadership Styles and Employee Engagement





1. INTRODUCTION

Competition in the industrial world in the current era of globalization is very tight, where companies must have employees who can compete with other companies. Human beings are the primary source driving force in any organizational activity. Both large-scale and small-scale organizations. The success of an organization is primarily determined by utilizing human resources, namely people who provide energy, creativity, and enthusiasm for the company and play an essential role in the company's operational functions. Human resources are crucial to an organization. The implication is that the most critical investment in an organization is in Human Resources. (Companies are expected to have personnel who can compete with those of other companies in the current era of globalization in the industrialized world. Human people are the primary driving force behind all organizational endeavors. Both large and small organizations are included. Utilizing human resources, i.e., people who bring energy, creativity, and excitement to the firm and play a vital role in the company's operational functions, is a significant factor in determining an organization's success. As a result of the significance of human resources to a business, the field of Human Resources is regarded as the most vital investment area. (Elands et al,2019). Even though a company's existence is supported by its facilities and infrastructure as well as its vast sources of funding, its programs cannot be carried out effectively without the assistance of competent and dependable human resources.

The Performance of an organization or business is crucial to its success. Performance can be described as a kind of people's Work in terms of quality and quantity attained by an employee in carrying out his duties in line with the obligations assigned to him within a particular time frame (Mangkunegara,2009). Performance is the output generated by the function or indication of a job or profession in a given period (Zhu, and C. Park). Employee work performance can be evaluated based on the quantity of Work (the amount of Work accomplished in a specific period), quality of Work (the quality of Work based on the conditions of its suitability and readiness), cooperation (loyalty to cooperate with others), and targets (enthusiasm to carry out new tasks and in enlarging their responsibilities). Performance is essential to the success of an organization or firm. Hence its role is crucial.

Good Performance is the consequence of optimizing the obligations performed by a set number of people during a specific period. Performance is a comparison of the quality of Work over a given period to the criteria established for that Work (Dittes et al.2019). The outcomes of the Work or output of an employee or worker can be seen in the daily report,





which is gathered after the period; the work result report can serve as an indicator of the employee's actual Performance (Lee et.al.2019).Although the existence of an organization is supported by facilities and infrastructure as well as abundant sources of funds from the company, without the support of excellent and reliable human resources, the company's programs will not be adequately achieved.

Performance is an essential factor in the success of an organization or company. Performance can be defined as a form of people's Work in terms of quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him within a certain period [2] Performance is the output produced by a job or profession's function or indicator at a specific time. (Ouyang, W. Wei, and Chi, 2018). Employee work performance can be based on the quantity of Work (the amount of Work performed in a specified period), quality of Work (quality of Work based on the conditions of its suitability and readiness), cooperation (loyalty to cooperate with others), and targets (enthusiasm to carry out new tasks and in enlarging their responsibilities). The role of Performance is crucial in an organization or company because Performance is the key to success of an organization or company.

Good performance results from optimizing responsibilities carried out by several employees at a specific time. Performance evaluates work quality compared to standards set in a certain period (Nataline et al). The results of the Work or output of an employee or worker can be seen from the daily report, which is accumulated at the end of the period, where the work result report can show a measure of the actual employee's Performance.

Problems related to Performance in an organization or company can trigger unstable conditions. The biggest problem that significantly affects the running of the wheels of the organization or company is the decline in employee performance. The performance or work results of an employee's tasks can be seen from the quantity and quality (Martini,et al) ,with quantity and quality not optimal, of course, describing a decreased performance. Several factors can influence this. A decrease in employee performance can also occur in companies or organizations. The decline in employee performance can be seen from the assessment of employee work performance.



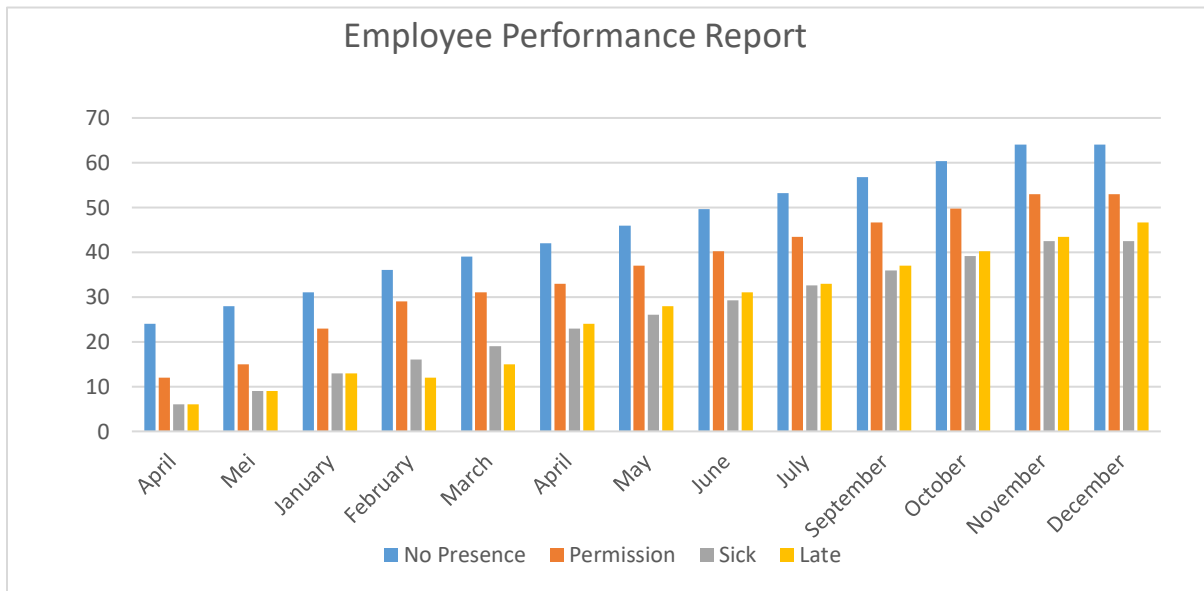


Figure 1 Employee Performance Assessment for the 2017-2019 Period

Employee performance is vital for an organization supported by the active management role. Good Performance will encourage the achievement of the goals of an organization. Regarding the above employee performance appraisal data for the last three years, graph 1 show a tendency to decrease employee performance. Thus, there is a problem related to employee performance at the company concerned. Performance is the result achieved by a person or employee in carrying out tasks that are charged to him based on ability, experience, sincerity, and time (Hasibuan et. Al).

Employee performance, in actuality, cannot stand alone. Employee performance can be affected by many things. Some things that can encourage employee performance include Leadership. Without Leadership, the relationship between individual and organizational goals cannot be unidirectional because effective Leadership is needed. Leadership is an inherent ability of a person to lead, which depends on internal and external factors (Jufrizen and A. S. P. Lubis et, al). In addition, Leadership is also a factor that shapes others to achieve planned goals enthusiastically. The success of organizational goals cannot be separated from the leadership role and the high Performance of employees in carrying out tasks (Arianto,et.al).



Seeing the importance of Leadership to Performance, it is necessary for a leader who can carry out his functions appropriately so that all parties in an organization/company can carry out their duties properly, which can affect morale performance, work loyalty, security, quality of work life, especially the level of Performance of an organization (Nazir, et.al). In this regard, Transformational Leadership is urgently needed. Transformational Leadership involves the process of relationships with others, creating Motivation and Morality in the leader and his followers [(Handfield,2002)

Apart from Leadership, the Performance of an organization is also influenced by Work Engagement, a form of positive attitude from an employee toward Work based on passion, dedication, and focus on the Work given to employees where they work (Jayasinghe and Ezpeleta, 2019) An employee can be said to be Work engaged when an employee can prioritize Work for himself and his person in addition to the organization. In addition, researchers define work engagement as part of the personal nature of employees who are proud to have become part of an organization so that they can work following the job desk given (Heli. Et.al, 2021).

This research has an essential purpose because it examines Performance, where Performance has a very dominant role in the organization's continuity. Many researchers have devoted their attention to similar performance-related studies. This study seeks to find common ground in existing research gaps by including the Work Engagement variable. This study examines the effect of transformational Leadership on employee performance with Work Engagement as a mediation on UD Ony

2. LITERATURE REVIEW

2.1 Employee Performance

Performance is essential for achieving organizational goals. A good form of Performance can be seen from the quality, quantity, efficiency, and other effectiveness criteria (Atmaja, 2019). This will result in the level of achievement of the implementation of an activity or program planning strategy of an organization in realizing the goals, mission, and vision. (Brown,et.al).

2.2 Employee Performance Factors

Two factors affect employee performance in an organization, according to (Diamantidis and P. Chatzoglou,2018) as follows:





1. Employee empowerment
Employee empowerment is the granting of authority to an employee to plan, control and make decisions about the Work for which he is responsible without having to get explicit different treatment from his superiors
2. Working behavior
Work behavior is the behavior of employees that appears both toward colleagues, and towards the company, the behavior of those employees exceeds the standard behavior set by the company.

2.3 Employee Performance Indicators

According to [2] explaining, the indicators of Performance are as follows :

1. Quality of Work
Demonstrate accuracy, thoroughness, skill, cleanliness, and Work attachment without neglecting the volume of Work. Good quality Work can avoid the error rate that is detrimental to the company Faktor Balas Jasa
2. Quantity of Work
Shows the output or the number of types of Work carried out at a time, where efficiency and effectiveness can be achieved following the company's objectives.
3. Performance of Duties
Shows how far the employee can carry out his Work accurately and that there are no mistakes
4. Responsibility
5. Shows how much the employee is in accepting and carrying out his Work, accounting for all the results of his Work

Based on the description of the theoretical basis above, what is meant by Performance in this study is adopted from the opinion, [2] which states, Performance is the result of the quality and quantity of Work carried out by employees in carrying out duties according to the responsibilities assigned to them. Indicators in the study include quality, quantity, implementation of commitments, and responsibilities.





2.4 Transformational Leadership

Transformational Leadership is essential for an organization because it is brilliant in influencing and changing the mindset of its members to think ahead. Transformational Leadership strongly inspires its members to put aside their interests (Dam and A. Robinson, 2020).

2.5 Factors Influencing Transformational Leadership

Factors influencing the effectiveness of Transformational Leadership include (Eliyana and S. Ma'arif) the following:

1. Personality.
The overall way an individual reacts and interacts with other individuals.
2. Past Experiences
A Process about everything that has been lived regardless of good and bad everything makes an experience and a story
3. Superior Behavior.
The attitude of a superior in leading its members in an organization. Exemplary behavior

2.6 Transformational Leadership Indicators

According (Hussain, et.al) revealed that transformational Leadership has four indicators, namely:

1. Charisma.
Providing a vision and mission, instilling a sense of pride in gaining attention and trust, being charismatic by his followers, and having power and influence
2. Inspiration
Communicate high expectations, wear symbols to focus efforts, and express goals.
3. Intellectual Stimulation
Appreciating the ideas of subordinates, solving problems in a careful way
4. Individual Attention
Paying attention to the individual, appreciating each individual's differences, giving advice and direction





Based on the description of the theoretical foundation above, what is meant by transformational Leadership in this study is adopted from the opinion (Hussain, et.al), which states, Transformational Leadership is Leadership that is social and cares about others, the indicators in this study are charisma, inspiration, intellectual stimulation, and individual attention.

2.7 Work Engagement

Work engagement is a form or attitude of an employee shown by his physical, mental, and emotional involvement in an organization or company (Chen,et.al., 2020). Employees who feel attached or engaged will be able to give their whole to achieve the company's goals, vision, and mission. Employees with a high level of engagement bring a competitive advantage to the company

2.8 Work Engagement indicator

(Teo,et.al, 2020) explain the dimensions contained in work engagement, namely:

1. Vigor / Spirit
2. It is an intense outpouring of energy and mentality during Work, able to survive Every difficulty encountered in completing each job
3. Dedication / Dedication
Feeling deeply involved in working with meaningfulness, enthusiasm, challenge, inspiration, pride
4. Absorption / Penyerapan
In total, employees are serious and concentrated and can not separate themselves from Work.
5. Spirituality
Rediscovering Harmony in Life, working in a comfortable and safe environment free from fear.

Based on the description of the theoretical foundation above, Work Engagement in this study adopted from the opinion (Khan, 1990) is the attitude of employee involvement physically, mentally, and emotionally in the organization. Indicators in this study such as Vigor, Dedication, Absorption, and Spirituality

3. RESEARCH METHOD



The type of research used in this study is causal explanatory research that seeks to test the influence between variables in structural models that seek to test the influence of dependent variables on independent variables. Quantitative research starts from the research hypothesis with the concept of clear variables, then makes calculations and systematic data processing before collecting data with existing standardization. The population in this study was UD Ony employees of 60 people. The determination of the number of samples in this study was carried out using the Random sampling method so that the number of samples in this study was 60.

There are four (4) research variables, namely, 2 independent variables, the Mediation variable, and 1 (one) dependent variable. The first independent variable is the Transformational Leadership Style. The second independent variable is Work Engagement. One of the dependent variables is performance. The framework of the influence of independent variables on dependent variables in this study is as follows

4. RESULT

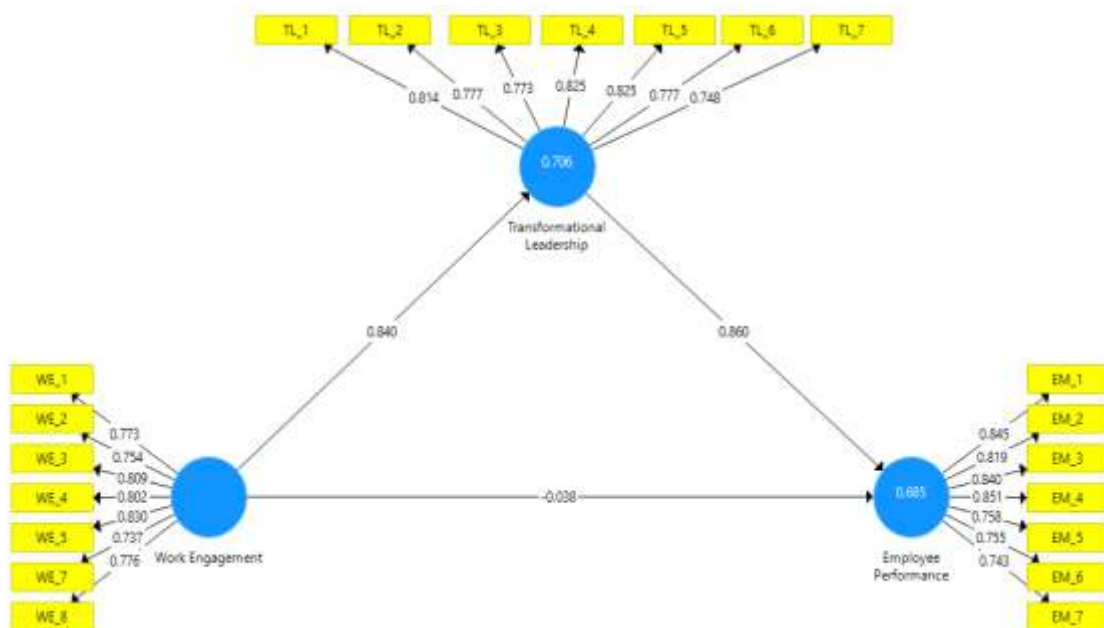


Figure 2. Outer Loading Test Results



Based on the description of Figure 2, the results of the validity test show that 7 instrument items from the Work Engagement (WE) variable, 7 instrument items from the Transformational Leadership (TL) variable, and 7 instrument items from the Employee Performance (EM) variable are all declared valid because the results of their respective data processing -each instrument that produces a value above > 0.7 or greater than > 0.7 there are 38 items that are declared valid because the results of their respective validity tests show that these instruments produce valid results.

Table 1 Construct Reliability and Validity

VARIABEL	Cronbach's Alpha	rho_A	Reliabilitas Komposit	Rata-rata Varians Diekstrak (AVE)
LK	0.935	0.936	0.945	0.633
PK	0.931	0.933	0.943	0.675
TI	0.949	0.950	0.955	0.641
KK	0.947	0.949	0.956	0.731

It is known, based on the information in table 2, that all statement instruments from the variables Work Engagement (WE), Transformational Leadership (TL), and Employee Performance (EM) produce Cronbach's alpha, composite reliability, rho_A values above 0.7 or > 0.7 , and AVE values above 0.5 or > 0.7 . This means that all instruments can be considered reliable and can be used for data collection in the process of measuring the variables Work Engagement (WE), Transformational Leadership (TL), and Employee Performance (EM).

Table 2. Structural model testing

	R Square	AdjustedR Square
Employee Performance	0,69	0,67
Transformational Leadership	0,71	0,70





Because the R Square value of the job satisfaction variable employee performance indicates a value of 0.69 or above from a value of 0.002 (> 0.02), the modelling is regarded practicable and fits the criteria with a potent category. The findings of the data processing are shown in table 2. Because the variable measuring transformational leadership demonstrates a value of 0.71 or greater than 0.002 (greater than 0.02), the modelling is also regarded to be practicable and fits the criteria with a strong category.

Table 3. GoF (Goodness of Fit) Test

	Model Saturated	Model Estimasi
SRMR	0,08	0,08
d_ULS	1,52	1,52
d_G	1,45	1,45
Chi-Square	378,07	378,07
NFI	0,66	0,66

The Fit Model test shows a value of Standardize Root Mean Square Residual (SRMR) of 0.062 for a Saturated Model and 0.08 for an Estimated Model that the value indicates a value above 0.02 (> 0.02) so that the modelling is considered feasible and meets the test criteria.

Table 4. Path Coefficients

	Sampel Asli (O)	Rata-rata Sampel (M)	Standar Deviasi (STDEV)	T Statistik (O/STDEV)	P Values
Work Engagement -> Employee Performance	-0,04	-0,04	0,18	0,22	Work Engagement -> Employee Performance





Transformational Leadership -> Employee Performance	0,86	0,86	0,15	5,68	0,00
Work Engagement -> Transformational Leadership -> Employee Performance	0,72	0,73	0,13	5,45	0,00

In the analysis, the measurement of the influence of the variables Work Engagement, Transformational Leadership, and Employee Performance on each other was conducted. Here is the description of the analysis results:

Hypothesis 1 The influence of Work Engagement on Employee Performance:

The original sample value (O) is -0.04.

The sample mean (M) is -0.04.

The standard deviation (STDEV) is 0.18.

The T statistic ($|O/STDEV|$) is 0.22.

The p-value associated with this relationship is 0.22. The relatively high p-value indicates that there is no statistically significant relationship between Work Engagement and Employee Performance.

Hypothesis 2 The influence of Transformational Leadership on Employee Performance:

The original sample value (O) is 0.86.

The sample mean (M) is 0.86.

The standard deviation (STDEV) is 0.15.

The T statistic ($|O/STDEV|$) is 5.68.

The p-value associated with this relationship is 0.00. The very low p-value indicates a statistically significant relationship between Transformational Leadership and Employee Performance.





Hypothesis 3 The influence of Work Engagement and Transformational Leadership on Employee Performance:

The original sample value (O) is 0.72.

The sample mean (M) is 0.73.

The standard deviation (STDEV) is 0.13.

The T statistic ($|O/STDEV|$) is 5.45.

The p-value associated with this relationship is 0.00. The very low p-value indicates a statistically significant relationship between Work Engagement, Transformational Leadership, and Employee Performance.

Overall, the analysis results indicate a statistically significant relationship between Transformational Leadership and Employee Performance, as well as between Work Engagement, Transformational Leadership, and Employee Performance. However, there is no statistically significant relationship between Work Engagement and Employee Performance directly.

5. DISCUSSION

The analysis results revealed interesting insights into the relationships between Work Engagement, Transformational Leadership, and Employee Performance. Firstly, the findings indicated that there was no statistically significant relationship between Work Engagement and Employee Performance. This suggests that while Work Engagement may be an important aspect of employee well-being and satisfaction, it may not directly impact their overall performance.

On the other hand, the analysis showed a strong and statistically significant positive relationship between Transformational Leadership and Employee Performance. This implies that leaders who exhibit transformational leadership behaviors, such as inspiring and motivating their subordinates, have a significant impact on enhancing employee performance. These leaders are able to create a work environment that fosters high levels of performance and engagement among employees.

Furthermore, when considering the combined influence of Work Engagement and Transformational Leadership on Employee Performance, the results demonstrated a significant relationship. This indicates that the presence of both high levels of Work Engagement and effective Transformational Leadership can lead to even greater employee performance outcomes. It suggests that organizations should not only focus on enhancing





individual employee engagement but also invest in developing transformational leadership skills among their managers.

These findings have important implications for organizations seeking to improve employee performance. While promoting Work Engagement alone may not directly enhance performance, fostering a culture of transformational leadership can be instrumental in driving employee performance and overall organizational success. It highlights the need for organizations to prioritize leadership development programs that cultivate transformational leadership behaviors and create an environment that encourages employee engagement.

However, it's important to acknowledge that these findings are based on the specific sample and data used in the analysis. Replication studies and further research are necessary to validate and generalize these findings to other contexts. Additionally, other factors not included in the analysis may also influence employee performance, and further investigation is needed to explore these variables and their interactions.

Overall, the analysis provides valuable insights into the relationships between Work Engagement, Transformational Leadership, and Employee Performance. It offers guidance for organizations to effectively manage and leverage these factors to drive improved performance and create a positive work environment.

6. CONCLUSION

Based on the analysis results and the subsequent discussion, the following conclusions can be drawn:

1. Work Engagement does not have a statistically significant direct impact on Employee Performance. This suggests that while it is important for employee well-being and satisfaction, it may not directly translate into improved performance outcomes.
2. Transformational Leadership has a strong and statistically significant positive impact on Employee Performance. This highlights the significance of leaders who inspire and motivate their subordinates, creating an environment conducive to high performance.
3. The combined influence of Work Engagement and Transformational Leadership has a significant relationship with Employee Performance. This emphasizes the importance of both employee engagement and effective leadership practices in driving enhanced performance outcomes.





4. Organizations should prioritize the development of transformational leadership skills among managers to foster a work environment that promotes employee engagement and boosts performance.
5. It is important for organizations to consider additional factors beyond the analyzed variables that may influence employee performance. Further research is needed to explore these factors and their interactions.

Overall, the analysis highlights the importance of transformational leadership in driving employee performance, while also acknowledging the complex nature of employee engagement and its relationship with performance. These conclusions provide insights for organizations to focus on leadership development and create an environment that encourages employee engagement, ultimately leading to improved performance and organizational success.

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