

Employee Performance Level Through Work Engagement Based on Transformational Leadership in Employees in the Central Java I Regional Office of the Directorate General of Taxes

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Abstract. *Human Resources (HR) are the most important assets for a company and are also a determining factor in a company because they can contribute to achieving company goals. Employee performance is one of the important factors in contributing significantly to the success of an organization. One of the factors that influences employee performance is transformational leadership and work engagement. This type of research is explanatory research. The sample of this study will be 327 employees in the Central Java I Regional Tax Office which is calculated using the Slovin formula. The primary data collection technique in this study used a questionnaire. Data analysis includes descriptive statistics, Structural Equation Model (SEM) Analysis. The results of the study: 1) Transformational leadership has a positive and significant effect on work engagement, 2) Transformational has a positive and significant effect on employee performance, 3) Work leadership engagement has a positive and significant effect on employee performance, 4) Work engagement is able to mediate the positive and significant effect of transformational leadership on employee performance.*

Keywords: *Employee; Performance; Transformational.*

1. Introduction

SHuman Resources (HR) are the most important asset for a company and are also a determining factor in a company because they can contribute to achieving the company's goals. The success of a company's goals lies in how a company empowers human resources who provide energy, creativity, and enthusiasm for the organization (Gibson, 2018). Companies desperately need reliable and competent human resources, not only employees who must be competent. But leaders must also have potential, such as high skills and insight to carry out their duties as supervisors or decision-makers in a company. An organization generally has goals, such as achieving high profits, pursuing organizational growth and survival. However, it must also pay attention to employee commitment in the process of achieving these goals. This makes the quality of human resources a crucial factor and needs

to be considered by companies because it determines each individual and company in achieving high productivity.

Employee performance is one of the important factors that significantly contribute to organizational success. Employee performance is a crucial and interesting aspect because of its proven benefits. An organization generally expects its employees to work diligently according to their abilities to achieve good performance results. Without good employee performance from all employees, achieving goals will be difficult. Employee performance is a measure that can be used to compare the results of task implementation and responsibilities given by the organization over a certain period and can be used to measure work achievement or organizational performance (Baihaqi & Paulus, 2020). Furthermore, management standards for evaluating employee performance play a crucial role in improving employee performance, providing an actual picture with benchmarks (Dahkoul, 2018).

Harahap's (2018) research shows that talent management, knowledge management, and transformational leadership simultaneously have a significant impact on employee performance. According to Hidayat, Hadi, and Ishaq (2020), the factors influencing employee performance are work engagement and transformational leadership. Furthermore, according to Kustya and Nugraheni (2020), the factors influencing employee performance include work engagement and transformational leadership.

One factor influencing employee performance is transformational leadership. Transformational leadership emerges because it is considered capable of creating fundamental changes, such as changes in behavior, values, motivation, and employee needs over time. Through transformational leadership, interactions between leaders and employees are built, leading to individuals with high abilities and motivation who consistently strive to achieve optimal employee performance (Insani, 2020). Therefore, transformational leadership is crucial in agency management and significantly determines the success or failure of management activities (Fadilah, Edward & William, 2023).

Research shows that transformational leadership influences employee performance (Aswad, Rahmat & Oemar, 2023; Herryanto, Choirunnisa & Yogatama, 2023). This demonstrates that several previous studies have demonstrated the important role of transformational leadership in an organization in improving employee performance.

Several studies have shown that leadership has a positive effect on employee performance (Aswad, Rahmat & Oemar, 2023). Conversely, several studies have shown that transformational leadership has no direct effect on employee performance (Wirandini, Ritonga & Tamba, 2022). Based on these inconsistent research findings, a mediating variable is proposed to address this research gap.

Based on preliminary studies, it is known that the performance of employees in the Central Java I Regional Tax Office is still relatively dynamic. This is based on revenue performance data for the period 2022 to 2024. Employees or Human Resources (HR) in the Central Java I

Regional Tax Office have actually been working according to their respective duties and functions, however, tax revenue targets have not been achieved optimally, so there is a need to improve the quality of performance or productivity of employees or Human Resources (HR) in the Central Java I Regional Tax Office.

2. Research Methods

Based on the established research objectives, this type of research is explanatory research, namely research that proves the existence of cause and effect and relationships that influence or are influenced by 2 (two) or more variables studied (Umar, 2019). The purpose of explanatory research is to test hypotheses and examine the effect of independent variables on the dependent variable, namely increasing employee performance through transformational leadership-based work engagement on employees in the Central Java I Regional Office of the Directorate General of Taxes.

3. Results and Discussion

The subjects of this study were employees of the Central Java I Regional Office of the Directorate General of Taxes. Data collection was carried out through the use of questionnaires using office forms and Google forms which were distributed online via WhatsApp, email and so on.

Based on the number of samples obtained, amounting to 327 (three hundred and twenty seven) employees in the Central Java I Regional Office of the Directorate General of Taxes, the following characteristics can be described:

DescriptionThe i variable is intended to translate respondents' responses based on the results obtained from the answers of 327 (three hundred and twenty-seven) employees in the Central Java I Regional Office of the Directorate General of Taxes (DGT) regarding the measuring indicators for each variable. The scoring technique used in this study is with a maximum score of 5 and a minimum of 1, so the calculation of the respondent's answer index uses the following formula (Ferdinan, 2019):

$$\text{Index value} = (\%F1 \times 1) + (\%F2 \times 2) + (\%F3 \times 3) + (\%F4 \times 4) + (\%F5 \times 5) / 5$$

Information:

F1 :Fthe frequency of respondents answering 1 of the scores used in the questionnaire list

F2 :Fthe frequency of respondents answering 2 of the scores used in the questionnaire list

F3 :Fthe frequency of respondents answering 3 of the scores used in the questionnaire list

F4 :Fthe frequency of respondents answering 4 of the scores used in the questionnaire list

F5 :Fthe frequency of respondents answering 5 of the scores used in the questionnaire list

To obtain the tendency of respondents' answers to each variable, it is based on the average score value (index) which is categorized into a score range based on the three box method calculation (Ferdinan, 2019).

Upper limit:	$(\%F*5)/5$	=	$(100*5)/5$	=	100
Lower limit:	$(\%F*1)/5$	=	$(100*1)/5$	=	20
Range:	$100 - 20$	=	80		
Interval:	$80/3$	=	26.7		

Based on the calculations above, the following index interpretation list can be used (Ferdinan, 2019):

Low: 20 – 46.7

Seedang : 46.8 – 73.5

Height: 73.6 – 100

The descriptive analysis of each variable (transformational leadership, work engagement and employee performance) is explained in detail as follows.

The table shows that respondents' responses regarding transformational leadership had an average index value of 88.50, indicating that the environment of the DJP Regional Office of Central Java I has a high level of transformational leadership. Respondents' responses regarding idealized influence were the highest indicator with an index value of 90.32 (high). This indicates that employees in the DJP Regional Office of Central Java I respect and trust their leaders. Then, responses regarding individual consideration obtained an index value of 87.52, making it the lowest indicator in this variable, but still in the high category. This indicates that leaders in the DJP Regional Office of Central Java I understand the development needs of each of their subordinates.

Evaluation of the outer model is used to examine the relationship between latent variables and their indicators or manifest variables (measurement model). The following is a schematic of the PLS program model being tested:

This means that 72.2% of the variation or change in employee performance is influenced by transformational leadership and work engagement, while the remaining 27.8% is influenced by other variables not studied. The Adjusted R-square value for work engagement is 0.633, meaning that 63.3% of the variation or change in work engagement is influenced by transformational leadership, while the remaining 36.7% is influenced by other variables not studied.

It can be seen that the transformational leadership variable has a large substantive influence on work engagement (1.753) and work engagement on employee performance (0.626).

Meanwhile, the transformational leadership variable has a small substantive influence on employee performance (0.053).

Hypothesis testing in this context aims to validate or refute the researcher's initial assumptions regarding the relationship between variables. Hypothesis testing is conducted by examining the structural path coefficients. Hypothesis testing in this study was conducted by examining the T-statistics, P-values, and original sample values through a bootstrapping procedure.

Testing the Direct Effect Hypothesis:

a. The Influence of Transformational Leadership on Work Engagement

The results of the hypothesis test show that the P-values that determine the influence of transformational leadership on work engagement are $0.000 < 0.05$ and the T-Statistics value $(18.327) > 1.96$. Meanwhile, the original sample has a value of 0.798 (positive). These results support the first hypothesis, namely that transformational leadership has a positive and significant effect on work engagement, which means H1 is accepted.

bThe Influence of Transformational Leadership on Employee Performance

The results of the hypothesis test show that the P-Values that form the influence of transformational leadership on employee performance are $0.047 < 0.05$ and the T-Statistics value $(1.977) >$

1.96. Meanwhile, the original sample had a value of 0.199 (positive). These results support the second hypothesis, namely that transformational leadership has a positive and significant effect on employee performance, which means H2 is accepted.

The results of the hypothesis test show that the P-values that determine the influence of work engagement on employee performance are $0.000 < 0.05$ and the T-Statistics value $(7.176) > 1.96$. Meanwhile, the original sample has a value of 0.686 (positive). These results support the third hypothesis, namely that work engagement has a positive and significant effect on employee performance, which means H3 is accepted.

It can be seen that the P value of the specific indirect effect is $0.000 < 0.05$ and the T-Statistics value $(6.649) > 1.96$ with an original sample value of 0.547 (positive). These results support the fourth hypothesis, namely that work engagement is able to mediate the positive and significant influence of transformational leadership on employee performance, which means H4 is accepted.

Based on the data presented in the table above, it can be seen that the direct effect of transformational leadership on employee performance is 0.199. Meanwhile, the indirect effect of transformational leadership on employee performance through work engagement is 0.547, with a total effect of 0.746. This indicates that the indirect effect is greater than the direct effect. In other words, the effect of transformational leadership on employee

performance will be greater if it is through work engagement.

Discussion:

1) The Influence of Transformational Leadership on Work Engagement

The research results show that transformational leadership has a positive and significant effect on work engagement. This means that transformational leadership has a positive and measurable impact on employee engagement levels in their work.

This leadership style can increase employee engagement through inspiration, motivation, and intellectual development, thus creating a positive and collaborative work environment. Transformational leadership, characterized by a leader's ability to inspire, motivate, and provide individual attention to subordinates, has a significant impact on employee work engagement levels. Transformational leaders are able to communicate a clear vision and compelling goals, and motivate employees to achieve shared objectives. This fosters a sense of ownership and purpose in the work, which are essential components of work engagement.

The results of this study align with research by Sari and Andriyani (2023), which found that transformational leadership has a positive effect on work engagement. This is in line with research conducted by Bismoko, Suwandi, and Hellyani (2024), which found that transformational leadership has a positive effect on work engagement. Research conducted by Asmaluddin & Ketut (2021) explains that transformational leadership has a significant influence on work engagement.

Transformational leadership represents a prominent leadership model in which individuals play a key role as implementers to encourage and motivate their subordinates (Lubaba & Udin, 2021). The application of a transformational leadership style can create an atmosphere where employees feel trust, respect, loyalty, and appreciation for their leaders. Furthermore, employees who have transformational leaders are encouraged to be more active, not only providing the best results for the organization (job responsibilities), but also expressing ideas and opinions to improve the progress of the organization or even the company (Angelia & Astiti, 2020). The main principle of this approach is maximum effort in describing and conveying a vision that is not only attractive but also inspiring, creating a shared goal that motivates, and emphasizing deep shared values (Putri, 2024).

Transformational leadership plays a crucial role in increasing employee work engagement (Ramadhan & Firmansyah, 2021). Work engagement can arise when employees feel comfortable with the organization. This sense of comfort can motivate employees to perform their duties even better. This can even lead them to take the initiative to undertake work beyond their usual responsibilities (Bismoko, Suwandi, 2021).

& Hellyani, 2024). Transformational leaders are able to motivate employees by communicating a clear organizational vision and goals and linking them to their core values. This can increase the meaning of employees' work and ultimately encourage increased

employee engagement within the organization (Asmaluddin & Ketut, 2021). By implementing this leadership style, organizations can create a more positive and productive work environment. This means that the higher the level of transformational leadership implemented, the higher the level of employee engagement.

Transformational leaders encourage employees to think creatively, innovate, and take initiative. This can increase employees' sense of responsibility and ownership of their work, which contributes to increased work engagement. Transformational leaders pay special attention to the needs and development of each employee. By understanding and meeting employee needs, leaders can create a supportive and motivating work environment, ultimately increasing work engagement. Transformational leadership contributes to a positive, collaborative, and supportive work environment. In such an environment, employees feel valued, supported, and motivated to give their best. Organizations looking to improve employee work engagement can consider developing a transformational leadership style among their leaders. This can be done through training, mentoring, and modeling effective leadership.

The positive relationship between transformational leadership and work engagement shows that this leadership style has an important role in creating a positive and motivating work environment, which can ultimately improve employee engagement and overall organizational performance.

2) The Influence of Transformational Leadership on Employee Performance.

Research results show that transformational leadership has a positive and significant impact on employee performance. If a leader effectively implements a transformational leadership style, employee performance tends to improve.

Transformational leadership has a positive relationship with employee performance. Transformational leaders are able to inspire, motivate, and empower employees to reach their full potential, ultimately improving individual and organizational performance. Transformational leaders are able to inspire employees with a clear vision and compelling goals, thereby increasing their intrinsic motivation to work hard and achieve their best results. Transformational leadership encourages employees to take ownership of their work, provides them with autonomy and responsibility, and supports their skills development.

Previous research by Gunawan and Wibowo (2023) stated that transformational leadership has a positive and significant effect on employee performance. This is supported by previous research by Marthino and Mon (2024), which found that transformational leadership has a positive and significant effect on employee performance. Research by Ramadhani and Ahmadi (2024), as well as Sariningrum and Febrian (2023), shows that transformational leadership has a positive and significant effect on employee performance.

Transformational leadership is a type of leadership that can motivate employees to work harder than ever before, and has a profound and profound impact on employees. This

transformational leadership style has been shown to positively impact staff performance and productivity, as well as foster collaboration and creativity across teams (Marthino & Mon, 2024). It has also been shown to help increase self-confidence, job satisfaction, and commitment to the organization. Transformational leadership also emphasizes the importance of creating an inclusive environment, where staff members can feel safe and happy to express their opinions freely. The main characteristic of transformational leadership is a leader's ability to motivate, inspire, and develop employee potential, aimed at achieving higher levels of performance (Gunawan & Wibowo, 2023). Transformational leadership significantly influences employee performance improvement because it builds high work motivation and loyalty (Asriani et al., 2020). Leader charisma also increases employee respect and willingness to follow organizational direction (Prajogo, 2018). Inspiration from leaders makes employees more enthusiastic in achieving work targets in terms of quality and quantity (Edward et al., 2019). Transformational leaders influence performance through charisma that creates a shared vision and the inspiration to make it happen (Iswahyudi et al., 2023). By creating a clear vision, providing inspiration, empowering employees, and paying attention to individual needs, transformational leaders can create a positive and productive work environment, which will ultimately have a positive impact on organizational performance.

PeEmployees who feel supported and valued by transformational leaders tend to be more committed to the organization and their work, which can reduce turnover and increase job satisfaction. Overall, transformational leadership can improve employee performance by increasing motivation, commitment, and job satisfaction, as well as by encouraging innovation and creativity within the team.

3) The Influence of Work Engagement on Employee Performance

The research results show that work engagement has a positive and significant effect on employee performance. This means that work engagement has a positive and tangible impact on employee performance. That is, the higher the level of employee engagement with their work, the better their performance employee engagement tends to result in better performance, while low engagement tends to result in less than optimal performance. Research shows that high employee engagement contributes to improved employee performance. When employees feel emotionally and intellectually engaged with their work, they tend to be more motivated, dedicated, and strive harder to achieve organizational goals.

Research by Zahro, Indriyani, and Afridah (2024) states that work engagement has a positive and significant effect on employee performance. Research conducted by Ramadhan, N., & Budiono, B. (2023) also shows that work engagement has a positive and significant effect on employee performance. Krisnadiputra (2022) jointly states that there is a positive influence between work engagement and employee performance.

Work engagement refers to an employee's level of involvement, enthusiasm, and dedication to their work and the organization they work for (Al-Azzam & Wibowo, 2024). Work engagement is a crucial factor in organizations; employees who feel engaged in their work

tend to be more productive and high-performing. Actively engaged employees feel emotionally and cognitively connected to their work. Wellins & Concelman (2019) state that work engagement is a force that motivates employees to achieve higher performance, a force that manifests in pride having a job, commitment to the company or organization, commitment in carrying out the job, pride in having a job, more effort such as time, enthusiasm and attachment.

Work engagement is a crucial factor in improving employee performance. Companies or organizations that are able to create a work environment that supports employee engagement will benefit from increased productivity, better work quality, and reduced employee turnover (Suranti, Sumarni & Kurniawan, 2024). Similar findings have been revealed in several previous studies, such as Hendrik et al. (2021), which stated that higher work engagement leads to higher performance. Yao et al. (2022) stated that when individuals have a certain psychological level, they will have high performance, accompanied by appropriate work engagement. Employees who feel engaged in their work tend to be more motivated, more engaged in their work, and ultimately achieve better performance (Dwiyanto, 2021). Employees with high levels of work engagement will also have good employee performance.

Organizations need to focus on efforts to improve employee engagement to achieve better performance. Some steps that can be taken include: (1) Creating a Supportive Work Environment: A positive, safe, and conducive work environment can increase employee engagement; (2) Providing Training and Development: Training and career development can help employees feel valued and motivated to improve their performance their performance; (3) Improving Communication and Transparency: Clear and transparent communication between management and employees can increase trust and engagement. By understanding the close relationship between employee engagement and employee performance, organizations can take strategic steps to improve employee performance and achieve better goals.

4) The Influence of Transformational Leadership on Employees *Performance* Methrough Work Engagement

The research results show that work engagement can mediate the positive and significant influence of transformational leadership on employee performance. This means that transformational leadership creates a positive and motivating work environment, which in turn increases employee engagement and, ultimately, their performance.

Transformational leadership style is characterized by the leader's ability to inspire and motivate employees to achieve organizational goals by building a clear vision, encouraging innovation, and fostering team members' confidence in achieving shared goals (Salsabila et al., 2024). When a leader provides individual attention and is a leader who consistently participates in an employee's development or stimulates their intellectual abilities, it can make employees feel more involved in their work and perceive their work as important and

essential his life, meaning that the employee will try his best to improve his performance (Waney, Tamengkel & Rumawas, 2021).

Transformational leaders typically possess a clear vision, charisma, and the ability to communicate effectively, all of which can increase employee engagement. Transformational leaders also build trust and a sense of belonging in employees, which in turn increases work engagement (Giovanni, 2018). Work engagement refers to an employee's level of enthusiasm, dedication, and absorption in their work. Engaged employees feel connected to their work, feel a sense of responsibility, and are motivated to give their best. Engaged employees feel more valued, motivated, and tend to put more effort into their work, ultimately improving performance (Paleva et al., 2024).

Transformational leadership plays a crucial role in creating a positive and productive work environment. By increasing work engagement, this leadership style helps employees reach their full potential and significantly contributes to organizational success (Smud, Pio & Tatimu, 2024). Transformational leadership can significantly increase employee work engagement (Salsabila et al., 2024). When employees feel engaged, they are more motivated, dedicated, and produce better performance. High work engagement, fueled by transformational leadership, will impact employee performance Overall (Siaahan, Rianti & Pratiwi, 2021). This triggers intrinsic motivation, which encourages them to work harder and be more dedicated.

High work engagement, triggered by transformational leadership, can significantly improve employee performance (Hayati,

2024). Motivated and engaged employees tend to be more productive, produce higher-quality work, and are more committed to organizational goals (Bustomi, Pradhanawati & Nugraha, 2022). High employee engagement can also contribute to improved overall organizational performance, such as increased productivity, innovation, and employee satisfaction.

4. Conclusion

Based on several analysis studies and discussions, the following conclusions can be drawn: 1. Transformational leadership has a positive and significant effect on work engagement. This means that the more effectively the transformational leadership style is implemented, the higher the level of employee involvement in their work, both physically, emotionally, and cognitively. 2. Transformational leadership has a positive and significant effect on employee performance. This means that transformational leadership can motivate, inspire, and empower employees to achieve their best potential, which will ultimately result in improved performance. 3. Work engagement has a positive and significant effect on employee performance. This means that employees who are involved in their work will be more enthusiastic in completing tasks, providing innovative ideas, and working harder to achieve targets set by the organization. 4. Work engagement is able to mediate the positive and significant effect of transformational leadership on employee performance. This means that

transformational leadership, which is characterized by the leader's ability to inspire, motivate, and encourage individual development, can improve employee performance.

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