



The Influence of Transformational Leadership Style, Work-life Balance, and Employee Engagement on Employee Performance at SL Corp Indonesia

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Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

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ABSTRACT

This research aims to analyze the influence of transformational leadership style, work-life balance, and employee engagement on the performance of SL CORP INDONESIA employees. This type of research is quantitative research with sampling using the simple random sampling method. This research uses primary data sources with data collection instruments using questionnaires. The study was conducted at SL CORP INDONESIA outlets, including Lodeh Iwak Kali, Soto Lawas, Tengkleng Ndeso, and Mampir Pawon, with a population of 151 employees. Then, a sample of 110

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respondents was found using the Slovin formula (1960). The method used to analyze the data is a structural equation model (SEM) based on Partial Least Square (PLS) version 3.0. Each hypothesis will be tested to determine the relationship between variables. To test the validity and reliability of research using an outer model. Hypothesis testing uses inner models. The reliability and validity test results (convergent and discriminant validity) show that all values meet the requirements. The evaluation results of the inner model (structural model) show an R Square value of 0.781, which can be said to be strong. Based on the research that has been carried out, the research results show that employee engagement has a significant positive effect on the performance of SL CORP INDONESIA employees (outlet Lodeh Iwak Kali, Soto Lawas, Mampir Pawon, and Tengkleng Ndeso). Meanwhile, transformational leadership style and work-life balance do not affect the performance of SL CORP INDONESIA employees (outlet Lodeh Iwak Kali, Soto Lawas, Mampir Pawon, and Tengkleng Ndeso).

Keywords: Transformational leadership style; work-life balance; employee engagement; employee performance.

1. INTRODUCTION

Time will not consume the culinary business because every human needs food and drink to survive. As time goes by, culinary consumption has become a lifestyle. This encourages business people to be more creative and innovative in order to compete with other culinary business people. Along with the increasing ease of obtaining information, market demand for various foods and drinks is also increasingly diverse. This condition encourages the growth of companies engaged in the culinary business, one of which is SL CORP INDONESIA. Since 2013, SL CORP INDONESIA has been one of the culinary business players in Indonesia, and its head office is in Jl. Suwatio Purwokerto, Banyumas Regency, Central Java. SL CORP INDONESIA has 15 outlets, including Mampir Pawon, Tengkleng Ndeso, Lodeh Iwak Kali, Djago Jowo, Ayam Jiwan, and many more. SL CORP INDONESIA outlets are now spread across two provinces, namely Central Java and West Java.

SL CORP INDONESIA requires competent human resources to support company activities well. Human resources have an essential role in an organization. Additionally, in this era of globalization, it cannot be denied that competition between companies is increasingly fierce. The increasing number of businesses, ranging from large to small companies, is one of the factors causing intense competition between culinary companies in Indonesia. With this fierce competition, companies must take steps to compete with other companies, one of which is by improving employee performance. The human resources that are currently needed are those that have optimum performance toward

organizational goals because the success of organizational goals is greatly influenced by the performance of human resources, especially employees [1]. Therefore, an organization needs human resources to become the driving force that drives organizational change.

A transformational leadership style is one in which the leader tries to change employees to pursue organizational or company goals rather than personal ones [2]. The leadership style adopted by managers in outlet Lodeh Iwak Kali, Soto Lawas, Tengkleng Ndeso, and Mampir Pawon are transformational leadership styles. Based on an interview with Aji Prabowo, SL CORP INDONESIA HRD staff, one of the phenomena of the transformational leadership style is that managers participate in tasks that employees should do, such as helping clean up, help upselling, and many more. Apart from that, there are still differences of opinion in previous research regarding the influence of transformational leadership style on employee performance, such as [1,2,3] which state that leadership style has a positive and significant effect on employee performance. Meanwhile, [4,5] state that leadership style does not affect employee performance.

Work-life balance is a balance between work and family. Employees can be said to have a work-life balance, which is good when someone feels the same involvement and role satisfaction in the work and family domains, with minimal work-family conflict and high-level work-family facilitation because of his ability to manage various responsibilities and determine priority scales [6]. Achievement of work-life balance This can be seen in preventing employees from stress, complaints, and various other

psychological symptoms. Suppose the employee can balance his time and direct involvement in his work and personal life (family, hobbies, and culture). In that case, the employee will be enthusiastic, focused on work, more effective, and improve the quality of his work. In contrast, on the contrary, if the employee feels unable to balance work, the employees' personal lives will feel tired, and create a bad work environment which can be detrimental to themselves and the company or organization that needs their energy, effort, and potential; this can lead to work conflicts within the company [7]. Based on interviews conducted by researchers with Aji Prabowo, SL CORP INDONESIA HRD staff found a lack of phenomenon work-life balance SL CORP INDONESIA employees (outlet Lodeh Iwak Kali, Soto Lawas, Mampir Pawon, and Tengkleng Ndeso) are the number of employees who are permitted not to come to work because they have agendas outside of their work duties. Apart from that, there are still differences of opinion in previous research regarding the influence of work-life balance on employee performance, such as [7,8,9] stated that work-life balance has a significant effect on employee performance. While [10,11] state that work-life balance does not affect employee performance.

Employee engagement is an employee's emotional commitment to the company and its goals, which makes employees care about their work and the company [12]. Employee Engagement is an essential factor for the company's success and competitiveness because it includes the extent to which employees feel engaged and dedicated and contribute to the work and organization where they work. Based on interviews conducted by researchers with Aji Prabowo, SL CORP INDONESIA HRD staff found a lack of phenomenon Employee Engagement to SL CORP INDONESIA employees (outlet Lodeh Iwak Kali, Soto Lawas, Mampir Pawon and Tengkleng Ndeso) is the height turnover what happens to the company will have an impact on the resolution task performance which is less than optimal. Apart from that, there are still differences of opinion in previous research regarding the influence of employee engagement on employee performance, such as [12,8,13] which state that employee engagement positive and significant effect on employee performance. Meanwhile, [14,15] state that employee engagement does not affect employee performance.

2. THEORETICAL REVIEW

Theory Herzberg Two Factor's Theory Of Motivation (1959) created a two-dimensional paradigm regarding factors influencing people's attitudes toward work: motivation and hygiene. The difference between the two factors is where the influence comes from; if a factor motivation comes from within (intrinsic), then factor hygiene comes from outside (extrinsic). Factor motivation includes achievement, recognition, the work itself, responsibility, advancement, and possibilities for growth. Factor hygiene includes company policies and administration, relationships with supervisors, interpersonal relationships, working conditions, and salaries [16].

2.1 Influence of Transformational Leadership Style on Employee Performance

Herzeberg's Two-Factor Theory of Motivation (1959) explains the second factor, hygiene. One of the points of this theory is the relationship between supervisors and policies, which is related to the transformational leadership style. Leadership is important because employee performance depends on how a leader directs his subordinates to achieve common goals [1]. The transformational leadership style pays special attention to the needs of each individual so that decisions taken are not generalized between individuals; this impacts employees' ability to develop and achieve according to their needs. Transformational leadership can be understood as a leadership style that involves followers in solving problems, the leader provides motivation, the leader is an inspiration, and the leader invites to achieve a shared vision and organizational goals; if this leadership style is applied well, it will encourage increased employee performance.

The transformational leadership style is closely related to Herzberg's Two-Factor theory, especially in motivation. In transformational leadership, leaders work with their teams to identify necessary changes, create a vision to guide them through inspiration and execute those changes with committed team members. The following is the implementation of the transformational leadership style:

- a. Inspiration and vision: Transformational leaders often inspire and motivate employees with a clear and compelling vision. This aligns with Herzberg's motivational factors: achievement, recognition, challenging work, responsibility, development, and growth.
- b. Achievement and recognition: Transformational leaders tend to provide recognition and appreciation for employee achievements, which increases motivation and job satisfaction.
- a. Company policy (company policy), supportive work-life balance policies, such as sufficient leave, flexible working hours, and policies for remote working, can reduce employee dissatisfaction.
- b. Working conditions, a comfortable and safe work environment, and a reasonable workload help employees not feel stressed and have time for their personal lives.
- c. Relationships with supervisors and supervisors who support and understand employees' needs to balance work and personal life can reduce stress and dissatisfaction.

Responsibility and advancement: According to Herzberg's motivation factors, leaders also encourage employees to take on greater responsibility and provide opportunities for career development.

There is support from previous research conducted [1,2] which states that the transformational leadership style has a positive and significant effect on employee performance.

H1: Transformational leadership style has a positive effect on employee performance.

2.2 Influence Work-life Balance on Employee Performance

Herzeberg's Two-Factor Theory of Motivation (1959) explains the second factor of this theory, namely hygiene; one of the points is company policy, which is related to work-life balance. Work-life balance is a concept of effort to improve employee performance, which makes various efforts to balance work and personal life. Implications of the concept of work-life balance This is not work that comes from within the organization alone but is the result of the accumulation of all activities both inside and outside the organization [7]. Work-life balance arises because of demands from work and family; employees at different levels of work-life balance can fulfill responsibilities on both sides; this will make employees perform well without any interference from their individual lives, and vice versa.

Relationship between Theories Herzberg Two-Factor and work-life balance employees can be explained through factors such as hygiene, which affects work-life and the balance between work and personal life. Here is the implementation in work-life balance:

Previous research conducted by Alifian & Suwarsi, [7] and Ashsifa, [17] supports the idea that work-life balance significantly affects employee performance.

H2: Work-life balance has a positive effect on employee performance

2.3 Influence Employee Engagement on Employee Performance

Herzeberg's Two Factor Theory Of Motivation (1959) explains the first factor of this theory, namely motivation; one of the points is responsibility, which is related to employee engagement. Employee engagement includes the extent to which employees feel engaged, dedicated, and contribute to the work and organization where they work [8]. Employee engagement can be understood as attachment to the workplace physically, cognitively, and emotionally. Physical engagement can mean that employees are involved in tasks individually and in teams, and cognitive engagement can mean that employees pay more attention to their role in the work environment and beliefs about the organization. In contrast, emotional engagement can mean that employees can build relationships with other employees. or leadership. Employees who are engaged tend to enjoy work, are active in carrying out tasks, and are loyal to their work, which will reduce their desire to leave work.

Herzberg's Two-Factor Theory is very relevant to employee engagement, namely the level of employee involvement, commitment, and enthusiasm for their work and organization. Employee engagement is a critical factor in employee productivity and retention. Here is how Herzberg's theory can be applied to understand and improve employee engagement:

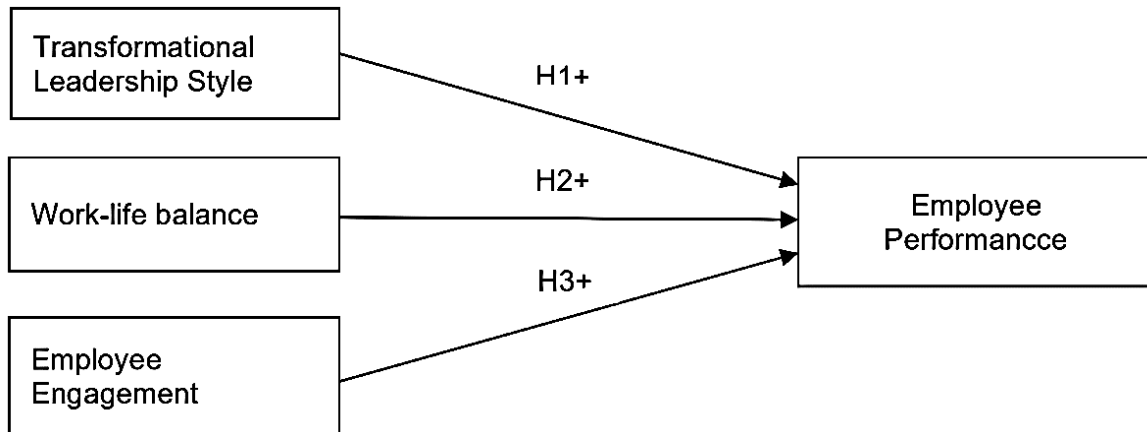


Fig. 1. Research framework

- a. Achievement: When employees achieve goals or targets in their work, they feel proud and motivated. This accomplishment increases engagement because employees feel their work is meaningful and impactful.
- b. Responsibility: Giving employees greater responsibility can increase their sense of ownership and involvement. Employees feel more contributed and involved in their work.
- c. Development and growth, opportunities for career development, and professional growth increase motivation and engagement. Employees who see a clear growth path tend to be more engaged and committed.

There is support from previous research conducted by Hesti & Rahmawati, [12] and Balalimbu et al., [8], which states that employee engagement has a positive and significant effect on employee performance.

H3: Employee engagement has a positive effect on employee performance.

Based on the literature review above, a research framework can be formulated as presented in Fig. 1.

3. RESEARCH METHODS

This research type is quantitative, aiming to test a predetermined hypothesis. It uses primary data sources and data collection instruments, such as questionnaires. Of the phenomenon that occurred, researchers were directed by the company to conduct research at 4 SL CORP

INDONESIA outlets, namely outlets Lodeh Iwak Kali, Soto Lawas, Tengkleng Ndeso, and Mampir Pawon, with a total population of 151 people who are employees in the outlet. Simple random sampling was used in this research. Then, a sample of 110 respondents was found using the Slovin formula (1960), and the sample size was calculated as follows:

$$n = \frac{N}{1+N(e)^2} = \frac{151}{1+151(0,05)^2} = \frac{151}{1,3775} = 109,61$$

n : sample size sought

N : Population

e : margin of error

Based on the Slovin formula calculation, it is known that the population is 151 employees, and the margin of error used by researchers is 5%. So, it was found that the sample size was 109.61, rounded up to 110. Researchers distributed questionnaires to employees of SL CORP INDONESIA (outlet Lodeh Iwak Kali, Soto Lawas, Tengkleng Ndeso, and Mampir Pawon). The questionnaire contains ten statements related to employee performance (Y), six statements related to transformational leadership style (X1), eight statements related to work-life balance (X2), and ten statements related to employee engagement (X3).

This research uses the SEM method or Structural Equation Modeling By utilizing PLS version 3.0 software, each hypothesis will be analyzed to determine the relationship between variables. This research uses validity and reliability tests using the outer model. Hypothesis testing uses an inner model.

4. RESULTS

4.1 Descriptive Statistical Test

Researchers carried out statistical tests to find the mean, min, and max for the indicators for each statement. This can help researchers determine the influence of each variable and make it easier for them to provide suggestions for companies.

4.2 Reliability Test

Reliability tests are determined using the values composite reliability and Cronbach's

alpha ≥ 0.70 . Table 1 shows that all variables' values of Cronbach's alpha and composite reliability have a value of >0.70 . Employee performance variables have a Cronbach alpha of 0.977 and reliability of 0.980; the leadership style variable has a value of Cronbach's alpha of 0.960 and reliability of 0.968; the variable work-life balance has Cronbach's alpha of 0.930 and reliability of 0.940 and variable employee engagement own Cronbach's alpha 0.964 and reliability 0.969. Therefore, all variables used in this research model meet the reliability requirements so they can be declared reliable.

Table 1. Mean, min, max

	Mean	min	max
kk1	4.182	1.000	5.000
kk2	4.127	1.000	5.000
kk3	4.036	1.000	5.000
kk4	4.109	1.000	5.000
kk5	4.136	1.000	5.000
kk6	4.136	1.000	5.000
kk7	4.164	1.000	5.000
kk8	4.227	1.000	5.000
kk9	4.091	1.000	5.000
kk10	4.127	1.000	5.000
gkt1	4.145	1.000	5.000
gkt2	4.082	1.000	5.000
gkt3	4.155	1.000	5.000
gkt4	4.091	1.000	5.000
gkt5	4.100	1.000	5.000
gkt6	4.073	1.000	5.000
WLB1	3.727	1.000	5.000
WLB2	3.709	1.000	5.000
WLB3	3.873	1.000	5.000
WLB4	3.855	1.000	5.000
WLB5	3.818	1.000	5.000
WLB6	3.845	1.000	5.000
WLB7	4.018	1.000	5.000
WLB8	4.018	1.000	5.000
ee1	3.991	1.000	5.000
ee2	4.136	1.000	5.000
ee3	3.909	1.000	5.000
ee4	4.164	1.000	5.000
ee5	4.182	1.000	5.000
ee6	4.109	1.000	5.000
ee7	4.073	1.000	5.000
ee8	4.155	1.000	5.000
ee9	4.091	1.000	5.000
ee10	4.027	1.000	5.000

Source: processed by researchers in 2024

Table 2. Cronbach's alpha, rho_A, composite reliability, average variance extracted

variabel	Cronbach's alpha	Rho_A	Composite reliability	Average variance extracted (AVE)
Employee performance	0.977	0.978	0.980	0.829
Transformational leadership style	0.960	0.961	0.968	0.834
Work-life balance	0.930	0.955	0.940	0.662
Employee engagement	0.964	0.970	0.969	0.760

Source: processed by researchers in 2024

4.3 Validity Test

4.3.1 Convergent validity

The convergent validity test can be measured using the values Loading Factor and Average Variance Extracted on SmartPLS 3.0. An indicator can be declared valid if the loading factor value is above 0.7. Loading factors include transformational leadership style, work-life balance, employee engagement, and employee performance, worth exceeding 0.7. This can explain why the indicators used to measure the construct can be declared valid and have met the convergent validity test. Therefore, all the indicators used to assess the transformational leadership style variable, work-life balance, employee engagement, and employee performance can be valid.

Table 1 illustrates that the AVE value of each variable meets the criteria of convergent validity because it exceeds 0.5. Thus, it can be concluded that all the variables in the research are valid.

4.3.2 Discriminant validity

The discriminant validity test can be determined by observing the cross-loading values on SmartPLS 3.0. A validity test can be adequate or meet the requirements of the measurement item if it has a higher correlation with the measured variable and a lower correlation with other

variables. Based on the discriminant validity test, it can be concluded that all variables have met the requirements of the research model.

Table 2 illustrates that the HTMT value of each variable has met the discriminant validity criteria because it has a value <1, so it can be concluded that all the variables in the study are valid.

4.4 Inner Model Evaluation (Structural Model)

Based on Table 4, the R Square test results on employee performance variables are vital because the test value is 0.781. This shows that 78.1% of the variability of employee performance constructs can simultaneously be explained by the variables transformational leadership style, work-life balance, and employee engagement. Meanwhile, the rest can be explained by other variables outside the model studied.

4.5 Hypothesis

Based on Table 3, the hypothesis test shows a significant influence between transformational leadership style and employee engagement on employee performance because the P-value shows a value <0.05. In contrast, work-life balance does not affect employee performance. After all, the P-value shows a value of >0.05.

Table 3. Heterotrait-monotrait ratio of correlations (HTMT)

	X1	X2	X3
Transformational leadership style			
Work-life balance	0.594		
Employee engagement	0.847	0.698	
Employee performance	0.800	0.584	0.896

Source: processed by researchers in 2024

Table 4. R square dan R square adjusted

Description	Value
R Square	0.781
R Square Adjusted	0.775

*Dependent variable: Employee performance
Source: processed by researchers in 2024*

Table 5. Path coefficient

	Original sample (O)	Sample mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value	Hipotesis
GKT -> KK	0.181	0.180	0.117	1.542	0.062	Not Accepted
WLB -> KK	-0.014	-0.012	0.055	0.249	0.402	Not Accepted
EE -> KK	0.739	0.738	0.098	7.518	0.000	Accepted

GKT: transformational leadership style; WLB: Work-life balance; EE: Employee Engagement; KK : Employee performance

Source: processed by researchers in 2024

5. DISCUSSION

5.1 Influence of Transformational Leadership Style on Employee Performance

The research results show that the transformational leadership style does not affect employee performance. Based on the results of descriptive statistical tests, the transformational leadership style applied is suitable, so it needs to be maintained. The statement 'leaders are role models for employees to work better' has value. Mean the lowest. A lack of trust can make employees unmotivated because trust can build the foundation for effective collaboration and teamwork. Leaders need to improve effective communication. Transparency creates trust and ensures everyone is on the same page, conveying relevant information openly and clearly to employees. Active listening can strengthen effective communication; listening to feedback involves full attention without interruption and understanding their perspective. The results of this research align with research conducted by Nurrahmi et al. [4] and Irfan et al. [5] that there is no influence between transformational leadership styles and employee performance. This indicates that the transformational leadership style has little implications for increasing employee performance.

5.2 Influence Work-life Balance on Employee Performance

The research results show that work-life balance does not affect employee performance. Based on the results of descriptive statistical tests work life balance what happened there was indeed less than what the employees expected, the statement 'I want to reduce working hours but I feel I have no control over the current situation' has value mean the lowest. Based on the respondents' descriptions, most employees at the company are ≤ 20 years old and unmarried. This shows that the ideal working hours load does not necessarily support a balance of work activities with activities outside of work to support employee performance. This is because individuals aged ≤ 20 years, especially those who are not married, have relatively free activities outside of work and can carry out their social life outside of work by enjoying time with friends, family, recreation and hobbies, in contrast to married individuals who have responsibilities such as do housework, care for children, and provide adequate attention to the family at home. Individual perception can also influence this, each individual has a different perception about work life balance. For some people, work-life balance is not too important; other factors, such as salary, career development, or recognition, are more critical. Although work-life balance is important, its impact on employee performance can vary greatly depending on how the individual views and prioritizes balance between work and personal life. This study's results align with

research conducted by Zalzela et al., [11] and Rochim, [10] that there is no influence between work-life balance and employee performance. This indicates that increased work-life balance does not have implications for increasing employee performance.

5.3 Influence Employee Engagement on Employee Performance

The research results show that employee engagement significantly affects employee performance. Based on the results of descriptive statistical tests, employee engagement in the company is already good, so it is necessary to maintain this condition; the statement 'I give all my abilities optimally at work' has value that means the tallest. The research results show that the majority of employees in companies have worked for less than one year, so in this case, most employees are at the adjustment stage and are enjoying their work because their level of boredom is still relatively low. This indicates that employees feel happy and enthusiastic about their involvement in all activities within the company, which will influence the expected performance results. This becomes the basis for arguments regarding the influence of employee engagement on employee performance. These results are from research conducted by Hesti & Rahmawati, [12] and Saddawero et al., [13]. employee engagement goes hand in hand with the improvement of employee performance [18,19].

6. CONCLUSIONS AND RECOMMENDATIONS

The research shows that employee engagement has a significant positive effect on the performance of SL CORP INDONESIA employees (outlet Lodeh Iwak Kali, Soto Lawas, Mampir Pawon, and Tengkleng Ndeso). The leadership style is transformational, and work-life balance has no effect on the performance of SL CORP INDONESIA employees (outlet Lodeh Iwak Kali, Soto Lawas, Mampir Pawon, and Tengkleng Ndeso).

This research can provide input and considerations to SL CORP INDONESIA related to employee engagement, namely, leadership needs to improve effective communication.

Transparency creates trust and ensures everyone is on the same page, conveying relevant information openly and clearly to employees. Active listening can strengthen effective communication; listening to feedback involves full attention without interruption and understanding their perspective.

DISCLAIMER (ARTIFICIAL INTELLIGENCE)

Author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc) and text-to-image generators have been used during writing or editing of manuscripts.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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