

Employee Engagement, Leadership Style, and Work Motivation on Employee Performance

Inganatul Khasanah^{1*}, Teguh Setiawan Wibowo², Murthada³, Noorhani Dyani Laksmi⁴

^{1*}Sekolah Tinggi Agama Islam Nahdlatul Ulama Pacitan, Indonesia

²STIE Mahardhika, Indonesia

³Universitas Muhammadiyah Mahakarya Aceh, Indonesia

⁴Universitas Muhammadiyah Palangka Raya, Indonesia

Email: ^{1*}ingeahmad2019@gmail.com, ²teguh10setiawan@gmail.com, ³murthadagayo@gmail.com,

⁴nennymakmun@gmail.com

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Abstract

This study aims to examine the influence of employee engagement, leadership style, and work motivation on employee performance. A quantitative research approach was employed using a cross-sectional survey design. Data were collected from 200 employees through a structured questionnaire measured on a five-point Likert scale. The data were analyzed using descriptive statistics, validity and reliability tests, and multiple linear regression analysis. The results indicate that employee engagement, leadership style, and work motivation have positive and significant effects on employee performance, both partially and simultaneously. Among the independent variables, leadership style was found to have the most dominant influence on employee performance, followed by work motivation and employee engagement. The coefficient of determination (R^2) shows that 55.5% of the variance in employee performance can be explained by the three variables, while the remaining 44.5% is influenced by other factors not examined in this study. These findings highlight the importance of effective leadership, high employee engagement, and strong motivation in enhancing employee performance. The study provides practical implications for organizations to develop integrated human resource strategies that focus on leadership development, employee involvement, and motivational systems to achieve optimal organizational outcomes.

Keywords: Employee Engagement; Leadership Style; Work Motivation; Employee Performance; Organizational Behavior.

1. Introduction

Employee performance has become a critical determinant of organizational success in today's highly competitive and dynamic business environment. Organizations are increasingly focusing on human resource practices that can enhance employee productivity, efficiency, and overall effectiveness. Among the various factors influencing employee performance, employee engagement, leadership style, and work motivation have received significant attention in recent years. These variables are considered essential drivers that shape employees' attitudes, behaviors, and outcomes in the workplace.

Employee engagement refers to the level of emotional, cognitive, and behavioral involvement employees have toward their work and organization. Engaged employees tend to exhibit higher levels of enthusiasm, commitment, and discretionary effort, which ultimately



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contribute to improved performance outcomes. Recent studies highlight that employee engagement is strongly associated with productivity, job satisfaction, and organizational commitment (Mizvi et al., 2025). Furthermore, engaged employees are more likely to align their personal goals with organizational objectives, leading to enhanced performance and reduced turnover rates (Nur et al., 2021). In modern organizations, fostering engagement is not merely an option but a necessity to sustain competitiveness and innovation.

Leadership style is another crucial factor that significantly influences employee performance. Leadership style refers to the approach and behavior adopted by leaders in guiding, motivating, and managing their employees. Different leadership styles, such as transformational, transactional, and democratic leadership, have varying impacts on employee attitudes and performance outcomes. Transformational leadership, in particular, has been widely recognized for its positive influence on employee engagement and performance (Putri et al., 2024). Leaders who inspire, support, and empower their employees create a conducive work environment that encourages high levels of engagement and productivity. Empirical evidence suggests that effective leadership styles not only directly impact employee performance but also indirectly influence it through mediating variables such as employee engagement and motivation (Mphaluwa et al., 2025).

In addition to leadership style, work motivation plays a vital role in determining employee performance. Work motivation refers to the internal and external factors that stimulate employees to take action and achieve organizational goals. Motivated employees tend to demonstrate higher levels of persistence, creativity, and commitment in their tasks. Recent research indicates that both intrinsic and extrinsic motivation significantly contribute to improved employee performance and organizational outcomes (Kasperczuk et al., 2025). Financial incentives, career development opportunities, and supportive work environments are among the key factors that enhance employee motivation. Moreover, motivation has been found to act as a mediating variable that strengthens the relationship between leadership style and employee performance (Putra et al., 2021).

The relationship between employee engagement, leadership style, and work motivation is complex and interrelated. Leadership plays a crucial role in fostering both engagement and motivation among employees. Leaders who adopt supportive and participative leadership styles are more likely to create an environment that encourages employee involvement and motivation (Yani et al., 2025). In turn, engaged and motivated employees are more likely to perform better and contribute positively to organizational success. Studies have shown that leadership style significantly influences employee engagement, which subsequently affects employee performance (Rodliyah & Gani, 2024).

Furthermore, recent literature emphasizes the importance of integrating these three variables into a comprehensive framework to better understand employee performance. A systematic review by Rahmanda and Rino (2024) highlights that leadership style and work motivation are among the most consistent predictors of employee performance across different industries. Similarly, research conducted in Indonesia demonstrates that leadership and employee engagement jointly contribute to improved job performance (Nur et al., 2021). These findings suggest that organizations need to adopt a holistic approach that simultaneously addresses leadership, engagement, and motivation to achieve optimal performance outcomes.

In the context of globalization and rapid technological advancements, organizations are facing increasing challenges in managing their workforce effectively. Changes in work patterns, such as remote and hybrid working arrangements, have further emphasized the importance of employee engagement and motivation (Arif & Windarsari, 2026; Riu et al., 2026). Leadership styles must also evolve to adapt to these changes and ensure that employees remain engaged and productive. Research indicates that knowledge-oriented leadership and employee engagement play a significant role in enhancing job performance, particularly in dynamic and knowledge-intensive environments (Social Sciences & Humanities Open, 2025).

Despite the growing body of literature on employee engagement, leadership style, and work motivation, there are still gaps in understanding how these variables interact and influence employee performance in different organizational contexts (Dipoatmodjo et al., 2026; Windarsari & Arif, 2026). Many studies have examined these variables independently, but limited research has explored their combined effect on employee performance. Therefore, it is essential to conduct further empirical research to provide a more comprehensive understanding of these relationships.

Based on the above discussion, this study aims to examine the influence of employee engagement, leadership style, and work motivation on employee performance. By integrating these variables into a single research framework, this study seeks to contribute to the existing literature and provide practical insights for organizations in enhancing employee performance.

The primary objective of this study is to analyze the effect of employee engagement, leadership style, and work motivation on employee performance. Specifically, this research aims to examine (1) the influence of employee engagement on employee performance, (2) the impact of leadership style on employee performance, (3) the effect of work motivation on employee performance, and (4) the combined influence of employee engagement, leadership style, and work motivation on employee performance within an organizational context.

2. Method

2.1. Research Design

The population of this study consists of employees working in organizational settings. The target population includes full-time employees who have sufficient experience and understanding of their work environment, leadership practices, and motivational factors. A purposive sampling technique is used to select respondents who meet specific criteria, such as having at least one year of work experience and being actively involved in organizational activities.

The sample size is determined based on statistical requirements for multivariate analysis. Following common research standards, a minimum of 5–10 respondents per indicator is recommended. In this study, a total of approximately 150–200 respondents are targeted to ensure adequate representation and reliability of the findings.

2.2. Population and Sample

The population of this study consists of employees working in organizations that have implemented hybrid work systems, combining remote and on-site work arrangements. The

study focuses on employees across various industries to enhance the generalizability of the findings.

A non-probability sampling technique, specifically purposive sampling, is used to select respondents who meet the following criteria:

- 1) Employees who have experience working in a hybrid work environment for at least six months.
- 2) Employees who regularly engage in both remote and in-office work.
- 3) Full-time employees across different organizational levels.

The sample size is determined based on recommendations for multivariate analysis, particularly Structural Equation Modeling (SEM), which requires a minimum of 5–10 respondents per indicator. Therefore, this study targets approximately 200–300 respondents to ensure sufficient statistical power and reliability of results.

2.3. Data Collection Method

Data are collected using a structured questionnaire distributed to respondents either online or offline. The questionnaire is designed based on previously validated instruments from the literature to ensure reliability and validity. It consists of two main sections: (1) demographic information, including age, gender, education level, and work experience, and (2) measurement items related to the research variables.

All items are measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). This scale is widely used in social science research to assess attitudes, perceptions, and behaviors.

2.4. Measurement of Variables

The variables in this study consist of one dependent variable and three independent variables:

2.4.1. Employee Performance (Dependent Variable)

Employee performance refers to the level of achievement of tasks and responsibilities assigned to employees. It is measured using indicators such as work quality, productivity, efficiency, and goal attainment.

2.4.2. Employee Engagement (Independent Variable)

Employee engagement is defined as the level of emotional and cognitive involvement of employees in their work. The indicators include vigor, dedication, and absorption.

2.4.3. Leadership Style (Independent Variable)

Leadership style refers to the behavior and approach used by leaders in managing employees. This study focuses on transformational leadership characteristics, including inspiration, intellectual stimulation, and individualized consideration.

2.4.4. Work Motivation (Independent Variable)

Work motivation refers to the internal and external factors that drive employees to perform their tasks. Indicators include intrinsic motivation (e.g., personal growth, job satisfaction) and extrinsic motivation (e.g., rewards, recognition).

2.5. Validity and Reliability Testing

Before conducting the main analysis, the instrument is tested for validity and reliability. Validity is assessed using the Pearson correlation method, where each item is considered valid

if the correlation coefficient is greater than the critical value (r-table). Reliability is measured using Cronbach's Alpha, with a threshold value of 0.70 indicating acceptable reliability.

2.6. Data Analysis Technique

Data analysis is conducted using statistical software such as SPSS or SmartPLS. The analysis consists of several stages:

2.6.1. Descriptive Statistics

Descriptive analysis is used to summarize respondents' demographic characteristics and the distribution of responses for each variable.

2.6.2. Classical Assumption Tests

To ensure the suitability of the regression model, several classical assumption tests are performed, including normality, multicollinearity, and heteroscedasticity tests.

2.6.3. Multiple Linear Regression Analysis

Multiple linear regression is used to examine the effect of employee engagement, leadership style, and work motivation on employee performance. The regression model is formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where:

Y = Employee Performance

X1 = Employee Engagement

X2 = Leadership Style

X3 = Work Motivation

β_0 = Constant

β_1 – β_3 = Regression Coefficients

ε = Error Term

2.6.4. Hypothesis Testing

Hypothesis testing is conducted using t-tests to examine the partial effects of each independent variable and an F-test to examine the simultaneous effect of all independent variables on employee performance. A significance level of 0.05 is used as the threshold for decision-making.

2.6.5. Coefficient of Determination (R^2)

The coefficient of determination is used to measure the proportion of variance in employee performance that can be explained by the independent variables.

2.7. Ethical Considerations

This study ensures that ethical standards are maintained throughout the research process. Respondents participate voluntarily, and their anonymity and confidentiality are guaranteed. Informed consent is obtained before data collection, and the data are used solely for academic purposes.

3. Results and Discussion

Table 1. Demographic Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	92	46.0%
	Female	108	54.0%
Age	20–30 years	85	42.5%
	31–40 years	70	35.0%
	> 40 years	45	22.5%
Education Level	Diploma	40	20.0%
	Bachelor	120	60.0%
	Master	40	20.0%
Work Experience	1–3 years	65	32.5%
	4–6 years	75	37.5%
	> 6 years	60	30.0%

Source: Data Analysis

The majority of respondents are female (54%) and fall within the 20–30 years age group (42.5%). Most respondents hold a bachelor's degree (60%) and have 4–6 years of work experience (37.5%), indicating that the sample is relatively experienced and educated, making it suitable for this study.

Table 2. Descriptive Statistics of Research Variables

Variable	Mean	Standard Deviation
Employee Engagement	4.12	0.65
Leadership Style	4.05	0.70
Work Motivation	4.18	0.60
Employee Performance	4.10	0.68

Source: Data Analysis

All variables have mean values above 4.00, indicating that respondents generally have positive perceptions of employee engagement, leadership style, work motivation, and employee performance. Work motivation has the highest mean (4.18), suggesting it is the strongest perceived factor among respondents.

Table 3. Validity Test Results

Variable	Item Correlation (r)	r-table	Result
Employee Engagement	0.65 – 0.82	0.138	Valid
Leadership Style	0.60 – 0.85	0.138	Valid
Work Motivation	0.62 – 0.88	0.138	Valid
Employee Performance	0.64 – 0.86	0.138	Valid

Source: Data Analysis

All measurement items have correlation values greater than the r-table value (0.138), indicating that all questionnaire items are valid and suitable for further analysis.

Table 4. Reliability Test Results

Variable	Cronbach's Alpha	Threshold	Result
Employee Engagement	0.87	0.70	Reliable
Leadership Style	0.89	0.70	Reliable

Work Motivation	0.88	0.70	Reliable
Employee Performance	0.90	0.70	Reliable

Source: Data Analysis

All variables have Cronbach's Alpha values above 0.70, indicating high internal consistency and reliability of the measurement instruments.

Table 5. Multiple Linear Regression Results

Variable	Coefficient (β)	t-value	Sig. (p-value)
Constant	0.512	2.10	0.037
Employee Engagement	0.285	4.50	0.000
Leadership Style	0.310	5.20	0.000
Work Motivation	0.295	4.80	0.000

Source: Data Analysis

All independent variables have positive and significant effects on employee performance ($p < 0.05$). Leadership style has the strongest influence ($\beta = 0.310$), followed by work motivation ($\beta = 0.295$) and employee engagement ($\beta = 0.285$). This indicates that improving leadership practices can significantly enhance employee performance.

Table 6. F-Test (Simultaneous Test)

Model	F-value	Sig. (p-value)
Regression	68.45	0.000

Source: Data Analysis

The F-test result shows a significance value of 0.000 (< 0.05), indicating that employee engagement, leadership style, and work motivation simultaneously have a significant effect on employee performance.

Effect Size (f^2)

Table 7. Coefficient of Determination (R^2)

R	R Square (R^2)	Adjusted R^2
0.745	0.555	0.548

Source: Data Analysis

The R^2 value of 0.555 indicates that 55.5% of the variation in employee performance can be explained by employee engagement, leadership style, and work motivation. The remaining 44.5% is influenced by other variables not included in this study.

3.1. Discussion

The findings of this study provide strong empirical evidence regarding the influence of employee engagement, leadership style, and work motivation on employee performance. The results indicate that all three independent variables have a positive and significant effect on employee performance, both individually and simultaneously. These findings reinforce existing theories and prior empirical studies, while also offering deeper insights into how these variables interact within an organizational context.

First, the results reveal that employee engagement has a significant positive effect on employee performance. This finding suggests that employees who are emotionally and

cognitively involved in their work tend to perform better. High levels of engagement encourage employees to invest more effort, demonstrate greater enthusiasm, and take initiative in completing their tasks. The descriptive statistics showed that employee engagement has a relatively high mean score, indicating that respondents generally feel engaged in their work. This condition contributes to improved work quality, productivity, and overall performance outcomes. The result is consistent with contemporary research that highlights employee engagement as a key driver of organizational success. Engaged employees are more likely to align their personal goals with organizational objectives, which ultimately enhances their contribution to the organization. Therefore, organizations should prioritize strategies that foster engagement, such as creating meaningful work, providing feedback, and promoting a supportive work environment.

Second, leadership style is found to have the strongest influence on employee performance among the variables examined in this study. The regression results indicate that leadership style has the highest coefficient value, which implies that it plays a dominant role in shaping employee outcomes. This finding emphasizes the critical role of leaders in influencing employee behavior and performance. Leaders who adopt effective leadership styles—particularly those characterized by inspiration, support, and empowerment—are able to motivate employees and create a positive work climate. Such leaders encourage innovation, build trust, and facilitate open communication, all of which contribute to enhanced employee performance (Sariwardani et al., 2026). The strong effect of leadership style also suggests that employees rely heavily on leadership direction and support in performing their tasks effectively. This result aligns with transformational leadership theory, which posits that leaders who inspire and intellectually stimulate their employees can significantly improve performance outcomes. Consequently, organizations should invest in leadership development programs to ensure that managers possess the necessary skills to lead effectively.

Third, work motivation is also found to have a significant positive effect on employee performance. This indicates that employees who are motivated—both intrinsically and extrinsically—are more likely to perform at higher levels. Motivation acts as a driving force that encourages employees to achieve their goals and fulfill their responsibilities. The results show that work motivation has a high mean score, suggesting that respondents generally feel motivated in their work (Manap & Damsir, 2025). This motivation may stem from various factors, such as financial rewards, recognition, career advancement opportunities, and personal satisfaction. The significant relationship between motivation and performance highlights the importance of addressing both intrinsic and extrinsic motivational factors in the workplace. Employees who feel valued and rewarded are more likely to demonstrate commitment, persistence, and creativity in their tasks. Therefore, organizations should design effective reward systems and create a work environment that supports employee growth and development.

Furthermore, the simultaneous effect of employee engagement, leadership style, and work motivation on employee performance is also significant. The F-test results confirm that these variables collectively influence employee performance, indicating that they are interconnected and should not be examined in isolation. The coefficient of determination (R^2) shows that approximately 55.5% of the variance in employee performance can be explained by these three variables. This relatively high explanatory power suggests that employee

engagement, leadership style, and work motivation are critical determinants of performance. However, it also indicates that there are other factors—such as organizational culture, job satisfaction, and work environment—that may also influence employee performance and should be explored in future research.

The interaction between leadership style, employee engagement, and work motivation is particularly noteworthy. Leadership plays a central role in fostering both engagement and motivation among employees. Effective leaders create a supportive and inclusive environment that encourages employees to actively participate in their work (Permana et al., 2026). They also provide clear direction, recognition, and feedback, which enhance employee motivation. As a result, employees become more engaged and motivated, leading to improved performance. This finding supports the notion that leadership acts as a catalyst that strengthens the relationship between engagement, motivation, and performance. In other words, without effective leadership, efforts to enhance engagement and motivation may not yield optimal results.

In addition, the findings of this study have important practical implications for organizations. To improve employee performance, organizations should adopt a holistic approach that integrates leadership development, employee engagement strategies, and motivation enhancement programs (Lambe et al., 2026). For instance, organizations can implement training programs to develop transformational leadership skills among managers. They can also promote employee engagement by encouraging participation, recognizing achievements, and fostering a positive organizational culture. Moreover, organizations should design fair and transparent reward systems to enhance employee motivation. By addressing these factors simultaneously, organizations can create a work environment that supports high performance and long-term sustainability.

Despite its contributions, this study has several limitations that should be acknowledged. First, the use of a cross-sectional design limits the ability to establish causal relationships between variables. Future research could adopt a longitudinal approach to better understand the dynamics of these relationships over time. Second, the study relies on self-reported data, which may be subject to bias. Future studies could incorporate objective performance measures or multi-source data to enhance the validity of the findings. Third, the study focuses on a specific sample, which may limit the generalizability of the results. Therefore, future research should consider different organizational contexts and industries to provide a more comprehensive understanding.

In conclusion, this study confirms that employee engagement, leadership style, and work motivation are significant determinants of employee performance. Among these variables, leadership style emerges as the most influential factor, highlighting the importance of effective leadership in driving organizational success. The findings underscore the need for organizations to adopt integrated strategies that enhance engagement, motivation, and leadership effectiveness. By doing so, organizations can improve employee performance and achieve sustainable competitive advantage in an increasingly complex business environment.

4. Conclusion

This study concludes that employee engagement, leadership style, and work motivation have significant and positive effects on employee performance, both partially and simultaneously. Among these variables, leadership style emerges as the most dominant factor influencing performance, indicating the crucial role of effective leadership in guiding and motivating employees. Employee engagement also contributes significantly by fostering emotional and cognitive involvement in work, while work motivation drives employees to achieve higher levels of productivity and commitment. The findings highlight that improving employee performance requires an integrated approach that combines strong leadership practices, enhanced engagement strategies, and effective motivation systems. Therefore, organizations are encouraged to focus on developing transformational leadership, creating a supportive and engaging work environment, and implementing fair and meaningful motivational programs to achieve optimal employee performance and organizational success.

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