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**The Influence of Transformational Leadership, Job Characteristics, Job Involvement, on Employee Performance through Work Engagement at PT. Virama Karya (Persero) East Java Branch**

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**Abstract**

The objectives to be achieved in this study are to analyze the influence of Transformational Leadership, Job Characteristics and Job Involvement on Work Engagement and Employee Performance; and to analyze the effect of Transformational Leadership, Job Characteristics and Job Involvement on Work Engagement Employee Performance. This study used quantitative data analysis and used questionnaire data collection methods. This research belongs to the type of causal research. The type of research in this study is causality research with a quantitative method approach. The sample population was 88 employees of PT Virama Karya (Persero) East Java Branch at the staff level and field engineering personnel. The analysis technique chosen to analyze the data and test the hypothesis in this study is The Structural Equation Model (SEM). To answer the hypothesis used Partial Least Square (PLS). The results of the analysis can be concluded that the variables Transformational Leadership and Job Characteristic have no effect on Work Engagement and Employee Performance at PT. Virama Karya (Persero) Cabang Jawa Timur. Meanwhile, Job Involvement affects Work Engagement and Employee Performance at PT. Virama Karya (Persero) Cabang Jawa Timur. The Work Engagement variable affects Employee Performance at PT. Virama Karya (Persero) Cabang Jawa Timur. And the variables transformational leadership, job characteristic and job involvement affect employee performance through work engagement at PT. Virama Karya (Persero) Cabang Jawa Timur.

**Keywords:** Transformational Leadership, Job Characteristic, Job Involvement, Work Engagement, Employee Performance.

**1. Introduction**

The success of the organization in achieving goals and objectives is largely determined by the performance of employees. In many organizations, employee performance is the main factor that determines the success of the organization. Employee performance is the level of achievement of individual (employee) work after trying or working hard or the final result of an activity (Silalahi, 2013).

Employee Performance can be influenced by the existence of Work Engagement. Work Engagement is important in predicting employee work outcomes, organizational success and company financial performance (Afdaliza., 2015). Work Engagement reflects the personal energy employees bring to their work. Work involvement has implications for performance, both individuals and companies. Bedagama & Tjahjaningsih (2021) revealed that employee engagement is closely related to employee performance because every member in an

organization needs to feel a strong bond with the organization so that there is a sense that what is done is something important in the organization. Employees have expectations for the work done because there is clarity gained. Employee engagement occurs because of an agreement made by the organization and the employee. This is in line with research that proves that employee engagement has a significant impact on job performance. Cahyandani (2021), Bedagama & Tjahjaningsih (2021), Salu & Hartijasi (2018), dan Sunariyo et al., (2017) shows that Employee Engagement has a positive impact on employee performance. The higher the employee engagement of employees, the higher the resulting performance. But Putra et al., (2021); Wijaya, (2020) shows that there is a positive and insignificant influence between Employee Engagement on Employee Performance.

In addition to Work Engagement, there are many factors that can affect employee performance, how many of them are Transformational Leadership, Job Characteristics, and Job Involvement. A good and appropriate leadership style will cause a good work motivation for its employees. The success or failure of an employee in work performance can also be influenced by the leadership style of his superiors. A positive relationship between the leader and his subordinates will support all aspects in it including the performance of his employees (Cahyandani, 2021). Transformational leadership is effective in achieving greater organizational performance by encouraging members to achieve common goals. Putra et al., (2021); Cahyandani, (2021); Heimerer, (2019); Wijaya, (2020) proves that transformational leadership has a positive effect on employee performance. Transformational leadership functions and roles and work attachments are essential in improving employee performance. Putra et al., (2021); Wijaya, (2020); Salu & Hartijasi (2018) proving that transformational leadership has a positive effect on work engagement.

Job Characteristic is an effort to identify the characteristics of the task of the job, how those characteristics are combined to form a different job with its relationship with motivation, job satisfaction, and employee performance (Oldham & Hackman, 2005). Optimum performance can be assessed by the presence of work results that are quality and quantity able to be achieved by employees in carrying out tasks in accordance with the responsibilities given or can be called job characteristics. Research Bedagama & Tjahjaningsih (2021), Prayogi & Fahmi, (2021), Rahmadalena & Asmanita (2020) indicates that job characteristics have a positive effect on performance. Putra & Raharso, (2019), Prayogi & Fahmi, (2021), and Herman (2021) added that the job characteristics model has a significant effect on employee engagement.

Job Involment can be interpreted as the level of employees uniting themselves with work to devote time and energy and view work as an important part of their lives. Prayogi & Fahmi, (2021) proving That Job Involment, Job Characteristics and Work Engagement have a significant influence on the Job outcome of a Private Banking Account Officer in Medan City, then Job Involment and Job Characteristics have an indirect influence on Job outcomes through Work Engagement as an intervening variable.

Based on several factors as described above, it is considered important to conduct research on the influence of these factors on employee performance so that the information generated from the research results can be useful as material for consideration or preparation of organizational strategies in improving employee performance. Thus this research was conducted by taking the

title "**The Influence of Transformational Leadership, Job Characteristics, Job Involvement on Employee Performance through Work Engagement at PT. Virama Karya (Persero) East Java Branch**".

The objectives to be achieved in this study are to analyze the influence of Transformational Leadership, Job Characteristics, and Job Involvement on Work Engagement and Employee Performance; and to analyze the effect of Work Engagement on Employee Performance; and to analyze the effect of Transformational Leadership, Job Characteristics and Job Involvement on Employee Performance through Work Engagement.

## **2. Theoretical Review**

### *2.1. Grand Theory*

The grand theory underlying this research is the general theory of organizational behavior proposed by Robbins and Judge (2013). This organizational behavior framework is contained in the book *Organizational Behavior* written by Robbins and Judge (2013). Organizational behavior theory has three important parts of organizational behavior theory, namely inputs, processes, and outputs.

### *2.2. Human Resource Management*

Basically, the thing that plays the most important role in achieving a maximum goal is to start from the most supportive thing to achieve this goal, namely human resources (HR). Lauren A. Aply as quoted by Tanthowi translates management as "The art of getting done through people" or the art of completing work through others (Sulistiyorini in Susan & Rachmawati, 2019). After examining the meaning of management, the researcher also examined the meaning of human resources (HR). The definition of Human Resources is an individual who works as a driver of an organization, both institutions and companies and functions as an asset that must be trained and developed their abilities (Susan & Rachmawati, 2019). Meanwhile, according to Qomariah, (2020) defines Human Resources as the only resource that has the sense of feelings, desires, skills, knowledge, encouragement, power towards the organization's efforts in achieving goals.

### *2.3. Employee Performance*

Performance is an important thing that must be managed by the company to achieve a goal. Because one of the factors that guarantee the success of a company is how the human resources in it can contribute optimally to be able to achieve the targets and goals set (Sakti, 2019). According to Sulastris in Cahyandani, (2021) defines performance as the embodiment of work carried out by employees which is usually used as the basis for assessing employees or organizations, so it needs to be sought to improve performance.

### *2.4. Work Engagement*

Employee engagement as the attachment of members of the organization to the organization itself, not only physically and cognitively but even emotionally in terms of its performance. Work engagement is a condition in which employees are physically, cognitively, emotionally, and mentally expressing themselves positively in their work roles (Radica et al., 2020). Taylor in Husnu Dzon, (2021) states that work attachment is a feeling of participation of cognitive,

emotional, and physical aspects of an employee in work activity, organizational performance and output.

2.5. Transformational Leadership

Bobo, (2019) defines transformational leaders as the need for change, creating new visions, mobilizing to carry out visions and transforming followers both individually and as a team. According to O'Leary in Wijaya, (2020) Transformational leadership is the leadership style used by a manager when he wants a group to widen boundaries and perform beyond the status quo or achieve an entirely new set of organizational goals.

2.6. Job Characteristic

According to Purwanto & Soliha, (2017) Job characteristics are an attempt to identify the characteristics of the task of the job, how those characteristics are combined to form different jobs and their relationship with motivation, job satisfaction and employee performance. As for according to Montori, M. & Dotulong, (2019) job enrichment programs seek to design jobs by helping office holders satisfy their needs and growth, recognition, and responsibility. Meanwhile, according to Putri & Wibawa, in Arizka, (2020) characteristic is a belief that arises because he has self-confidence in the ability he has in carrying out a job, so as to be able to obtain a success.

2.7. Job Involvement

Job Involvement or sociological work involvement is defined as the position of an employee known and known by his environment of his work, by being actively involved (active participation) in the organization, and considering the achievement of achievements to be an important thing for his self-esteem (Robbins in Romadhona, 2020). Employees who have a high level of work involvement are very partial and really care about the field of work they do (Rizwan and Septiadi in Prayogi & Fahmi, 2021).

2.8. Conceptual Framework and Research Hypothesis

2.8.1 Conceptual Framework

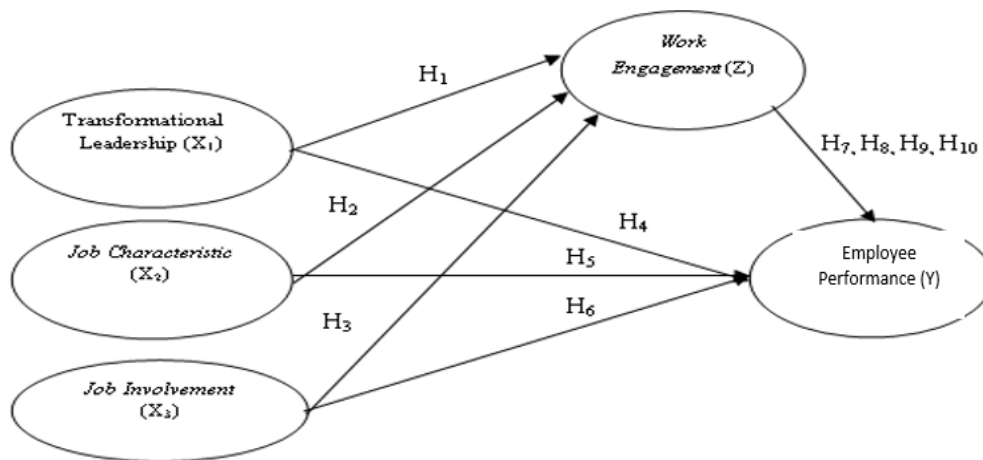


Figure 1. Conceptual Framework

### 2.8.2 Research Hypothesis

Leadership is an effort to change employees to do better than what is usually done which has an effect on increasing employee work performance. The leadership used by a company leader will affect the feelings of his employees, including the involvement of the employee. This is through research conducted by Putra et al., (2021); Wijaya, (2020); Salu & Hartijasi (2018) prove that transformational leadership has a positive effect on work engagement. Then the research hypothesis can be made, namely:

H<sub>1</sub>: Transformational Leadership has a significant effect on Work Engagement

Job involvement can be defined as the degree to which employees unite with work, devote time and energy and view work as an important part of their lives. Prayogi & Fahmi, (2021) and Juliana & Hendriati (2020) also prove that job involvement has a positive and significant effect on work engagement. Job involvement can increase employee work engagement. Then the research hypothesis can be made, namely:

H<sub>2</sub>: Job Involvement has a significant effect on Work Engagement

Job characteristics have the aim of regulating work assignments that meet the needs of the organization, technology, and behavior that serve as guidelines in working so that in this case the characteristics of work can result in harmony in an open and measurable organization and progress within the organization (Bedagama & Tjahjaningsih, 2021). The better the job characteristics, the more work engagement will be. The results of this study are in accordance with the research of Putra & Raharso (2019), Prayogi & Fahmi, (2021), and Herman (2021) which show that the job characteristics model has a significant effect on employee engagement. Then the research hypothesis can be made, namely:

H<sub>3</sub>: Job Characteristic has a significant effect on Work Engagement

Transformational leadership emerged as a way of overcoming a limitation, and theoretical and empirical research has been extended to the phenomenon that occurs (Jun, 2017). A good and appropriate leadership style will lead to a work motivation that is also good for its employees. The success or failure of employees in work performance can also be influenced by the leadership style of their superiors. Putra et al., (2021); Cahyandani, (2021); Heimerer, (2019); Wijaya, (2020) proves that transformational leadership has a positive effect on employee performance. The functions and roles of transformational leadership and work engagement are very important in improving employee performance. Then the research hypothesis can be made, namely:

H<sub>4</sub>: Transformational Leadership has a significant effect on Employee Performance

Job involvement is the degree to which people are recognized for their work, participate actively in it, and consider their accomplishments important to self-esteem. If employees have low work involvement, it will cause their performance and the quality of the organization to decline, because they are those who carry out operational activities and deal directly with consumers. Some research results from Sunariyo et al., (2017) and Azzahra & Maryati (2016) state that the

higher the employee's work involvement, the higher the resulting performance. Then the research hypothesis can be made, namely:

H<sub>5</sub>: Job Involvement has a significant effect on Employee Performance

Job Characteristics is an attempt to identify the task characteristics of the job, how these characteristics are combined to form different jobs with their relationship to motivation, job satisfaction, and employee performance (Oldham & Hackman, 2005). Optimum performance can be assessed by the existence of work results that are able to be achieved in quality and quantity by employees in carrying out tasks in accordance with the responsibilities given or can be called job characteristics. Research by Bedagama & Tjahjaningsih (2021), Prayogi & Fahmi, (2021), Rahmadalena & Asmanita (2020) shows that job characteristics have a positive effect on performance. Then the research hypothesis can be made, namely:

H<sub>6</sub>: Job Characteristic has a significant effect on Employee Performance

Work Engagement reflects the personal energy employees bring to their work. Job involvement has implications for performance, both for individuals and companies. Bedagama & Tjahjaningsih (2021) reveal that employee engagement is closely related to employee performance because every member in an organization needs to feel a strong bond with the organization so that there is a sense that what they do is important in the organization. Research by Cahyandani (2021), Bedagama & Tjahjaningsih (2021), Salu & Hartijasi (2018) and Sunariyo et al., (2017) shows that Employee Engagement has a positive impact on employee performance. Then the research hypothesis can be made, namely:

H<sub>7</sub>: Work Engagement has a significant effect on Employee Performance

H<sub>8</sub>: Transformational Leadership affects Employee Performance through Work Engagement.

H<sub>9</sub>: Job Characteristic affects Employee Performance through Work Engagement.

H<sub>10</sub>: Job Involvement affects Employee Performance through Work Engagement.

### **3 Research Method**

This study used quantitative data analysis and used questionnaire data collection methods. This research is included in the causal type of research because one variable with another is interconnected, namely free variables and bound variables. The purpose of this study is to answer the formulation of research problems, namely the influence of transformational leadership, job characteristics, job involvement on employee performance through work engagement at PT. Virama Karya (Persero) East Java Branch. This research is carried out by reviewing relevant literature, theories, and previous research so that hypotheses or temporary answers to the formulation of research problems are announced. The data analysis method used in this study is the Partial Least Square (PLS) analysis method.

### *3.1 Population and Sampel*

The population used in this study were employees at PT. Virama Karya (Persero) East Java Branch as many as 102 people. The sampling technique in this study is the Non probability Sampling technique. In this study, researchers used the samples used, namely as many as 88 employees of PT Virama Karya (Persero) East Java Branch at the level of field engineering personnel.

### *3.2 Research Variable*

Based on the formulation of the problem, hypothesis and/or analysis model that has been described previously, the variables used in this study include:

1. Exogenous Variables or Independent Variables, are variables that cause changes in other variables or variables that affect other variables. Exogenous variables in this study consisted of 3 (three) variables, namely: transformational leadership (X1), job characteristic (X2), and job involvement (X3).
2. Endogenous Variables or Dependent Variables, are variables that are influenced or variables caused by other variables. The endogenous variable in this study is Employee Performance (Y).
3. Intervening variables are those that theoretically affect the relationship between independent and dependent variables into an indirect relationship and cannot be observed and measured. Intervening variable in this research is Work Engagement (Z).

### *3.3 Operational Definition*

The operational definition of each variable is described as follows:

(1) Transformational leadership. Transformational leadership is an effort to change employees to do better than what is usually done which affects the improvement of employee work performance. Indicators of work involvement refer to (Heimerer, 2019), namely: (a) Idealized influence, (b) Individualized consideration, (c) Intellectual stimulation, (d) Inspirational motivation.

(2) Job characteristic. Job Characteristics is a job that is enriched to have a high level of dimensions, and which ultimately creates a high level of critical psychological state in employees. The indicators of the characteristics of the work referred to in the Research (Prayogi & Fahmi, 2021) are: (a) Skill Variation. Indicates the extent to which the work performed requires a number of different activities for successful completion. (b) Task Identification. Includes identifiable units of work, which are worked out from start to finish. Task identification is an element of job enrichment. (c) Significance of Duties. Shows the impact of the work done on others. (d) Autonomy. It is how much freedom and responsibility employees have in carrying out their work. (e) Feedback. It is the information that employees receive about how well they carry out their duties

(3) Job involvement. Job Involment is the level at which employees unite themselves with work to devote time and energy and view work as an important part of their lives. The indicators of work involvement referred to muliana et al. (2016) in (Prayogi & Fahmi, 2021) are: (a) Work

Participation. Work participation is the participation of employees in operational matters in a company in completing daily work. (b) Participation. It can be interpreted as participating in employees or participating in an activity carried out by an organization. (c) Cooperation. Cooperation is the desire to cooperate cooperatively and be part of the group.

(4) Work engagement. Work Engagement is a motivation and center of positive thoughts related to work. The instrument used to measure work attachment variables based on the dimensions of work attachment proposed by Schaufeli et al. (2006) in (Prayogi & Fahmi, 2021). The dimensions are: (a) Strength (vigor); (b) Dedication; (c) Absorption (Absorption)

(5) Employee performance. According to (Mangkunegara, 2016: 9) work performance or achievement is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Employee Performance Indicators in this study refer to Sutrisno (2012: 149) in (Marpaung et al., 2019), namely as follows: (a) Quality is the level to which the process or results of implementing activities are close to perfection or close to the expected goal. (b) Quantity shall mean the amount generated, for example the amount of rupiah, units and cycles of activities carried out. (c) Timeliness, the extent to which an activity is completed at the desired time, taking into account the coordination of other outputs as well as the time available for the activities of others. (d) Cost effectiveness is the degree to which the use of an organization's resources (human, financial, technological and material) is maximized to achieve the highest results or loss reductions from each unit of resource use. (e) Need for supervision is the degree to which a worker can carry out a job function without requiring the supervision of a supervisor to prevent unintended actions. (f) Interpersonal impact is the degree to which employees maintain self-esteem, good name and cooperation among colleagues and subordinates.

### *3.4 Data Analysis Technique*

Data analysis is the process of simplifying data into a form that is easier to read and implement. The analytical technique chosen to analyze the data and test hypotheses in this study is The Structural Equation Model (SEM). To answer the hypothesis used Partial Least Square (PLS). According to Ghazali (2012) the calculation is carried out using the SmartPLS Ver 3.28 tool, because it is multi-lane and the model used is reflective. Partial Least Square (PLS) analysis consists of two sub-models, namely the outer model or measurement model and the inner model or structural model.

#### *1. Outer Model*

This external model defines the relationship between latent variables and their indicators, or we can say that the external model defines the relationship between each indicator and its latent variables by testing validity and reliability. The measurement model was evaluated by testing convergent validity and discriminant validity.

The convergent validity of measurement models with reflective indicators can be seen from the correlation between item scores/indicators and their construct scores. If a single reflectance has a correlation greater than 0.70 with the structure under test, it is called high reflectance. However,



in the research phase of scale development, a load of 0.50 to 0.60 is still acceptable (Ghozali & Latan 2015).

Discriminant validity index can be seen in the cross-loading between the index and the structure. If a construct has a higher correlation with its metric than that metric has with other constructs, this indicates that the underlying construct predicts metrics in its block better than metrics in other blocks.

Reliability testing is done in two ways, by Cronbach's Alpha and Composite Reliability. Reliability testing was performed to demonstrate the accuracy, consistency, and accuracy of the instrument in measuring structures. If the composite reliability score is greater than 0.7, the construct is declared reliable. Cronbach's alpha is greater than 0.6 (Ghozali & Latan 2015).

## 2. Inner Model

An analysis used to determine relationships between latent variables. Internal models can be analyzed using path analysis and R-squared (Ghozali, 2012). When evaluating a model using PLS, first look at the R-squared for each dependent latent variable, which is interpreted in the same way as the regression interpretation. Changes in the R-squared value can be used to assess whether some independent latent variables have a significant effect on the dependent latent variable (Ghozali, 2012). The higher the R-squared value, the better the prediction of the proposed model.

## 3. Hypothesis Test

Test the hypothesis by looking at the calculated values of the path coefficients when testing the internal model. The hypothesis is considered accepted if the t-statistic value is greater than t-table 1.96 ( $\alpha = 5\%$ ), which means that if the t-statistic value of each hypothesis is greater than the t-table, the hypothesis can be said to be accepted or proven.

## 4 Analysis of Research Results

### 4.1 Partial Least Square Analysis Results

Model analysis using Partial Least Square (PLS) using the Smart PLS program is explained as follows: In the first round of experiments on PLS which can be seen in Figure 1, it is known that there is an original sample estimate variable that is still below 0.5. Then a second experiment will be carried out by eliminating the original sample estimate variable that is still below 0.5 which can be seen in Figure 2:

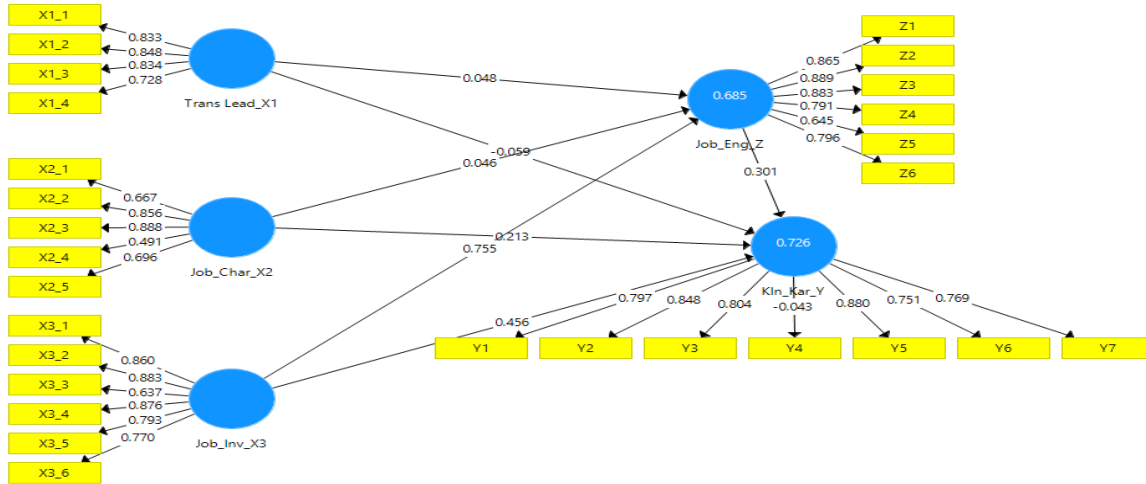


Figure 2. First Round Trial

Based on the figure in the initial round, there are two indicators that do not meet the convergent validity requirements above 0.5, namely on X2.4 (0.491) and Y.4 (-0.043), so the second round is carried out.

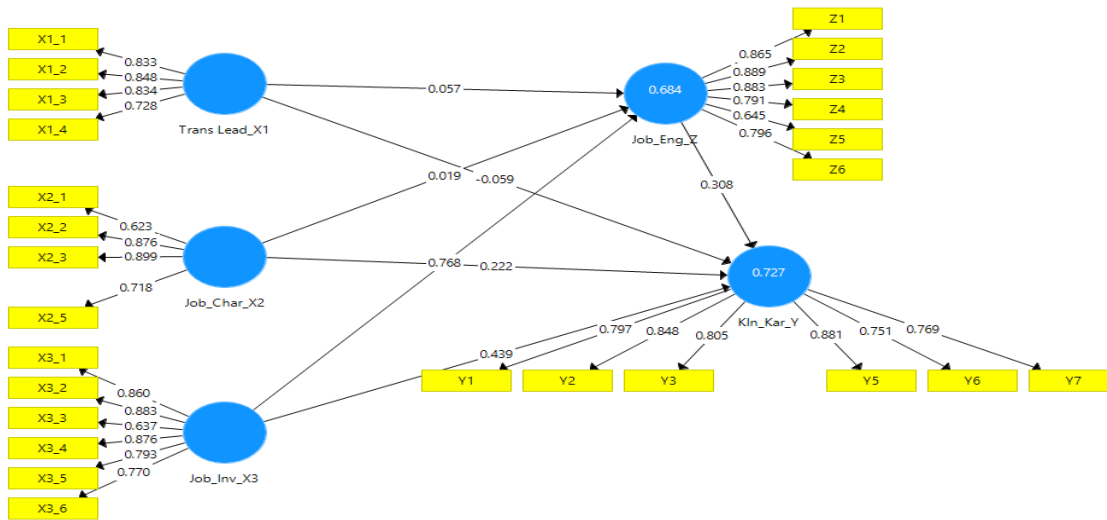


Figure 3. Second Round Trial

#### 4.1.1 Outer Model Evaluation

Outer model is often also called (outer relation or measurement model) specifying the relationship between the variable under study and its indicators.

##### Convergent Validity

To test convergent validity, the value of outer loading or loading factor is used. An indicator is declared to meet convergent validity in the good category if it has a loading factor value of > 0.50. Here are the outer loading values of each indicator in the research variable:

Table 1. Convergent Validity Test

Variable	Items	original sample estimate	Information
Transformational Leadership (X1)	X1.1	0.833	Valid
	X1.2	0.848	Valid
	X1.3	0.834	Valid
	X1.4	0.728	Valid
Job Characteristic (X2)	X2.1	0.623	Valid
	X2.2	0.876	Valid
	X2.3	0.899	Valid
	X2.5	0.718	Valid
Job Involvement (X3)	X3.1	0.860	Valid
	X3.2	0.883	Valid
	X3.3	0.637	Valid
	X3.4	0.876	Valid
	X3.5	0.793	Valid
	X3.6	0.770	Valid
Work Engagement (Z)	Z1	0.865	Valid
	Z2	0.889	Valid
	Z3	0.883	Valid
	Z4	0.791	Valid
	Z5	0.645	Valid
	Z6	0.796	Valid
Employee Performance (Y)	Y1	0.797	Valid
	Y2	0.848	Valid
	Y3	0.805	Valid
	Y5	0.881	Valid
	Y6	0.751	Valid
	Y7	0.769	Valid

Based on the convergent validity test seen in Table 1 above, it is known that all indicators in each are declared valid as a measuring tool for the construct so that all indicators are feasible or valid for use and can be used for further analysis, because all of them have convergent validity values above 0.5.

**Average Variance Extracted (AVE)**

The AVE aims to test the reliability of construct variables. The AVE aims to establish that construct variables have a good Discriminant validity value. The AVE value is declared satisfactory if > 0.5. The results of the AVE test are shown in Table 2 as follows:

Table 2. AVE Values

	Average Variance Extracted (AVE)
<b>Transformational Leadership (X1)</b>	0.660
<b>Job Characteristic (X2)</b>	0.620
<b>Job Involvement (X3)</b>	0.653
<b>Work Engagement (Z)</b>	0.666
<b>Employee Performance (Y)</b>	0.655

The result of the AVE value for the indicator block that measures the construct can be expressed to have a good validity discriminant value because the AVE value > 0.5. This means that all construct variables are declared to have good discriminant validity.

**Discriminant Validity**

In this section, the results of the discriminant validity test will be described. The discriminant validity test aims to test the validity of the indicator block. The discriminant validity test uses the cross-loading value. An indicator is declared to meet discriminant validity if the cross-loading value of the indicator in its variable is the largest compared to other variables.

Table 3. Cross Loadings

	Transformational Leadership (X1)	Job Characteristic (X2)	Job Involvement (X3)	Work Engagement (Z)	Employee Performance (Y)
X1.1	0.833	0.659	0.649	0.503	0.566
X1.2	0.848	0.571	0.674	0.638	0.513
X1.3	0.834	0.576	0.513	0.477	0.459
X1.4	0.728	0.543	0.590	0.473	0.513
X2.1	0.321	0.623	0.391	0.325	0.413
X2.2	0.684	0.876	0.661	0.554	0.628
X2.3	0.670	0.899	0.754	0.602	0.693
X2.5	0.531	0.718	0.594	0.555	0.513
X3.1	0.677	0.711	0.860	0.765	0.716
X3.2	0.675	0.667	0.883	0.720	0.703
X3.3	0.451	0.541	0.637	0.449	0.560
X3.4	0.639	0.688	0.876	0.754	0.652
X3.5	0.640	0.571	0.793	0.693	0.682
X3.6	0.531	0.601	0.770	0.569	0.671
Z1	0.483	0.554	0.665	0.865	0.703
Z2	0.591	0.570	0.752	0.889	0.735
Z3	0.581	0.592	0.732	0.883	0.684
Z4	0.523	0.545	0.633	0.791	0.561
Z5	0.417	0.391	0.574	0.645	0.525
Z6	0.568	0.568	0.671	0.796	0.582
Y1	0.427	0.538	0.599	0.525	0.797
Y2	0.458	0.561	0.640	0.541	0.848
Y3	0.545	0.576	0.697	0.652	0.805
Y5	0.559	0.658	0.778	0.768	0.881
Y6	0.569	0.566	0.662	0.682	0.751
Y7	0.496	0.620	0.595	0.578	0.769

The value of cross loadings in Table 3 above can be seen that each indicator in the study variable has the largest cross loading value in the variable it forms compared to the cross loading value in other variables. Based on the results obtained, it can be stated that the indicators used in this study have a good discriminant validity in compiling their respective variables.

### **Composite Reliability**

Composite Reliability is the part used to test the reliability value of indicators on a variable. A variable can be declared to meet composite reliability if it has a composite reliability value of  $> 0.70$ . The following is the composite reliability value of each variable used in this study:

Table 4. Composite Reliability

	<b>Composite Reliability</b>
<b>Transformational Leadership (X1)</b>	0.885
<b>Job Characteristic (X2)</b>	0.865
<b>Job Involvement (X3)</b>	0.918
<b>Work Engagement (Z)</b>	0.922
<b>Employee Performance (Y)</b>	0.919

Based on the data in Table 4 above, it can be seen that the composite reliability value of all research variables  $> 0.70$ . This result shows that each variable has met the composite reliability so that it can be concluded that the overall variable is adequate in measuring the latent variable/construct measured so that it can be used in subsequent analysis.

### **Cronbach Alpha**

Reliability tests with composite reliability above can be strengthened using cronbach alpha values. A variable can be declared reliable or satisfies cronbach alpha if it has a cronbach alpha value of  $> 0.6$ . The following are the Cronbach alpha values of each variable:

Table 5. Cronbach Alpha

	<b>Cronbach Alpha</b>
<b>Transformational Leadership (X1)</b>	0.827
<b>Job Characteristic (X2)</b>	0.790
<b>Job Involvement (X3)</b>	0.891
<b>Work Engagement (Z)</b>	0.897
<b>Employee Performance (Y)</b>	0.894

Based on the test results in the table above, it can be seen that the cronbach alpha value of each research variable is  $> 0.60$ . Thus these results can show that each of the research variables has met the requirements of the cronbach alpha value, so it can be concluded that the overall variable has a high degree of reliability.

#### **4.1.2 Test the Inner Model**

In this study, to test the research hypothesis, Partial Least Square (PLS) analysis was used with the Smart PLS program. Here is a picture of the proposed PLS model.

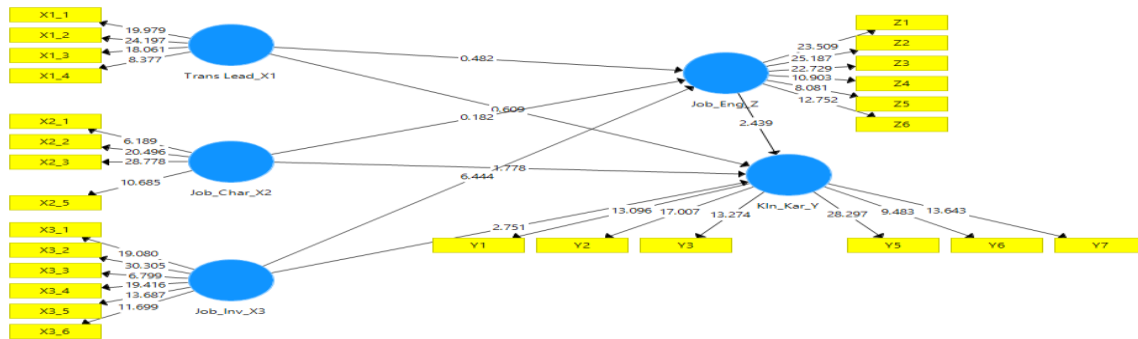


Figure 4. PLS Research Model

The results of the inner weight value of Figure 6 above show that the Work Engagement (Z) variable is influenced by the Transformational Leadership (X1), Job Characteristic (X2), and Job Involvement (X3) variables while the Employee Performance (Y) variable is influenced by the Transformational Leadership (X1), Job Characteristic (X2), Job Involvement (X3), and Work Engagement (Z) variables described in the structural equation below:

$$Z = 0.057 X1 + 0.019 X2 + 0.768 X3$$

$$Y = -0.059 X1 + 0.222 X2 + 0.439 X3 + 0.308 Z$$

#### 4.2 Hypothesis Testing

To answer the research hypothesis, you can see t-statistics in Table 6 below:

Table 6. Hypothesis Testing Results

	Original Sample(O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV)
Transformational Leadership (X1) -> Work Engagement (Z)	0.057	0.057	0.119	0.482
Job Characteristic (X2) -> Work Engagement (Z)	0.019	0.029	0.107	0.182
Job Involvement (X3) -> Work Engagement (Z)	0.768	0.749	0.119	6.444
Transformational Leadership (X1) -> Employee Performance (Y)	-0.041	-0.040	0.112	0.365
Job Characteristic (X2) -> Employee Performance (Y)	0.228	0.234	0.124	1.837
Job Involvement (X3) -> Employee Performance (Y)	0.676	0.665	0.126	5.372
Work Engagement (Z)-> Employee Performance (Y)	0.308	0.302	0.126	2.439
Transformational Leadership (X1) -> Work Engagement (Z) -> Employee Performance (Y)	0,011	0,016	0,041	0,265
Job Characteristic (X2) -> Work Engagement (Z) -> Employee Performance (Y)	0,088	0,098	0,055	1,606
Job Involvement (X3) -> Work Engagement (Z) -> Employee Performance (Y)	0,254	0,240	0,072	3,545

Based on the results of hypothesis testing, the following results were obtained:

1. Transformational Leadership did not have a significant effect on Work Engagement, because the statistical T value of 0.482 which means it is smaller than 1.96.
2. Job Characteristic has no significant effect on Work Engagement, because the statistical T value is 0.182 which means it is smaller than 1.96.
3. Job Involvement has a significant influence on Work Engagement, because the statistical T value is 6,444 which means it is greater than 1.96.
4. Transformational Leadership has no significant influence on Employee Performance, because the statistical T value is 0.365 which means it is smaller than 1.96.
5. Job Characteristic does not have a significant influence on Employee Performance, because the statistical T value is 1,837 which means it is smaller than 1.96.
6. Job Involvement (X3) has a significant influence on Employee Performance, because the statistical T value is 5,372 which means it is greater than 1.96.
7. Work Engagement has a significant influence on Employee Performance, because the statistical T value is 2,439 which means it is greater than 1.96.
8. Transformational Leadership does not have a significant influence on Employee Performance (Y) through Work Engagement (Z), because the statistical T value is 0.265.
9. Job Characteristic does not have a significant influence on Employee Performance (Y) through Work Engagement (Z), because the statistical T value is 1,606.
10. Job Involvement has a significant influence on Employee Performance (Y) through Work Engagement (Z), because the statistical T value is 3,545.

4.2.1 Structural Model Testing (Inner Model)

In assessing the model with PLS begins by looking at the R-Square for each dependent latent variable. Changes in the value of R-Square can be used to assess the influence of certain independent latent variables on dependent latent variables whether they have a substantive influence. For endogenous latent variables in structural models having a result of R2 of 0.75 indicates that the model is "strong", R2 of 0.50 indicates that the model is "moderet", R2 of 0.25 indicates that the model is "weak" (Ghozali, 2016). The PLS output as described below:

Table. 7 R-Square Values

	<b>R-Square</b>
Work Engagement (Z)	0,684
Employee Performance (Y)	0,727

Based on the results of testing the R-Square value above, it can be interpreted that the Transformational Leadership (X1), Job Characteristic (X2), and Job Involvement (X3) variables that affect the Work Engagement (Z) variable have an R2 value of 0.684 which indicates that the "Moderet" model. Meanwhile, the variable variables Transformational Leadership (X1), Job Characteristic (X2), Job Involvement (X3) and Work Engagement (Z) which affect the

Employee Performance (Y) variable have an R2 value of 0.727 which indicates that the model is "moderet". The suitability of the structural model can be seen from Q2, as follows:

$$\begin{aligned} Q^2 &= 1 - [(1 - R1)*(1 - R2)] \\ &= 1 - [(1 - 0.684)*(1 - 0.727)] \\ &= 1 - [(0.316)*(0.273)] \\ &= 1 - [0.086] \\ &= 0.913 \end{aligned}$$

The Q<sup>2</sup> calculation results show that the Q<sup>2</sup> value is 0.913 which indicates that the Q<sup>2</sup> value is in the "strong" category. According to Ghazali (2016), the Q<sup>2</sup> value can be used to measure how well the observation value is generated by the model and also the estimation of its parameters. So that the Q<sup>2</sup> value of the predictions made by the model is considered to have predictive relevance.

### **4.3 Discussion**

#### **4.3.1 The Effect of Transformational Leadership on Work Engagement**

Based on the results of the study, it was found that Transformational Leadership does not affect Work Engagement, because the statistical T value of 0.482 which means it is smaller than 1.96, which indicates that Transformational Leadership cannot be influenced by the existence of Work Engagement. So that the hypothesis that reads "Transformational Leadership has a significant effect on Work Engagement in PT. Virama Karya (Persero) East Java Branch", was declared not accepted and not proven to be true. From the results of the analysis, it is proven that Transformational Leadership does not have a significant effect on Work Engagement significantly in a positive direction. This means that there is a unidirectional impact of influence so that it can be interpreted that the higher the Transformational Leadership, the more it will increase Work Engagement at work, and vice versa. This is in accordance with the results of research by Putra et al., (2021); Wijaya, (2020); Salu & Hartijasi (2018) which proves that transformational leadership has a positive effect on work engagement.

#### **4.3.2 The Effect of Job Characteristic on Work Engagement**

Based on the results of the study, it was found that Job Characteristic did not have a significant effect on Work Engagement, because the statistical T value was 0.182 which means it is smaller than 1.96, which indicates that Work Engagement cannot be affected by the existence of a Job Characteristic. So that the hypothesis that reads "Job Characteristic has a significant effect on Work Engagement in PT employees. Virama Karya (Persero) East Java Branch", was declared not accepted and not proven to be true. The results of hypothesis testing proved that Job Characteristic did not have a significant effect on Work Engagement with a positive influence direction. This indicates that the higher the Job Characteristic, the more it will increase employee Work Engagement to the organization and vice versa. This is not in accordance with the research of Putra & Raharso (2019), Prayogi & Fahmi, (2021), and Herman (2021) which showed that the job characteristics model had a significant effect on employee engagement.



#### 4.3.3 The Effect of Job Involvement on Work Engagement

Based on the results of the study, it was found that Job Involvement affects Work Engagement, because the statistical T value is 6,444 which means greater than 1.96, which indicates that Work Engagement can be formed with high Job Involvement. So that the hypothesis that reads "Job Involvement has a significant effect on Work Engagement in PT employees. Virama Karya (Persero) East Java Branch", was declared accepted and proven to be true. Based on the results of hypothesis testing that has been carried out, it is proven that Job Involvement is able to significantly affect the level of Work Engagement in a positive direction. This positive or unidirectional direction can be interpreted that the more Job Involvement employees have in the organization, the more Work Engagement will increase. By looking at these results it is very important PT. Jati Luhur Agung Semarang to create high Job Involvement by employees towards the organization so that it will encourage employees to have high Work Engagement and vice versa. This is in line with the research of Prayogi & Fahmi, (2021) and Juliana & Hendriari (2020) which also prove that job involvement has a positive and significant effect on work engagement.

#### 4.3.4 The Effect of Transformational Leadership on Employee Performance

Based on the results of the study, it was found that Transformational Leadership has no effect on Employee Performance, because the statistical T value of 0.365 which means it is smaller than 1.96, which indicates that Employee Performance cannot be formed with the presence of high Transformational Leadership. So that the hypothesis that reads "Transformational Leadership has a significant effect on Employee Performance in PT employees. Virama Karya (Persero) East Java Branch", was declared not accepted and not proven to be true. Based on the results of hypothesis testing that has been carried out, it is proven that Transformational Leadership is able to significantly affect the level of Employee Performance in a negative direction. This negative direction can be interpreted to mean that the higher the Transformational Leadership of the organization, the lower the Employee Performance at work. This study is not in line with the research of Putra et al., (2021); Cahyandani, (2021); Heimerer, (2019); Wijaya, (2020) proves that transformational leadership has a positive effect on employee performance

#### 4.3.5 The Effect of Job Characteristic on Employee Performance

Based on the results of the study, it was found that Job Characteristic has no effect on Employee Performance, because the statistical T value of 1,837 which means it is smaller than 1.96, which indicates that Employee Performance cannot be formed with a high Job Characteristic. So that the hypothesis that reads "Job Characteristic has a significant effect on Employee Performance in PT employees. Virama Karya (Persero) East Java Branch", was declared not accepted and not proven to be true. Based on the results of hypothesis testing that has been carried out, it is proven that Job Characteristics are able to significantly affect the level of Employee Performance in a positive direction. This positive or unidirectional direction can be interpreted to mean that the higher the Job Characteristic of the organization, the more it will increase Employee Performance at work. By looking at these results, it is very important PT. Virama Karya (Persero) East Java Branch to create an organizational Job Characteristic so that it will encourage

employees to have high performance. This is in line with research by Bedagama & Tjahjaningsih (2021), Prayogi & Fahmi, (2021), Rahmadalena & Asmanita (2020) which show that job characteristics have a positive effect on performance.

#### 4.3.6 The Effect of Job Involvement on Employee Performance

Based on the results of the study, it was found that Job Involvement affects Employee Performance, because the statistical T value is 5,372 which means greater than 1.96, which indicates that Employee Performance can be formed with high Job Involvement. So that the hypothesis that reads "Job Involvement has a significant effect on Employee Performance in PT employees. Virama Karya (Persero) East Java Branch", was declared accepted and proven to be true. Based on the results of hypothesis testing that has been carried out, it is proven that Job Involvement is able to significantly affect the level of Employee Performance in a positive direction. This positive or unidirectional direction can be interpreted to mean that the higher the organization's Job Involvement, the more it will increase Employee Performance at work. This is in accordance with the research of Sunariyo et al. (2017), Azzahra & Maryati (2016) which states that the higher the employee's work involvement, the higher the resulting performance.

#### 4.3.7 The Effect of Work Engagement on Employee Performance

Based on the results of the study, it was found that Work Engagement affects Employee Performance, because the statistical T value is 2,439 which means greater than 1.96, which indicates that Employee Performance can be formed with high Work Engagement. So that the hypothesis that reads "Work Engagement has a significant effect on Employee Performance in PT employees. Virama Karya (Persero) East Java Branch", was declared accepted and proven to be true. Based on the results of hypothesis testing that has been carried out, it is proven that Work Engagement is able to significantly affect the level of Employee Performance in a positive direction. This positive or indirectional direction can be interpreted to mean that the higher the employee's work engagement with the organization, the more it will increase Employee Performance at work. By looking at these results, it is very important PT. Virama Karya (Persero) East Java Branch", to create organizational Work Engagement so that it will encourage employees to have high performance. This is in line with research by Cahyandani (2021), Bedagama & Tjahjaningsih (2021), Salu & Hartijasi (2018), and Sunariyo et al. (2017) showing that Employee Engagement has a positive impact on employee performance.

#### 4.3.8 The Effect of Transformational Leadership on Employee Performance through Work Engagement

Based on the results of the study, it was found that Transformational Leadership affects Employee Performance through Work Engagement, because the statistical T value is 0.265 which means it is smaller than 1.96, which indicates that Employee Performance cannot be formed with high Transformational Leadership through Employee Performance through Work Engagement. So that the hypothesis that reads "Transformational Leadership has a significant effect on Employee Performance through Work Engagement in PT. Virama Karya (Persero) East Java Branch", declared not accepted and not proven to be true. Based on the results of hypothesis testing that has been carried out, it is proven that Transformational Leadership is able to

significantly affect the level of Employee Performance through Work Engagement in a positive direction. This positive or unidirectional direction can be interpreted to mean that the higher the Transformational Leadership of employees towards the organization, the more it will increase Employee Performance in working through Work Engagement. By looking at these results, it is very important PT. Virama Karya (Persero) East Java Branch", to create high Transformational Leadership by employees towards the organization so that it will encourage employees to have high performance through Work Engagement.

#### 4.3.9 The Effect of Job Characteristic on Employee Performance through Work Engagement

Based on the results of the study, it was found that Job Characteristic does not affect Employee Performance through Work Engagement, because the statistical T value is 1,606 which means it is smaller than 1.96, which indicates that Employee Performance cannot be formed with a high Job Characteristic through Employee Performance through Work Engagement. So that the hypothesis that reads "Job Characteristic has a significant effect on Employee Performance through Work Engagement in PT. Virama Karya (Persero) East Java Branch", declared not accepted and not proven to be true. Based on the results of hypothesis testing that has been carried out, it is proven that Job Characteristics are able to significantly affect the level of Employee Performance through Work Engagement in a positive direction. This positive or unidirectional direction can be interpreted to mean that the higher the Employee's Job Characteristic towards the organization, the more it will increase Employee Performance in working through Work Engagement. By looking at these results, it is very important PT. Virama Karya (Persero) East Java Branch", to create a high Job Characteristic by employees towards the organization so that it will encourage employees to have high performance through Work Engagement.

#### 4.3.10 The Effect of Job Involvement on Employee Performance through Work Engagement

Based on the results of the study, it was found that Job Involvement affects Employee Performance through Work Engagement, because the statistical T value is 3,545 which means greater than 1.96, which indicates that Employee Performance can be formed with high Job Involvement through Employee Performance through Work Engagement. So that the hypothesis that reads "Job Involvement has a significant effect on Employee Performance through Work Engagement in PT employees. Virama Karya (Persero) East Java Branch", was declared accepted and proven to be true. Based on the results of hypothesis testing that has been carried out, it is proven that Job Involvement is able to significantly affect the level of Employee Performance through Work Engagement in a positive direction. This positive or unidirectional direction can be interpreted that the higher the Employee's Job Involvement to the organization, the more it will increase Employee Performance in working through Work Engagement. By looking at these results, it is very important PT. Virama Karya (Persero) East Java Branch", to create high Job Involvement by employees towards the organization so that it will encourage employees to have high performance through Work Engagement.

## **5 Conclusion and Suggestion**

### *5.1 Conclusion*

Based on the results of the analysis obtained, the following conclusions can be drawn:

1. Transformational Leadership does not affect work engagement at PT. Virama Karya (Persero) East Java Branch. The direction of influence that occurs is positive, which means that the higher the Transformational Leadership, the higher the Work Engagement.
2. Job Characteristic does not affect the Work Engagement at PT. Virama Karya (Persero) East Java Branch. The direction of influence that occurs is positive, which means that the higher the Job Characteristic, the higher the Work Engagement.
3. Job Involvement affects Work Engagement at PT. Virama Karya (Persero) East Java Branch. The direction of influence of these two variables is positive which means it shows that the higher the Job Involvement, the higher the Work Engagement will be.
4. Transformational Leadership does not affect the Employee Performance of PT. Virama Karya (Persero) East Java Branch. The direction of influence of these two variables is negative which means it shows that the higher the Transformational Leadership, the lower the Employee Performance.
5. Job Characteristic does not affect employee performance at PT. Virama Karya (Persero) East Java Branch. The direction of influence of these two variables is positive which means it shows that the higher the Job Characteristic, the higher the Employee Performance will be.
6. Job Involvement affects Employee Performance at PT. Virama Karya (Persero) East Java Branch. The direction of influence of these two variables is positive which means it shows that the higher the Job Involvement, the higher the Employee Performance will be.
7. Work Engagement affects employee performance at PT. Virama Karya (Persero) East Java Branch. The direction of influence of these two variables is positive which means it shows that the higher the Work Engagement, the higher the Employee Performance will be.
8. Transformational Leadership affects Employee Performance through Work Engagement at PT. Virama Karya (Persero) East Java Branch. The direction of influence of these two variables is positive which means it shows that the higher the Transformational Leadership and Work Engagement, the higher the Employee Performance.
9. Job Characteristic affects Employee Performance through Work Engagement at PT. Virama Karya (Persero) East Java Branch. The direction of influence of these two variables is positive which means it shows that the higher the Job Characteristic and Work Engagement, the higher the Employee Performance will be.
10. Job Involvement affects Employee Performance through Work Engagement at PT. Virama Karya (Persero) East Java Branch. The direction of influence of these two variables is positive which means it shows that the higher the Job Involvement and Work Engagement, the higher the Employee Performance.

### 5.2 Suggestion

Based on the results of the analysis and discussion carried out, the researcher provided several suggestions that could contribute to improving Employee Performance and for future research. The suggestions are as follows:

Expected at PT. Virama Karya (Persero) East Java Branch pays attention to the level of Transformational Leadership, Job Characteristics, Job Involvement and Work Engagement so that Employee Performance can be better.

It is hoped that the next research that wants to research with the same topic so that it can use other variables that can affect the level of Employee Performance so that it can develop the results of research that has been processed in this study.

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