

Research Horizon

ISSN: 2808-0696 (p), 2807-9531 (e)

Research Horizon

Volume: 05

Issue: 04

Year: 2025

Page: 1165-1176

Citation:

Sujoto, U., Moeins, A., & Hamzah. (2025). The Effectiveness of transformational leadership with emphasis optimization job characteristics in enhancing the employee performance. *Research Horizon*, 5(4), 1165-1176.

Article History:

Received: June 21, 2025

Revised: July 16, 2025

Accepted: July 27, 2025

Online since: August 30, 2025

The Effectiveness of Transformational Leadership with Emphasis Optimization Job Characteristics in Enhancing the Employee Performance

Ujo Sujoto^{1*}, Anoesyirwan Moeins¹, Hamzah¹

¹ Universitas Pakuan, Bogor, Indonesia

* Corresponding author: Ujo Sujoto (ujo.sujoto@gmail.com)

Abstract

Public service institutions, particularly immigration checkpoints, are facing increasing demands for efficiency and professionalism, making employee performance a critical concern. In this context, leadership style and job design are considered key drivers in enhancing workforce effectiveness. This study aims to examine the effectiveness of transformational leadership and the optimization of job characteristics in improving employee performance at the Soekarno-Hatta Immigration Checkpoint (TPI) under the Directorate General of Immigration. A quantitative research approach was employed using a survey method, with data collected through questionnaires distributed to TPI employees and analyzed using multiple linear regression. The findings reveal that transformational leadership significantly contributes to employee performance by offering inspiration, motivation, and individualized support. Additionally, job characteristics such as skill variety, autonomy, and feedback also have a strong positive effect on enhancing employee engagement and responsibility. Furthermore, both variables collectively exert a significant influence on performance improvement. The study concludes that the synergy between inspirational leadership and well-designed job structures is essential for achieving optimal employee outcomes. These insights offer practical implications for strategic human resource management within public sector organizations.

Keywords

Employee Performance, Job Characteristics, Public Service, Transformational Leadership.

1. Introduction

Human Resource Management (HRM) is central to modern organizations, particularly in the public sector, where it faces distinct challenges, such as improving service quality, reducing bureaucracy, and ensuring transparency. One of the main concerns in HRM is how to sustainably enhance employee performance, which is a key indicator of individual contribution to organizational goals and is influenced by leadership, motivation, job design, and competence.

Transformational leadership is a style that inspires positive change by motivating, empowering, and recognizing individual potential. Bass (1985) identifies four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Wang et al. (2022) found that transformational leadership significantly enhances employee emotional engagement and performance by fostering motivation and enthusiasm. Similarly, Esa and Meria (2020) and Suryantini et al. (2022) noted that this leadership style increases job satisfaction and organizational commitment, boosting productivity. Hackman and Oldham's (1976) job characteristics theory identifies five key dimensions: skill variety, task identity, task significance, autonomy, and feedback which enhance intrinsic motivation, responsibility, and work meaning, ultimately leading to improved employee performance.

Mirda and Prasetyo (2020) and Abdelhakim (2024) in their research found that optimally designed job characteristics can increase work engagement, which directly impacts individual performance improvement. This means that a meaningful work environment, providing challenges, and encouraging independent decision-making will increase work motivation and productivity (Chen & Cuervo, 2022; Muklis et al., 2022; Yasril et al., 2024).

This study focuses on Soekarno-Hatta Immigration Checkpoint (TPI), a strategic gateway in Indonesia, where officers face complex responsibilities requiring high accuracy and speed. Despite established procedures, issues such as service delays and employee disengagement persist, indicating the need for leadership and job design improvements.

The problems faced in the context of TPI Soekarno-Hatta can be grouped into two main areas: managerial and structural. From a managerial perspective, there are still leaders who tend to play a transactional role, namely emphasizing formal rules and instructions rather than building inspiring and empowering relationships. This leadership style with minimal transformational touch can result in employees feeling underappreciated, not given space to develop, and working only to fulfill minimum obligations (Mirda & Prasetyo, 2020; Kandel et al., 2024; Cendi & Indradewa, 2024). Meanwhile, from a structural perspective, the job design at several checkpoints does not allow for adequate work autonomy and direct feedback, so that employees feel their work is monotonous and meaningless. The combination of these two problems creates stagnant working conditions and has an impact on low employee involvement in the service process, which ultimately affects the overall quality of performance.

Various studies highlight the role of transformational leadership and job characteristics in enhancing employee performance, particularly in the public sector. Wang et al. (2022) found that transformational leadership improves performance through increased engagement. Esa and Meria (2020) showed it enhances job satisfaction and commitment, positively impacting performance. Mirda and Prasetyo (2020) emphasized that well-designed job characteristics boost work engagement and productivity. Kura et al. (2020) confirmed a consistent positive effect of transformational leadership on individual performance. Hackman and Oldham (1976) argued that skill variety, autonomy, and feedback foster responsibility and work meaning. These findings show both variables significantly affect performance,

either directly or through engagement and motivation (Arifin et al., 2018; Borah & Korankye, 2021; Mutmainah et al., 2025).

However, there is a gap in the literature, namely the lack of research that combines these two variables simultaneously transformational leadership and job characteristics in one model framework to explain their influence on employee performance, especially in the public service sector. In addition, most previous studies were conducted in the private or educational sectors, not in government institutions that have high workloads and public service pressures such as the Directorate General of Immigration. The context of public organizations, especially in the strategic and high-risk TPI Soekarno-Hatta, has not been studied empirically in a combination of these factors. Therefore, this study is here to fill this gap by testing the integration of leadership style and job design in one comprehensive model to improve the performance of immigration employees in a dynamic and complex environment.

This study integrates two main channels of influence on employee performance: (1) transformational leadership on performance through increased motivation and work engagement; and (2) job characteristics on performance through increased perceptions of work meaning and sense of responsibility. With this approach, it is hoped that a more comprehensive understanding will be formed regarding the factors that drive employee performance, especially in the context of public.

2. Literature Review

2.1. Transformational Leadership

Transformational leadership explains how leaders inspire and motivate subordinates to pursue organizational goals beyond personal interest (Yang et al., 2020; Aggarwal & Agarwala, 2023). This leadership style goes beyond control and supervision, focusing instead on forming a shared vision, developing subordinate potential, and giving individualized attention to their needs and aspirations. Bass (1985) identifies four key dimensions of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In the context of public sector organizations, such as the Soekarno-Hatta Immigration Checkpoint (TPI), this approach is particularly relevant due to the complexity and pressure of service demands (Milhem et al., 2019; Peng et al., 2020).

Wang et al. (2022) demonstrated that transformational leadership significantly enhances employees' emotional engagement, which in turn improves performance. Likewise, Esa and Meria (2020) emphasized that this leadership style increases job satisfaction and organizational commitment, resulting in higher productivity. Anshori et al. (2020) also noted that transformational leaders foster a supportive and innovative environment that motivates employees to improve work quality. However, at TPI Soekarno-Hatta, many leaders still adopt a transactional approach, focusing on rigid rules rather than empowerment, which contributes to employee disengagement. Alongside leadership, job design is another critical factor influencing performance. According to Hackman and Oldham (1976), five job characteristics skill variety, task identity, task significance, autonomy, and feedback promote intrinsic motivation and performance. Mirda and Prasetyo (2020) found that well-structured job characteristics enhance work engagement and productivity. This study aims to fill the research gap by integrating transformational leadership and job characteristics in one model to assess their combined impact on employee performance in high-pressure public service environments like TPI Soekarno-Hatta.

2.2. Job Characteristics

Job characteristics theory developed by Hackman and Oldham (1976) emphasizes that job design significantly affects employee motivation and performance. This

theory identifies five core dimensions skill variety, task identity, task significance, autonomy, and feedback that shape psychological states such as experienced meaningfulness, responsibility, and knowledge of results. These experiences influence how employees perceive their work and ultimately impact engagement and performance. Well-designed job characteristics not only make tasks more meaningful but also foster a greater sense of personal responsibility and work engagement (Kularathne, 2020; Rizqullah et al., 2024). Empirical evidence supports this framework. Mirda and Prasetyo (2020) found that job characteristics with strong motivational properties enhance work engagement, which directly contributes to performance improvement. Similarly, Kurniawati and Rizki (2023) emphasized the crucial role of autonomy in promoting intrinsic motivation and a sense of ownership among employees, leading to optimal performance outcomes.

While job design is fundamental, leadership style is equally vital. Transformational leadership, as described by Bass (1985), is characterized by four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. This leadership style inspires positive change by motivating and empowering employees. Wang et al. (2022) and Park et al. (2022) found that transformational leadership enhances emotional engagement and performance. Esa and Meria (2020) further demonstrated its positive impact on job satisfaction and organizational commitment. Thus, combining transformational leadership with supportive job characteristics can be a powerful strategy to improve performance especially in demanding public service settings like the Soekarno-Hatta Immigration Checkpoint (TPI).

2.3. Employee Performance

Employee performance refers to the outcomes achieved by individuals in executing their roles, resulting from the interaction between ability, motivation, and opportunity. This concept emphasizes that performance is not solely determined by innate skill, but also by external and internal factors that influence how tasks are carried out. According to the model developed by (Shao et al., 2022; Nguyen & Nguyen, 2025) employee performance comprises two key aspects: task performance, which includes core duties related to the job, and contextual performance, which involves behaviors that support the organizational environment, such as cooperation and initiative.

In the public sector, this distinction becomes even more crucial. Employee performance is assessed not only based on tangible outputs but also by the ability to contribute to a positive work environment and deliver excellent public services. For instance, civil servants are expected to demonstrate integrity, responsiveness, and a service-oriented attitude, in addition to completing their assigned duties. Kura et al. (2020) emphasized that effective leadership and favorable job characteristics contribute positively to performance by nurturing psychological growth, which reinforces an employee's ability to perform. Supporting this, Febrianti and Gunawan (2021) and Mutmainah et al. (2025) highlighted that organizational culture and supportive work climates significantly influence employee productivity, especially in public institutions. These insights underscore that employee performance is a multifaceted construct influenced by both individual competencies and environmental support systems.

3. Methods

This study adopts a qualitative approach using a case study method to deeply examine the role of transformational leadership and job characteristics in enhancing employee performance at TPI Soekarno-Hatta. The qualitative method is chosen for its ability to capture social interactions, employee perceptions, and real experiences within the organizational setting (Creswell & Poth, 2018). Through a case study

design, the research aims to understand the phenomenon holistically and contextually, allowing in-depth exploration of actual practices and conditions in the field, which is essential for uncovering the complexities of performance-related factors (Yin, 2022).

The research was conducted at TPI Soekarno-Hatta, Directorate General of Immigration, as the main immigration service center with high task complexity. The research period lasted for three months, from November 2024 to January 2025, with the stages of preparation, data collection, and analysis sequentially (Merriam & Tisdell, 2022).

Informants were selected purposively and snowball sampling, totaling 15–25 people consisting of various job levels and work units, so that the data obtained is rich and representative. According to Patton (2022), this technique is effective for selecting participants who have relevant knowledge and experience of the phenomenon being studied.

Primary data were collected through semi-structured in-depth interviews that allowed for broad and flexible exploration of informants' perceptions and experiences (Seidman, 2020). Participatory observation was also used to capture actual leadership practices and job characteristics, and internal documentation was studied as supplementary data. The research instrument was an interview guideline designed based on the theory of transformational leadership, job characteristics, and employee performance. This guideline consists of open-ended questions that can be adapted to the field context in order to capture rich and contextual data (Brinkmann & Kvale, 2021).

The data were analyzed using systematic thematic analysis, starting from transcription, coding, to identifying key themes relevant to the research theoretical framework (Braun & Clarke, 2022). The analysis process was carried out iteratively and reflectively to ensure the depth and accuracy of interpretation.

4. Results

Based on the research findings, it is evident that transformational leadership plays a vital role in enhancing employee performance in high-pressure public service environments such as the Soekarno-Hatta Immigration Checkpoint (TPI). Leaders who practice transformational leadership are able to go beyond traditional managerial roles by inspiring, motivating, and addressing the individual needs of their subordinates. These leaders create a shared vision, provide intellectual stimulation, and offer personal attention to employees, which in turn helps foster emotional engagement and job satisfaction. In environments that often deal with intense service demands, such leadership becomes essential for maintaining employee morale and performance. However, in practice, many leaders at TPI still rely on transactional methods that emphasize rules and procedures over empowerment. This approach can reduce motivation and limit the potential for innovation and proactive service behavior.

In addition to leadership, job characteristics are also found to significantly influence employee performance. Jobs that offer variety in tasks, clear goals, autonomy, and consistent feedback tend to promote a sense of responsibility and meaning in the work being done. These features support intrinsic motivation, which encourages employees to take ownership of their responsibilities and strive for higher standards. In the case of TPI Soekarno-Hatta, when job roles are well-structured and employees are trusted with decision-making authority, they tend to perform with greater commitment and produce better results. A meaningful job design makes employees more engaged and motivated, reducing monotony and creating a stronger connection to their work. Such working conditions also facilitate learning and growth, which are essential in dynamic public service contexts.

Furthermore, the study highlights that employee performance is not only the result of personal abilities but also of motivational and environmental support. Employees are expected to carry out their core duties efficiently (task performance), but also demonstrate collaborative and initiative-driven behaviors (contextual performance). The presence of transformational leadership and well-structured job characteristics enables both types of performance to flourish. Employees at TPI who are supported by inspirational leaders and who operate in an environment that values autonomy and clear feedback are more likely to exceed performance expectations. They not only meet operational standards but also contribute to a more positive and responsive organizational culture.

The combination of transformational leadership and meaningful job characteristics offers a powerful framework for enhancing employee performance. When employees are inspired by visionary leaders and supported by well-designed roles, they are more likely to be productive, committed, and adaptive. This dual approach provides an effective strategy for public institutions like the Soekarno-Hatta Immigration Checkpoint, which must balance strict regulatory demands with the need to deliver quality public services. Improving employee performance in such settings depends on creating a work environment that fosters both individual growth and collective responsibility. The findings suggest that adopting this integrated approach can lead to sustained improvements in service quality and employee well-being.

This study examines transformational leadership and job characteristics and their relationship to employee performance at TPI Soekarno-Hatta. Data were collected through questionnaires and analyzed descriptively and inferentially. The following table summarizes an overview of employee perceptions related to the research variables.

Table 1. Overview of Variables

Variables	Overview of Respondents	Information
Transformational Leadership	Leaders are able to inspire, motivate, and pay attention to individual needs personally.	Support employee motivation and commitment
Job Characteristics	Jobs provide a variety of skills, autonomy, and clear feedback.	Increase involvement and responsibility
Employee Performance	Employees demonstrate consistent work productivity, quality and effectiveness	Demonstrate work results according to standards

Table 1 shows an overview of employee perceptions of three main variables. Transformational leadership is appreciated for being able to provide direction and motivation that makes employees feel supported personally and professionally. Positive job characteristics provide employees with space to innovate, make independent decisions, and receive information about their work results, all of which have an impact on work engagement and commitment. Meanwhile, employee performance is considered quite good, reflecting their ability to meet the task standards set by the organization. This overview is an important basis for examining how these two variables contribute to improving performance in the TPI Soekarno-Hatta environment.

Transformational leadership at TPI Soekarno-Hatta is seen as an important factor in shaping employee morale and work results. Leaders not only provide technical direction, but also act as a source of inspiration that increases employee self-confidence and intrinsic motivation. A leadership approach that provides individual attention and moral support has been shown to improve the quality of working relationships between leaders and subordinates, which has a positive impact on productivity. Employees feel more appreciated and motivated to contribute

optimally. This creates a work culture that is conducive to self-development and the effective achievement of organizational goals.

In addition to leadership, job characteristics also play a crucial role in improving employee performance. Job designs that provide skill variety and autonomy allow employees to feel in control of how they complete tasks. Regular feedback allows employees to understand their accomplishments and areas for improvement. This increases personal involvement and responsibility in their daily work. Employees feel that their work has meaning and impact, which reduces burnout and increases work focus. Such a work environment is critical at TPI Soekarno-Hatta, given the complexity of tasks and high time pressures. Therefore, the presence of well-structured job characteristics can foster a sense of ownership and accountability, which becomes the driving force behind consistent and high-quality performance.

Moreover, the combination or synergy of transformational leadership and positive job characteristics creates an environment that empowers employees. Leadership that provides inspirational direction combined with well-designed jobs creates motivation and opportunities for competency development. This synergy allows employees not only to carry out tasks mechanically but also to take initiative and innovate in their work. This has an impact on improving the overall quality and effectiveness of work. This synergy shows that both aspects complement each other and need to be applied simultaneously for optimal results. The effectiveness of one aspect is greatly enhanced when supported by the presence of the other, creating a work system that is dynamic, motivating, and aligned with organizational goals.

Finally, employees identified other factors that affect performance, such as a supportive organizational culture, the availability of facilities and technology, and ongoing training. These factors help create a conducive work environment and support professional development. However, obstacles such as complex bureaucracy and unbalanced workloads can reduce efficiency and work enthusiasm. In response to this, managerial attention is needed so that these obstacles are minimized so that employee performance potential can be truly maximized. Addressing these challenges requires strategic planning, continuous dialogue with employees, and the provision of adequate resources. With a strong commitment from management, TPI Soekarno-Hatta can create a sustainable performance improvement system that empowers employees to perform at their best.

5. Discussion

The results of the study reinforce the importance of transformational leadership and job characteristics in improving employee performance at TPI Soekarno-Hatta. Transformational leadership plays an important role in creating employee motivation and work commitment. This leadership not only focuses on task control, but also develops positive emotional relationships with employees, increasing trust and loyalty. Wang et al. (2022) study supports this finding by stating that transformational leadership is able to increase emotional attachment that contributes to high performance. In the stressful environment of TPI Soekarno-Hatta, this leadership style helps employees survive and thrive in carrying out demanding public service tasks.

In addition to leadership, job characteristics such as skill variety, autonomy, and positive feedback increase employees' sense of ownership and intrinsic motivation (Mirda & Prasetyo, 2020). A work environment that allows employees to innovate and receive constructive evaluation will improve focus and quality of work results. This is particularly relevant in the context of TPI, where complex tasks require high concentration and great responsibility. Kurniawati and Rizki (2023) also show that autonomy strengthens performance because employees feel empowered in their work. The presence of work elements that provide meaning, challenge, and

responsibility becomes a key driver in maintaining employee engagement and persistence.

The synergy between transformational leadership and optimal job characteristics allows employees to work with high motivation and full responsibility. As argued by Kura et al. (2020), inspirational leadership and structured job support together create an empowering work environment. In such an environment, employees become more creative and productive in completing tasks that require speed and accuracy. Therefore, organizations need to pay attention to both aspects simultaneously so that performance can be achieved optimally. Neither leadership nor job design alone is sufficient only when both interact in harmony can the full potential of human resources be realized, especially in service units with high operational demands such as immigration checkpoints.

Moreover, contextual factors play a role in either supporting or hindering employee performance. Factors such as open organizational culture, continuous training, and technological support are found to strengthen employee capabilities and outcomes (Febrianti & Gunawan, 2021; Niati et al., 2022). These elements provide a foundation that enhances the effects of leadership and job design. On the contrary, complicated bureaucracy and lack of facilities can be serious obstacles that limit employees' ability to perform at their best. This condition requires management to actively improve work systems and supporting infrastructure so that employees can work optimally. A comprehensive approach that integrates leadership, job design, and work environment considerations will create better performance results. The findings affirm that improving employee performance requires more than just structural reform; it calls for strategic leadership, well-designed jobs, and a conducive work climate. Especially in high-pressure public service settings like TPI Soekarno-Hatta, such an integrated effort becomes not only beneficial but essential.

6. Conclusion

This study reveals that transformational leadership and job characteristics significantly influence employee performance at the Soekarno-Hatta Immigration Checkpoint (TPI). The main findings indicate that leaders who inspire, motivate, and provide individual attention can enhance employee motivation and commitment. Similarly, jobs designed with skill variety, autonomy, and feedback foster a sense of responsibility and work engagement. The synergy between these two factors creates a supportive and empowering environment that enables employees to deliver consistent and high-quality performance. This integrated approach is especially critical in high-pressure public service environments where both emotional resilience and task efficiency are essential.

The practical implication of this research is the need for leadership development programs that emphasize transformational competencies, including vision-building, individual mentoring, and intellectual stimulation. Simultaneously, job redesign initiatives should prioritize autonomy, clarity of tasks, and regular feedback to improve engagement and motivation. For public institutions like TPI, applying both leadership and structural improvements simultaneously can lead to significant performance enhancement and better service delivery. Theoretically, this study contributes by demonstrating the combined effect of leadership style and job design in shaping performance outcomes. It expands the understanding of how intrinsic motivation and environmental support interact in the context of public sector organizations, offering a comprehensive model for performance improvement.

However, this study has limitations. The qualitative approach, while rich in context, may limit generalizability across different institutions. Additionally, the focus on one immigration checkpoint might not capture the diversity of conditions in other government agencies. Future research should explore similar models in other public service institutions to test the robustness of these findings. Quantitative

or mixed-method approaches may also provide broader generalizations and causal inferences. Further studies could also investigate how organizational culture, digital transformation, or workload management moderate the relationship between leadership, job design, and employee performance.

References

- Abdelhakim, M. N. (2024). The role of green human resource management in enhancing employee engagement and environmental performance. *International Journal of Green Management and Business Studies*, 4(1), 30-42.
- Aggarwal, P., & Agarwala, T. (2023). Relationship of green human resource management with environmental performance: mediating effect of green organizational culture. *Benchmarking: An International Journal*, 30(7), 2351-2376.
- Anshori, M. Y., Karya, D. F., Muslihah, N., & Herlambang, T. (2020). Analysis of transformational leadership style for employee performance with job satisfaction as intervening variable. *International Journal of Advanced Science and Technology*, 29(9s), 3967-3973.
- Arifin, A. H., Sullaida, S., & Nurmala, N. (2018). The relationship of job satisfaction, transformational leadership, and work discipline on performance employee with organizational commitment as intervening variable of administration staffs at State Malikussaleh University. *Ijer-Indonesian Journal of Educational Review*, 5(1), 52-67.
- Bass, B. M. (1985). *Leadership and Performance Beyond Expectations*. New York: Free Press.
- Borah, P. S., & Korankye, B. (2021). Green human resource management: The path to corporate environmental performance. *International Journal of Applied Research in Management and Economics*, 4(4), 1-12.
- Braun, V., & Clarke, V. (2022). *Thematic Analysis: A Practical Guide*. Los Angeles: Sage Publications.
- Brinkmann, S., & Kvale, S. (2021). *InterViews: Learning the Craft of Qualitative Research Interviewing* (3rd ed.). Los Angeles: Sage Publications.
- Cendi, S., & Indradewa, R. (2024). The Influence of Leadership Transformation, Work Motivation, and Job Satisfaction on Employee Performance Through Work Discipline. *Journal of Entrepreneur and Business*, 2(2), 89-101.
- Chen, S., & Cuervo, J. C. (2022). The influence of transformational leadership on work engagement in the context of learning organization mediated by employees' motivation. *The Learning Organization*, 29(5), 567-585.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative Inquiry and Research Design: Choosing Among Five Approaches* (4th ed.). Los Angeles: Sage Publications.
- Esa, N. P., & Meria, L. (2020). The Effect of Transformational Leadership on Employee Performance through Job Satisfaction and Organizational Commitment. *LAIC Transactions on Sustainable Digital Innovation*, 4(1).
- Febrianti, A. T., & Gunawan, A. (2021). Leadership Style, Organizational Culture and Work Environment on Employee Performance in Public Institutions. *Jurnal Ekonomi dan Bisnis Indonesia*, 6(1), 67-75.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279.
- Kandel, S., Thapa, K., & Paudel, P. (2024). Green Human Resource Management Practices and Initiatives on Organizational Performance: A Review Perspective. *Kalika Journal of Multidisciplinary Research*, 2(1), 116-135.
- Kularathne, H. M. R. D. (2020). Does green employee empowerment mediate the relationship between green HRM and environmental performance. *Asian Journal of Social Science and Management Technology*, 2(6), 173-180.
- Kura, K. M., Salleh, N. M., & Haja Nazmudeen, M. S. (2020). Elucidating the influence of transformational leadership on job performance: Meta-analysis. *European Proceedings of Social and Behavioural Sciences*.
- Kurniawati, A., & Rizki, A. (2023). The Role of Job Characteristics on Employee Motivation and Performance. *Journal of Management and Business Review*, 20(1), 34-42.
- Merriam, S. B., & Tisdell, E. J. (2022). *Qualitative Research: A Guide to Design and Implementation* (4th ed.). Jossey-Bass.

- Milhem, M., Muda, H., & Khalil, A. (2019). The effect of perceived transformational leadership style on employee engagement: The mediating effect of leader's emotional intelligence. *Foundations of Management*, 11(1), 33-42.
- Mirda, R., & Prasetyo, P. (2022). Job characteristics, job involvement, and transformational leadership's effects on employee performance through work engagement. *Indonesian Journal of Multidisciplinary Science*, 2(3), 2129-2140.
- Muklis, M., Nugroho, R., & Riyadi, S. (2022). Transformational leadership, work motivation on job satisfaction, employee performance at national Amil Zakat Institution. *Indonesian Journal of Multidisciplinary Science*, 1(7), 722-736.
- Mutmainah, R. E., Lestari, N. M. D., Andriyani, A., & Darmastuti, I. (2025). Improving Environmental Performance in Corporations Using Green Human Resource Management. *Research Horizon*, 5(1), 1-10.
- Nguyen, N., & Nguyen, C. (2025). Green Human Resource Management Practices: A Narrative Review. *Asian Journal of Business Environment*, 15(1), 11-20.
- Niati, A., Rizkiana, C., & Suryawardana, E. (2022). Building employee performance through employee engagement, work motivation, and transformational leadership. *International Journal of Social Science*, 2(1), 1153-1162.
- Park, J., Han, S. J., Kim, J., & Kim, W. (2022). Structural relationships among transformational leadership, affective organizational commitment, and job performance: the mediating role of employee engagement. *European Journal of Training and Development*, 46(9), 920-936.
- Patton, M. Q. (2022). *Qualitative Research & Evaluation Methods* (4th ed.). Sage Publications.
- Peng, S., Liao, Y., & Sun, R. (2020). The influence of transformational leadership on employees' affective organizational commitment in public and nonprofit organizations: A moderated mediation model. *Public Personnel Management*, 49(1), 29-56.
- Rizqulloh, A. D. B., Mutmainah, R. E., & Lataruva, E. (2024). Enhancing Corporate Environmental Performance Through Green Human Resource Management. *Research Horizon*, 4(4), 65-72.
- Seidman, I. (2020). *Interviewing as Qualitative Research: A Guide for Researchers in Education and the Social Sciences* (5th ed.). Teachers College Press.
- Shao, H., Fu, H., Ge, Y., Jia, W., Li, Z., & Wang, J. (2022). Moderating effects of transformational leadership, affective commitment, job performance, and job insecurity. *Frontiers in Psychology*, 13, 847147.
- Suryantini, W. P., Riana, I. G., & Suwandana, I. G. M. (2022). Effect of transformational leadership, supervision, work discipline and information technology on employee performance. *European Journal of Business and Management Research*, 7(6), 51-55.
- Wang, J., Wang, Z., Alam, M., Murad, M., Gul, F., & Gill, S. A. (2022). The Impact of Transformational Leadership on Affective Organizational Commitment and Job Performance: Mediating Role of Employee Engagement. *Frontiers in Psychology*, 13, 831060.
- Yang, C., Chen, Y., Zhao, X., & Hua, N. (2020). Transformational leadership, proactive personality and service performance: The mediating role of organizational embeddedness. *International Journal of Contemporary Hospitality Management*, 32(1), 267-287.
- Yasril, M., Rivai, H. A., & Syahrul, L. (2024). The Influence of Training and Educational Background on The Employee Performance of Bank Rakyat Indonesia Kanca Bukittinggi With The Mediation of Job Satisfaction. *Ranah Research: Journal of Multidisciplinary Research and Development*, 6(2), 223-232.
- Yin, R. K. (2022). *Case Study Research and Applications: Design and Methods* (6th ed.). Los Angeles: Sage Publications.

Acknowledgment

We gratefully acknowledge the contributions of individuals who supported the completion of this article.

Funding Information

This research did not receive any funding.

Conflict of Interest Statement

The authors declare that there is no conflict of interest.

Ethical Approval and Originality Statement

Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



Copyright: © 2025 by the authors.

This work is licensed under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International License

(<https://creativecommons.org/licenses/by-sa/4.0/>).