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The Influence of Training and Transformational Leadership on Employee Engagement and Performance

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Abstract

This study focuses on identifying the factors causing a decline in performance target achievement in 2022 compared to 2021 and finding solutions to improve employee performance. It aims to evaluate whether factors like motivation, target challenges, and training effectiveness contribute to the decline. By analyzing the performance appraisal system, leadership, and development programs, the study seeks to design strategies for enhancing performance at PT PLN (Persero). Additionally, the study examines the influence of training and transformational leadership on employee engagement and performance, exploring the mediating role of employee engagement in this relationship. This research uses a causal approach with purposive sampling, involving 69 employees from PT PLN's Main Distribution Unit in Central Java and DI Yogyakarta, who have been employed for at least two years. Data analysis was conducted using Structural Equation Modeling (SEM-PLS) with questionnaires as the data collection method. The results show that both training and transformational leadership positively and significantly impact employee engagement and performance. Employee engagement also significantly mediates the relationship between training and transformational leadership on performance, highlighting its critical role in enhancing overall performance.

Keywords

Employee Engagement, Employee Performance, Training, Transformational Leadership.

1. Introduction

Employee performance is one of the most important factors in a company's success. In a paradigm that views employees as assets, their performance is considered a very valuable resource that can drive the company to achieve its goals (Hossain, 2020). High-performing employees not only help companies achieve business targets, but also contribute to innovation, product quality, and customer satisfaction. When companies view employees as assets with the potential to grow, investing in their skills development and performance improvement will yield much greater returns in the long run (Sari et al, 2021).

Companies also understand that employees are assets, meaning they are the main drivers of organizational productivity and sustainability. Good employee performance results in higher operational efficiency, reduced costs, and improved service or product quality. In this context, companies that support and reward employee performance will create a more productive and innovative work environment. Employees who feel valued tend to invest more in their work, show initiative, and work harder to achieve company goals (Liu et al., 2022).

Employee performance plays a very important role in the success and development of PT PLN (Persero), as a company engaged in providing electrical energy in Indonesia. As a company responsible for ensuring a reliable and efficient electricity supply to all regions, PT PLN relies heavily on employee performance in every line. Employees with high performance will support smoother operations, reduce supply disruptions, and increase the reliability of the electrical system. In this case, employee performance not only affects the achievement of electricity production targets, but also on the quality of service to customers and operational safety (Putranti et al., 2020; Rizqulloh & Kuncoro, 2022).

In addition, the performance of PT PLN employees also plays a very important role in supporting the company's vision and mission to become a leading energy company in Indonesia. Employees who work with high dedication and professionalism can drive innovation in energy management, introduce new technologies, and accelerate the transformation process towards more environmentally friendly energy. With optimal performance, PT PLN (Persero) can more quickly respond to the community's needs for a better energy supply, and contribute to government programs in providing affordable and equitable energy throughout Indonesia. Therefore, building reliable human resource capacity is a top priority for PT PLN (Persero) in meeting national electricity needs. This is in line with the general view that effective human resource management is the key to an organization's success (Mahmud et al., 2023; Sulistamtama et al., 2024).

On the other hand, PT PLN (Persero) also realizes that employees are assets that must be continuously developed to achieve maximum performance. Therefore, the company must provide training, awards, and recognition to employees who excel. Employees who feel appreciated and cared for will be more motivated to continue to improve their performance. By viewing employees as assets with great potential, PT PLN (Persero) can ensure operational sustainability and long-term success, while maintaining the quality of service to customers and supporting the achievement of the company's strategic goals. PLN, as a state electricity provider, realizes that customer satisfaction is the key to business sustainability. Superior service quality is a determining factor in customer satisfaction levels. To achieve this, PLN needs to continue to improve the competence of its human resources. As is known, human resources are a very valuable asset for every organization.

The main problem that can be identified is the decrease in the percentage of achievement of performance target values in 2022 compared to 2021, which indicates a decrease in employee performance. This can be caused by various factors, such as lack of motivation, challenges in achieving higher targets, or problems in the

employee training and development process. In addition, although there was a slight increase in 2023, there was no significant spike indicating significant improvement in the achievement of performance target values. This condition indicates that the company may need to further evaluate the factors that affect performance, such as the performance appraisal system, leadership, or existing development programs. This inconsistent performance achievement indicates the need for corrective action to support employees to achieve the targets that have been set more effectively and optimally.

Several studies have been conducted to explore the relationship between training, transformational leadership style, and employee engagement levels on individual performance. Various research findings indicate that the impact of these factors on employee performance is still a relevant issue to be investigated further. To understand the context and significance of this study, a literature review of various relevant previous studies is needed. Table 1.2 presents a summary of the research gaps found in previous studies, thus providing a basis for formulating a more specific research focus.

The main problem that can be identified is the decrease in the percentage of achievement of performance target values in 2022 compared to 2021, which indicates a decrease in employee performance. This can be caused by various factors, such as lack of motivation, challenges in achieving higher targets, or problems in the employee training and development process. In addition, although there was a slight increase in 2023, there was no significant spike indicating significant improvement in achieving performance target values. This condition indicates that the company may need to evaluate more deeply the factors that influence performance, such as the performance appraisal system, leadership, or existing development programs. This inconsistent performance achievement indicates the need for research that leads to corrective actions in supporting employees to achieve the targets that have been set more effectively and optimally. Based on this problem, the formulation of the research problem is how to improve the performance of PT PLN (Persero) employees.

Based on the gap research seen from previous studies, it can be seen that there are research results that show conflicting results, thus indicating the need to conduct research on employee performance. This study aims to test and analyze the influence of training and transformational leadership on employee engagement and employee performance, as well as the mediating role of employee engagement in the relationship between training and transformational leadership on employee performance. The method used is a quantitative method using structural equation modeling.

2. Literature Review

2.1. Goal Setting Theory

It is important to consider the literature being reviewed and how to manage it. Some questions that researchers must take into account when first compiling a literature review are as follows: which aspects should be included in the literature review?; how is the information in the literature review synthesized?; how should the literature review be organized?; what style should be used in compiling the literature review?; and other significant questions to be answered.

Goal Setting Theory, developed by Edwin A. Locke in 1968, is one of the most widely accepted motivation theories in psychology and management (Spiegler et al., 2021). This theory focuses on the importance of setting clear and specific goals to improve individual performance in a variety of contexts. Locke states that clear goals can provide direction and increase motivation, because individuals have a better understanding of what they expect to achieve. This theory emphasizes that to

maximize effectiveness, goals must be challenging but still achievable (Höpfner & Keith, 2021).

One of the key aspects of Goal Setting Theory is that specific, measurable goals will result in higher performance than more general or vague goals. For example, someone who sets a goal to “increase sales by 20% in three months” will be more motivated to work hard than someone who simply says “increase sales.” Clear, measurable goals help individuals focus on what needs to be done and provide a benchmark for measuring their progress (Wu et al., 2019).

This theory also emphasizes the importance of consistent feedback in the goal-achieving process. Feedback allows individuals to know how close they are to achieving their goals, as well as areas where they still need improvement. With the right feedback, individuals can adjust their strategies, overcome obstacles, and change approaches if necessary. This contributes to increased motivation and overall performance (Tosi et al., 1991; Wu et al., 2019).

Locke also identified factors that can influence the effectiveness of goal achievement, such as the level of involvement, the skills possessed, and how challenging the goal is. Goals that are too easy may not be motivating enough, while goals that are too difficult can lead to frustration and decreased motivation. Therefore, it is important to set challenging but realistic goals, according to the abilities of the individual or team (Crispín et al., 2019).

2.2. Employee Performance

Employee performance refers to the extent to which an employee is successful in carrying out the tasks and responsibilities assigned by the organization or company (Hossain, 2020). This performance is measured based on the achievement of goals and desired results that have been set by superiors or management. In general, employee performance can be seen from several aspects, such as quality of work, quantity, timeliness, and ability to work in a team. This performance can also include how well an employee is able to meet the standards set by the company, as well as the extent to which he contributes to the achievement of organizational goals (Harahap et al., 2023).

The concept of employee performance is often associated with two main components: ability and motivation. Employee ability refers to the skills, knowledge, and experience possessed to complete tasks well. While motivation relates to the internal drive that drives employees to work well and achieve predetermined goals. These two components are interrelated and influence each other. Employees who have good abilities but are less motivated may not show optimal performance, and vice versa, even though an employee is highly motivated, without adequate ability, his performance will also be limited (Diamantidis & Chatzoglou, 2019).

2.3. Employee Engagement

Employee engagement refers to the level of involvement, commitment, and enthusiasm an employee has for his or her job and the organization in which he or she works (Mishra et al., 2023). Employees who are actively engaged in their work not only meet the demands of the task, but also demonstrate a high sense of responsibility, dedication, and passion to contribute to the success of the company. Employee engagement is often considered as one of the key factors influencing productivity, job satisfaction, and employee retention in an organization (Kotera & Vione, 2020).

The core concept of employee engagement involves how employees feel about their work and the organization as a whole. It encompasses three main dimensions: cognitive, affective, and behavioral. The cognitive dimension relates to the extent to which employees feel connected to the goals and values of the organization. The

affective dimension relates to how employees feel about their work, whether they feel valued, supported, and motivated to do their best. Meanwhile, the behavioral dimension encompasses the concrete actions employees take, such as innovation, collaboration, and the extra effort they put in to achieve organizational goals (Zahra & Kee, 2019).

2.4. Training

Training is a process designed to improve an individual's knowledge, skills and abilities so that they can carry out tasks or jobs more effectively (Achackzai et al., 2024). This training can be done in various forms, such as formal training on the job, technical training, or training to develop soft skills. The main purpose of training is to ensure that employees have the necessary skills to achieve the desired standards in their work and to support their future career development (Barreto, 2022).

The concept of training focuses on developing the competencies required by individuals to meet specific job demands. This training can be done in a highly structured way, such as courses or workshops, or more informally, such as on-the-job coaching (Hashem et al., 2022). In organizations, training is often tailored to the specific needs of the company or industry, whether it is mastering new technologies, managerial skills, or improving customer service. In other words, training not only improves individual capabilities, but also contributes to the overall performance and success of the organization (Susanto et al., 2024).

2.5. Transformational leadership

Transformational leadership is a leadership style that focuses on inspiring and motivating employees to reach their full potential, while driving positive change within the organization (Jiatong et al., 2022). Transformational leaders not only provide direction and supervision, but they also create a vision that motivates employees to work harder, innovate, and commit to a common goal. This leadership style involves clear communication of the organization's values and goals, and building strong relationships between leaders and employees based on trust, appreciation, and respect (Irianto & Basbeth, 2021).

The core concept of transformational leadership is the ability of a leader to inspire and motivate employees to exceed their expectations. Transformational leaders often have a clear vision and are able to communicate that vision in a compelling and motivating way. They focus not only on achieving short-term goals, but also strive to create a culture that encourages long-term growth, collaboration, and innovation. These types of leaders encourage employees to see their work as more than just a task, but as part of a larger, more meaningful purpose (Meng et al., 2020).

3. Methods

This study uses a causal approach (cause and effect), which aims to prove the cause and effect relationship between several variables. Causal research design is designed to identify and analyze the influence of one variable on another, so that it can be understood how one factor can cause changes in other factors. This approach is very useful for answering questions about what influences a condition or phenomenon being studied (Sekaran & Bougie, 2016)

Population refers to the entire group of individuals, objects, or elements that have certain characteristics that are relevant to the study. This population includes all units that can be subjects in a study, and can be people, organizations, or events that meet certain criteria (Sugiyono, 2020). In research, population is used as a basis for generalizing findings, although it is often impossible to conduct research on all members of the population (Ferdinand, 2014). The population of this study was all

employees of PT PLN (Persero) Central Java and DI Yogyakarta Distribution Unit, totaling 167 respondents.

A sample is a small part of a population selected to represent the entire population in research (Sugiyono, 2020). Sample selection was carried out using the purposive sampling method, to ensure that the samples taken can provide representative information regarding the characteristics or phenomena being studied. The use of samples allows researchers to conduct research more efficiently, without having to involve the entire population, but still maintain the validity of the research results. Based on the research sample criteria, respondents were obtained as many as 69 employees of PT PLN (Persero) Central Java and DI Yogyakarta Distribution Unit who met the criteria.

The method used in data collection in this study is a questionnaire. A questionnaire is one of the data collection methods used to collect information from respondents through a series of previously prepared written questions (Sugiyono, 2020). These questions can be multiple choice, Likert scale, or open-ended questions designed to elicit information relevant to the research topic. Questionnaires are usually given to respondents in physical or digital form, and respondents are asked to answer according to their experience, opinions, or knowledge (Ferdinand, 2014).

The analysis used in the study is structural equation modeling. Structural Equation Modeling (SEM) is a data analysis technique used to analyze relationships between variables that are complex and involve several cause-and-effect relationships (Ghozali, 2014). SEM allows researchers to test theoretical models that relate latent (unobserved) variables to observed variables. One of the main reasons for using SEM in this study is its ability to measure and analyze relationships between interrelated variables simultaneously, as well as to check whether the proposed model fits the collected data. In this study, the model applied is VB SEM with PLS (Partial Least Squares), which allows researchers to handle more flexible models and data that do not obey the assumption of normal distribution (Malhotra et al., 2017).

4. Results

Based on the identification results as seen in table 4.1, of the total 69 respondents who filled out the questionnaire, the majority were women with a percentage of 62.3%, while men were 37.7%. This shows that the composition of employees in this unit is dominated by female workers. This gender distribution provides a picture of gender diversity in a fairly balanced work environment. In terms of last education, most employees have a bachelor's degree (S1) of 78.3%. The rest consists of employees with a master's degree (S2) of 18.8% and a master's degree (S3) of 2.9%. The high proportion of employees with a bachelor's degree reflects a fairly good standard of educational competency in the PT PLN (Persero) Central Java and DI Yogyakarta Distribution Unit. For length of service, the data shows quite a wide variation with a range between 2 to 10 years. Most employees have work experience between 3 to 6 years with the highest percentage in the third year at 18.8%. With this distribution, it can be concluded that the workforce in this unit is dominated by employees who are relatively young and are in an active career development period.

Table 1. Hypothesis Testing

	Hypothesis	Path coefficients	t-statistic	P-value
H1	Training has a positive effect on employee engagement	0.354	2.948	0.002
H2	Transformational leadership has a positive effect on employee engagement	0.534	2.495	0.006
H3	Training has a positive effect on employee performance	0.322	1.528	0.063
H4	Transformational leadership has a positive effect on employee performance	0.205	1.275	0.101
H5	Employee engagement has a positive effect on employee performance	0.447	2.495	0.006
H6	Employee engagement mediating the influence of training on employee performance	0.158	1.752	0.040
H7	Employee engagement mediating the influence of transformational leadership on employee performance	0.239	2.146	0.016

The first hypothesis states that training has a positive effect on employee engagement. The path coefficient value of 0.354 indicates a fairly strong positive effect. With a t-statistic of 2.948 which is greater than the critical value of 1.645 for the one-tail test and a p-value of 0.002 which is smaller than 0.05, this hypothesis can be accepted, indicating that training significantly increases employee engagement to the organization.

The second hypothesis tests the effect of Transformational Leadership on Employee engagement. The path coefficient of 0.534 illustrates a strong positive effect. The t-statistic of 2.495 passes the critical limit of 1.645 and the p-value of 0.006 is below 0.05, so this hypothesis is accepted. This indicates that transformational leadership style motivates employees to be more involved and committed to their work.

The third hypothesis assesses the effect of Training on Employee Performance with a path coefficient of 0.322. However, the t-statistic only reaches 1.528 which is smaller than the critical value of 1.645 and the p-value of 0.063 exceeds the limit of 0.05. Therefore, this hypothesis is rejected, which means that training does not have a significant direct effect on employee performance in the context of this study.

The fourth hypothesis tests the effect of Transformational Leadership on Employee Performance. With a path coefficient of 0.205, the effect is relatively weak. The t-statistic of 1.275 is smaller than the critical value of 1.645 and the p-value of 0.101 is greater than 0.05, so this hypothesis is also rejected. This indicates that transformational leadership does not have a significant direct effect on employee performance.

The fifth hypothesis states that Employee engagement has a positive effect on Employee Performance. The path coefficient of 0.447 indicates a fairly strong and positive effect. The t-statistic of 2.495 is greater than the critical value of 1.645 and the p-value of 0.006 is less than 0.05, so this hypothesis is accepted. Thus, employee engagement significantly improves their performance at work.

The sixth hypothesis tests the mediating role of Employee engagement in the relationship between Training and Employee Performance. With a path coefficient of 0.158, this mediation effect is positive and significant. The t-statistic of 1.752 exceeds the critical value of 1.645 and the p-value of 0.040 is smaller than 0.05, so this hypothesis is accepted. This shows that Employee engagement is an important pathway connecting training with improved employee performance.

The seventh hypothesis states that Employee engagement mediates the effect of Transformational Leadership on Employee Performance. The path coefficient of 0.239 indicates a positive effect. The t-statistic of 2.146 is greater than the critical value of 1.645 and the p-value of 0.016 is less than 0.05, so this hypothesis is accepted. Thus, employee engagement acts as a mediator that strengthens the effect of transformational leadership on employee performance.

5. Discussion

The results of the study show that training has a positive effect on employee engagement. This result is in accordance with Susanto et al. (2024), Barreto (2022), Hashem et al. (2022) and Chaudhry et al. (2017) which states that training has a positive effect on employee engagement. Training provided by the company has been proven to have a significant positive effect on employee engagement. Comprehensive and systematic training makes employees better understand how to serve customers well and deal with various situations in their work. When employees receive sufficient training, they feel more confident and ready to carry out their daily tasks, thus increasing their sense of attachment and loyalty to the organization. The training aspect that emphasizes the ability to handle customer complaints and problems effectively also contributes to strengthening employee engagement. Employees who are well trained in handling challenges and difficult situations in the workplace tend to feel more appreciated and motivated to perform at their best. This builds a greater sense of responsibility and a desire to contribute maximally to the progress of the company.

In addition, training that focuses on improving the quality of customer service helps create a supportive and collaborative work environment. Employees who feel well prepared by the organization are usually more active in communicating and collaborating with their colleagues. Good interaction between employees and support from the training fosters a strong sense of emotional attachment to the workplace and strengthens the spirit to achieve common goals. Thus, training not only improves technical competence and work skills, but also has a positive impact on the psychological aspects of employees. High employee engagement is rooted in the sense of confidence and readiness gained through training, so that employees feel more involved, motivated, and have a strong emotional bond with the organization. This shows that investing in training is an important strategy for building productive and loyal human resources.

The results of the study show that transformational leadership has a positive effect on employee engagement. The results are supported by research Jiatong et al. (2022), Irianto & Basbeth (2021), Mishra et al. (2023) and Bakker et al. (2023) which states that transformational leadership has a positive effect on employee engagement. Transformational leadership has a strong positive effect on employee engagement because this leadership style is able to inspire and motivate employees deeply. Leaders who are able to explain the organization's vision clearly help employees understand common goals, thereby fostering a stronger sense of attachment. With a clear vision, employees feel more motivated to actively contribute and feel an important part of the organization's journey. In addition, leaders who demonstrate exemplary and integrity in every action provide real inspiration for employees to emulate and develop a positive work attitude. This exemplary behavior strengthens the emotional connection between leaders and employees, so that employees feel appreciated and supported. Feelings of being respected and cared for by leaders also foster a sense of loyalty and high commitment to work.

Leaders who encourage employees to achieve common goals and perform at their best also encourage active employee engagement. This encouragement not only motivates individuals but also strengthens the sense of togetherness and teamwork.

When employees feel supported and empowered to perform at their best, their level of engagement with the organization automatically increases. Furthermore, leaders who are open to input and suggestions from employees create an inclusive and communicative work environment. By considering employee opinions before making decisions, leaders demonstrate appreciation for each individual's contribution. This builds a deep sense of trust and emotional engagement, as employees feel their voices are heard and valued. Thus, transformational leadership not only improves employees' skills and performance, but also strengthens their psychological bond with the organization.

The results of the study showed that training did not have a significant effect on employee performance. This result is supported by research Meng et al. (2020) which states that training has no significant effect on willingness to pay premium prices for services. The results of the study indicate that training does not have a significant effect on employee performance at PT PLN (Persero) Central Java and DI Yogyakarta Distribution Unit. Although the training provided covers aspects of customer service comprehensively and how to serve customers better, it has not been able to directly improve the quality and quantity of work produced by employees. This indicates that the training provided may not have been optimally translated into real performance in the field.

Training that focuses on handling customer complaints and problems is also not enough to influence the timeliness of work completion or the ability of employees to work together with coworkers. Employee performance that includes completing work well and finding more efficient ways to do things is not sufficiently influenced by the training received. This may be due to other factors that are more dominant in determining performance, such as work experience, internal motivation, or organizational culture. In addition, although training aims to improve technical competence and service skills, employee performance is the result of a combination of various aspects, including working conditions, work tools, and existing management systems. Training that only focuses on certain aspects without being supported by other supporting factors tends to be less effective in driving significant performance improvements.

This condition can also indicate that the training provided may be theoretical or general in nature, making it less applicable in real work situations. Without adequate reinforcement or follow-up in the form of guidance, supervision, and evaluation, the training results are difficult to be directly applied consistently by employees in achieving optimal productivity and work quality. Thus, training as an effort to develop human resources needs to be reviewed to be more integrated with actual work needs and supported by a conducive work environment. Improving employee performance is more effectively achieved through a combination of relevant training, a good management system, and high work motivation, so that training can act as one of the strengthening components, not the only determining factor of performance.

The results of the study showed that transformational leadership did not have a significant effect on employee performance. This result is supported by research Jiatong et al. (2022) which states that transformational leadership does not have a significant effect on employee performance. The results of the analysis show that transformational leadership does not have a significant effect on employee performance at PT PLN (Persero) Central Java and DI Yogyakarta Distribution Unit. Although leaders are able to explain the organization's vision clearly and show good examples, this is not enough to directly improve the quality and quantity of employee work. This indicates that the influence of transformational leadership may be more complex and does not directly impact real work results in the field.

In addition, the encouragement from leaders to achieve common goals and encourage employees to show their best performance has not significantly influenced

the timeliness of work completion or the ability of employees to complete tasks optimally. Although leaders show respect and concern for employee welfare, this has not translated into real and measurable improvements in work performance. Other factors that may affect employee performance are working conditions, available resources, and the management and supervision systems in place in the organization. Transformational leadership without adequate work environment support may be less effective in driving direct increases in productivity and work quality. Therefore, employee performance is influenced by a combination of factors that are broader than just leadership style.

Transformational leadership that prioritizes participation and taking suggestions from employees has also not been able to significantly improve performance if it is not followed by the implementation of policies and systems that support the implementation of daily tasks. The role of leaders as motivators and inspirators needs to be balanced with concrete support in the form of technical training, work facilities, and adequate reward systems in order to have an impact on performance. Thus, although transformational leadership has an important value in building emotional relationships and employee engagement, its influence on employee performance directly seems less significant. To improve performance effectively, organizations need to integrate leadership with other factors such as applicable training, conducive working conditions, and effective management systems in order to encourage employees to achieve optimal performance.

The results of the study show that employee engagement has a positive effect on employee performance. This result is supported by research Susanto et al. (2024), Hosen et al. (2024) Chaudhry et al. (2017), Jiatong et al. (2022) and Mishra et al. (2023) which states that employee engagement has a positive effect on employee performance. Employee engagement has a significant positive effect on employee performance at PT PLN (Persero) Central Java and DI Yogyakarta Distribution Unit. Employees who feel emotionally and psychologically involved in their work tend to produce high-quality work. This strong sense of attachment encourages them to commit to providing the best results, both in terms of quality and quantity of work completed.

In addition, high employee engagement is also reflected in work discipline, such as the ability to work on time consistently. This punctuality is very important in maintaining productivity and smooth operations, so employees who have a good level of engagement usually show high discipline that has a positive impact on overall performance. This is also reinforced by their ability to work together with colleagues, which is an important aspect in creating a harmonious and effective work environment. Employee engagement also motivates employees to complete their work well and find more efficient ways to carry out their duties. The spirit of continuing to innovate and improve work methods is one of the results of deep involvement, so that employee performance is not only stagnant but continues to grow over time. This proactive behavior is very beneficial for organizations in facing challenges and increasing productivity sustainably.

Furthermore, employee engagement helps build a sense of responsibility and ownership for the work they do. Employees who feel engaged do not just do their work as a routine, but they feel that the work is an important part of their identity and contribution to the success of the company. This attitude directly improves the quality of output and work efficiency, which leads to improved overall performance. Thus, employee engagement is a key factor that can drive employee performance as a whole. A high level of engagement contributes to productivity, quality of work results, discipline, cooperation, and innovation. Therefore, companies need to continue to build and maintain employee engagement so that the resulting performance can be optimal and sustainable, supporting the achievement of organizational goals effectively.

The results of the study showed employee engagement mediating the influence of training on employee performance. The results are supported by research Susanto et al. (2024), Triasti & Purba, (2021), and Barreto (2022) that state employee engagement mediating the influence of training on employee performance. Employee engagement plays an important role as a mediator in the relationship between training and employee performance. Training provided to employees not only improves their technical knowledge and skills in serving customers and handling problems, but also fosters a sense of engagement and higher motivation towards work. Employees who receive comprehensive training feel more confident and ready to face challenges, so their involvement in work increases significantly. This high level of employee engagement is reflected in the quality and quantity of work produced, as well as discipline in completing tasks on time. Employees who are actively engaged tend to work more focused and efficiently, collaborate well with colleagues, and strive to find better ways to do their jobs. Thus, training that encourages employee engagement indirectly contributes to improving their overall performance.

In addition, training that equips employees with the skills to handle customer complaints and issues effectively also strengthens employee engagement, as they feel more valued and equipped to complete tasks well. As this engagement grows, employees do not just do their jobs as a routine, but feel a strong sense of responsibility and commitment to their work results, which has a positive impact on individual and team performance. Therefore, effective training should be designed not only to improve technical skills, but also to build emotional and psychological attachment of employees to the organization. With employee engagement as a mediator, the impact of training on employee performance becomes more real and sustainable. This emphasizes the importance of a holistic human resource development strategy, which integrates training with efforts to increase employee motivation and engagement in order to achieve optimal performance.

The results of the study showed employee engagement mediating the influence of transformational leadership on employee performance. The results are supported by research Jiatong et al. (2022) and Hosen et al. (2024) which states that employee engagement has a positive effect on employee performance. Employee engagement plays an important role as a mediator in the relationship between transformational leadership and employee performance. A leadership style that is able to clearly explain the organization's vision, show good examples, and encourage the achievement of common goals, creates a strong emotional bond between leaders and employees. When employees feel respected and cared for by their leaders, they are more motivated to be actively involved in their work and contribute optimally. The employee engagement that grows from transformational leadership is reflected in the quality and quantity of work they produce, as well as the ability to work on time and collaborate effectively with coworkers. The leader's drive to show the best performance triggers the spirit of employees to provide optimal results and continue to find innovative ways to complete tasks. With high employee engagement, employees do not only carry out their work as a routine, but they feel they have a great responsibility for the success of the organization.

Furthermore, leaders who are open to input and suggestions from employees create an inclusive and communicative work environment, so that employees feel that their voices are valued and heard. This strengthens employees' psychological attachment to the organization and increases their sense of loyalty. This sense of attachment then becomes a major driver for improving employee performance, because they feel supported and empowered to achieve the best results. Thus, the influence of transformational leadership on employee performance does not occur directly, but rather through increasing employee engagement as a mediation channel. Strong employee engagement is a link that strengthens the positive impact

of transformational leadership on productivity and work quality. Therefore, leadership development efforts must be accompanied by strategies to increase employee engagement in order to achieve optimal organizational performance.

6. Conclusion

Training has a positive effect on employee engagement. These results indicate that the better the training provided, the higher the level of employee engagement to work and the organization. Effective training increases employee confidence and motivation in carrying out their duties. Thus, training is an important factor in building employee engagement. Transformational leadership has a positive effect on employee engagement. The better the transformational leadership style is implemented, the higher the employee's attachment to the organization. Leaders who are able to inspire and care about employee welfare encourage strong motivation and commitment. This shows that leadership plays an important role in building deep emotional relationships with employees.

Training has no significant effect on employee performance. This result indicates that changes in training quality do not directly affect the increase or decrease in employee performance. Other factors besides training may be more dominant in determining employee performance. Therefore, training alone is not enough to significantly improve work performance. Transformational leadership does not have a significant effect on employee performance. This indicates that even though transformational leadership is implemented well, it does not directly improve employee work performance. Other factors such as working conditions or internal motivation can have a greater effect on work results. Thus, the influence of leadership on performance is indirect and requires other supporting factors.

Employee engagement positively affect employee performance. The higher the employee involvement in the work, the better the quality and quantity of the performance produced. Employees who are actively involved tend to demonstrate discipline, cooperation, and innovation in their duties. Therefore, increasing engagement is the key to spurring optimal work performance. Employee engagement mediate the effect of training on employee performance. This means that training has an impact on employee performance by increasing their engagement with their work. Employees who receive quality training feel more involved and motivated, so their performance improves. Thus, employee engagement becomes an important link between training and performance.

This study has limitations in terms of sample coverage which is only limited to employees of PT PLN (Persero) Central Java and DI Yogyakarta Distribution Units. This causes the results of the study to possibly not be generalized widely to all regions or other PT PLN units that have different characteristics and working conditions. Future research can be directed at expanding the geographical and organizational coverage by involving employees from various PT PLN units in other regions of Indonesia. This aims to test the generalization of the findings and identify differences or similarities in the influence of training, transformational leadership, and employee engagement on employee performance in a more diverse context.

This study uses a quantitative approach with a survey instrument that relies on respondents' subjective perceptions of training variables, transformational leadership, employee engagement, and employee performance. This approach may not explore the deeper factors that influence the relationship between these variables, such as complex interpersonal dynamics and organizational culture. Further research can adopt a mixed methods approach by combining quantitative and qualitative data (mixed method). This approach allows for deeper exploration of psychological factors, organizational culture, and interpersonal dynamics that influence employee engagement and performance. Thus, the results

of the study will provide more holistic and applicable insights for the development of human resource management strategies at PT PLN (Persero).

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