

Improving Human Resource Performance Through Work Engagement as an Intervening Variable Influenced by Transformational Leadership and Inspirational Motivation

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Abstract. *Leadership in companies or organizations is still widely encountered that tends to only continue the leadership style of the previous leader. Transformational leadership must be able to inspire human resources to develop a company or organization and be able to realize high work engagement for human resources so that it makes it easier for the company or organization to achieve its goals. This study aims to analyze and determine the influence of Inspirational Motivation and transformational leadership on employee performance through work engagement as a mediating variable. This research method uses an Explanatory Research type where this method is a mixture of qualitative data and quantitative data. The sample technique in this study uses the Purposive Sampling method. The population used is employees of PT. Krakatau Poschem and its Affiliates with a population of 144 people and the sample used was the Slovin method where the margin of error was 5% so that a sample of 106 people was obtained. Based on the results of the research that has been carried out, it can be concluded that there is a significant relationship between Transformational Leadership and Work Engagement, Inspirational Motivation in Transformational Leadership and Human Resources Performance, Work Engagement and Human Resources Performance.*

Keywords: *Engagement; Inspirational; Leadership; Transformational.*

1. Introduction

The current rapid development of the business climate certainly points to the importance of human resources as a source of competitive advantage for every company. A company is led by individuals who are deemed capable of organizing and running the company to achieve the goals set by management.(Hasibuan, 2017)Leadership is an effort to influence the behavior of individuals or groups with the aim of achieving shared goals by adapting to existing targets. Leaders in a company have the duty and authority to direct and control people within the organization so that human resources can behave in accordance with management's desires. According to(Edy Sutrisno & Media, 2019)Leadership style is a way for

a leader to influence, direct, motivate, and control human resources in the work environment in a certain way so that they can complete tasks and obligations effectively and efficiently according to the rules set by the company.

According to identification(Burns, 2007), that there are two types of political leadership: transactional and transformational. Traditional transactional leadership involves an exchange relationship between the leader and the subordinates, while transformational leadership emphasizes shifts in the values and beliefs of the leader, as well as the needs of the subordinates they lead, and can lead to high performance in companies or organizations facing demands for renewal and change. Transformational leadership is a process in which someone engages with others and creates relationships that enhance motivation and morale in both the leader and the subordinates. This type of leader pays attention to the needs and motives of subordinates and tries to help them achieve their full potential.(Northouse, 2025). According to(Robbins & Judge, 2016)Transformational leadership is a leader who can inspire his followers to go beyond their own self-interest and who is able to have a profound and extraordinary influence on his followers. Meanwhile, according to(Wibowo & Phil, 2018)Transformational leadership is leadership that is able to define, communicate, and articulate the vision of an organization, and subordinates must be able to accept and acknowledge the credibility of the leader.

Inspirational motivation is a part of transformational leadership that includes communicating an attractive vision, using symbols to focus human resource efforts, and superiors' efforts to provide examples of behavior that should be carried out in the organization.(Bass, 1985)Transformational leaders provide inspirational motivation to others. They foster commitment to achieving a shared vision. Furthermore, they use emotionally evocative metaphors and encourage team performance by instilling high expectations and team spirit. Subordinates perceive these leaders as able to articulate in simple terms what they can and should do. They also provide compelling images of what can be done. Most importantly, they help subordinates find meaning in their work.

In company management, human resources can certainly be one of the things that can be done to support the company's progress. Based on this, one thing that company management can do regarding human resource management is to increase the work engagement of its human resources. According to(Bakker et al., 2007)Work engagement is a positive mental state experienced by an individual regarding their work, characterized by enthusiasm, dedication, and appreciation for their work. It is essential for a company and even for the employees themselves. High levels of work engagement among human resources will facilitate the organization's achievement of its goals.(Qodariah, 2019)explains that human resources who have work engagement can motivate themselves to create innovation and move forward with the organization. According to(Bakker & Demerouti, 2008), with the presence of work engagement by human resources, it can also make the individual better physically and psychologically, thereby automatically being filled with positive emotions and becoming more productive as well. On the other hand, work engagement as explained

by (Leiter & Bakker, 2010) is a positive situation that can be seen from the feeling of satisfaction that human resources have with their work and is believed to be able to prevent behavior that can delay or leave a job.

Human resource performance plays a crucial role in the situation and condition of a company. Furthermore, the success or failure of a company is greatly influenced by the actions of the human resources working within it. (Colquitt et al., 2019), human resource performance is an individual's contribution to organizational goals, which includes both quantitative and qualitative aspects of work. Performance is not only measured by the final result, but also by the process carried out by human resources in achieving these goals. Performance is the result achieved by a person in carrying out the tasks assigned to him based on expertise, experience, sincerity and time. According to (Suryani et al., 2020) Human resource performance is individual performance based on the work results given to the organization where they work so that each human resource has different work results from one another in completing their tasks and responsibilities.

In several previous studies, there was a Research Gap, where Transformational Leadership was considered to have no significant influence on Human Resource Performance. (Oloan, 2021); (Hartanto et al., 2021); (Putri & Kustini, 2021); (Fitri et al., 2023); (Fadilah et al., 2023); (Sriyani et al., 2023) However, several other studies state that Transformational Leadership has a significant influence on Human Resource Performance. (Kristiawan & Widodo, 2020); (Bustomi et al., 2022); (Putera et al., 2024). From the findings of the Research Gap, improving Human Resource Performance can be done by incorporating Work Engagement and Inspirational Motivation strategies (*Inspirational Motivation*) so that it can have a positive impact on the performance of human resources.

2. Research Methods

This research method uses an explanatory research type, which is a mixture of qualitative and quantitative data. (Sari et al., 2022), that Explanatory Research aims to explain the relationship between two or more variables and explain the causes of an event. This research is a research method that has not been well studied before. This research aims to explain the position of the variables studied and the influence between one variable and another. These variables include: Transformational Leadership, Inspirational Motivation, Work Engagement and Human Resource Performance.

3. Results And Discussion

The respondents in this study were human resources at PT. Krakatau Poschem and its affiliates, a company engaged in the chemical manufacturing industry. Transformational Leadership variables have four dimensions and several indicators adopted from (Bass, 1985). In this study, five indicators were taken, namely Vision (KT-1), Charisma (KT-2), Innovation (KT-3), Exemplary Behavior (KT-4) and Human Resource Development (KT-5).

The Inspirational Motivation variable has three dimensions and several indicators adopted from (Setiawan & Muhith A, 2013). In this study, five indicators were taken, namely Optimism (IM-1), Self-Confidence (IM-2), Motivation (IM-3), Communication (IM-4) and Enthusiasm (IM-5).

The Work Engagement variable has three dimensions and several indicators adopted from (W. Schaufeli & Salanova, 2006). In this study, five indicators were taken, namely Pride in Work (KK-1), Enthusiasm/Spirit (KK-2), Concentration (KK-3), Focus (KK-4) and Responsibility (KK-5).

The Human Resources Performance variable has five dimensions and several indicators adopted from (Sumardjo & Priansa, 2018). In this study, five indicators were taken, namely Having Skills (KSDM-1), Completing Tasks (KSDM-2), Achieving Targets (KSDM-3), Independent and Committed (KSDM-4) and

This study aims to describe and analyze transformational leadership, inspirational motivation, and work engagement in improving human resources. Four hypotheses will be developed in this study.

This study uses the Partial Least Square (PLS) data analysis method which is run with the help of SmartPLS series 4 software. There are two stages carried out in data analysis, namely by testing the Outer Model and Inner Model.

This Outer Model analysis is used to determine the relationship between latent variables and their indicators. It can be defined as the Outer Model describing how each indicator relates to its latent variable. Three measurement criteria will be used in the data analysis technique using SmartPLS to assess the model: Convergent Validity, Reliability Test (Composite Reliability and Cronbach's Alpha), and Discriminant Validity.

The analysis conducted at this hypothesis testing stage is to determine whether there is a significant influence between the independent and dependent variables. Hypothesis testing is performed by examining path coefficients, which indicate parameter coefficients and the significance value of the t-statistic. The significance of the estimated parameters can provide information about the relationship between the research variables. The threshold for rejecting or accepting the proposed hypothesis is a probability of 0.05. The table below shows the estimation results for the structural model testing:

Path Coefficients Results Table

Hypothesis	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
Inspiration Motivation → HR Performance	0.388	0.351	0.133	2,929	0.003
Transformational Leadership → Work Engagement	0.349	0.366	0.148	2,358	0.018
Transformational Leadership → HR Performance	-0.183	-0.162	0.092	1,978	0.048
Work Engagement → HR Performance	0.673	0.699	0.070	9,632	0.000

Inspiration Motivation x Transformational Leadership → HR Performance	0.079	0.075	0.039	2,047	0.041
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Source: 2025 Data Processing Results

Basis for decision making (based on the t-statistic value with a significance level of 0.05)(Haryono, 2017).

- 1) H_0 is accepted if t statistic < 1.96 (No Effect)
- 2) H_0 is rejected if t statistic ≥ 1.96 (Influential)

Basis for decision making (based on significance value)(Haryono, 2017).

- 1) If the P value is > 0.05 then H_0 is accepted (no influence)
- 2) If the P Value is ≤ 0.05 then H_0 is rejected (there is an influence)

Thus, it can be concluded from the results of the hypothesis testing as follows:

- 1) Work engagement influences human resource performance. This can be seen from the Path Coefficients results, which obtained a P -Value <0.05 ($0.00 <0.05$), so H_0 is rejected and H_1 is accepted. This means that there is a positive effect, meaning that if work engagement increases, human resource performance will also increase.
- 2) Transformational Leadership influences Work Engagement. This can be seen from the Path Coefficients results, which obtained a P -Value <0.05 ($0.018 <0.05$), so H_0 is rejected and H_1 is accepted. This means that the effect is positive, meaning that if the quality of transformational leadership increases, work engagement also increases.
- 3) Inspiration Motivation influences Human Resource Performance. This can be seen from the Path Coefficients results, which obtained a P -Value <0.05 ($0.03 <0.05$), so H_0 is rejected and H_1 is accepted. This means that there is a positive effect, meaning that if Inspiration Motivation increases, human resource performance will also increase.
- 4) Transformational Leadership influences Human Resource Performance. This can be seen from the Path Coefficients, which obtained a P -Value <0.05 ($0.048 <0.05$), but the original sample yielded a negative result. This means that if Transformational Leadership increases, human resource performance will decrease.
- 5) Inspiration Motivation in Transformational Leadership influences Human Resource Performance. This can be seen from the results of the Path Coefficients, which obtained a P -Value <0.05 ($0.041 <0.05$), so H_0 is rejected and H_1 is accepted. This means that the positive effect means that if Inspiration Motivation in Transformational Leadership increases, human resource performance will also increase.

The results of the path analysis or test of mediation and moderation influences can be seen in the Indirect Effect results. If the P -Value <0.05 , then both mediation and moderation

influences occur. The results of the indirect effect hypothesis test can be seen in the following table:

Conclusion:

- 1) Transformational leadership significantly influences human resource performance through work engagement. This is based on the indirect effect analysis, which obtained a P-value of $0.042 < 0.05$. This means that high transformational leadership quality will increase work engagement, which in turn will improve human resource performance.
- 2) Inspirational Motivation in Transformational Leadership has a significant impact on Human Resource Performance. This is based on the Indirect Effect analysis, which obtained a P-Value of $0.041 < 0.05$. This means that transformational leadership with high inspirational motivation will have an impact on improving human resource performance.
- 3) From the results of the direct influence hypothesis testing and the indirect influence hypothesis testing, the results showed that all P-values were less than 0.05. This can be interpreted as meaning that all variables, both directly and indirectly, have a positive influence on improving human resource performance within the company.

Based on the results of the hypothesis test, it was found that transformational leadership has a positive effect on work engagement. This means that the higher the quality of transformational leadership, the more engaged human resources will be with their work. Innovative transformational leaders dominate in this company, thus making human resources more engaged with the work they do. Transformational leaders play a central role in shaping an organizational culture that supports innovation. By creating an environment that encourages creativity and experimentation, transformational leaders open the door to fresh ideas and innovative solutions that can lead to sustainable growth and support the development of existing human resources.(Bass & Avolio, 1994)explains about transformational leadership style, namely the interaction between leaders and human resources that can be seen from the influence of leaders to change the behavior of the human resources they lead into individuals who feel capable and have high motivation and also strive to achieve better work performance for the company. Transformational leadership is also characterized by a clear vision, the ability to inspire, concern for individual development, and the granting of authority to human resources in their environment. Transformational leaders not only act as superiors, but also as mentors and motivators who can inspire the team to reach their best potential. They view each team member as an important asset that must be developed, and focus not only on daily tasks, but also on the long-term growth of individuals and the organization.(Braun et al., 2013)provides the view that a transformational leader can motivate and inspire his followers and is similar to visionary and charismatic leadership. This is because transformational leaders aim to increase the intrinsic motivation of their followers by absorbing the leader's goals and aspirations. Transformational leadership makes a significant contribution to work engagement through the leadership's exemplary behavior and the leader's moral ethics with integrity, thus making human resources who are members

feel committed to work and make optimal contributions to achieving organizational or company goals.(Sisdiyanto, 2021). Leaders with a transformational style can influence and direct human resources to achieve company goals, thereby completing their work effectively and improving their performance. When transformational leadership is implemented effectively and provides motivation, support, and a positive example, employee engagement will increase and performance will improve. Research conducted by(Hayati et al., 2014)Research shows a significant and positive relationship between transformational leadership style and work engagement. This study illustrates that transformational leaders channel their enthusiasm and high energy into their subordinates through modeling. This approach can enhance energy as an element of work engagement for human resources in their environment, leading to a positive vision, establishing high standards, and building shared enthusiasm and optimism for achieving success at work.(Bhramantyo & Sawitri, 2021)In his research, he stated that human resources who feel engaged with their work will strive to give maximum dedication to their company. Human resources believe that if their leaders demonstrate a high level of transformational leadership, it will also have a high level of work engagement among them.

Based on the results of the hypothesis test, it was found that transformational leadership has a negative effect on human resource performance. This means that the higher the transformational leadership, the lower the human resource performance. This negative effect can be resolved by adding a moderating variable to strengthen Transformational Leadership. Inspirational Motivation is one of the variables chosen and has been proven to strengthen Transformational Leadership, resulting in increased Human Resource Performance with this moderating influence. Transformational leadership in an organization requires developing human resources and building a moral climate that results in high levels of performance, so leaders need to consider the appropriate leadership style.(Tamimi & Sopiah, 2022)One of the primary ways transformational leaders improve human resource performance is through motivation. Transformational leaders create a compelling and inspiring vision of the future, which mobilizes and motivates existing human resources to work with enthusiasm and dedication. Transformational leaders also utilize effective communication to share this vision, so that human resources understand the goals to be achieved and feel motivated to contribute more. Furthermore, transformational leaders provide genuine recognition and appreciation for individual or team efforts and achievements, which can boost self-confidence and morale. Transformational leaders are also known for their caring approach to the needs and aspirations of individuals within the team. They take the time to listen to their members, understand their strengths and weaknesses, and help them develop the skills necessary to reach their full potential. By demonstrating empathy and caring, these leaders can build strong relationships and trust with their members, which in turn increases their commitment to the organization. When human resources feel cared for and appreciated, they tend to be more loyal and passionate about their work. Transformational leaders also build relationships based on trust, integrity, and transparency. They demonstrate empathy and understand the needs and aspirations of existing human resources. By building trust, transformational leaders

create a collaborative work environment where individuals feel comfortable working together and supporting one another. This strong team collaboration improves overall performance because the team can work more efficiently and effectively. Transformational leadership has been shown in numerous studies to improve human resource performance, for example, research on (Walumbwa et al., 2005) shows that transformational leadership has a beneficial impact on organizational commitment, which can therefore improve human resource performance. (Avolio et al., 2009) Research on transformational leadership also shows that transformational leadership has a significant impact on human resource performance, both directly and indirectly.

Based on the results of the hypothesis test, it was found that work engagement has a positive effect on human resource performance. This means that if human resources are more engaged with their work, their performance will also improve. Pride in work dominates work engagement in human resource performance. A sense of pride in one's work is key to finding satisfaction and motivation in work and advancing one's career. When there is a feeling of pride in work and work results, each day becomes more satisfying and provides positive energy that encourages continued development. This sense of pride makes human resources see work not only as an obligation, but as a valuable achievement. Another factor that can make human resources more engaged with work is work responsibility. This can be proven by consistency in completing tasks on time and according to established standards, always being ready to help colleagues and coordinating well to achieve common goals, as well as being proactive in solving problems, not procrastinating, and always seeking effective solutions. Enthusiasm for work also affects human resource performance. Enthusiasm is shown by a very strong joyful attitude towards work, whether it is an activity, goal, or idea. This enthusiastic attitude often brings positive energy that motivates people to act, create, and actively participate in the company's work. Research conducted (W. Schaufeli & Salanova, 2006) shows that work engagement, a positive mental state possessed by human resources related to work, can be characterized by enthusiasm, dedication, and appreciation. Human resources who are engaged in their work and committed to the institution will work to achieve the institution's competitive advantage in the form of higher productivity, better customer service, and reduced human resource turnover rates. This indicates that a high level of engagement will lead to positive outcomes for both individuals (the quality of human resources' work and their experience in carrying out their work) and also at the company level (company growth and productivity). This is in line with research (Robertson-Smith & Markwick, 2009) where this work engagement allows human resources to fully invest themselves in the work by increasing their ability to complete tasks or overcome certain situations and has a positive impact on human resources so that it will increase their support for the company.

Based on the results of the indirect influence hypothesis test, work engagement was shown to mediate the influence between transformational leadership and human resource performance. This means that the higher the transformational leadership, the greater the

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engagement of human resources with their work, which ultimately improves their performance.

Human Resources A person who always prioritizes cooperation with others is a dominant factor in improving their performance. Furthermore, human resources who always have pride in their work are also a determining factor in work engagement. This is reinforced by respondents' answers and is demonstrated in the completion of tasks and the achievement of targets given to human resources in the company, as well as having responsibility in carrying out work that is an obligation that must be completed. Based on this, companies must provide a conducive and comfortable work environment so that existing human resources can be enthusiastic and focused in carrying out their daily tasks. Based on this, companies need to be serious about maintaining the work engagement of existing human resources so that they can maintain and improve their performance. Furthermore, companies must understand that existing work engagement can be achieved and improved if the transformational leadership in the company is good and oriented towards the company's goals.

Based on the results of the indirect influence hypothesis test, inspiration motivation was shown to moderate the influence between transformational leadership and human resource performance. This means that higher inspiration motivation will increase the quality of transformational leadership, which will ultimately improve human resource performance.

Transformational leaders improve human resource performance through inspirational motivation. These leaders create a compelling and inspiring vision of the future, which can mobilize and motivate employees to work with enthusiasm and dedication. Transformational leaders utilize effective communication to share this vision, so that existing employees understand the goals to be achieved and feel motivated to contribute more. Furthermore, they provide genuine recognition and appreciation for efforts and target achievement, which can increase self-confidence and work morale. Transformational leaders not only provide instructions but also provide space for their employees to take initiative and innovate. They encourage their teams to think creatively and make their own decisions, which can increase their sense of responsibility and ownership of their work. By empowering existing employees, transformational leaders create a work environment where individuals feel free to express their ideas, try new approaches, and learn from mistakes without fear of punishment. This can increase productivity, as employees are more motivated to find more efficient and innovative solutions.

4. Conclusion

Based on the results of previous research on improving human resource performance through work engagement influenced by transformational leadership and inspirational motivation, several important findings can be used by practitioners and academics in their efforts to improve human resource performance. However, this study has limitations and can therefore

serve as a reference for other researchers who wish to conduct similar research related to the forementioned variables.

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