

The Influence of Democratic Leadership Style, Work Engagement, and Work Environment on Employee Performance at the Bangkalan Pratama KPP

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ABSTRACT

This study examines the influence between democratic leadership style, work engagement, and work environment on employee performance at KPP Pratama Bangkalan. The sample in this study involved the entire existing population, namely 77 employees at the Bangkalan Primary Tax Service Office. The data collection technique used in this study was a Likert scale questionnaire. This study uses SPSS analysis tools as a data processing method. This research data analysis uses multiple linear regression. The results showed that partially the variables of democratic leadership style, work engagement, and work environment had a significant effect on employee performance at KPP Pratama Bangkalan. Then simultaneous testing shows that the variables of work engagement, performance allowances, and job training affect employee performance at KPP Pratama Bangkalan.

Keywords: democratic leadership style, work engagement, work environment, employee performance

1. INTRODUCTION

In the context of bureaucratic reform and the modernization of tax administration, public sector institutions like KPP Pratama Bangkalan are expected to deliver services that are effective, efficient, and accountable. The success of such institutions is closely tied to the quality of human resources, particularly employee performance, which significantly contributes to institutional goals, public service quality, and operational efficiency.

Employee performance refers to the output achieved based on specific responsibilities and indicators. According to Mangkunegara (2017), performance is the result of work accomplished in both quality and quantity, aligned with assigned duties. Improving employee performance requires understanding the factors that influence it, especially in a government institution with complex tasks.

One key factor is democratic leadership, which fosters participation, communication, and commitment among employees. Robbins and Judge (2017) state that democratic leadership enhances employee involvement and loyalty. Another is work engagement, defined as a positive psychological state marked by vigor, dedication, and absorption (Schaufeli & Bakker, 2004), which leads to enthusiasm and resilience in work (Bakker & Demerouti, 2008).

A third factor is the work environment, which includes physical and non-physical aspects influencing employee comfort and motivation. Sedarmayanti (2017) notes that a positive work environment can improve morale and productivity.

Empirical studies support these perspectives. Djunaedi & Gunawan (2018) and Firmansyah & Winarto (2024) found democratic leadership positively affects performance. Studies by Rachmah & Sagala (2018) and Parodya et al. (2022) confirm that work engagement has a significant impact on performance, while Pradipta (2020) and Dewi (2022) found that the work environment also plays a vital role.

This research focuses on KPP Pratama Bangkalan to explore how these three variables influence employee performance, addressing a relevant and timely issue in public sector human resource management

2. LITERATURE REVIEW

Democratic Leadership Style

Democratic leadership is a participative approach in which leaders encourage team members to be involved in decision-making, promote open communication, and foster collaboration. According to Lewin, Lippitt, and White (1939), this style allows members to actively contribute to decisions, with the leader acting more as a facilitator than an authoritarian figure. Robbins and Judge (2017) explain that democratic leaders delegate responsibilities, encourage discussion, and value employee input—creating a sense of belonging that enhances motivation and job satisfaction. Yukl (2013) classifies it under participative leadership, where leaders share authority in planning and problem-solving. Hersey and Blanchard (1982) argue that this style fits well in dynamic environments requiring creativity, as it strengthens interpersonal relationships and two-way communication. Goleman (2000) includes democratic leadership in emotional leadership styles that foster team engagement and commitment.

Key characteristics of this style include employee participation in decisions, open two-way communication, delegation of authority, support for individual and team development, and promotion of teamwork (Davis & Newstrom, 1993). Bass and Bass (2008) add that democratic leaders are empathetic, respect differing opinions, and welcome innovation. Indicators of democratic leadership include involvement in decision-making (Yukl, 2013), open communication (Robbins & Judge, 2017), task delegation (Hersey & Blanchard, 1982), appreciation of input (Goleman, 2000), and support for new ideas (Bass & Bass, 2008).

Research confirms the positive impact of democratic leadership on employee performance. Luthans (2011) states it boosts organizational commitment, loyalty, and goal achievement. Rukmana (2021) found it significantly enhances harmony and productivity in public institutions. Similarly, Wahyudi (2018) notes that it strengthens leader-subordinate relationships, improving efficiency and work spirit.

Several factors influence a leader's tendency to adopt this style, including personality, education, organizational culture, employee maturity, work conditions, and stakeholder expectations. Siagian (2010) emphasizes that open and empathetic personalities align with democratic leadership. Robbins and Judge (2017) highlight emotional intelligence as a key enabler. Yukl (2013) points out that managerial experience shapes leadership approach, while Hofstede (2001) stresses the role of cultural dimensions such as individualism and power distance. Hersey and Blanchard (1982) argue that democratic leadership is effective when employees are competent and mature. Goleman (2000) suggests this style works well in situations requiring innovation or facing complex changes. Hasibuan (2013) concludes that leadership style results from a combination of individual, organizational, and environmental dynamics.

Work Engagement

Work engagement is a psychological state that reflects the level of enthusiasm, dedication, and involvement employees have in their work. Employees who are highly engaged tend to feel energized, proud, and fully absorbed in their tasks. According to Schaufeli et al. (2002, as cited in Ariyani, 2019), work engagement is a positive and fulfilling work-related condition characterized by three dimensions: vigor, dedication, and absorption. Vigor refers to high levels of energy and mental resilience at work; dedication involves a strong sense of significance, pride, and enthusiasm; while absorption is the deep concentration and immersion in one's work. Yulianti and Hidayah (2020) describe it as a persistent psychological condition marked by emotional, cognitive, and physical involvement in work. Hasibuan (2017) also highlights that work engagement occurs when employees feel valued and supported, making them strive to contribute toward organizational goals. Furthermore, Ismail and Sobri (2019) emphasize that engagement involves a deep psychological and emotional connection with the job and the organization.

The three main dimensions of work engagement, as described by Schaufeli and Bakker (2004, in Cahyono, 2018), include vigor, dedication, and absorption. Vigor is shown through high energy and persistence at work; dedication is evident in employees' enthusiasm, inspiration, and pride; and absorption is seen in employees' full concentration and involvement in tasks to the point of losing track of time. These dimensions are also supported by Pramudito (2021), who states that work engagement reflects positive emotions, sustained focus, and ongoing motivation that contribute to productivity and loyalty.

Several factors influence work engagement. Leadership and supervisor support play a significant role, as supportive and communicative leaders enhance employee involvement (Damayanti & Prasetyo, 2020). A comfortable and safe work environment also fosters engagement by creating a sense of physical and psychological security (Safitri & Nugroho, 2020). Additionally, employee competence and access to training increase confidence and willingness to engage (Haryanto & Ramli, 2019). Maintaining work-life balance allows employees to stay motivated and focused (Wulandari & Kartika, 2021), while recognition and appreciation for contributions increase employees' emotional investment in their work (Rahayu & Lestari, 2021).

Indicators of work engagement can be grouped into the three core dimensions. Vigor is reflected in sustained energy, persistence in completing tasks, and the ability to work for extended periods. Dedication involves pride in work, a strong sense of purpose, and commitment to organizational success. Absorption includes deep focus, enjoyment of challenging tasks, and a tendency to become fully immersed in one's work. These indicators, according to Lestari and Fitriana (2022), are suitable for measuring engagement levels in both public and private sector employees in Indonesia.

Work Environment

The work environment is a crucial factor influencing employee comfort, motivation, and productivity. It encompasses not only physical aspects such as lighting, cleanliness, temperature, and ventilation but also psychological and social aspects like interpersonal relationships, supervisor support, and a supportive organizational culture. According to Nitisemito (2011), the work environment includes everything around workers that can affect their task performance, while Sedarmayanti (2017) emphasizes the equipment, physical surroundings, and atmosphere that support productivity and comfort.

Handoko (2012) states that a good work environment should create a sense of safety, comfort, and support for employees' physical and mental health. A healthy social and physical work environment enhances job satisfaction and employee engagement (Wibowo, 2020).

The work environment can be classified into two main types: the physical work environment, which includes the physical conditions of the workplace such as layout, lighting, temperature, and cleanliness, and the psychosocial environment, which involves interpersonal relationships among employees, organizational culture, and effective communication (Kurniawan & Susanto, 2021). Factors influencing the quality of the work environment include adequate facilities and infrastructure (Yusuf & Prabowo, 2019), harmonious interpersonal relationships (Dewi & Hartono, 2020), supportive organizational culture and leadership style (Sari & Lestari, 2021), workplace safety and cleanliness (Wulandari & Putra, 2021), and open and effective communication systems (Fitriani & Hasan, 2022).

Indicators of the work environment, according to Sedarmayanti (2017), include proper lighting and air circulation, cleanliness and security of the workplace, harmonious social relationships, organized and ergonomic workspace layout, and well-maintained facilities and work equipment. These indicators are also used in research by Wahyuni and Saputra (2020) to analyze the impact of the work environment on employee performance in government institutions.

Employee Performance

Employee performance is a crucial indicator in assessing the effectiveness of organizations, both in the public and private sectors. It reflects an employee's ability to complete assigned tasks effectively and efficiently. Mangkunegara (2017) defines performance as the quality and quantity of work achieved by an employee according to their responsibilities. Mathis and Jackson (2006) add that performance results from job functions influenced by abilities, skills, experience, and motivation. Performance involves not only outcomes but also how professionally tasks are carried out in line with organizational standards. Gomes (2003) explains that employee performance is the degree of success in completing tasks compared to established standards or targets. Factors influencing performance include leadership, work environment, motivation, compensation, and employee engagement (Sutrisno, 2017). In public organizations like KPP Pratama, improving employee performance is strategic for excellent public service and revenue targets.

Performance indicators include work quality, quantity, timeliness, effectiveness in resource use, attendance, and organizational commitment (Robbins & Coulter, 2016). Outcome-based assessment is emphasized as a true reflection of employee contribution (Wibowo, 2016). Performance is affected by individual characteristics (education, experience, personality), work environment, leadership style, and work engagement (Simamora, 2006). Justice perception, work stress, and job satisfaction also significantly impact performance (Robbins & Judge, 2017).

In the public sector, performance evaluation must consider accountability, transparency, efficiency, integrity, ethics, and service orientation (Dwiyanto, 2006). Public employees face challenges such as bureaucracy, political pressure, and complex regulations, requiring inclusive leadership and an adaptive work environment to achieve optimal performance (Tjiptono & Diana, 2003).

Conceptual Framework

The analysis model in this study is as shown in Figure 1 below:

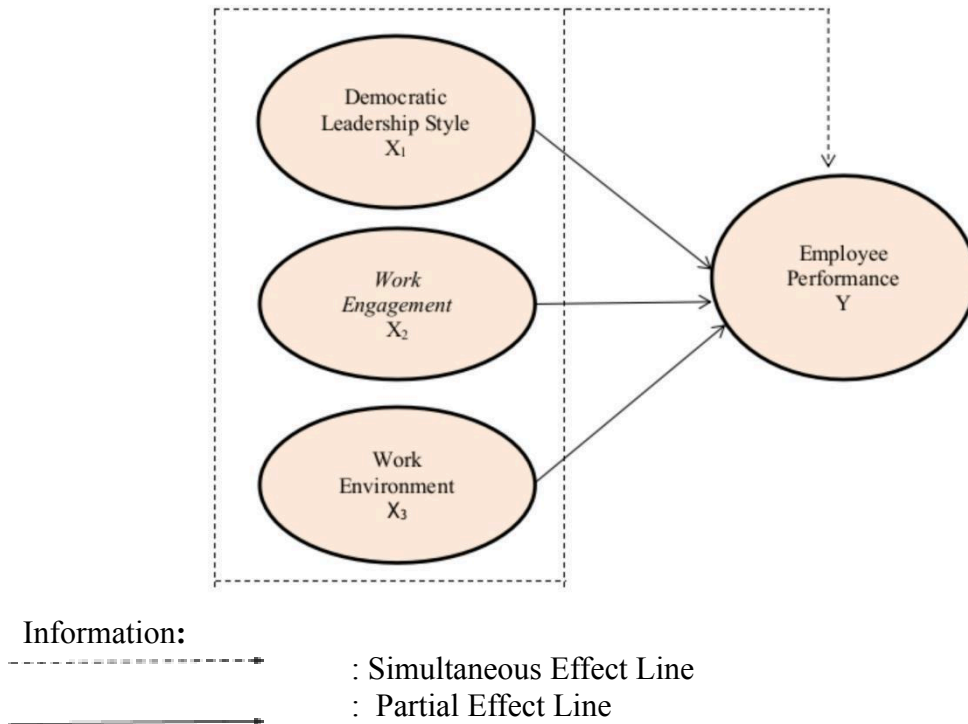


Figure 1 Conceptual Framework

Source: Processed by the author (2025)

Hypothesis

The hypothesis is a temporary answer to the formulation of research problems, it is said to be a temporary answer because the answer is still presumptive of the existing problem, and still has to be proven. So what can be done is to answer first while still presumptive. A hypothesis will be accepted if the data collected supports the statement. The following is a research hypothesis based on the framework above:

1. The influence of Democratic Leadership Style on employee performance
H1 : Democratic Leadership Style partially affects employee performance at the Bangkalan Primary Tax Service Office.
2. The effect of Work Engagement on employee performance
H2 : Work Engagement partially affects employee performance at the Bangkalan Primary Tax Service Office.
3. The influence of Work Environment on employee performance
H3 : Work Environment partially affects employee performance at the Bangkalan Primary Tax Service Office.
4. Simultaneous influence
H4 : Democratic leadership style, Work Engagement, and Work Environment simultaneously affect employee performance at the Bangkalan Primary Tax Service Office.

3. RESEARCH METHOD

Type of Research

This research is a causal associative research, in accordance with the research methodology applied. The purpose of causal associative research according to Sugiono (2013: 16) is to identify causative problems between two or more variables. This study only discusses the effect of democratic leadership style, work engagement, and work environment on employee performance.

Population and Research Sample

Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions (Sugiyono, 2009: 80). The number of employees of the Bangkalan Primary Tax Service Office is 77 people. The population in this study were all 77 employees of the Bangkalan Primary Tax Service Office. This research was conducted on the entire population. Thus, the method used in this study is a census.

Data Analysis

The purpose of data analysis is to obtain relevant information contained in the data and use the results to solve a problem (Ghozali, 2016: 3). Data analysis in this study was processed using Statistical Package For Social Sciences (SPSS) software version SPSS 20 for Windows. Data analysis in this study includes validity and reliability tests, classical assumption tests, regression tests, coefficient of determination tests, and hypothesis testing.

Place and Time of Research

This research was conducted at the Bangkalan Primary Tax Service Office, which is located on Jl. Soekarno Hatta No.1, RW.08, Kemayoran, Kec. Bangkalan, Bangkalan Regency, East Java. The research was conducted from April to May 2025.

4.RESULT AND ANALYSIS

Normality test

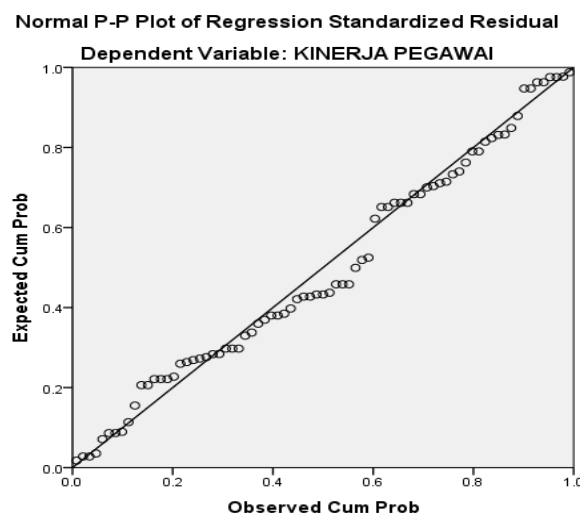


Figure 2
Normality Test Chart

Source: Data Processing Results, 2025

Based on the test results in Figure 2, it can be seen that the distribution of existing data has followed the diagonal line between 0 and the intersection of the X and Y axes. So

it can be concluded that the data used in this study is declared normal and has met the requirements of the normality test.

Multicollinearity Test

Tabel 1
Multicollinearity Test Result
Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Democratic Leadership (KD)	0.920	1.087
Work Engagement (WE)	0.913	1.095
Work Environment (LK)	0.970	1.030

a. *Predictors:* (Constant), DEMOCRATIC LEADERSHIP, WORK ENGAGEMENT, WORK ENVIRONMENT,

b. *Dependent Variable:* EMPLOYEE PERFORMANCE

Based on table 1, it can be seen that the VIF value of each independent variable (Democratic leadership, work engagement, work environment) used in this study is < 10 , while the tolerance value of each variable is > 0.10 . So it can be stated that all independent variables used in this study have met the provisions or requirements in the multicollinearity test, so it is said to be free from multicollinearity.

Heteroscedasticity Test

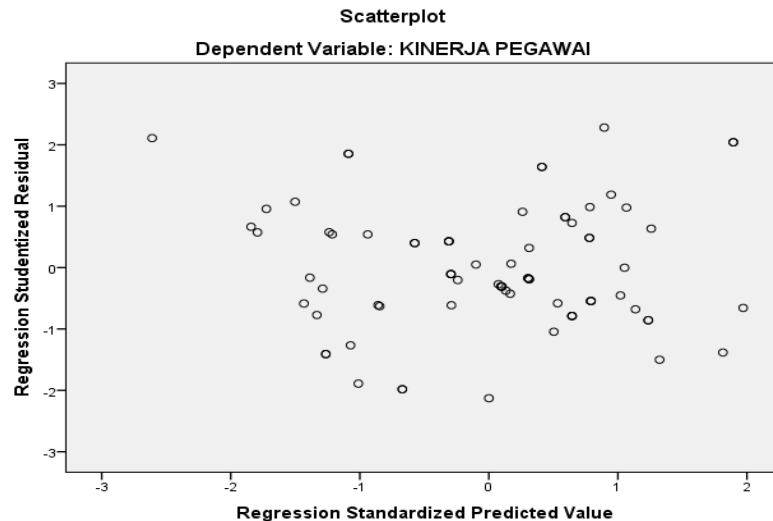


Figure 3
Heteroscedasticity Test Graph

Source: Data Processing Results, 2025

Based on Figure 3, it can be seen that the points in the image are randomly scattered and do not form a certain pattern. So it can be concluded in this regression model, no heteroscedasticity occurs.

Multiple Linear Regression Analysis

Tabel 2
Multiple Linear Regression Analysis Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.463	2.212		2.922	.005
Democratic Leadership (KD)	.437	.043	.609	10.250	.000
1 Work Engagement (WE)	.177	.036	.293	4.922	.000
Work Environment (LK)	.423	.055	.447	7.733	.000

a. *Dependent Variable:* EMPLOYEE PERFORMANCE

Source: Data Processing Results, 2025

From the multiple linear regression equation, it can be concluded:

1. Constant value constant
The constant constant value (α) is 6.463, which means that if all independent variables (KD, WE, LK = 0) then Employee Performance (PP) is 6,463.
2. Democratic Leadership
The coefficient value of the Democratic leadership variable is 0.437. The positive sign explains that the Democratic leadership variable has a unidirectional (positive) relationship with the employee performance variable (KP). So it can be interpreted that every increase in Democratic leadership, the Employee Performance (KP) will increase. Assuming other independent variables are costumes.
3. Work engagement
The coefficient value of the Work Engagement variable is 0.177. The positive sign explains that the work environment variable has a unidirectional (positive) relationship with the employee performance variable (KP). So it can be interpreted that every increase in Work Engagement, then Employee Performance (KP) will increase. Assuming other independent variables are costumes.
4. Work Environment
The coefficient value of the organizational culture variable is 0.423. The positive sign explains that the organizational culture variable has a unidirectional (positive) relationship with the employee performance variable (KP). So it can be interpreted that every increase in Work Environment, then Employee Performance (KP) will increase. Assuming other independent variables are costumes.

Coefficient of Determination (R^2)

Tabel 3
Coefficient of Determination Test Result
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.874 ^a	.763	.753	2.024

a. Predictors: ((Constant), KD, WE, LK)

b. Dependent Variable: KP

Source: Data Processing Results, 2025

Based on table 3, it can be seen that the R square value of 0.763 or 76.3% is the magnitude of the contribution of the independent variable to the dependent variable and 23.7% is explained by other variables outside the research model. while the R value is 0.874 or 87.4%, where the correlation of independent variables (democratic leadership, work engagement, and work environment), has a strong enough relationship to explain the dependent variable (employee performance).

Partial test (t test)

Tabel 4
T Test Result
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.463	2.212		2.922	.005
Democratic Leadership (KD)	.437	.043	.609	10.250	.000
1 Work Engagement (WE)	.177	.036	.293	4.922	.000
Work Environment (LK)	.423	.055	.447	7.733	.000

a. *Dependent Variable*: EMPLOYEE PERFORMANCE

Source: Data Processing Results, 2025

Based on table 4, it is explained about how much influence the independent variable has on the dependent variable. Then the hypothesis results can be described as follows:

1. Hypothesis testing of Democratic Leadership (KD) on Employee Performance (KP). Sig
2. t test value for the Democratic Leadership (KD) variable is 0.000 or <0.05. So it can be concluded that the first hypothesis which states that Democratic Leadership (KD) has a partial effect on employee performance is accepted.
3. Hypothesis testing Work Engagement (WE) on Employee Performance (KP). Sig. value of t test for Work Engagement (WE) variable is 0.000 or <0.05. So it can be concluded that the second hypothesis which states that Work Engagement (WE) has a partial effect on employee performance is accepted.
4. Hypothesis testing of Work Environment (LK) on Employee Performance (KP). Sig. value of t test for Work Environment (LK) variable is 0.000 or <0.05. So it can be concluded that the third hypothesis which states that Work Environment (LK) has a partial effect on employee performance is accepted.

Simultaneous Test (F test)

Tabel 5
F Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	963.657	3	321.219	78.386	.000 ^b
	Residual	299.148	73	4.098		
	Total	1262.805	76			

a. Predictors: ((Constant) KD, WE, LK)

b. Dependent Variable: KP

Source: Data Processing Results, 2025

Based on table 5 it can be seen that the F value is 78.386 with a Sig level. $0,000 < 0,05$. So it can be concluded that the fourth hypothesis which states that the variables of Democratic leadership, Work Engagement, and Work Environment simultaneously affect employee performance is accepted.

DISCUSSION

The Influence of Democratic Leadership on Employee Performance

Statistical tests indicate that democratic leadership significantly influences employee performance, with a significance level of $0.000 (< 0.05)$. This confirms the hypothesis that democratic leadership partially affects employee performance.

According to Woods (2004) in Laliasa et al. (2018), democratic leadership involves the ability to influence others to collaborate toward common goals, where decisions are made collectively between leaders and subordinates. Siagian (2003) explains that a democratic leader is often admired by their followers, even if they cannot concretely explain the reasons for their admiration.

This study is supported by questionnaire results from KPP Pratama Bangkalan, where most respondents agreed (scoring 4 and 5) with statements related to democratic leadership indicators such as joint decision-making, valuing each subordinate's potential, and listening to feedback. These findings are consistent with research by Djunaedi & Gunawan (2018) and Firmansyah & Winarto (2024), which also found that democratic leadership has a positive impact on employee performance.

The Influence of Work Engagement on Employee Performance

Work engagement is also shown to have a significant influence on employee performance, with a significance level of $0.000 (< 0.05)$. Robbins (2015) defines work engagement as an individual's involvement, satisfaction, and enthusiasm for the work they perform. Employees engage both physically and emotionally in their roles, which in turn influences their work behavior. Goal Setting Theory also supports this, suggesting that commitment to goals positively affects performance (Robbins, 2011).

The questionnaire results from KPP Pratama Bangkalan show that most employees strongly agreed with work engagement indicators, including enthusiasm (enjoying work, completing tasks effectively), dedication (feeling proud of their job), and absorption (losing track of time while working, possessing adequate skills). These results demonstrate that work engagement positively contributes to employee performance.

This finding is consistent with previous research by Rachmah & Sagala (2018) and Parodya et al. (2022), which also found a significant and positive influence of employee engagement on employee performance.

The Influence of Work Environment on Employee Performance

Statistical analysis confirms that the work environment has a significant impact on employee performance, indicated by a significance value of 0.000 (< 0.05). This supports the third hypothesis stating that the work environment partially affects employee performance.

According to Wijaya and Susanty (2017), the work environment encompasses all surroundings that influence employees in carrying out and completing their duties. A conducive work environment ensures employees feel safe, comfortable, and satisfied in their workspace, which in turn improves performance. This study found that both physical and non-physical aspects of the work environment significantly affect employee performance.

The questionnaire distributed to employees at KPP Pratama Bangkalan revealed that most respondents strongly agreed with the statements (average scores of 4 and 5) related to work environment factors. These included physical environment indicators (comfortable workspace, adequate equipment, and supportive facilities) and non-physical environment indicators (good relationships with colleagues, positive supervisor-subordinate interactions, strong teamwork, and approachable leadership).

These findings are in line with previous studies by Pradipta (2020) and Dewi (2022), which also concluded that a positive work environment significantly influences employee performance.

The Simultaneous Influence of Democratic Leadership, Work Engagement, and Work Environment on Employee Performance

Based on the F-test results presented in Table 5.8, it is shown that the calculated F-value is 78.386 with a significance level of 0.000 (< 0.05). This indicates that the fourth hypothesis is accepted, confirming that the variables of democratic leadership, work engagement, and work environment have a simultaneous and significant effect on employee performance.

This finding emphasizes that a combination of leadership style, employee involvement, and a conducive work environment can significantly enhance performance outcomes. Organizations that apply a participative leadership approach, foster employee enthusiasm and commitment, and provide a supportive work environment are more likely to achieve optimal performance levels among their employees.

5. CONCLUSION

Based on the explanations presented in the previous chapter, the following conclusions can be drawn:

1. The first hypothesis, which states that Democratic Leadership (DL) has a partial effect on employee performance, is accepted.
2. The second hypothesis, which states that Work Engagement (WE) has a partial effect on employee performance, is accepted.
3. The third hypothesis, which states that the Work Environment (WE) has a partial effect on employee performance, is accepted.
4. The fourth hypothesis, which states that Democratic Leadership, Work Engagement, and Work Environment simultaneously affect employee performance, is accepted.

SUGGESTION

1. Based on the conclusions presented above, the researcher would like to offer the following suggestions, which may be considered as input particularly for the relevant institution, namely the Tax Service Office (KPP) Pratama Bangkalan, as well as for future researchers conducting similar studies:
2. It is recommended that the leadership at KPP Pratama Bangkalan adopt the values of democratic leadership, such as providing guidance and encouragement to employees so that they are more creative and innovative in carrying out their duties, and able to better utilize their cognitive and reasoning abilities. Leaders are also advised to interact actively with employees and consistently involve them in collaboration and teamwork, including discussing plans and addressing problems together to achieve organizational goals.
3. The management, especially the Human Resources (HR) division of KPP Pratama Bangkalan, is encouraged to further enhance employee work engagement by providing career development opportunities, rewards, and recognition. For instance, implementing a monthly reward system for employees who successfully meet work targets can be a motivating factor.
4. The management, particularly the HR division, should maintain and improve the work environment, as this study found that the work environment significantly affects employee performance. To create a conducive work environment, several measures can be implemented, such as ensuring a comfortable workspace, promoting good communication, and fostering a sense of togetherness. It is also important to consider physical aspects such as cleanliness, lighting, and ventilation.
5. For future researchers, the following suggestions are offered:
 - a. Future studies are encouraged to use case studies from different government institutions or private companies to allow comparisons with the results of this study, which focuses on a government agency (KPP Pratama Bangkalan).
 - b. It is recommended that future researchers include other variables that may influence employee performance, such as the quality of human resource management, employee placement, job training, and other relevant factors.

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