

The Role of Leadership in Improving Work Engagement to Support Sustainability at PT INKA Multi Solusi

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ABSTRACT

This study aims to analyze the role of leadership in increasing work engagement to support the sustainability of the company in PT INKA Multi Solusi. The research uses a descriptive qualitative method with triangulation techniques of data sources in the form of interviews, observations, and documentation. Research informants involve leaders and staff who are directly related to human resource management. The results of the study show that democratic and empowering leadership styles have a significant contribution in increasing the dimensions of work engagement, namely vigor, dedication, and absorption. Effective leadership also strengthens team communication and creates a work environment that supports the company's sustainability. This study contributes to the literature by showing how empowering leadership styles can influence work engagement in the context of manufacturing companies in Indonesia, especially PT INKA Multi Solusi. The results of the study provide insights for companies to adopt a more inclusive leadership style, support individual development, and strengthen collaboration between divisions to improve work engagement and company sustainability. The results of the study provide insights for companies to adopt a more inclusive leadership style, support individual development, and strengthen collaboration between divisions to improve work engagement and company sustainability.

Keywords: Leadership, Work Engagement, Sustainability, Organizational Behavior

INTRODUCTION

The organization is formed based on the goals and vision and mission that all members want to achieve. Organizational principles have clear goals to achieve or what goals the organization wants to achieve. Because the goal to be achieved is an organizational goal, there must be contribution and cooperation from a group of people or members of the organization, where the goal must be clearly defined (Bismoko et al., 2023). In achieving these goals, organizations need human resources who have a high level of work engagement. Organizations today operate in a highly volatile environment that is dictated by technological advancements, and require them to maintain their creativity and innovation (Arokiasamy et al., 2022). To achieve this, an organization must instill a supportive work culture, such as instilling creativity in employees to achieve superior performance. The use of human resources must be done properly and correctly so that it runs effectively, efficiently and has high performance. Human Resource Management (HR) is increasingly developing and becoming one of the most valuable assets of an organization due to a shift in research paradigm and organizational ability (Nafisa & Haeba, 2023) in addition to the need for leadership in the organization.



Leadership is an aspect that is always considered in our daily lives both in companies, organizations, and community life. The figure of a leader will affect the behavior, attitude, and way of working of employees in the company, therefore it needs to be adjusted to the existing company culture because it will determine the success of the work of the employee and the company. In today's business world, the ethical factor is a major element that must be considered and will be the hallmark of a company that distinguishes it from other companies. If we meet several companies that commit fraud or corruption in their business activities, this can be caused by leaders who cannot set an example for their employees. There are several reasons why an organization engages in unethical behaviors, one of which is demands from shareholders, financial losses, leadership, selfishness or even ignorance (SHELEMO, 2023) Supportive and communicative leadership can strengthen work engagement, as leaders who provide clear direction and concern for employee well-being will encourage high engagement and morale, creating mutually supportive relationships in achieving organizational goals.

Work engagement is a positive state of mind related to work characterized by vigor, dedication and absorption (Schaufeli et al., 2002). There are three dimensions of work engagement, namely first, vigor is reflected in the desire to work hard, and keep trying despite the various challenges they face. The second is dedication reflected in full involvement with enthusiasm for their work. And the third is the appreciation (absorption) reflected by working intensively and feeling engrossed in the work, so that time does not pass and it is difficult to get away from the work (Saripudin & Wijaya, 2021) In addition, work engagement is also the main predictor of employee performance (Saraswati & Rocky, 2024) Enthusiasm refers to high energy and mental resilience at work, willingness to put effort into work, and persistence in facing difficult situations. Dedication refers to strong involvement in the work, as well as experiencing feelings of meaningfulness, enthusiasm, inspiration, pride, and challenge. Solemnity refers to full concentration and a feeling of pleasure at work, where time feels like it passes quickly and the individual has difficulty getting away from work. High work engagement plays an important role in the sustainability of the company, as actively and enthusiastically engaged employees will increase productivity, innovation, and customer satisfaction, which in turn supports the company's long-term growth and sustainability.

Corporate sustainability is a concept that describes the ability of a company to operate in the long term with three dimensions that are interdependent and related to each other, namely: the environment, the economy, and society, this is often referred to as the triple bottom line (Saptaria & Sopiah, 2022) The goal is to create sustainable value for the company itself, society, without sacrificing any of those aspects. Corporate sustainability includes managing resources efficiently, paying attention to the social impact of business activities, and preserving the environment. More specifically, this sustainability involves a company's efforts to generate profits in a responsible way, reduce negative impacts on the environment, and provide positive benefits to society

One of the main factors that can affect work engagement is leadership. Leadership is a science that comprehensively studies how to direct, influence, and supervise others to do tasks according to planned orders. Leadership style has a very positive effect on employee work engagement and can be used as a predictor of the formation of work engagement (F. W. Putra & Andriani, 2023) also stated that leadership and job satisfaction have a positive influence on the level of work engagement in an organization (D. D. Putra et al., 2023) A leader will influence his followers, so he must be able to accommodate all the interests of his subordinates or others related to him. In carrying out his role, a leader must be able to encourage subordinates to be more aware of the importance of the results of a job, encourage them to attach more importance to the

organization than individual interests, and activate the needs of subordinates at a higher level (Angelia & Astiti, 2020)

Sustainability carried out in the company is supported by the motivation of the organization's members, as well as the influence of worker behavior called work engagement. Work behavior in this case can be carried out by employees based on the company's concern to provide facilities for every work movement and employee welfare, so that it can provide optimal results. The optimal results are obtained from the company's reciprocity to employees who use effective measures in improving work behavior as referred to in various literature or general references (Sofia et al., 1875)

Corporate sustainability is greatly influenced by strong leadership, as wise leaders can direct organizations to face challenges, capitalize on opportunities, and create strategies that support the company's continuity and future growth. The efforts of a business to achieve sustainability through internal and external improvements are largely determined by the role of leaders in determining the company's future vision. A leader with his leadership style is the heart of an organization that is able to determine the success of the organization with his strategic leadership (Yulia & Masdupi, 2024)

PT INKA Multi Solusi is a subsidiary of PT Industri Kereta Api (Persero) which is engaged in manufacturing services for railway and land transportation products. Supported by resources that have competence in their fields, PT INKA Multi Solusi has shown its contribution and is ready to compete in the railway and land transportation product industry market. Considering that this company continues to grow, conducting research at PT INKA Multi Solusi provides an opportunity to review operational processes and strategies, as well as contribute to improving company performance through better solutions. The researcher's experience of doing an internship at PT INKA Multi Solusi for 4 months found several conditions that one of the problems that can arise is a leadership style that does not provide enough inspiration or encouragement for employees to be actively involved in their work. Leadership that is too authoritarian or not open to ideas and input from employees can reduce their motivation and engagement. And leadership that is not communicative enough in communicating the company's vision, goals, and values to employees can create uncertainty. Employees who don't know the direction or goals of the company may feel less engaged, which has an impact on the company's productivity and sustainability. In an organization, leadership has a crucial role in maintaining the sustainability of the company, especially in increasing employee engagement (work engagement). Effective leadership can create a positive work environment, motivate employees, and encourage innovation and productivity. Therefore, this final project will examine and find out more deeply about the process of implementing leadership for the sustainability of PT Inka Multi Solusi. Therefore, the researcher is interested in taking the title "The Role of Leadership in Work Engagement to Support Sustainability at PT Inka Multi Solusi".

METHODS

This study uses qualitative research methods. Qualitative research as a research procedure that produces descriptive data in the form of written or oral words from people and the behavior of people observed with a detailed explanation of problems related to existing theories and data, so as to reach a conclusion (Creswell, 2010).

Data collection techniques are the methods used by researchers in this study to obtain accurate information or data so that they can be accounted for as a scientific social research. The methods can be divided into 2 parts, namely: Primary data collection techniques are by using observation or observation as well as in-depth interviews or inward interviews, and documentation. As for secondary data such as theories, views of

research results, books and records of documentation and literature (Indahsari & Manafe, 2022). The methods in collecting data that will be used in this study include: First, the interview method, in this method the researcher will conduct interviews with several research subjects who are directly involved in social interaction and are considered to have in-depth knowledge of the situation and circumstances of the research object. Interviews are conducted directly with the research object. Second, the Observation Method, the purpose of observation is to describe everything related to the object of research, to obtain data related to the object directly and clearly without the need to guess. Third, the Documentation Method, the documentation method is used to obtain data in the form of writings related to the research object that will be discussed in this study and is used as a reinforcement method from the results of the interview and observation methods.(Azrial et al., 2024)

The informants of this study are determined by the 5R technique according to Kamayanti (Puspasari & Zulistiani, 2020) the following 5R criteria are set in selecting informants:

Table 1. 5R Criteria

No.	5R Criteria	Description
1	Relevance	The informant must have a direct connection with the subject and object of the research, namely the role of leadership and work involvement at PT INKA Multi Solusi.
2	Recommendation	Researchers can seek or ask for recommendations from trusted people to determine informants, such as HR department leaders.
3	Rapport	There is a closeness between researchers and informants to dig deeper information.
4	Readiness	An informant must be ready to be interviewed without any coercion.
5	Reassurance	Researchers must be able to ensure that informants can answer questions without fabrication.

Source : (Puspasari & Zulistiani, 2020)

The research informants consisted of two main groups, namely company leaders and staff who were directly involved in human resource management. Leaders are selected based on their role in determining leadership strategies, while staff consist of hubin staff, HR staff, and training staff. The following table summarizes the data of research informants:

Table 2. Informant Data

No.	Position	Code	Gender
1	Head of Division	BR	Male
2	Head of Department	RU	Male
3	Staff Hubin	VI	Female
4	HR Staff	FA	Female
5	Training Staff	AN	Male

Source : primary data, 2024

In this study, the data collection technique is carried out through three main methods, namely interviews, observations, and documentation, which are used

simultaneously to obtain valid and comprehensive data. Each technique has an important role to play in providing a deeper understanding of the leadership style and employee work engagement, as well as its impact on the company's sustainability.

a. Interview

Conducted on leaders and staff with a guide to questions that have been prepared. Leaders are asked to explain their leadership style, their impact on work engagement, and their relationship to company sustainability. Staff were asked about work experience and the influence of leadership on their work engagement.

b. Observation

The researcher directly observed work activities relevant to the application of leadership styles and employee work engagement, including planning, organizing, supervising, and distributing tasks.

c. Documentation

Collect records in the form of internal company documents, work reports, and photos of relevant activities to support the analysis.

RESULTS AND DISCUSSION

A. Interview

The results of the interview based on the questions that have been prepared are presented in the form of the following table:

Table 3. Interview Answers Related to the Role of Leadership in Increasing Work Engagement to Support Sustainability at PT INKA Multi Solusi

Question	Informan	Answer	Interpretation
1. How do you describe your leadership style and the challenges faced in managing the team at PT INKA Multi Solusi?	1	My leadership style is more democratic, where I give the team the freedom to complete their own tasks in the best possible way. I just ask for reports periodically without having to dictate. The biggest challenge is making sure all team members are on the same frequency, as differences in vision or ways of working often lead to miscommunication that can affect results.	Based on interviews with 5 informants, including HR department managers, they agreed that democratic leadership styles are effective at driving employee engagement, although the biggest challenge is managing character differences between individuals.
	2	I tend to apply a collaborative leadership style by encouraging teams to be involved in decision-making and giving them full trust. However, the challenge I faced was maintaining harmony among team members, as differences in perspective or work rhythm could be a barrier to achieving common goals	
	3	My approach is flexible, giving the team space to develop their own ideas while still providing clear boundaries. My main challenge is to manage the differences in character in the team, because not everyone can work well together from the beginning, and that dynamic must be kept from causing conflict	
	4	I lead in a supportive way, providing support to the team without dictating them so that their potential is maximized. A challenge that often arises is to keep communication effective, as differences in perception and the way information is delivered often lead to misunderstandings that affect teamwork	
	5	I apply a trust-based leadership style, where I encourage the team to be independent and make their own decisions. The biggest challenge for me was dealing with team members who didn't align with the	

		vision or the way of working, so I had to find a way to bring them together without the impression of imposing a will.	
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Source: Primary Data 2024

Table 4. Interview Answers Related to the Role of Leadership in Increasing Work Engagement to Support Sustainability at PT INKA Multi Solusi

Question	Informan	Answer	Interpretation
2.What do you understand about work engagement and how does your leadership style contribute to increased employee morale, dedication, and engagement at work?	1	Work engagement is an emotional and professional attachment to work that makes individuals and teams more productive. If everyone is well involved, organizational goals will be easier to achieve. In this case, my leadership style that gives flexibility to the team helps boost their morale, as they feel trusted and not overwhelmed by excessive pressure	Based on interviews with 5 informants, they agreed that work engagement is closely related to the achievement of organizational goals, and that a leadership style that provides trust directly contributes to increased employee motivation and work engagement.
	2	In my opinion, work engagement is solid teamwork to achieve common goals. At PT INKA Multi Solusi, this is urgently needed in running large programs such as HR efficiency. I apply a non-authoritarian leadership style, so the team feels comfortable and more dedicated to their tasks	
	3	Work engagement is closely related to emotional and professional engagement between team members. By understanding their emotional state, I can help create a positive work atmosphere. My leadership style supports the needs of employees, so they stay motivated without feeling overwhelmed	
	4	Work engagement, in my opinion, is how the team feels like they have a common goal and support each other to achieve it. As a leader, I provide space for the team to make their own decisions, which has been proven to increase their dedication to the work	
	5	Work engagement is important because it determines how strongly the team works together to achieve the organization's goals. With a leadership style that values employees' opinions and initiatives, I see them being more motivated and fully engaged in the work	

Source: Primary Data 2024

Table 5. Interview Answers Related to the Role of Leadership in Increasing Work Engagement to Support Sustainability at PT INKA Multi Solusi

Question	Informan	Answer	Interpretation
3. How do you motivate employees to stay active and engaged, and	1	As a boss, I motivate employees with good communication and clear direction to support them to stay motivated at work. I am also always open to employee feedback or complaints. By taking the time to speak in person, I was able to understand their needs, both formally and through small jokes, so that the work environment remained supportive and productive	Based on interviews with 5 informants, they agreed that employee engagement and motivation rely heavily on

respond to feedback or complaints related to their involvement in the work?	2	I try to create motivation by embracing subordinates, giving direction, and building intensive communication. In responding to complaints, I am open to direct discussions, both formally and personally, so that employees feel heard and comfortable conveying their input. This kind of work environment makes employee engagement increase.	an open communication approach, and that leaders who are responsive to feedback will increase team morale.
	3	My employees' motivation is encouraged through a communicative approach, by making sure they feel cared for and supported. When I receive feedback or complaints, I tend to take a personal approach by asking directly about their needs or challenges, because it helps me create a more conducive work environment	
	4	As a leader, I provide motivation through open communication and clear direction, so that employees feel directed and supported. When there are complaints, I prefer to hear directly from employees, either through casual chat or formal discussions, as this makes them more comfortable and creates an inclusive work environment	
	5	I motivate the team by maintaining close communication and providing direction that helps them understand the purpose of the job. In responding to complaints, I make sure there is room to speak openly, even in a relaxed atmosphere, so that they feel heard. This supportive work environment increases employee engagement and morale	

Source: Primary Data 2024

Table 6. Interview Answers Related to the Role of Leadership in Increasing Work Engagement to Support Sustainability at PT INKA Multi Solusi

Question	Informan	Answer	Interpretation
4. How do you assess the relationship between effective leadership and corporate sustainability at PT INKA Multi Solusi?	1	Effective leadership is highly dependent on situations and conditions. In the HR department, I consider democratic leadership styles to be more relevant because HR manages many personal aspects, both internal and external. With this style, communication is more effective, employee needs are easier to accommodate, and company sustainability can be more assured through good coordination	Based on interviews with 5 informants, they agreed that a democratic leadership style in the HR department plays an important role in maintaining the sustainability of the company, especially in the management of communication
	2	The relationship between effective leadership and company sustainability is very close. A flexible, democratic, leadership style allows HR departments to handle a wide range of needs, from recruitment to personal complaints, in a more humane and strategic way. This helps maintain the stability and sustainability of the company	
	3	Effective leadership must be able to adapt to the situation. In the context of human resources, a	

		democratic style is very important because this department is a bridge that must be flexible in dealing with internal and external. This approach ensures smooth communication and the needs of all parties are met, so that the company's sustainability is maintained	and strategic management of HR
	4	In my opinion, democratic leadership in the HR department is more effective because of its open nature and supports two-way communication. By handling personal complaints, recruitment, and external affairs, this style helps create harmony within the organization, which contributes greatly to the sustainability of the company	
	5	Effective leadership plays an important role in the sustainability of the company, especially in human resources who have complex tasks related to humanity. A democratic style allows HR departments to address the needs of employees, their families, and external parties in an inclusive way, so that the company stays well	

Source: Primary Data 2024

B. Observation

In this observation, there are several aspects observed related to the implementation of leadership role activities in increasing work engagement, including planning, organizing, supervising, recording, storing, and distributing activities. The observation was carried out for 2 days, starting from December 16, 2024 – December 17, 2024. The results of the observations that have been carried out have obtained the following results :

Table 7. Observation Results

No.	Scope	Have	None	Information
1	Regular Planning Meetings	✓		Appropriate
2	Clear Organizational Structure	✓		Appropriate
3	Direct Supervision	✓		Appropriate
4	Work Documentation/Recording	✓		Appropriate
5	Job Distribution	✓		Appropriate

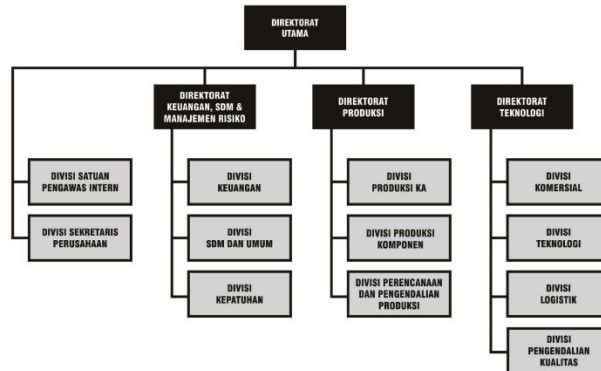
Source : PT Inka Multi Solusi, 2024

C. Documentation



Figure 1: Routine Meeting Activities
Source : PT Inka Multi Solusi 2024

The leadership role at PT INKA Multi Solusi is important in planning to ensure employee engagement. Leaders regularly hold regular meetings to ensure decisions are in line with the company's vision and mission, create clarity of purpose, and encourage employee commitment to achieving the best results.



Source : PT Inka Multi Solusi 2024

Figure 2: Organizational Structure of PT INKA Multi Solusi

After planning, leaders at PT INKA Multi Solusi ensure that the organization of tasks is carried out in a transparent and fair manner. Leaders create an organizational structure that supports collaboration between units, creates a harmonious atmosphere, and makes employees feel involved and understand their role in achieving organizational success.



Source : PT Inka Multi Solusi 2024

Figure 3: Performance Monitoring Meeting

After the organization, the leaders at PT INKA Multi Solusi are active in supervision to ensure employee engagement. Direct oversight allows leaders to provide feedback, while consistent management of performance documents supports in-depth evaluation and creates a transparent and accountable work culture.



Source : PT Inka Multi Solusi 2024

Figure 4: Recording Education Meeting

In the record-keeping process, leaders emphasize the importance of accurate documentation for strategic decision-making. Leaders also educate employees on the importance of record-keeping for work efficiency, increasing awareness of responsibility, engagement, and ensuring the sustainability of the company's operations.



Source : PT Inka Multi Solusi 2024

Figure 5: Job Distribution

In distributing work, leaders ensure that tasks are distributed fairly according to the capacity of employees. Transparent scheduling creates a sense of trust and collaboration, making employees feel valued and motivated to give their best, supporting the company's sustainability.

DISCUSSION

In this study, data obtained from informants showed that democratic and flexible leadership roles proved to be very important in increasing work engagement and supporting sustainability at PT INKA Multi Solusi. Most of the informants assessed that a leadership style that gives freedom and trust to the team contributes positively to employee morale and motivation, as well as increases the effectiveness of the team in achieving organizational goals. Nonetheless, the main challenge faced by leaders is managing differences in character and vision among team members, which can lead to miscommunication or misunderstanding. As such, communicative and responsive leadership to feedback is essential in creating a supportive and productive work environment, which in turn contributes to the company's sustainability. This finding supports the research of Koran Sindo, (2020) which shows that in the millennial era, employees want leaders who can not only give orders. They want to be led by leaders who also participate in advancing the company and can develop their potential. This is also in line with the research of Herlisa et al. (2020) which stated that the democratic leadership style is a leadership model applied by leaders who make teamwork the main thing. Djunaedi & Gunawan, (2018) Democratically led employees are included in decision-making, delegating authority, and using feedback as an opportunity for employee training.

However, this study also reveals the challenges faced by leaders in implementing this leadership style. Key challenges include managing team members' differences in character, vision, and mindset, which can trigger miscommunication and conflict. In situations like these, it is important for leaders to prioritize effective communication and responsiveness to feedback from team members.

The results of this study confirm that flexible, communicative, and inclusive democratic leadership not only plays a role in building a supportive work environment, but also promotes corporate sustainability. This kind of leadership approach allows

companies to adapt to the challenges of a dynamic work environment and remain competitive in the global era.

CONCLUSIONS

This research highlights the important role of leadership in increasing work engagement to support the company's sustainability at PT INKA Multi Solusi. Democratic and empowering leadership styles have been proven to be able to increase the dimensions of work engagement, namely vigor, dedication, and absorption. Effective leaders not only motivate employees but also create a work environment that is conducive to collaboration and productivity. The theoretical contribution of this research lies in a deep understanding of the relationship between inclusive leadership and work engagement in the manufacturing sector. These results provide insights for the development of more relevant leadership strategies in supporting the company's sustainability. However, this study has limitations in the scope of the case study which only involves one company. For further validation, future research needs to be conducted with a wider sample and use quantitative methods to ensure generalization of results.

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