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**Factors Influencing Employee Engagement and Performance: Examination of Transformational Leadership and Empowerment**

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**Abstract:** This study aims to build a hypothesis for further research, namely to formulate: a) impact from transformational leadership to employee engagement; b) impact from transformational leadership to employee performance; c) impact from empowerment to employee engagement; d) impact from empowerment to employee performance; e) impact from employee engagement to employee performance. The research method used is literature review by studying previous research which examine the impact of transformational leadership, empowerment on employee engagement and performance. From this systematic literature review study, it is concluded that hypotheses can be formulated for further research are: a) H1: there is positive impact from transformational leadership to employee engagement; b) H2: there is positive impact from transformational leadership to employee performance; c) H3: there is positive impact from empowerment to employee engagement; d) H4: there is positive impact from empowerment to employee performance; e) H5: there is positive impact from employee engagement to employee performance.

**Keyword:** Transformational Leadership, Empowerment, Employee Engagement, Employee Performance, Literature Review.

# INTRODUCTION

Employee engagement and performance are critical components of organizational success. Engaged employees are not only more productive and committed to their work, but they also contribute to a positive work environment and drive innovation. As organizations strive to maximize the potential of their workforce, understanding the factors that influence employee engagement and performance has become paramount. In this article, we focus on two key determinants: transformational leadership and empowerment.

Transformational leadership, characterized by leaders who inspire, motivate, and empower their followers to achieve extraordinary outcomes, has long been recognized as a powerful driver of employee engagement and performance. Leaders who exhibit transformational qualities inspire trust, foster a shared vision, and encourage employees to reach their full potential. By providing support, guidance, and recognition, transformational leaders create an environment where employees feel valued, motivated, and empowered to excel.

Empowerment, on the other hand, relates to the delegation of authority, responsibility, and decision-making power to employees (Lassoued et al., 2020). Empowered employees have a feeling of ownership and authority over their tasks, which can lead to increased motivation, engagement, and performance (Conger, 2017). By empowering employees, organizations enable them to take initiative, innovate, and contribute their full potential to the achievement of organizational goals (Bekirogullari, 2019).

By understanding the interplay between transformational leadership, empowerment, and employee engagement and performance, organizations can develop effective strategies for maximizing the potential of their workforce. This article aims to provide valuable insights for managers, HR professionals, and organizational leaders seeking to create a culture of engagement, empowerment, and high performance within their organizations.

Based on the background, the purpose of writing this article is to build a hypothesis for further research, namely to formulate: a) impact from transformational leadership to employee engagement; b) impact from transformational leadership to employee performance; c) impact from empowerment to employee engagement; d) impact from empowerment to employee performance; e) impact from employee engagement to employee performance.

# METHOD

A literature review can generally be characterized as a methodical process of gathering and integrating past research findings. By combining results and viewpoints from multiple empirical studies, a literature review can address research questions with a level of influence beyond what any single study can achieve (Snyder, 2019). The approach used to write this literature review article is the library research method, utilizing sources from online platforms such as Google Scholar, Mendeley, and other online applications. The articles used as references and points of reference in this systematic literature review study are research paper gained from international journals indexed by Scopus and Copernicus, which explain the findings regarding the impact of transformational leadership and empowerment to employee engagement and employee performance.

# RESULTS AND DISCUSSION

**Result**

 The findings from this literature review about impact of transformational leadership, change readiness and empowerment to employee performance based on research articles published in international journals indexed by Scopus will be explained as follows.

**Employee Performance**

 Employee performance can be defined as the extent to which employees accomplish the tasks that are expected of them and the outcomes they achieve (Robbins & Judge, 2018). Other definition came from (Wibowo, 2018) which explained that employee performance is the actual output or results of an employee's work as measured against standards contained in the job description. Employee performance explained by (Mullins, 2019) Refers to the extent to which the employee effectively meets the requirements outlined in the job description. This definition emphasizes the alignment between an employee's actions and the expectations outlined in their job description. Employee performance also defined as the extent to which employees effectively execute their job responsibilities and contribute to organizational objectives (Colquitt et al., 2023). This encompasses both the quality and quantity of work performed, as well as the level of effectiveness in achieving organizational goals. From these definitions we can say that employee performance encompasses the extent to which employees accomplish the tasks expected of them and the outcomes they achieve measured against standards contained in the job description, and the extent to which employees effectively execute their job responsibilities and contribute to organizational objectives.

 Employees with good performance refer that employees excel in the specific job duties outlined in their job description, whether these tasks are routine or demand adaptability and creativity. Moreover, it means that employees actively participate in positive behaviors towards both colleagues and the broader organization. Additionally, it entails that employees avoid engaging in counterproductive behaviors that can negatively affect the organizational atmosphere (Colquitt et al., 2023).

 According to (Wang et al., 2022), employee performance consists of several key dimensions: 1) task performance, refers to the effectiveness with which an employee performs the core tasks and responsibilities associated with their job role; 2) contextual performance, includes behaviors that support the functioning of the organization as a whole, such as helping colleagues, volunteering for additional tasks, and being a positive influence on the work environment; 3) adaptive performance, involves the ability of employees to adjust or adapting to shifts in their work environment, acquiring new skills, and efficiently handling unfamiliar situations; 4) counterproductive work behavior, encompasses actions taken by employees that cause harm to the organization or its members, including absenteeism, theft, or sabotage.

**Employee Engagement**

 Employee engagement refers to the degree to which employees are motivated to contribute to the success of the organization, committed to their work and the organization, and are willing to exert extra effort to achieve organizational goals (Robbins & Judge, 2018). According to (Mullins, 2019) employee engagement is the extent to which employees feel committed to their work and to the organization, and put discretionary effort into their tasks. It is also defined as an elevated emotional and intellectual bond that an employee develops towards their job, organization, manager, or colleagues, leading them to exert extra discretionary effort in their work (Colquitt et al., 2023).

 An engaged employee surpasses average productivity levels and makes substantial contributions to team performance; an engaged team enhances unit or departmental efficiency; however, an engaged workforce has the potential to enhance organizational competitiveness and strategic advantage. Engaged employees display enthusiasm for their work, demonstrate commitment to the organization's mission and vision, and are willing to exceed their assigned responsibilities to achieve it.

 The dimensions of employee engagement according to Schaufeli and Bakker (Turner, 2020) are: 1) vigor, pertains to energy and resilience; 2) dedication, involves feeling enthusiasm and being inspired by one's work. 3) absorption refers to intense concentration on the work being done.

**Transformational Leadership**

Transformational leadership is a leadership style that motivates followers to surpass their own interests for the benefit of the organization and can have a remarkable impact on their followers (Robbins & Judge, 2018). Transformational leadership also defined as a leadership style that involves engaging with followers in such a way that leaders and followers support each other to higher levels of motivation and morality (Northouse, 2019). This form of leadership inspires and motivates followers to achieve beyond their expectations, fostering positive changes and growth within individuals and organizations. According to (Bass & Riggio, 2021) transformational leadership is leadership approach that causes change in individuals and social systems. This style of leadership involves inspiring and motivating followers to achieve extraordinary outcomes and to develop their own leadership abilities. We can resume that transformational leadership is a leadership style that inspire followers by raising follower’s levels of motivation and morality to achieve beyond their expectations, fostering positive changes and growth within individuals and organizations.

 The dimensions of transfomational leadership according to (Bass & Riggio, 2021): 1) idealized influence, serve as role models and inspire followers through their own actions, values, and behavior; 2) inspirational motivation: articulate a compelling vision of the future and motivate their followers to achieve it; 3) intellectual stimulation, stimulate creativity and innovation among their followers by challenging assumptions, encouraging problem-solving, and promoting critical thinking. 4) individualized consideration: demonstrate care and concern for the individual needs and development of their followers.

**Empowerment**

 Some experts stated almost same definitions about empowerment. According to (Bass & Riggio, 2021; Colquitt et al., 2023; Robbins & Judge, 2018) empowerment is defined as sharing power and authority with others and giving them the latitude to make decisions and take actions in their work.. Empowerment focuses on how employees perceive their ability to handle events, situations, and problems. It's defined as individuals' intrinsic motivation based on their self-perception in relation to their work role (Fong & Snape, 2015).  Wellins et al.(Hanaysha, 2016) explained that an organization that empowers its employees at higher levels is better equipped to ensure its long-term survival and address any challenges it may encounterTop of Form.

**Discussion**

 Table 1 below contains previous research serves as the foundation for establishing research hypotheses by examining the findings of past studies, identifying similarities and differences with the planned research

**Table 1. Previous Research**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| .No. | Authors& Year | Results | Similarities with This Article | Differences with This Article  | H |
| 1. | (Singh, 2019) | Transformational leadership positively influence employee engagement. | Finding out the impact of transformational leadership to employee engagement. | Does not include empowerment as an exogenous variable and employee performance as an endogenous variable. | H1 |
| 2. | (Balwant et al., 2020) | Transformational leadership has positive impact on employee engagement and job resources can play role as mediator the relationship between transformational leadership and employee engagement. | Finding out the impact of transformational leadership to employee engagement. | Job resource as moderator; does not include empowerment as an exogenous variable and employee performance as an endogenous variable. | H1 |
| 3. | (Herminingsih, 2020) | Transformational leadership has a positive and significant impact on job satisfaction and employee engagement, although it doesn't directly influence organizational commitment. It is concluded that while transformational leadership positively affects organizational commitment, job satisfaction and employee engagement act as mediators in this relationship. | Finding out the impact of transformational leadership to employee engagement. | Employee engagement and job satisfaction as mediator; organizational commitment as endogenous variables; ; does not include empowerment as an exogenous variable and employee performance as an endogenous variable | H1 |
| 4. | (Islam et al., 2021) | Transformational leadership positively affect employee engagement. Valence and trust in leadership individually and sequentially can play role as mediator for the connection between transformational leadership and employee engagement. | Finding out the impact of transformational leadership to employee engagement. | Valence and trust in leadership as mediator; does not include empowerment as an exogenous variable and employee performance as an endogenous variable. | H1 |
| 5. | (Buil et al., 2019) | Transformational leadership directly impacts job performance. The relationship between transformational leadership and job performance is mediated by work engagement. While transformational leadership doesn't directly affect organizational citizenship behavior, it does so indirectly through organizational identification and work engagement. | Finding out the impact of transformational leadership to employee performance. | Organizational identification and work engagement as mediator, does not include empowerment as exogenous variable. | H2 |
| 6. | (Lai et al., 2020) | Transformational leadership has a positive effect on followers' task performance and willingness to help others. Work engagement can act as a mediator in the relationship between transformational leadership, job performance, and helping behavior. | Finding out the impact of transformational leadership to employee performance. | Helping behavior as endogenous variable; does not include empowerment as an exogenous variable. | H2 |
| 7. | (Tania et al., 2021) | Structural empowerment positively impacts job satisfaction and organizational citizenship behavior. Transformational leadership positively influences interpersonal trust and organizational citizenship behavior. Job satisfaction, interpersonal trust, and organizational citizenship behavior all positively affect employee performance. Additionally, the transformational leadership style positively influences employee performance. | Finding out the impact of transformational leadership and empowerment to employee performance. | Organizational Citizenship Behavior, interpersonal trust, and job satisfaction as mediator. | H2 |
| 8. | (Hariadi & Muafi, 2022) | readiness to change and work motivation can play role as mediator, It also positively affects the relationship between transformational leadership and employee performance. Transformational leadership, readiness for change, and work motivation all have a positive impact on performance. | Finding out the impact of transformational leadership to employee performance. | Change readiness and work motivation as mediator; does not include empowerment as an exogenous variable and employee engagement as an endogenous variable | H2 |
| 9. | (Meng & Sun, 2019) | There is a strong positive correlation between psychological empowerment and work engagement.. | Finding out the impact of empowerment to employee engagement. | Does not include transformational leadership as exogenous variable and employee performance as endogenous variable. | H3 |
| 10. | (Baek-Kyoo et al., 2019) | Psychological empowerment had a significant impact on job engagement, learning organization culture and learning goal orientation significantly predicted the level of psychological empowerment and engagement. The four dimensions of psychological empowerment partially mediated the relationship between learning organization culture and learning goals orientation and job engagement.  | Finding out the impact of empowerment to employee engagement. | Does not include transformational leadership as exogenous variable and employee performance as endogenous variable. | H3 |
| 11. | (Monje-Amor et al., 2021) | Psychological empowerment serves as a mediator in the positive relationship between structural empowerment and work engagement. Work engagement positively influences task performance and negatively influences the intention to quit. | Finding out the impact of empowerment to employee engagement. | Divide empowerment: structural empowerment as exogenous variable and psychological empowerment as mediator; intention to quit as exogenous variable; does not include transformational leadership as exogenous variable and employee performance as endogenous variable. | H3 |
| 12.  | (Alhozi et al., 2021) | Structural and psychological empowerment have a positive impact on physical engagement. | Finding out the impact of empowerment to employee engagement. | Does not include transformational leadership as exogenous variable and employee performance as endogenous variable. | H3 |
| 13.  | (Li et al., 2015) | Psychological empowerment and intrinsic work motivation are strongly associated with positive task performance, contextual performance, and innovation performance. However, locus of control shows a negative correlation with these variables. | Finding out the impact of empowerment to employee performance. | Locus of control and work motivation as exogenous variable; does not include transformational leadership as exogenous variable and employee engagement as endogenous variable. | H4 |
| 14. | (Abualoush et al., 2016) | Knowledge management is positively impact employees’ empowerment. Information systems is positively and significantly related to Employees’ Empowerment .Employees’ Empowerment has positive ipamct on employees’ performance. | Finding out the impact of empowerment to employee performance. | Knowledge management and information technology as exogenous variables; does not include transformational leadership as exogenous variable and employee engagement as endogenous variable. | H4 |
| 15. | (Baird et al., 2020) | Employee empowerment is positively linked to all four aspects of the quality of the performance appraisal system. Trust may act as a mediator in the relationship between employee empowerment and business unit performance. Trust also serves as a mediator in the impact of employee empowerment on both financial and non-financial business unit performance. | Finding out the impact of empowerment to employee performance. | Trust as mediator; does not include transformational leadership as exogenous variable and employee engagement as endogenous variable. | H4 |
| 16. | (Siyal et al., 2023) | Employees' psychological empowerment positively impacts their task performance. Inclusive leadership positively affects the task performance of subordinates.. Psychological empowerment can mediate this direct relationship. | Finding out the impact of empowerment to employee performance. | Inclusive leadership as exogenous variable; does not include transformational leadership as exogenous variable and employee engagement as endogenous variable.  | H4 |
| 17. | (Kim et al., 2019) | Both job and personal resources positively impact work engagement, as well as the direct effects of work engagement on job performance and turnover intention. | Finding out the impact of employee engagement to employee performance | Job and personal resources as exogenous variable and turnover intention as endogenous variable; does not include transformational leadership and empowerment as exogenous variable. | H5 |
| 18. | (Hermawan et al., 2020) | Employee engagement has a positive effect on employee performance and it can mediate the relationship between organizational citizenship behavior and employee performance. | Finding out the impact of employee engagement to employee performance | Organizational citizenship behaior as exogenous variable; does not include transformational leadership and empowerment as exogenous variable. | H5 |
| 19. | (Arifin et al., 2021) | Self-efficacy significantly and positively affects employee performance. Employee engagement also significantly and positively impacts employee performance. Self-efficacy has a positive and significant impact on employee engagement at a palm oil company. | Finding out the impact of employee engagement to employee performance | Self efficacy as exogenous variable; does not include transformational leadership and empowerment as exogenous variable. | H5 |
| 20. | (Heslina & Syahruni, 2021) | Information technology, Human Resource competence and engagement simultaneously and positively affect the performance of Makassar City Revenue Agency employees. | Finding out the impact of employee engagement to employee performance | Information technology and Human Resource competence as exogenous variable; does not include transformational leadership and empowerment as exogenous variable. | H5 |

**Impact of Transformational Leadership on Employee Engagement**

Based on previous studies from (Balwant et al., 2020; Herminingsih, 2020; Islam et al., 2021; Singh, 2019) it can be said that transformational leadership has positive impact on employee engagement. Transformational leadership affects employee engagement through its emphasis on inspiring and motivating employees to go beyond their own self-interests and contribute to the collective goals of the organization. It creates a workplace culture where employees feel valued, motivated, and empowered to contribute their best. This results in higher levels of engagement.

**Impact of Transformational Leadership on Employee Performance**

 Previous studies from (Buil et al., 2019; Hariadi & Muafi, 2022; Lai et al., 2020; Tania et al., 2021) indicated that transformational leadership has positive impact on employee performance. Transformational leadership enhances employee performance by providing a clear vision, inspiring motivation, empowering autonomy, supporting individual development, stimulating creativity, and fostering a positive work environment. These factors combined lead to improved productivity, innovation, and effectiveness within the organization.

**Impact of Empowerment on Employee Engagement**

 Based on previous studies from (Alhozi et al., 2021; Baek-Kyoo et al., 2019; Meng & Sun, 2019; Monje-Amor et al., 2021) we can conclude that empowerment has positive impact on employee engagement. Empowerment is a powerful driver of employee engagement because it fosters a sense of ownership, increases motivation and job satisfaction, enhances problem-solving skills, promotes collaboration and innovation, and builds trust and respect within the organization. As a result, empowered employees are more engaged, productive, and committed to achieving the organization's goals.

**Impact of Empowerment to Employee Performance**

 From previous studies (Abualoush et al., 2016; Baird et al., 2020; Li et al., 2015; Siyal et al., 2023) , also been found that empowerment has a positive impact on employee performance. Empowerment positively affects employee performance by increasing motivation, enhancing problem-solving skills, boosting job satisfaction, improving decision-making, fostering innovation and creativity, and increasing productivity. Empowered employees are more likely to perform at their best, resulting in improved individual and organizational performance.

**Impact of** **Employee Engagement on Employee Performance**

 The previous studies from (Arifin et al., 2021; Hermawan et al., 2020; Heslina & Syahruni, 2021; Kim et al., 2019) found that employee engagement has significant and positive impact on employee performance. Employee engagement positively affects employee performance by increasing motivation, job satisfaction, collaboration, innovation, attendance, retention, quality of work, and customer satisfaction. Engaged employees are more likely to perform at their best, leading to improved individual and organizational performance.

**Conceptual Framework**

Based on the problem formulation, discussion and relevant research, a conceptual framework was developed as in Figure 1 below.



# CONCLUSION

Based on the objectives and discussion, the conclusion of this article is to formulate hypotheses for further research. The hypotheses are:

1. H1: there is positive impact from transformational leadership to employee engagement;
2. H2: there is positive impact from transformational leadership to employee performance;
3. H3: there is positive impact from empowerment to employee engagement;
4. H4: there is positive impact from empowerment to employee performance;
5. H5: there is positive impact from employee engagement to employee performance.

These hypotheses can be used in further research especially for quantitative to gain empirical evidence about the impact of transformational leadership and empowerment to employee engagement and employee performance..

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