

Factor Affecting Job Performance Through Employee Engagement

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Abstract: This study aims to analyze the influence of training and development, work-life balance, and transformational leadership on job performance through employee engagement as a mediating variable for manufacturing industry employees in Jakarta. The research was carried out using a quantitative approach. Sample determination was carried out using nonprobability sampling and referring to the minimum sample size. The sample in research consisted of 306 manufacturing industry employees in Jakarta. Data analysis was conducted using the Structural Equation Model (SEM) method. Data collection was carried out by distributing questionnaires via Google Forms. The results of hypothesis testing show that of the seven direct influence hypotheses, there are two hypotheses that are not supported, while for the three indirect influence hypotheses there is one hypothesis that is not supported. The variable that has the biggest influence on job performance is work-life balance, followed by training and development.

Keywords: Training And Development; Work-Life Balance; Transformational Leadership; Job Performance; Employee Engagement.

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh pelatihan dan pengembangan, keseimbangan kehidupan kerja dan kepemimpinan transformasional terhadap kinerja melalui keterikatan karyawan sebagai variabel mediasi pada karyawan industri manufaktur di Jakarta. Penelitian dilakukan dengan menggunakan pendekatan kuantitatif. Penentuan sampel dilakukan menggunakan nonprobability sampling dengan metode purposive sampling dan mengacu pada jumlah sampel minimum. Sampel dalam penelitian ini terdiri dari 306 karyawan industri manufaktur di Jakarta. Analisis data dilakukan dengan menggunakan metode Structural Equation Model (SEM). Pengumpulan data dilakukan dengan menyebarkan kuesioner melalui Google Forms. Hasil pengujian hipotesis menunjukkan bahwa dari ketujuh hipotesis pengaruh langsung terdapat dua hipotesis yang tidak didukung, sedangkan untuk ketiga hipotesis pengaruh tidak langsung terdapat satu hipotesis yang tidak didukung. Variabel yang mempunyai pengaruh paling besar terhadap prestasi kerja adalah work-life balance yang disusul pelatihan dan pengembangan.

Kata Kunci: Pelatihan Dan Pengembangan; Keseimbangan Kehidupan Kerja; Kepemimpinan Transformasional; Keterikatan Karyawan; Kinerja.

INTRODUCTION

Employees today play a crucial role in strengthening a company's competitive advantage in a highly competitive global business landscape. They are strategic assets that enable organizations to achieve their goals through innovation, increased productivity, and adaptability to dynamic business challenges (Akther & Tariq, 2020; Chanana & Sangeeta, 2021). Therefore, Job Performance is the most important indicator of organizational

productivity and efficiency. Its achievement depends heavily on an organization's ability to identify and manage key performance determinants, such as strong human resource Training and Development practices, an organizational climate that supports Work-Life Balance, and an effective leadership structure through Transformational Leadership (Badran, 2023; El-Bermawy, 2022; Hjjj, 2023; Ali et al., 2019). However, despite recognizing the importance of investing in human capital, many organizations—particularly in labor-intensive sectors—still struggle to effectively integrate these strategies to optimize Job Performance.

The manufacturing industry in Jakarta, a major production hub and significant contributor to national economic growth, presents a particularly challenging operational context. The sector faces persistent and multifaceted issues, including fluctuating performance outcomes, high employee turnover rates, and, most importantly, declining Employee Engagement. The demanding nature of this industry often exposes employees to intense workloads, long hours, and rigid operational requirements. These environmental pressures routinely lead to disruptions in Work-Life Balance, ultimately negatively impacting mental and physical well-being and reducing employees' contributions to overall performance (Yadav et al., 2022).

Empirically, the consequences of these tensions are measurable: Gallup report highlighted that organizations with low levels of Employee Engagement experienced productivity declines of up to 18 percent, confirming that employees' psychological attachment and passion for their work are crucial factors in influencing Job Performance. Furthermore, Training and Development programs currently implemented in some manufacturing entities tend to prioritize technical compliance over holistic competency development and career development. Similarly, Transformational Leadership practices are often inconsistently implemented, failing to permeate all levels of the organizational hierarchy. These specific conditions collectively indicate a significant performance gap that requires in-depth empirical examination, particularly regarding the internal psychological mechanisms linking organizational strategy to performance outcomes.

While Training and Development (TPD) is theoretically expected to increase efficiency and equip employees to meet challenges (Kulkarni et al., 2022; Kwon, 2019), and Transformational Leadership is supposed to motivate employees beyond minimum expectations (Buil et al., 2019; Peng et al., 2020), the actual manifestation of these effects in manufacturing environments remains empirically unclear. This issue is compounded by significant inconsistencies in the existing literature: some studies support strong direct and positive effects of training and leadership on performance (Ahmed et al., 2024; Osiesi et al., 2022), while others report weak or insignificant correlations, implying that the effectiveness of these practices is highly dependent on mediating variables or context (Sudha et al., 2023; Bhardwaj & Naaz, 2023).

This ambiguity leads to the central problem statement addressed in this study: The mechanisms by which Training and Development, Work-Life Balance, and Transformational Leadership translate empirically into Job Performance remain questionable in a strictly operational context. Therefore, it is hypothesized that the effectiveness of these organizational and leadership practices is not direct, but rather channeled and reinforced through the mediating psychological state of Employee Engagement.

This study bridges this theoretical and empirical gap through scientific novelty and significant contributions: First, it is the first to simultaneously validate an integrated

performance model in the specific context of the Jakarta manufacturing sector, a process-driven and high-stakes environment in Indonesia. This contextual focus provides new empirical evidence to clarify why the drivers of performance in a production-centric culture may differ from those observed in the service industry, thereby enriching our understanding.

THEORITICAL REVIEW

This study is firmly grounded in two robust theoretical frameworks: Social Exchange Theory (Blau, 1964) and Job Demands-Resources Theory (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Together, these theories provide a powerful lens through which to explain the mechanisms by which specific organizational practices influence employee attitudes, behaviors, and ultimately, performance outcomes.

Social Exchange Theory posits that relationships between individuals or parties—in this case, the employee and the organization—are built upon a series of reciprocal exchanges. When an organization provides positive treatment, such as valuable resources, support, or favorable working conditions, employees feel a moral obligation to reciprocate. This reciprocal response is typically demonstrated through higher levels of effort, increased loyalty, enhanced organizational citizenship behavior, and superior job performance. Within the context of this research, organizational practices such as providing structured Training and Development, ensuring systems that support Work-Life Balance, and implementing Transformational Leadership behaviors function as critical organizational investments that stimulate this reciprocal employee response, most notably manifested in higher Employee Engagement and subsequent Job Performance.

Complementary to Social Exchange Theory is the Job Demands-Resources Theory. This framework proposes that job characteristics can be classified into two broad categories: job demands (e.g., workload, organizational politics) and job resources (e.g., autonomy, developmental opportunities, social support). The theory explains that job resources play a crucial motivational role. The presence of these resources, such as opportunities for development, supportive leadership, and systems designed to ensure a manageable workload, stimulates the motivational process that fosters Employee Engagement and actively works to mitigate the negative effects of job demands, thereby enhancing Job Performance (Bakker & Demerouti, 2017). This integrated theoretical foundation allows the present research to examine both the motivational pathway (Job Demands-Resources Theory) and the reciprocal pathway (Social Exchange Theory) through which organizational investments translate into employee success.

Training and Development programs represent essential job resources that are designed to enhance employee competence, provide new knowledge, and build the organizational readiness required to adapt to continuous change (Yadav et al., 2023). Within the Job Demands-Resources Theory, developmental resources actively strengthen employee motivation, foster engagement, and directly correlate with higher performance. From a Social Exchange Theory perspective, the provision of high-quality training is viewed by the employee as a substantial investment made by the organization, triggering the need to reciprocate with increased effort and improved performance. Empirically, numerous studies consistently demonstrate a strong positive effect of training on both Job Performance and Employee Engagement (Ahmed et al., 2024; Garavan, O'Brien, &

Matthews, 2021). However, the existing body of literature is not without its inconsistencies; Sesen & Ertan (2022) found that training did not always result in enhanced Employee Engagement if the programs were perceived by employees as merely procedural compliance rather than genuine developmental opportunities or personalized career support. This empirical contrast underscores the critical importance of understanding the contextual relevance and perceived value of Training and Development programs, especially within operationally demanding industrial settings like manufacturing.

Work-Life Balance is broadly conceptualized as the employee's ability to sustainably integrate and manage the demands of their personal life with their professional roles without experiencing excessive role conflict or strain (Haar, Russo, Suñe, & Ollier-Malaterre, 2019). Within the framework of the Job Demands-Resources Theory, an organizational climate supportive of Work-Life Balance functions as a vital psychological resource. This resource actively reduces work-related stress, increases overall well-being, and consequently stimulates intrinsic motivation. Empirical findings largely and consistently support the notion that an effective Work-Life Balance significantly improves Job Performance (Wood, Oh, & Park, 2020; Ahmed et al., 2024). Nevertheless, other studies have reported neutral or limited effects in sectors characterized by high-pressure environments, where intense workload demands fundamentally exceed the individual's coping capacity or where shift rotations are rigid (Talukder et al., 2018; Setyowati & Ulfa, 2020). This specific discrepancy suggests that the actual impact of Work-Life Balance may vary considerably depending on the nature of the job characteristics, such as the prevalence of shift work, mandatory overtime, and physical work demands, which are all highly typical within the manufacturing industry.

Transformational Leadership represents a crucial organizational resource that motivates employees by inspiring a compelling shared vision, building trust, and empowering followers to transcend their self-interest for the collective good (Buil, Martínez, & Matute, 2019). Under the umbrella of Social Exchange Theory, Transformational Leadership is viewed as significant relational support from the organizational authority, which actively triggers reciprocal commitment behaviors and willingness to exert extra effort. Consistent with this view, a substantial number of studies confirm that Transformational Leadership behaviors significantly enhance both Employee Engagement and Job Performance (Lai, Tang, & Luk, 2020; Aftab, Khan, & Farrukh, 2022). Yet, similar to the other antecedents, some empirical findings indicate that this style of leadership has a limited direct influence on performance, particularly in situations where Employee Engagement is inherently low or where the leader's communication of the vision is perceived as weak or inconsistent (Sudha et al., 2023). This suggests that the powerful effects of Transformational Leadership may operate predominantly indirectly, relying on the presence of a strong mediating psychological mechanism.

Employee Engagement represents the desired emotional, cognitive, and physical connection employees have toward their work roles, encompassing vigor, dedication, and absorption (Priya, Sahoo, & Pattnaik, 2022). Engagement is conceptualized as a vital mediator within both the Social Exchange Theory and Job Demands-Resources Theory frameworks. It serves as the psychological conduit that fully explains how organizational job resources—such as Training and Development, supportive Work-Life Balance systems, and Transformational Leadership—are internalized by employees and subsequently transformed into constructive and high-level Job Performance (Bakker & Demerouti, 2017). Empirical research across diverse industries strongly supports the

central, critical role of Employee Engagement in promoting and sustaining superior Job Performance (Fallahnejad, Nayeri, & Shahraki, 2023; Kim & Koo, 2017). Therefore, Employee Engagement is posited as an essential, non-negotiable psychological mechanism that links organizational practices and leadership behaviors with desirable employee performance outcomes. The present study seeks to validate this complex, integrated mediation model within the specific and challenging context of the Jakarta manufacturing sector, thereby resolving existing empirical inconsistencies in the literature.

Training and Development dan Job Performance. Alola & Alafeshat (2021) and Garavan et al. (2021) stated that employee training and development are methods to accelerate human resource development and enhance performance. Research by Nwokike & Unegbu (2019), as well as Anyaegbu & Wali (2020), revealed that training and development programs positively influence job performance, with their study conducted on library staff at the Federal University Oye Ekiti, Nigeria. Similarly, findings by Ahmed et al. (2024) demonstrated that employee training and development affect job performance in private banks in Bangladesh by providing essential skills.

Based on the explanation above, the following hypothesis can be formulated:

H1: Training and development positively affect job performance.

Training and Development dan Employee Engagement. Research conducted by Ahmed et al. (2024) revealed that employee training and development are shown to influence employee engagement in private banks in Bangladesh. Employees involved in well-structured training and development programs are likely to feel more engaged in their work. Highly engaged workers are noted to dedicate themselves to the long-term growth of their companies (Alola & Alafeshat, 2021). Findings by Sesen & Ertan (2022) indicate that employees who receive training and development are observed to be more engaged in their jobs as it helps reduce their stress levels. Bhardwaj & Naaz (2023) demonstrated that training and development are positively associated with employee engagement in the IT industry in India. Based on the previous description, the following hypothesis can be formulated:

H2: Training and development positively affect employee engagement.

Work-Life Balance dan Job Performance. The research findings by Wood et al. (2020) have indicated that a balance between work and life is significantly and positively associated with performance. When a balance between personal life and work is achieved by employees, they are likely to become more active and engaged in their tasks, which ultimately results in improved performance. Studies conducted by Oyewobi et al. (2019) and Borgia et al. (2022) have confirmed that work-life balance can significantly enhance job performance across various contexts, including the construction and banking sectors. In addition, research by Ahmed et al. (2024) has shown that work-life balance positively and significantly impacts the job performance of employees in private banks in Bangladesh. Based on the previous description, the following hypothesis can be formulated:

H3: Work-life balance positively affects job performance.

Work-Life Balance dan Employee Engagement. Wood et al. (2020) found the



impact of work-life balance on employees. Employee engagement can increase, particularly for those with more flexible work schedules. This highlights the importance of work-life balance in reducing stress and employee fatigue. Several studies have shown that a good work-life balance enhances engagement (Lee & Shin, 2023). According to Ahmed et al. (2024), a healthy work-life balance improves employee productivity, reduces stress, and ultimately leads to more positive attitudes towards work and work engagement. Based on the previous description, the following hypothesis can be formulated

H4: Work-life balance has a positive effect on employee engagement.

Transformational Leadership dan Job Performance. According to Lai et al. (2020), transformational leadership has a positive impact on job performance. In the workplace, transformational leaders provide meaning and purpose. Transformational leadership has been shown to improve performance, supported by several empirical assessments (Bastari et al., 2020; Nam & Park, 2019; Rawashdeh et al., 2020; Sungu et al., 2019). Leaders who interact more with employees and know how to manage their workloads in a friendly manner help employees feel happy and deliver optimal results in their work (Ögretmenoglu et al., 2022), as leadership style influences performance (Aftab et al., 2022). Based on the previous description, the following hypothesis can be formulated:

H5: Transformational leadership has a positive effect on job performance.

Transformational Leadership dan Employee Engagement. Transformational leadership can be viewed as a valuable resource that enhances employees' psychological resources to perform well (Katou et al., 2022; Stein et al., 2021). Chua & Ayoko (2019) collected data from employees working in financial and event management companies and found that transformational leadership increases employee engagement. The study by Aftab et al. (2023) provides similar evidence among hotel employees. Based on the above explanation, the following hypothesis can be formulated:

H6: Transformational leadership has a positive effect on employee engagement.

Employee Engagement dan Job Performance. Fallahnejad et al. (2023) found that employee engagement has a positive impact on performance improvement. According to Wang & Chen (2020), performance significantly increases as a result of work engagement. Several studies across various industries, including banking, retail, hospitality, education, telecommunications, and the military, have examined the impact of employee engagement on job performance (Lai et al., 2020; Wang & Chen, 2020; Kim & Koo, 2017), showing a positive effect of employee engagement on job performance. Based on the above explanation, the following hypothesis can be formulated:

H7: Employee engagement has a positive effect on job performance.

Training and Development, Employee Engagement, dan Job Performance. When employees receive training tailored to their needs and values, they become more engaged with their work, which impacts performance (Bhatti, 2023; Lee et al., 2020). The study by Ahmed et al. (2024) conducted in the banking sector in Bangladesh found that

employee engagement plays a crucial role as a mediator between training and development and job performance. Employees who become more engaged as a result of training and development programs demonstrate better performance. Based on the above explanation, the following hypothesis can be formulated:

H8: Employee engagement mediates the effect of training and development on job performance.

Work-Life Balance, Employee Engagement, dan Job Performance. The study by Samanta et al. (2021) states that employees who work too much become dissatisfied and disengaged, which can ultimately affect their performance. A healthy work-life balance has been shown to be strongly correlated with employee well-being and engagement, which can enhance performance (Dinh, 2020; Lee & Shin, 2023; Irfan et al., 2023). Employees with a positive work-life balance are more likely to exhibit higher levels of engagement, contributing to performance (Ahmed et al., 2024). Based on the above explanation, the following hypothesis can be formulated:

H9: Employee engagement mediates the effect of work-life balance on job performance.

Transformational Leadership, Employee Engagement dan Job Performance. Transformational leadership emphasizes that truly authentic leaders possess real excellence. These leaders will align with employees' needs, preferences, and values, gradually fostering employee engagement to achieve high performance and loyalty, thereby reaching organizational goals (Firnanda & Wijayati, 2021). According to Buil et al. (2019), when employee engagement is increased, performance also improves. Lai et al. (2020) also found that employee engagement plays a mediating role in the impact of transformational leadership on performance. This proves that the improvement in task-related outcomes is the result of stronger employee engagement, which is influenced by transformational leadership. Based on the above explanation, Based on this description, the following hypothesis can be developed:

H10: Employee engagement mediates the effect of transformational leadership on job performance.

Based on the explanation above, the conceptual framework can be described as follows.

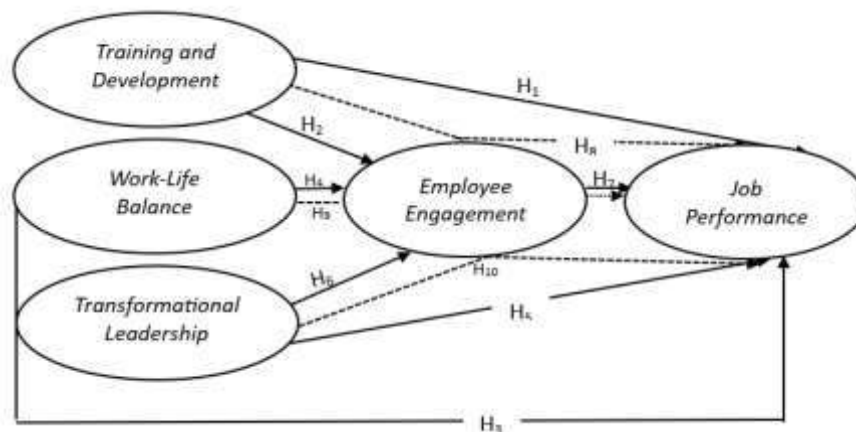


Figure 1. Reaserch Model

METHODS

The approach in this study is a quantitative approach, and the research data were collected using structured questionnaires with measurement items assessed through a 5-point Likert scale. The sampling technique used was non-probability purposive sampling, with respondents consisting of employees working in the manufacturing industry in Jakarta. Referring to Hair et al. (2019), the recommended minimum sample size is 5 to 10 observations per indicator. With a total of 45 indicators—4 indicators of training and development, 6 indicators of work-life balance, 12 indicators of transformational leadership, 9 indicators of employee engagement, and 14 indicators of job performance—the appropriate sample range is between 225 and 450 respondents. The final total sample collected was 306 respondents. Each variable was tested for validity and reliability, and the data were analyzed using Structural Equation Modeling (SEM) and descriptive statistics.

Since the data in this study were collected using a single instrument at one time, potential common method bias (CMB) may arise. To minimize this bias, procedural remedies were implemented by ensuring respondent anonymity and emphasizing that there were no right or wrong answers, thus reducing evaluation apprehension and social desirability bias. Additionally, the questionnaire items were arranged to avoid leading questions and reduce respondent fatigue. These preventive steps align with recommendations from Podsakoff et al. (2003) and MacKenzie & Podsakoff (2012). Furthermore, a statistical test for common method bias using Harman's single-factor test was conducted, which showed that no single factor accounted for more than 50% of the variance, indicating that CMB was not a serious threat in this study. Therefore, the research findings can be considered valid and free from significant common method bias.

RESULTS

This chapter systematically presents the empirical findings derived from the data collected from the manufacturing industry employees in Jakarta. The presentation encompasses the descriptive analysis of the sample and the research variables, followed

by the verification of the instrument's validity and reliability. Crucially, this chapter details the outcomes of the Structural Equation Model analysis, including the assessment of the model's overall fit and the statistical testing of all research hypotheses regarding the influence of training and development, work-life balance, and transformational leadership on job performance, with employee engagement as a mediating variable.

Table 1. Respondent Characteristics

Characteristics	Total	Percentage
Jender		
Male	128	41.800
Female	178	58.200
Total	306	100,000
Age		
less than 20 years	3	1,000
20 to 30 years	206	67,300
more than 30 to 40 years	80	26,100
more than 40 to 50 years	12	3,900
more than 50 years	5	1,600
Total	306	100,000
Last education		
HIGH SCHOOL	54	17,600
Diploma	24	7,800
S1	218	71,200
S2	10	3,300
Total	265	100,000
length of employment		
less than 1 years	42	13,700
1 to 5 years	163	53,300
more than 5 to 10 years	67	21,900
more than 10 to 15 years	22	7,200
more than 15 years	12	3,900
Total	265	100,000
Position/ Job title		
Operator	23	7,500
Staff	222	72,500
Supervisor	44	14,400
Manager	17	5,600
Total	306	100,000

Source: Data processing results using SPSS (2024)

Table 1 shows Of the 306 respondents studied, it shows that the majority of respondents in this study are female 178 (58.200), aged 20 to 30 years (67.300per cent), last education S1 218 (71.200 per cent), length of employment 1to5 years 163 (53,300) and with the position/job title 222(41.900 per cent).

Validity Test. Validity testing was conducted to ensure that each measurement indicator accurately represents its corresponding construct. The results confirm that the data are suitable for further analysis using SEM.

Table 2. Validity Test

Item	Factor Loading	Decision
Training and Development		
T&D1	0.773	Valid
T&D2	0.821	Valid
T&D3	0.896	Valid
T&D 4	0.849	Valid
Work-Life Balance		
WLB1	0.784	Valid
WLB2	0.724	Valid
WLB3	0.840	Valid
WLB4	0.858	Valid
WLB5	0.823	Valid
WLB6	0.862	Valid
Transformational Leadership		
TL1	0.773	Valid
TL2	0.797	Valid
TL3	0.810	Valid
TL4	0.873	Valid
TL5	0.822	Valid
TL6	0.811	Valid
TL7	0.767	Valid
TL8	0.782	Valid
TL9	0.737	Valid
TL10	0.719	Valid
TL11	0.698	Valid
TL12	0.752	Valid
Employee Engagement		
EE1	0.867	Valid
EE2	0.809	Valid
EE3	0.679	Valid
EE3	0.864	Valid
EE5	0.855	Valid
EE6	0.435	Valid
EE7	0.815	Valid
EE8	0.856	Valid
EE9	0.814	Valid
Job Performance		
JP1	0.763	Valid

JP2	0.732	Valid
JP3	0.786	Valid
JP4	0.804	Valid
JP5	0.807	Valid
JP6	0.833	Valid
JP7	0.721	Valid
JP8	0.731	Valid
JP9	0.803	Valid
JP10	0.743	Valid
JP11	0.686	Valid
JP12	0.726	Valid
JP13	0.749	Valid
JP14	0.673	Valid

Source: Data processing results using AMOS Software (2024)

Table 2 shows the validity test table for all instruments of the variable can be said to be *valid* based on the *factor loading* value more than 0.350 (Hair *et al.*, 2019) factor loading 306 respondents). In other words, there is internal consistency in these statements so that they can form the construct of each variable.

Reliability Test. The basis for making this reliability test decision is as follows: If *Cronbach's coefficient Alpha* more than 0.600 then the statements in the questionnaire are suitable for use (*construct reliable*). If *Cronbach coefficient alpha* less than 0.600, the statements in the questionnaire are not suitable for use (*construct unreliable*).

Table 3. Reliability Test

Variable	Total Indicator	Cronbach Alpha	Decision
<i>Training and Development</i>	4	0.854	Reliabel
<i>Work-Life Balance</i>	6	0.899	Reliabel
<i>Transformational Leadership</i>	12	0.939	Reliabel
<i>Employee Engagement</i>	9	0.909	Reliabel
<i>Job Performance</i>	14	0.940	Reliabel

Source: Data processing results using AMOS Software (2024).

Table 3 shows the reliability test table, it can be said to be reliable based on the *Cronbach's Alpha* value more than 0.600. In other words, there is internal consistency in these statements font so that they can form constructs from each of these variables.

Goodness of Fit Test. Table 4 shows the results of the goodness of fit test for the SEM model. The table shows whether the model meets the criteria for an acceptable fit based on multiple fit indices.

Table 4. Goodness of Fit Test

<i>Goodness of Fit Index</i>	<i>Cut Off Value</i>	<i>Description</i>	<i>Results</i>	<i>Decision</i>
<i>Absolute Fit Indices</i>				
<i>Chi-Square</i>	A small value is expected.	If the probability (p) is smaller, it can be accepted with a cut-off value of p more than 0.050.	CMIN 2950.889	<i>Poor Fit</i>
<i>Significant probability</i>	More than 0.050		0.000	<i>Poor Fit</i>
<i>GFI</i>	More than 0.900	A higher GFI value indicates a better prediction accuracy compared to a value less than 0.900.	0.676	<i>Good Fit</i>
<i>RMSEA</i>	More than 0.080	The model rejection criteria for RMSEA are based on a threshold of 0.050.	0.084	<i>Good Fit</i>
<i>Incremental Fit Indices</i>				
<i>AGFI</i>	More than 0.900	The minimum AGFI result is 0.900, and the closer it is to 1, the better the fit.	0.642	<i>Good Fit</i>
<i>NFI</i>	Less than 0.900	The NFI value ranges from 0 to 1. An NFI more than 0.900 indicates good fit, while an NFI between 0.900 and 0.800 indicates a marginal fit.	0.753	<i>Good Fit</i>
<i>TLI</i>	More than 0.950	The recommended threshold for determining the validity of a model is greater than 0.950.	0,805	<i>Good Fit</i>
<i>CFI</i>	More than 0.950	The CFI index ranges from 0 to 1. When comparing to 1, the expected model sensitivity reaches its maximum at CFI more than 0.950.	0.816	<i>Good Fit</i>
<i>Parsimonious fit indices</i>				
<i>CMIN/DF</i>	Less than 2.000	The ratio, or the CMIN/DF result, is shown to be below 2. This premise becomes invalid as the sample size increases	3.156	<i>Poor Fit</i>

Source: Data processing results using AMOS Software (2024)

Based on the results of the model fit test in **Table 4**, it shows that the values of



GFI, RMSEA, AGFI, NFI, TLI, and CFI indicate that the model is a Good Fit, while the values of Chi-Square and CMIN indicate that the model is a Poor Fit.

Data Analysis

Path Diagram of Full Sample Hypothesis Testing Results. Figure 2 illustrates the path diagram of the SEM model for the full sample. The diagram shows the relationships between constructs and provides a visual representation of the hypothesis testing results.

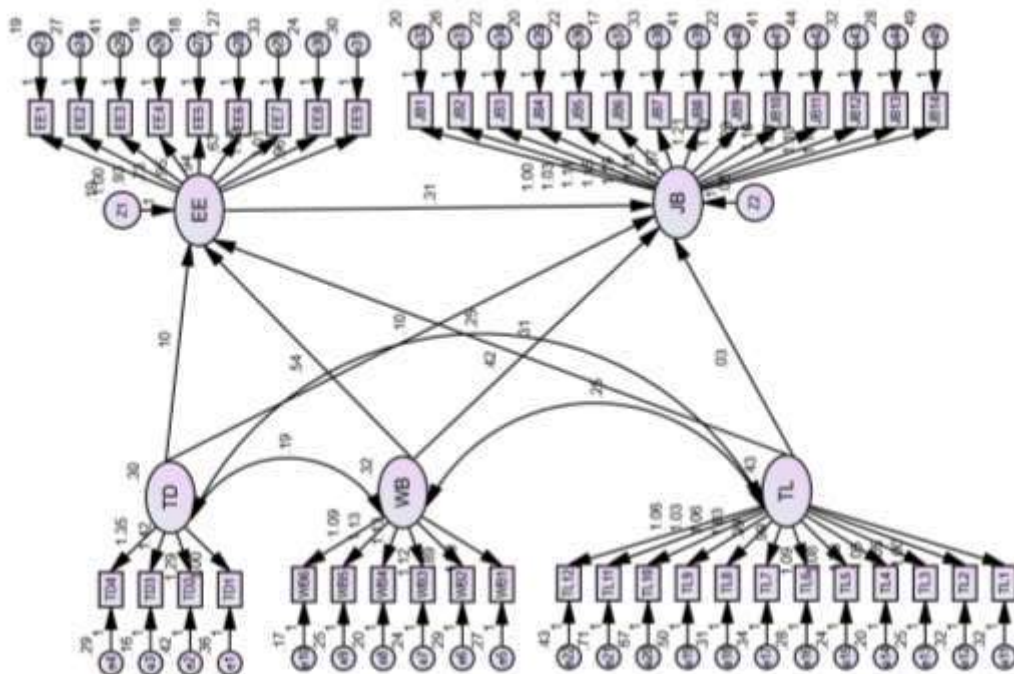


Figure 2. Path Diagram of Full Sample Hypothesis Testing Output Results

Hypothesis Test. The basis for making hypothesis test decisions according to Hair et al. (2019) is as follows: If the p-value less than 0.050 then Ho is not supported and Ha is supported (supported); If the p-value more than 0.050 then Ho is supported and Ha is not supported (not supported).

Hypothesis Testing Output Full Sample from SEM AMOS. Table 5 dan 6 show the results of hypothesis testing based on the full sample using SEM analysis in AMOS. The table shows the estimated path coefficients, standard errors, critical ratios, and p-values for each hypothesized relationship. These results indicate which hypotheses are supported and which are not, based on the significance of the p-values.

Table 5. Hypothesis Testing Output Full Sample from SEM AMOS

<i>Hypothesis</i>	<i>Estimate</i>	<i>S.E.</i>	<i>C.R.</i>	<i>p value</i>	<i>Decision</i>
H1: <i>There is a positive Training and development on job performance</i>	0.098	0.058	1.687	0.023	supported
H2: <i>There is a positive Training and development on employee engagement</i>	0.100	0.085	1.179	0.060	not supported
H3: <i>There is a positive Work-life balance berpengaruh on job performance</i>	0.308	0.063	4.872	0.000	supported
H4: <i>There is a positive Work-life balance on employee engagement</i>	0.542	0.083	6.498	0.000	supported
H5: <i>There is a positive Transformational leadership on job performance</i>	0.030	0.054	0.561	0.144	not supported
H6: <i>There is a positive Transformational leadership on employee engagement</i>	0.418	0.077	5.401	0.000	supported
H7: <i>There is a positive Employee engagement on job performance.</i>	0.311	0.052	5.995	0.000	supported

Source: Data processed using AMOS Software (2024)

Table 6. Hypothesis Testing Output Full Sample from SEM AMOS

<i>Hipotesa</i>	<i>Estimate</i>	<i>p - value</i>	<i>Decision</i>
H8: The Effect of Training and Development on Job Performance with Employee Engagement as a Mediating Variable	0.031	0.062	not supported
H9: The Effect of Work-Life Balance on Job Performance with Employee Engagement as a Mediating Variable	0.169	0.000	supported
H10: The Effect of Transformational Leadership on Job Performance with Employee Engagement as a Mediating Variable	0.130	0.000	supported

Source: Hypothesis Testing Results of Indirect Effect Sobel Test (2024)

DISCUSSION

The effect of Training and development on job performance. The test results yielded a p-value, thus supporting H1. It is concluded statistically at confidence level that there is a positive effect of training and development on job performance. This finding is supported by a study conducted by Ahmed et al. (2024), which states that training and

development positively impact job performance in private banks in Bangladesh. This finding is consistent with research by Osiesi et al. (2022), which found that the performance of librarians at FUYOYE, Nigeria, was high. It also aligns with the study by Mensah et al. (2022), which demonstrated that training and development significantly affect performance. This is in line with the majority of employees in the manufacturing industry, aged 21 to 30, who show high work enthusiasm. Providing training and development by companies has proven effective in enhancing employees' knowledge and understanding of their job responsibilities, ultimately contributing positively to employee performance.

The effect of Training and Development on Employee Engagement. The test results yielded, thus H2 is not supported. It is concluded statistically that there is no effect of training and development on employee engagement. This result is inconsistent with the study conducted by Ahmed et al. (2024), which states that training and development have a positive effect on employee engagement. This discrepancy may be due to differences in the context of the company, the methods of implementing training and development, or employees' perceptions in the manufacturing industry in Jakarta. Training that is too generic or not directly related to daily job responsibilities tends to have less impact on employee engagement, and the absence of a clear career development program after training means that employees do not perceive its benefits, thus their engagement is not significantly stimulated.

The effect of Work-Life Balance on Job Performance. The test results yielded a p-value, thus H3 is supported. It is concluded statistically confidence level that there is a positive effect of work-life balance on job performance. This result is consistent with the research by Ahmed et al. (2024), which reinforces the finding that work-life balance has a significant positive impact on job performance. This is also supported by the study by Duan et al. (2023), which found that work-life balance positively affects performance. However, the study by Irfan et al. (2023) shows that work-life balance can decrease performance, arguing that employees prioritize personal time, thus reducing responsiveness. Management in the manufacturing industry actively supports work-life balance initiatives, such as health and wellness programs. This support creates a positive work environment, making employees feel valued and more motivated to perform well.

The effect of Work-Life Balance on Employee Engagement. The test results yielded a p-value, thus H4 is supported. It is concluded statistically at onfidence level that there is a positive effect of work-life balance on employee engagement. This study is supported by Wood et al. (2020), and Lee & Shin (2023), who state that work-life balance enhances employee engagement. Musadieq (2023) also found that maintaining a healthy work-life balance fosters higher job engagement. This shows that employees who feel the company supports balancing work tasks and family responsibilities tend to feel more valued and engaged.

The effect of Transformational Leadership on Job Performance. The test results yielded a p-value, thus H5 is not supported. It is concluded statistically that there is no effect of transformational leadership on job performance. This result is inconsistent with the study conducted by Aftab et al. (2022), which states that transformational leadership positively impacts job performance. In contrast, the study by Sudha et al. (2023) states that transformational leadership has no direct effect on employee performance across various civil service offices in the Maldives. This supports the current research in the manufacturing sector, where the findings show that transformational leadership does not

significantly impact performance. This is because employees feel that their leaders lack strong communication skills, which causes the vision message to be poorly received, making employees unable to understand or connect with the vision being communicated.

The effect of Transformational Leadership on Employee Engagement. The test results yielded a p-value, thus H6 is supported. It is concluded statistically at a confidence level that there is a positive effect of transformational leadership on employee engagement. This is reinforced by the research conducted by Park et al. (2021), Mert et al., (2022) which states that transformational leadership has a significant impact on employee engagement,. Hoekx et al. (2024) also state that the results show a positive relationship between CEO transformational leadership and employee engagement, based on a sample of 508 employees from Belgian family-owned companies. Leaders who support employees' professional development through training, mentoring, and learning opportunities make employees feel valued, which increases commitment and engagement within the organization.

The effect of Employee Engagement on Job Performance. The test results yielded a p-value, thus H7 is supported. It is concluded statistically at confidence level that there is a positive effect of employee engagement on job performance. This finding is supported by research conducted by Ahmed et al. (2024), which states that employee engagement positively impacts job performance, and is also supported by the study by Fallahnejad et al. (2023), where employee engagement positively affects performance. It can be concluded that employee engagement has a positive impact on performance in the manufacturing industry in Jakarta because employees feel valued and take responsibility for the company's success

The Effect of Training and Development on Job Performance with Employee Engagement as a Mediating Variable. The test results show a p-value, thus H8 is not supported. It is concluded statistically confidence level that there is no positive effect of training and development on job performance through employee engagement. Research conducted by Bhatti (2023) and Lee et al. (2020) shows that employees who receive training and development aligned with their roles and responsibilities tend to experience higher levels of engagement, which positively impacts performance. However, manufacturing employees have a different perception; if training and development are not well-designed or aligned with employee needs, the impact on skill and knowledge enhancement may be insignificant in supporting job performance.

The Effect of Work-Life Balance on Job Performance with Employee Engagement as a Mediating Variable. The test results show a p-value of, thus H9 is supported. It is concluded statistically confidence level that there is a positive effect of work-life balance on job performance through employee engagement. This finding is supported by research by Ahmed et al. (2024), where employees with a positive work-life balance are more likely to demonstrate increased work engagement. This finding is further reinforced by Dinh (2020), Lee & Shin (2023), and Irfan et al. (2023), who state that a good work-life balance is strongly related to well-being and engagement, which in turn enhances performance. From the data processing results, the role of employee engagement mediation is classified as partial mediation. The estimation coefficient of the indirect effect of work-life balance on job performance.

The Effect of Transformational Leadership on Job Performance with Employee Engagement as a Mediating Variable. The test results show a p-value of, thus H10 is supported. It is concluded statistically confidence level that there is a positive effect of

transformational leadership on job performance through employee engagement. This finding is supported by research conducted by Buil et al. (2019), which found a significant mediating role of employee engagement in the effect of transformational leadership on job performance, where employees with positive transformational leadership are more likely to show increased work engagement, which ultimately contributes to performance. Data processing results show full mediation (fully mediated), proving that employee engagement mediates the effect of transformational leadership on job performance. With employee engagement as a mediator, the estimation coefficient, whereas the direct effect of transformational leadership on job performance has an estimation coefficient of is not significant.

CONCLUSION

Based on the research objectives outlined in the previous chapter regarding the effects of training and development, work-life balance, and transformational leadership on job performance in the manufacturing industry with employee engagement as a mediator, it can be concluded from the 7 hypotheses of direct effects that 2 hypotheses are unsupported. Additionally, for the 3 hypotheses of indirect effects, 1 hypothesis is unsupported. The variable with the largest impact on job performance is work-life balance, followed by training and development. Employee engagement plays a fully mediated role in the effect of transformational leadership on job performance, a partially mediated role in the effect of work-life balance on job performance, but employee engagement does not mediate the effect of training and development on job performance.

The results of this study are expected to be a source of information for companies to improve employee performance. The managerial implications in this study that can be applied by companies To improve work-life balance, it is advisable to establish clear boundaries between work and personal life, such as adhering to working hours and allowing time for personal life. Organizations that support this through flexible policies or work-life balance programs can strengthen relationships between individuals at the workplace and within families. Suggestions for further research are to expand the scope of the research sample and not just limit it to industrial employees. Then other variables can be added to develop a conceptual framework and see phenomena caused by other domains.

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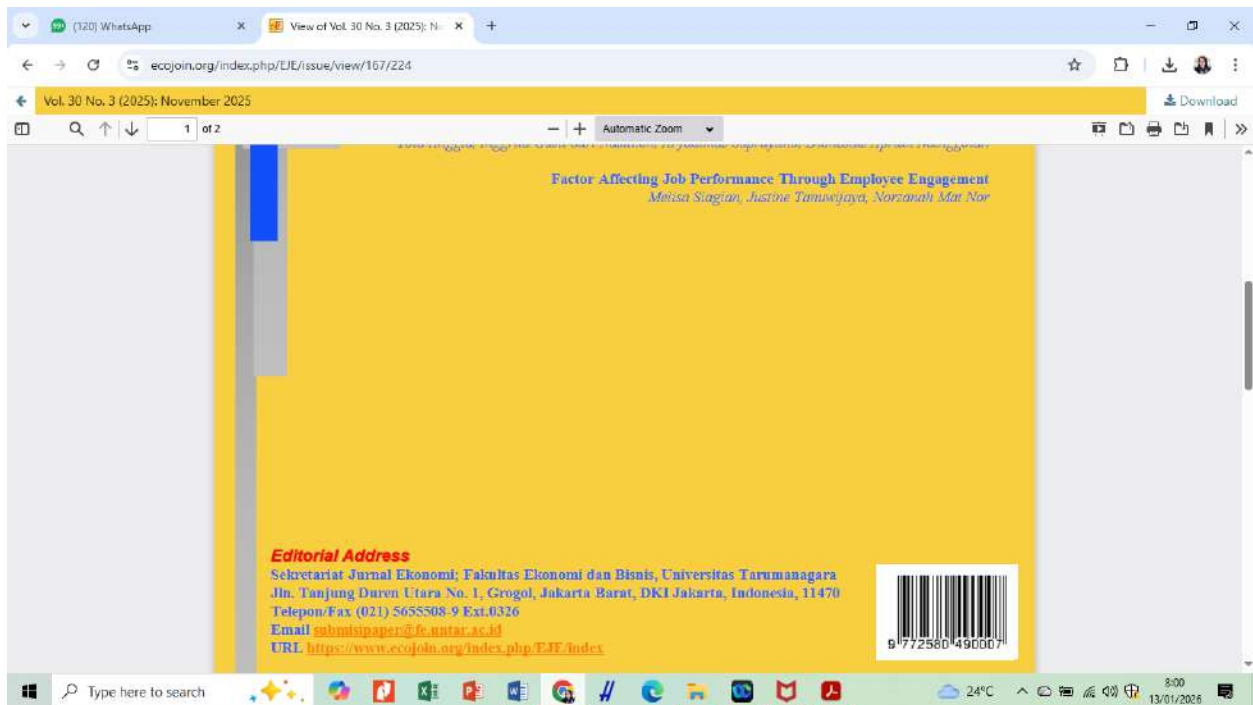
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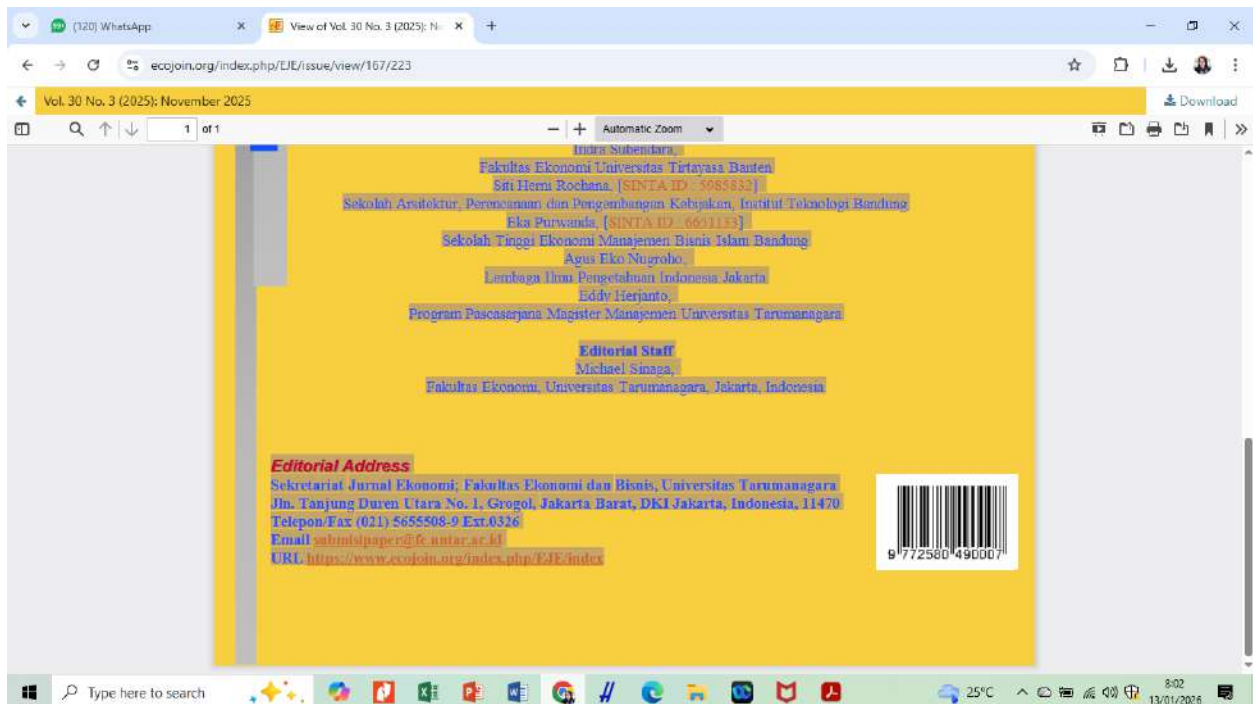
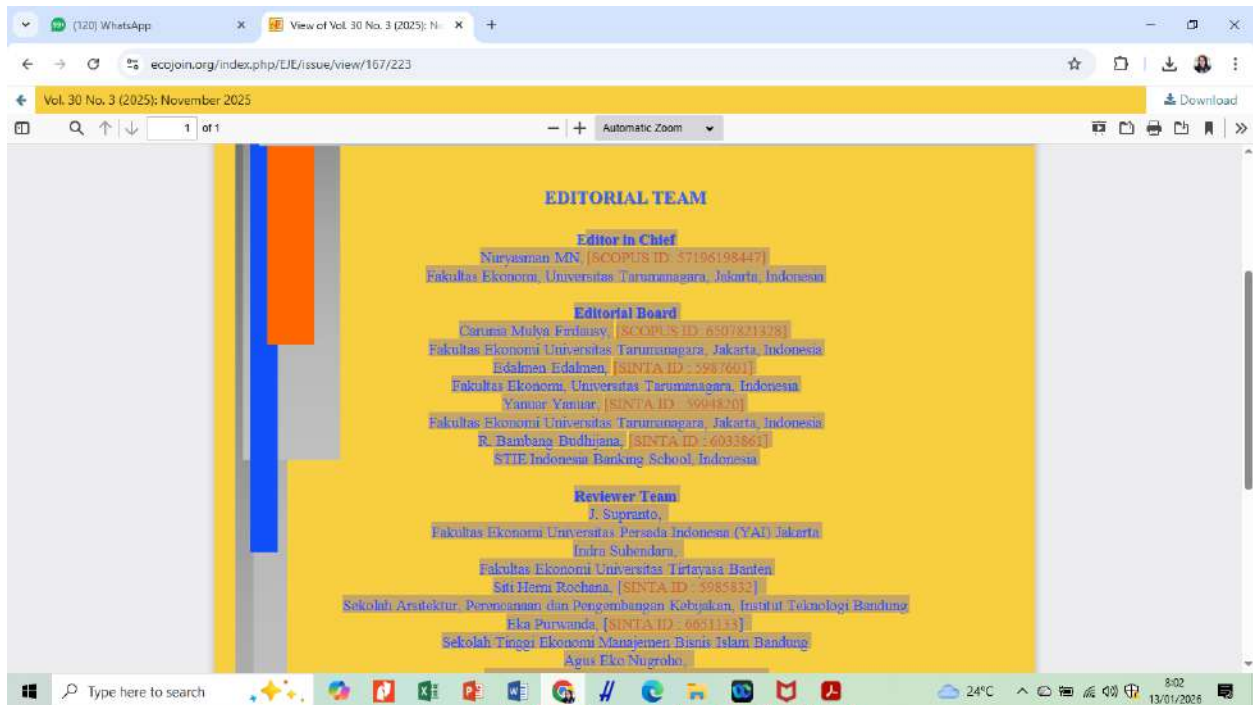


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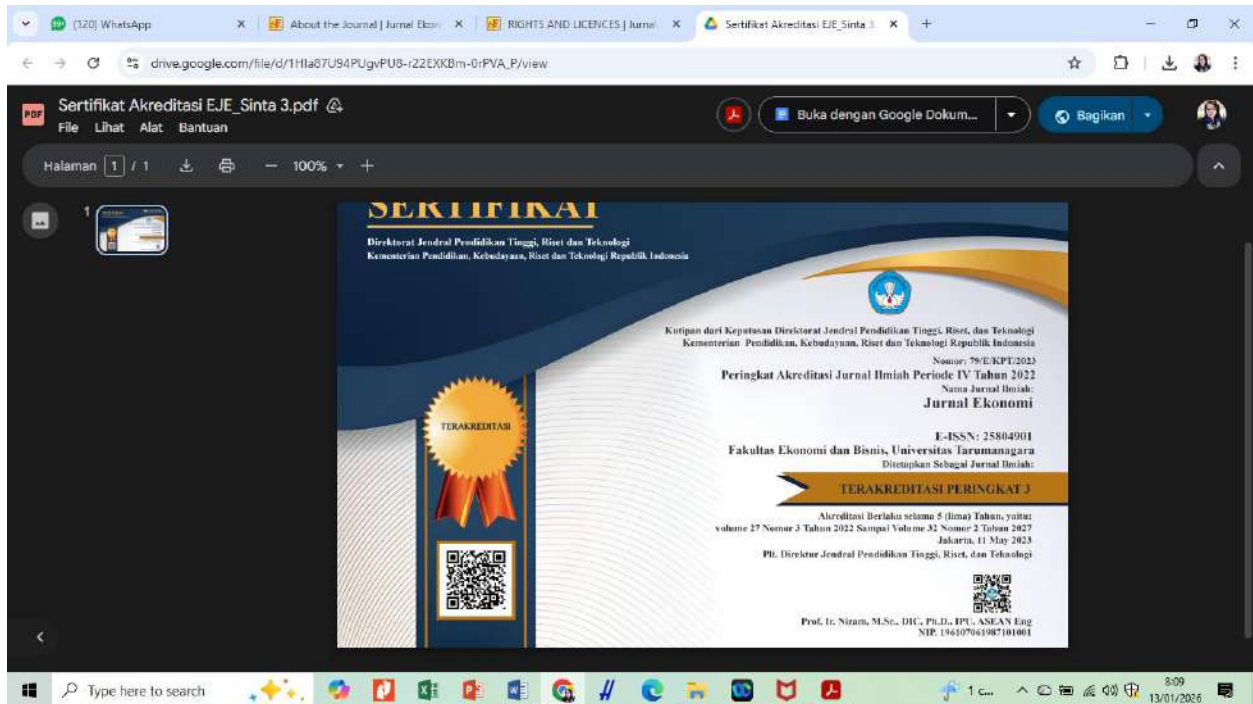
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Factor Affecting Job Performance Through Employee Engagement

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Abstract: This study aims to analyze the influence of training and development, work-life balance, and transformational leadership on job performance through employee engagement as a mediating variable for manufacturing industry employees in Jakarta. The research was carried out using a quantitative approach. Sample determination was carried out using nonprobability sampling and referring to the minimum sample size. The sample in research consisted of 306 manufacturing industry employees in Jakarta. Data analysis was conducted using the Structural Equation Model (SEM) method. Data collection was carried out by distributing questionnaires via Google Forms. The results of hypothesis testing show that of the seven direct influence hypotheses, there are two hypotheses that are not supported, while for the three indirect influence hypotheses there is one hypothesis that is not supported. The variable that has the biggest influence on job performance is work-life balance, followed by training and development.

Keywords: Training And Development; Work-Life Balance; Transformational Leadership; Job Performance; Employee Engagement.

Abstrak: Penelitian ini bertujuan untuk menganalisis pengaruh pelatihan dan pengembangan, keseimbangan kehidupan kerja dan kepemimpinan transformasional terhadap kinerja melalui keterikatan karyawan sebagai variabel mediasi pada karyawan industri manufaktur di Jakarta. Penelitian dilakukan dengan menggunakan pendekatan kuantitatif. Penentuan sampel dilakukan menggunakan nonprobability sampling dengan metode purposive sampling dan mengacu pada jumlah sampel minimum. Sampel dalam penelitian ini terdiri dari 306 karyawan industri manufaktur di Jakarta. Analisis data dilakukan dengan menggunakan metode Structural Equation Model (SEM). Pengumpulan data dilakukan dengan menyebarkan kuesioner melalui Google Forms. Hasil pengujian hipotesis menunjukkan bahwa dari ketujuh hipotesis pengaruh langsung terdapat dua hipotesis yang tidak didukung, sedangkan untuk ketiga hipotesis pengaruh tidak langsung terdapat satu hipotesis yang tidak didukung. Variabel yang mempunyai pengaruh paling besar terhadap prestasi kerja adalah work-life balance yang disusul pelatihan dan pengembangan.

Kata Kunci: Pelatihan Dan Pengembangan; Keseimbangan Kehidupan Kerja; Kepemimpinan Transformasional; Keterikatan Karyawan; Kinerja.

INTRODUCTION

Employees today play a crucial role in strengthening a company's competitive advantage in a highly competitive global business landscape. They are strategic assets that enable organizations to achieve their goals through innovation, increased productivity, and adaptability to dynamic business challenges (Akther & Tariq, 2020; Chanana & Sangeeta, 2021). Therefore, Job Performance is the most important indicator of organizational



productivity and efficiency. Its achievement depends heavily on an organization's ability to identify and manage key performance determinants, such as strong human resource Training and Development practices, an organizational climate that supports Work-Life Balance, and an effective leadership structure through Transformational Leadership (Badran, 2023; El-Bermawy, 2022; Hjjj, 2023; Ali et al., 2019). However, despite recognizing the importance of investing in human capital, many organizations—particularly in labor-intensive sectors—still struggle to effectively integrate these strategies to optimize Job Performance.

The manufacturing industry in Jakarta, a major production hub and significant contributor to national economic growth, presents a particularly challenging operational context. The sector faces persistent and multifaceted issues, including fluctuating performance outcomes, high employee turnover rates, and, most importantly, declining Employee Engagement. The demanding nature of this industry often exposes employees to intense workloads, long hours, and rigid operational requirements. These environmental pressures routinely lead to disruptions in Work-Life Balance, ultimately negatively impacting mental and physical well-being and reducing employees' contributions to overall performance (Yadav et al., 2022).

Empirically, the consequences of these tensions are measurable: Gallup report highlighted that organizations with low levels of Employee Engagement experienced productivity declines of up to 18 percent, confirming that employees' psychological attachment and passion for their work are crucial factors in influencing Job Performance. Furthermore, Training and Development programs currently implemented in some manufacturing entities tend to prioritize technical compliance over holistic competency development and career development. Similarly, Transformational Leadership practices are often inconsistently implemented, failing to permeate all levels of the organizational hierarchy. These specific conditions collectively indicate a significant performance gap that requires in-depth empirical examination, particularly regarding the internal psychological mechanisms linking organizational strategy to performance outcomes.

While Training and Development (TPD) is theoretically expected to increase efficiency and equip employees to meet challenges (Kulkarni et al., 2022; Kwon, 2019), and Transformational Leadership is supposed to motivate employees beyond minimum expectations (Buil et al., 2019; Peng et al., 2020), the actual manifestation of these effects in manufacturing environments remains empirically unclear. This issue is compounded by significant inconsistencies in the existing literature: some studies support strong direct and positive effects of training and leadership on performance (Ahmed et al., 2024; Osiesi et al., 2022), while others report weak or insignificant correlations, implying that the effectiveness of these practices is highly dependent on mediating variables or context (Sudha et al., 2023; Bhardwaj & Naaz, 2023).

This ambiguity leads to the central problem statement addressed in this study: The mechanisms by which Training and Development, Work-Life Balance, and Transformational Leadership translate empirically into Job Performance remain questionable in a strictly operational context. Therefore, it is hypothesized that the effectiveness of these organizational and leadership practices is not direct, but rather channeled and reinforced through the mediating psychological state of Employee Engagement.

This study bridges this theoretical and empirical gap through scientific novelty and significant contributions: First, it is the first to simultaneously validate an integrated



performance model in the specific context of the Jakarta manufacturing sector, a process-driven and high-stakes environment in Indonesia. This contextual focus provides new empirical evidence to clarify why the drivers of performance in a production-centric culture may differ from those observed in the service industry, thereby enriching our understanding.

THEORITICAL REVIEW

This study is firmly grounded in two robust theoretical frameworks: Social Exchange Theory (Blau, 1964) and Job Demands-Resources Theory (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Together, these theories provide a powerful lens through which to explain the mechanisms by which specific organizational practices influence employee attitudes, behaviors, and ultimately, performance outcomes.

Social Exchange Theory posits that relationships between individuals or parties—in this case, the employee and the organization—are built upon a series of reciprocal exchanges. When an organization provides positive treatment, such as valuable resources, support, or favorable working conditions, employees feel a moral obligation to reciprocate. This reciprocal response is typically demonstrated through higher levels of effort, increased loyalty, enhanced organizational citizenship behavior, and superior job performance. Within the context of this research, organizational practices such as providing structured Training and Development, ensuring systems that support Work-Life Balance, and implementing Transformational Leadership behaviors function as critical organizational investments that stimulate this reciprocal employee response, most notably manifested in higher Employee Engagement and subsequent Job Performance.

Complementary to Social Exchange Theory is the Job Demands-Resources Theory. This framework proposes that job characteristics can be classified into two broad categories: job demands (e.g., workload, organizational politics) and job resources (e.g., autonomy, developmental opportunities, social support). The theory explains that job resources play a crucial motivational role. The presence of these resources, such as opportunities for development, supportive leadership, and systems designed to ensure a manageable workload, stimulates the motivational process that fosters Employee Engagement and actively works to mitigate the negative effects of job demands, thereby enhancing Job Performance (Bakker & Demerouti, 2017). This integrated theoretical foundation allows the present research to examine both the motivational pathway (Job Demands-Resources Theory) and the reciprocal pathway (Social Exchange Theory) through which organizational investments translate into employee success.

Training and Development programs represent essential job resources that are designed to enhance employee competence, provide new knowledge, and build the organizational readiness required to adapt to continuous change (Yadav et al., 2023). Within the Job Demands-Resources Theory, developmental resources actively strengthen employee motivation, foster engagement, and directly correlate with higher performance. From a Social Exchange Theory perspective, the provision of high-quality training is viewed by the employee as a substantial investment made by the organization, triggering the need to reciprocate with increased effort and improved performance. Empirically, numerous studies consistently demonstrate a strong positive effect of training on both Job Performance and Employee Engagement (Ahmed et al., 2024; Garavan, O'Brien, &



Mathews, 2021). However, the existing body of literature is not without its inconsistencies; Sesen & Ertan (2022) found that training did not always result in enhanced Employee Engagement if the programs were perceived by employees as merely procedural compliance rather than genuine developmental opportunities or personalized career support. This empirical contrast underscores the critical importance of understanding the contextual relevance and perceived value of Training and Development programs, especially within operationally demanding industrial settings like manufacturing.

Work-Life Balance is broadly conceptualized as the employee's ability to sustainably integrate and manage the demands of their personal life with their professional roles without experiencing excessive role conflict or strain (Haar, Russo, Suñe, & Ollier-Malaterre, 2019). Within the framework of the Job Demands-Resources Theory, an organizational climate supportive of Work-Life Balance functions as a vital psychological resource. This resource actively reduces work-related stress, increases overall well-being, and consequently stimulates intrinsic motivation. Empirical findings largely and consistently support the notion that an effective Work-Life Balance significantly improves Job Performance (Wood, Oh, & Park, 2020; Ahmed et al., 2024). Nevertheless, other studies have reported neutral or limited effects in sectors characterized by high-pressure environments, where intense workload demands fundamentally exceed the individual's coping capacity or where shift rotations are rigid (Talukder et al., 2018; Setyowati & Ulfa, 2020). This specific discrepancy suggests that the actual impact of Work-Life Balance may vary considerably depending on the nature of the job characteristics, such as the prevalence of shift work, mandatory overtime, and physical work demands, which are all highly typical within the manufacturing industry.

Transformational Leadership represents a crucial organizational resource that motivates employees by inspiring a compelling shared vision, building trust, and empowering followers to transcend their self-interest for the collective good (Buil, Martínez, & Matute, 2019). Under the umbrella of Social Exchange Theory, Transformational Leadership is viewed as significant relational support from the organizational authority, which actively triggers reciprocal commitment behaviors and willingness to exert extra effort. Consistent with this view, a substantial number of studies confirm that Transformational Leadership behaviors significantly enhance both Employee Engagement and Job Performance (Lai, Tang, & Luk, 2020; Aftab, Khan, & Farrukh, 2022). Yet, similar to the other antecedents, some empirical findings indicate that this style of leadership has a limited direct influence on performance, particularly in situations where Employee Engagement is inherently low or where the leader's communication of the vision is perceived as weak or inconsistent (Sudha et al., 2023). This suggests that the powerful effects of Transformational Leadership may operate predominantly indirectly, relying on the presence of a strong mediating psychological mechanism.

Employee Engagement represents the desired emotional, cognitive, and physical connection employees have toward their work roles, encompassing vigor, dedication, and absorption (Priya, Sahoo, & Pattnaik, 2022). Engagement is conceptualized as a vital mediator within both the Social Exchange Theory and Job Demands-Resources Theory frameworks. It serves as the psychological conduit that fully explains how organizational job resources—such as Training and Development, supportive Work-Life Balance systems, and Transformational Leadership—are internalized by employees and subsequently transformed into constructive and high-level Job Performance (Bakker & Demerouti, 2017). Empirical research across diverse industries strongly supports the



central, critical role of Employee Engagement in promoting and sustaining superior Job Performance (Fallahnejad, Nayeri, & Shahraki, 2023; Kim & Koo, 2017). Therefore, Employee Engagement is posited as an essential, non-negotiable psychological mechanism that links organizational practices and leadership behaviors with desirable employee performance outcomes. The present study seeks to validate this complex, integrated mediation model within the specific and challenging context of the Jakarta manufacturing sector, thereby resolving existing empirical inconsistencies in the literature.

Training and Development dan Job Performance. Alola & Alafeshat (2021) and Garavan et al. (2021) stated that employee training and development are methods to accelerate human resource development and enhance performance. Research by Nwokike & Unegbu (2019), as well as Anyaegbu & Wali (2020), revealed that training and development programs positively influence job performance, with their study conducted on library staff at the Federal University Oye Ekiti, Nigeria. Similarly, findings by Ahmed et al. (2024) demonstrated that employee training and development affect job performance in private banks in Bangladesh by providing essential skills.

Based on the explanation above, the following hypothesis can be formulated:

H1: Training and development positively affect job performance.

Training and Development dan Employee Engagement. Research conducted by Ahmed et al. (2024) revealed that employee training and development are shown to influence employee engagement in private banks in Bangladesh. Employees involved in well-structured training and development programs are likely to feel more engaged in their work. Highly engaged workers are noted to dedicate themselves to the long-term growth of their companies (Alola & Alafeshat, 2021). Findings by Sesen & Ertan (2022) indicate that employees who receive training and development are observed to be more engaged in their jobs as it helps reduce their stress levels. Bhardwaj & Naaz (2023) demonstrated that training and development are positively associated with employee engagement in the IT industry in India. Based on the previous description, the following hypothesis can be formulated:

H2: Training and development positively affect employee engagement.

Work-Life Balance dan Job Performance. The research findings by Wood et al. (2020) have indicated that a balance between work and life is significantly and positively associated with performance. When a balance between personal life and work is achieved by employees, they are likely to become more active and engaged in their tasks, which ultimately results in improved performance. Studies conducted by Oyewobi et al. (2019) and Borgia et al. (2022) have confirmed that work-life balance can significantly enhance job performance across various contexts, including the construction and banking sectors. In addition, research by Ahmed et al. (2024) has shown that work-life balance positively and significantly impacts the job performance of employees in private banks in Bangladesh. Based on the previous description, the following hypothesis can be formulated:

H3: Work-life balance positively affects job performance.

Work-Life Balance dan Employee Engagement. Wood et al. (2020) found the



impact of work-life balance on employees. Employee engagement can increase, particularly for those with more flexible work schedules. This highlights the importance of work-life balance in reducing stress and employee fatigue. Several studies have shown that a good work-life balance enhances engagement (Lee & Shin, 2023). According to Ahmed et al. (2024), a healthy work-life balance improves employee productivity, reduces stress, and ultimately leads to more positive attitudes towards work and work engagement. Based on the previous description, the following hypothesis can be formulated

H4: Work-life balance has a positive effect on employee engagement.

Transformational Leadership dan Job Performance. According to Lai et al. (2020), transformational leadership has a positive impact on job performance. In the workplace, transformational leaders provide meaning and purpose. Transformational leadership has been shown to improve performance, supported by several empirical assessments (Bastari et al., 2020; Nam & Park, 2019; Rawashdeh et al., 2020; Sungu et al., 2019). Leaders who interact more with employees and know how to manage their workloads in a friendly manner help employees feel happy and deliver optimal results in their work (Ögretmenoglu et al., 2022), as leadership style influences performance (Aftab et al., 2022). Based on the previous description, the following hypothesis can be formulated:

H5: Transformational leadership has a positive effect on job performance.

Transformational Leadership dan Employee Engagement. Transformational leadership can be viewed as a valuable resource that enhances employees' psychological resources to perform well (Katou et al., 2022; Stein et al., 2021). Chua & Ayoko (2019) collected data from employees working in financial and event management companies and found that transformational leadership increases employee engagement. The study by Aftab et al. (2023) provides similar evidence among hotel employees. Based on the above explanation, the following hypothesis can be formulated:

H6: Transformational leadership has a positive effect on employee engagement.

Employee Engagement dan Job Performance. Fallahnejad et al. (2023) found that employee engagement has a positive impact on performance improvement. According to Wang & Chen (2020), performance significantly increases as a result of work engagement. Several studies across various industries, including banking, retail, hospitality, education, telecommunications, and the military, have examined the impact of employee engagement on job performance (Lai et al., 2020; Wang & Chen, 2020; Kim & Koo, 2017), showing a positive effect of employee engagement on job performance. Based on the above explanation, the following hypothesis can be formulated:

H7: Employee engagement has a positive effect on job performance.

Training and Development, Employee Engagement, dan Job Performance. When employees receive training tailored to their needs and values, they become more engaged with their work, which impacts performance (Bhatti, 2023; Lee et al., 2020). The study by Ahmed et al. (2024) conducted in the banking sector in Bangladesh found that



employee engagement plays a crucial role as a mediator between training and development and job performance. Employees who become more engaged as a result of training and development programs demonstrate better performance. Based on the above explanation, the following hypothesis can be formulated:

H8: Employee engagement mediates the effect of training and development on job performance.

Work-Life Balance, Employee Engagement, dan Job Performance. The study by Samanta et al. (2021) states that employees who work too much become dissatisfied and disengaged, which can ultimately affect their performance. A healthy work-life balance has been shown to be strongly correlated with employee well-being and engagement, which can enhance performance (Dinh, 2020; Lee & Shin, 2023; Irfan et al., 2023). Employees with a positive work-life balance are more likely to exhibit higher levels of engagement, contributing to performance (Ahmed et al., 2024). Based on the above explanation, the following hypothesis can be formulated:

H9: Employee engagement mediates the effect of work-life balance on job performance.

Transformational Leadership, Employee Engagement dan Job Performance. Transformational leadership emphasizes that truly authentic leaders possess real excellence. These leaders will align with employees' needs, preferences, and values, gradually fostering employee engagement to achieve high performance and loyalty, thereby reaching organizational goals (Firnanda & Wijayati, 2021). According to Buil et al. (2019), when employee engagement is increased, performance also improves. Lai et al. (2020) also found that employee engagement plays a mediating role in the impact of transformational leadership on performance. This proves that the improvement in task-related outcomes is the result of stronger employee engagement, which is influenced by transformational leadership. Based on the above explanation, Based on this description, the following hypothesis can be developed:

H10: Employee engagement mediates the effect of transformational leadership on job performance.

Based on the explanation above, the conceptual framework can be described as follows.

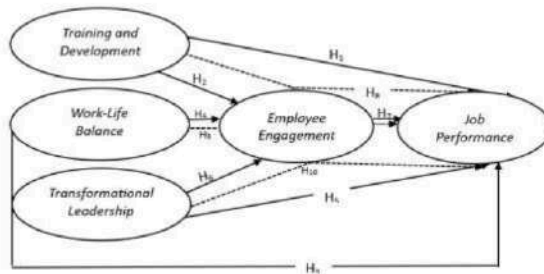


Figure 1. Research Model

METHODS

The approach in this study is a quantitative approach, and the research data were collected using structured questionnaires with measurement items assessed through a 5-point Likert scale. The sampling technique used was non-probability purposive sampling, with respondents consisting of employees working in the manufacturing industry in Jakarta. Referring to Hair et al. (2019), the recommended minimum sample size is 5 to 10 observations per indicator. With a total of 45 indicators—4 indicators of training and development, 6 indicators of work-life balance, 12 indicators of transformational leadership, 9 indicators of employee engagement, and 14 indicators of job performance—the appropriate sample range is between 225 and 450 respondents. The final total sample collected was 306 respondents. Each variable was tested for validity and reliability, and the data were analyzed using Structural Equation Modeling (SEM) and descriptive statistics.

Since the data in this study were collected using a single instrument at one time, potential common method bias (CMB) may arise. To minimize this bias, procedural remedies were implemented by ensuring respondent anonymity and emphasizing that there were no right or wrong answers, thus reducing evaluation apprehension and social desirability bias. Additionally, the questionnaire items were arranged to avoid leading questions and reduce respondent fatigue. These preventive steps align with recommendations from Podsakoff et al. (2003) and MacKenzie & Podsakoff (2012). Furthermore, a statistical test for common method bias using Harman's single-factor test was conducted, which showed that no single factor accounted for more than 50% of the variance, indicating that CMB was not a serious threat in this study. Therefore, the research findings can be considered valid and free from significant common method bias.

RESULTS

This chapter systematically presents the empirical findings derived from the data collected from the manufacturing industry employees in Jakarta. The presentation encompasses the descriptive analysis of the sample and the research variables, followed



by the verification of the instrument's validity and reliability. Crucially, this chapter details the outcomes of the Structural Equation Model analysis, including the assessment of the model's overall fit and the statistical testing of all research hypotheses regarding the influence of training and development, work-life balance, and transformational leadership on job performance, with employee engagement as a mediating variable.

Table 1. Respondent Characteristics

Characteristics	Total	Percentage
Jender		
Male	128	41,800
Female	178	58,200
Total	306	100,000
Age		
less than 20 years	3	1,000
20 to 30 years	206	67,300
more than 30 to 40 years	80	26,100
more than 40 to 50 years	12	3,900
more than 50 years	5	1,600
Total	306	100,000
Last education		
HIGH SCHOOL	54	17,600
Diploma	24	7,800
S1	218	71,200
S2	10	3,300
Total	265	100,000
length of employment		
less than 1 years	42	13,700
1 to 5 years	163	53,300
more than 5 to 10 years	67	21,900
more than 10 to 15 years	22	7,200
more than 15 years	12	3,900
Total	265	100,000
Position/ Job title		
Operator	23	7,500
Staff	222	72,500
Supervisor	44	14,400
Manager	17	5,600
Total	306	100,000

Source: Data processing results using SPSS (2024)

Table 1 shows Of the 306 respondents studied, it shows that the majority of respondents in this study are female 178 (58,200), aged 20 to 30 years (67,300per cent), last education S1 218 (71,200 per cent), length of employment 1to5 years 163 (53,300) and with the position/job title 222(41,900 per cent).

Validity Test. Validity testing was conducted to ensure that each measurement indicator accurately represents its corresponding construct. The results confirm that the data are suitable for further analysis using SEM.



Table 2. Validity Test

Item	Factor Loading	Decision
Training and Development		
T&D1	0.773	Valid
T&D2	0.821	Valid
T&D3	0.896	Valid
T&D 4	0.849	Valid
Work-Life Balance		
WLB1	0.784	Valid
WLB2	0.724	Valid
WLB3	0.840	Valid
WLB4	0.858	Valid
WLB5	0.823	Valid
WLB6	0.862	Valid
Transformational Leadership		
TL1	0.773	Valid
TL2	0.797	Valid
TL3	0.810	Valid
TL4	0.873	Valid
TL5	0.822	Valid
TL6	0.811	Valid
TL7	0.767	Valid
TL8	0.782	Valid
TL9	0.737	Valid
TL10	0.719	Valid
TL11	0.698	Valid
TL12	0.752	Valid
Employee Engagement		
EE1	0.867	Valid
EE2	0.809	Valid
EE3	0.679	Valid
EE3	0.864	Valid
EE5	0.855	Valid
EE6	0.435	Valid
EE7	0.815	Valid
EE8	0.856	Valid
EE9	0.814	Valid
Job Performance		
JP1	0.763	Valid

JP2	0.732	Valid
JP3	0.786	Valid
JP4	0.804	Valid
JP5	0.807	Valid
JP6	0.833	Valid
JP7	0.721	Valid
JP8	0.731	Valid
JP9	0.803	Valid
JP10	0.743	Valid
JP11	0.686	Valid
JP12	0.726	Valid
JP13	0.749	Valid
JP14	0.673	Valid

Source: Data processing results using AMOS Software (2024)

Table 2 shows the validity test table for all instruments of the variable can be said to be *valid* based on the *factor loading* value more than 0.350 (Hair *et al.*, 2019) factor loading 306 respondents). In other words, there is internal consistency in these statements so that they can form the *construct* of each variable.

Reliability Test. The basis for making this reliability test decision is as follows: If *Cronbach's coefficient Alpha* more than 0.600 then the statements in the questionnaire are suitable for use (*construct reliable*). If *Cronbach coefficient alpha* less than 0.600, the statements in the questionnaire are not suitable for use (*construct unreliable*).

Table 3. Reliability Test

Variable	Total Indicator	Cronbach Alpha	Decision
<i>Training and Development</i>	4	0.854	Reliabel
<i>Work-Life Balance</i>	6	0.899	Reliabel
<i>Transformational Leadership</i>	12	0.939	Reliabel
<i>Employee Engagement</i>	9	0.909	Reliabel
<i>Job Performance</i>	14	0.940	Reliabel

Source: Data processing results using AMOS Software (2024).

Table 3 shows the reliability test table, it can be said to be reliable based on the *Cronbach's Alpha* value more than 0.600. In other words, there is internal consistency in these statements font so that they can form constructs from each of these variables.

Goodness of Fit Test. Table 4 shows the results of the goodness of fit test for the SEM model. The table shows whether the model meets the criteria for an acceptable fit based on multiple fit indices.



Table 4. Goodness of Fit Test

<i>Goodness of Fit Index</i>	<i>Cut Off Value</i>	<i>Description</i>	<i>Results</i>	<i>Decision</i>
Absolute Fit Indices				
<i>Chi-Square</i>	A small value is expected.	If the probability (p) is smaller, it can be accepted with a cut-off value of p more than 0.050.	CMIN 2950.889	<i>Poor Fit</i>
<i>Significant probability</i>	More than 0.050		0.000	<i>Poor Fit</i>
<i>GFI</i>	More than 0.900	A higher GFI value indicates a better prediction accuracy compared to a value less than 0.900.	0.676	<i>Good Fit</i>
<i>RMSEA</i>	More than 0.080	The model rejection criteria for RMSEA are based on a threshold of 0.050.	0.084	<i>Good Fit</i>
Incremental Fit Indices				
<i>AGFI</i>	More than 0.900	The minimum AGFI result is 0.900, and the closer it is to 1, the better the fit.	0.642	<i>Good Fit</i>
<i>NFI</i>	Less than 0.900	The NFI value ranges from 0 to 1. An NFI more than 0.900 indicates good fit, while an NFI between 0.900 and 0.800 indicates a marginal fit.	0.753	<i>Good Fit</i>
<i>TLI</i>	More than 0.950	The recommended threshold for determining the validity of a model is greater than 0.950.	0.805	<i>Good Fit</i>
<i>CFI</i>	More than 0.950	The CFI index ranges from 0 to 1. When comparing to 1, the expected model sensitivity reaches its maximum at CFI more than 0.950.	0.816	<i>Good Fit</i>
Parsimonious fit indices				
<i>CMIN/DF</i>	Less than 2.000	The ratio, or the CMIN/DF result, is shown to be below 2. This premise becomes invalid as the sample size increases	3.156	<i>Poor Fit</i>

Source: Data processing results using AMOS Software (2024)

Based on the results of the model fit test in **Table 4**, it shows that the values of



GFI, RMSEA, AGFI, NFI, TLI, and CFI indicate that the model is a Good Fit, while the values of Chi-Square and CMIN indicate that the model is a Poor Fit.

Data Analysis

Path Diagram of Full Sample Hypothesis Testing Results. Figure 2 illustrates the path diagram of the SEM model for the full sample. The diagram shows the relationships between constructs and provides a visual representation of the hypothesis testing results.

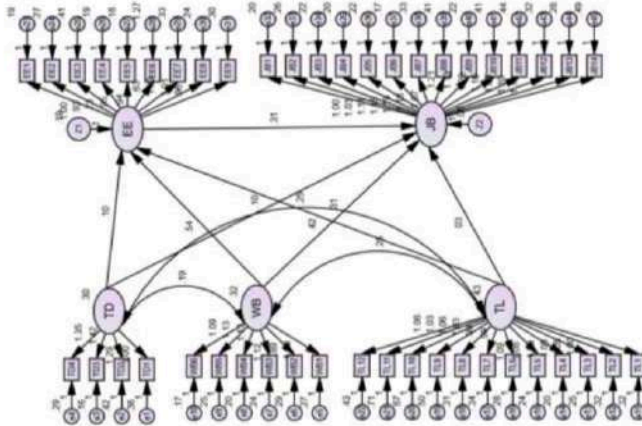


Figure 2. Path Diagram of Full Sample Hypothesis Testing Output Results

Hypothesis Test. The basis for making hypothesis test decisions according to Hair et al. (2019) is as follows: If the p-value less than 0.050 then Ho is not supported and Ha is supported (supported); If the p-value more than 0.050 then Ho is supported and Ha is not supported (not supported).

Hypothesis Testing Output Full Sample from SEM AMOS. Table 5 dan 6 show the results of hypothesis testing based on the full sample using SEM analysis in AMOS. The table shows the estimated path coefficients, standard errors, critical ratios, and p-values for each hypothesized relationship. These results indicate which hypotheses are supported and which are not, based on the significance of the p-values.



Table 5. Hypothesis Testing Output Full Sample from SEM AMOS

Hypothesis	Estimate	S.E.	C.R.	p value	Decision
H1: There is a positive Training and development on job performance	0.098	0.058	1.687	0.023	supported
H2: There is a positive Training and development on employee engagement	0.100	0.085	1.179	0.060	not supported
H3: There is a positive Work-life balance berpengaruh on job performance	0.308	0.063	4.872	0.000	supported
H4: There is a positive Work-life balance on employee engagement	0.542	0.083	6.498	0.000	supported
H5: There is a positive Transformational leadership on job performance	0.030	0.054	0.561	0.144	not supported
H6: There is a positive Transformational leadership on employee engagement	0.418	0.077	5.401	0.000	supported
H7: There is a positive Employee engagement on job performance.	0.311	0.052	5.995	0.000	supported

Source: Data processed using AMOS Software (2024)

Table 6. Hypothesis Testing Output Full Sample from SEM AMOS

Hipotesa	Estimate	p - value	Decision
H8: The Effect of Training and Development on Job Performance with Employee Engagement as a Mediating Variable	0.031	0.062	not supported
H9: The Effect of Work-Life Balance on Job Performance with Employee Engagement as a Mediating Variable	0.169	0.000	supported
H10: The Effect of Transformational Leadership on Job Performance with Employee Engagement as a Mediating Variable	0.130	0.000	supported

Source: Hypothesis Testing Results of Indirect Effect Sobel Test (2024)

DISCUSSION

The effect of Training and development on job performance. The test results yielded a p-value, thus supporting H1. It is concluded statistically at confidence level that there is a positive effect of training and development on job performance. This finding is supported by a study conducted by Ahmed et al. (2024), which states that training and



development positively impact job performance in private banks in Bangladesh. This finding is consistent with research by Osiesi et al. (2022), which found that the performance of librarians at FUOYE, Nigeria, was high. It also aligns with the study by Mensah et al. (2022), which demonstrated that training and development significantly affect performance. This is in line with the majority of employees in the manufacturing industry, aged 21 to 30, who show high work enthusiasm. Providing training and development by companies has proven effective in enhancing employees' knowledge and understanding of their job responsibilities, ultimately contributing positively to employee performance.

The effect of Training and Development on Employee Engagement. The test results yielded, thus H2 is not supported. It is concluded statistically that there is no effect of training and development on employee engagement. This result is inconsistent with the study conducted by Ahmed et al. (2024), which states that training and development have a positive effect on employee engagement. This discrepancy may be due to differences in the context of the company, the methods of implementing training and development, or employees' perceptions in the manufacturing industry in Jakarta. Training that is too generic or not directly related to daily job responsibilities tends to have less impact on employee engagement, and the absence of a clear career development program after training means that employees do not perceive its benefits, thus their engagement is not significantly stimulated.

The effect of Work-Life Balance on Job Performance. The test results yielded a p-value, thus H3 is supported. It is concluded statistically confidence level that there is a positive effect of work-life balance on job performance. This result is consistent with the research by Ahmed et al. (2024), which reinforces the finding that work-life balance has a significant positive impact on job performance. This is also supported by the study by Duan et al. (2023), which found that work-life balance positively affects performance. However, the study by Irfan et al. (2023) shows that work-life balance can decrease performance, arguing that employees prioritize personal time, thus reducing responsiveness. Management in the manufacturing industry actively supports work-life balance initiatives, such as health and wellness programs. This support creates a positive work environment, making employees feel valued and more motivated to perform well.

The effect of Work-Life Balance on Employee Engagement. The test results yielded a p-value, thus H4 is supported. It is concluded statistically at confidence level that there is a positive effect of work-life balance on employee engagement. This study is supported by Wood et al. (2020), and Lee & Shin (2023), who state that work-life balance enhances employee engagement. Musadieg (2023) also found that maintaining a healthy work-life balance fosters higher job engagement. This shows that employees who feel the company supports balancing work tasks and family responsibilities tend to feel more valued and engaged.

The effect of Transformational Leadership on Job Performance. The test results yielded a p-value, thus H5 is not supported. It is concluded statistically that there is no effect of transformational leadership on job performance. This result is inconsistent with the study conducted by Aftab et al. (2022), which states that transformational leadership positively impacts job performance. In contrast, the study by Sudha et al. (2023) states that transformational leadership has no direct effect on employee performance across various civil service offices in the Maldives. This supports the current research in the manufacturing sector, where the findings show that transformational leadership does not



significantly impact performance. This is because employees feel that their leaders lack strong communication skills, which causes the vision message to be poorly received, making employees unable to understand or connect with the vision being communicated.

The effect of Transformational Leadership on Employee Engagement. The test results yielded a p-value, thus H6 is supported. It is concluded statistically at a confidence level that there is a positive effect of transformational leadership on employee engagement. This is reinforced by the research conducted by Park et al. (2021), Mert et al., (2022) which states that transformational leadership has a significant impact on employee engagement.. Hoekx et al. (2024) also state that the results show a positive relationship between CEO transformational leadership and employee engagement, based on a sample of 508 employees from Belgian family-owned companies. Leaders who support employees' professional development through training, mentoring, and learning opportunities make employees feel valued, which increases commitment and engagement within the organization.

The effect of Employee Engagement on Job Performance. The test results yielded a p-value, thus H7 is supported. It is concluded statistically at confidence level that there is a positive effect of employee engagement on job performance. This finding is supported by research conducted by Ahmed et al. (2024), which states that employee engagement positively impacts job performance, and is also supported by the study by Fallahnejad et al. (2023), where employee engagement positively affects performance. It can be concluded that employee engagement has a positive impact on performance in the manufacturing industry in Jakarta because employees feel valued and take responsibility for the company's success

The Effect of Training and Development on Job Performance with Employee Engagement as a Mediating Variable. The test results show a p-value, thus H8 is not supported. It is concluded statistically confidence level that there is no positive effect of training and development on job performance through employee engagement. Research conducted by Bhatti (2023) and Lee et al. (2020) shows that employees who receive training and development aligned with their roles and responsibilities tend to experience higher levels of engagement, which positively impacts performance. However, manufacturing employees have a different perception; if training and development are not well-designed or aligned with employee needs, the impact on skill and knowledge enhancement may be insignificant in supporting job performance.

The Effect of Work-Life Balance on Job Performance with Employee Engagement as a Mediating Variable. The test results show a p-value of, thus H9 is supported. It is concluded statistically confidence level that there is a positive effect of work-life balance on job performance through employee engagement. This finding is supported by research by Ahmed et al. (2024), where employees with a positive work-life balance are more likely to demonstrate increased work engagement. This finding is further reinforced by Dinh (2020), Lee & Shin (2023), and Irfan et al. (2023), who state that a good work-life balance is strongly related to well-being and engagement, which in turn enhances performance. From the data processing results, the role of employee engagement mediation is classified as partial mediation. The estimation coefficient of the indirect effect of work-life balance on job performance.

The Effect of Transformational Leadership on Job Performance with Employee Engagement as a Mediating Variable. The test results show a p-value of, thus H10 is supported. It is concluded statistically confidence level that there is a positive effect of



transformational leadership on job performance through employee engagement. This finding is supported by research conducted by Buil et al. (2019), which found a significant mediating role of employee engagement in the effect of transformational leadership on job performance, where employees with positive transformational leadership are more likely to show increased work engagement, which ultimately contributes to performance. Data processing results show full mediation (fully mediated), proving that employee engagement mediates the effect of transformational leadership on job performance. With employee engagement as a mediator, the estimation coefficient, whereas the direct effect of transformational leadership on job performance has an estimation coefficient of is not significant.

CONCLUSION

Based on the research objectives outlined in the previous chapter regarding the effects of training and development, work-life balance, and transformational leadership on job performance in the manufacturing industry with employee engagement as a mediator, it can be concluded from the 7 hypotheses of direct effects that 2 hypotheses are unsupported. Additionally, for the 3 hypotheses of indirect effects, 1 hypothesis is unsupported. The variable with the largest impact on job performance is work-life balance, followed by training and development. Employee engagement plays a fully mediated role in the effect of transformational leadership on job performance, a partially mediated role in the effect of work-life balance on job performance, but employee engagement does not mediate the effect of training and development on job performance.

The results of this study are expected to be a source of information for companies to improve employee performance. The managerial implications in this study that can be applied by companies To improve work-life balance, it is advisable to establish clear boundaries between work and personal life, such as adhering to working hours and allowing time for personal life. Organizations that support this through flexible policies or work-life balance programs can strengthen relationships between individuals at the workplace and within families. Suggestions for further research are to expand the scope of the research sample and not just limit it to industrial employees. Then other variables can be added to develop a conceptual framework and see phenomena caused by other domains.

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