

THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP, WORK ENGAGEMENT, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE AT PUBLIC WORKS AND SPATIAL PLANNING OFFICE, NORTH SUMATRA

Lutvi Noviyanti^{1*}, Anggia Sari Lubis², Rukmini³, Toni Hidayat⁴

^{1,2,3,4} Faculty of Economics and Business, Universitas Muslim Nusantara Al Washliyah / Medan

Corresponding E-mail: lutvinovi1278@gmail.com

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Abstract

This study aims to describe the influence of transformational leadership, work engagement, and organizational culture on the performance of employees of the Public Works and Spatial Planning Office of North Sumatra Province. The data analysis method uses a descriptive data analysis method with a quantitative approach. The population and sample in this study were 62 employees which were determined based on the saturated sampling technique method. The data collection techniques in this study are observation, documentation, and questionnaires with a Likert Scale data measurement scale. The data analysis technique used validity, reliability, classical assumption test, multiple linear regression analysis, and hypothesis test. Data processing uses SPSS Version 20.0. The results of the study prove that transformational leadership, work engagement and organizational culture have a positive and significant effect on employee performance. Simultaneously, the results of transformational leadership, work engagement and organizational culture have a positive and significant effect on the performance of employees at the Public Works and Spatial Planning Office of North Sumatra Province. With a value of $F_{\text{count}} (79.497) > F_{\text{table}} (2.76)$ and a significance value of $0.000 < 0.05$.

Keywords: *Transformational leadership, Work engagement, Organizational culture, Employee performance*

INTRODUCTION

Human resources are the most important factor in an organization, human resources also play a role as determinants, actors, and planners in achieving goals, as well as determining the progress and retreat of the organization. Human resource management functions to regulate interactions between employees so that they can contribute effectively and efficiently. The goals of organization can be achieved with performance. Employee performance is important for the organization to pay attention to. This is because serious attention to employee performance will have direct implications for the overall performance of the company. Performance is the result of tasks carried out by employees as a form of obligation that must be completed in carrying out tasks. In realizing optimal employee performance, there are many factors that affect employee performance including leadership, organizational culture, work attachment and aspects such as compensation, loyalty, workload, job satisfaction, motivation, work climate, commitment to the organization, skills, abilities and expertise and training (Kasmir, 2016). However, here the author takes factors that affect employee performance through transformational leadership, work engagement, and organizational culture.

Based on the description above, the author conducted a pre-survey of 15 employees of the Public Works and Spatial Planning Office (PUPR) of North Sumatra Province and found several obstacles, namely, as many as 12 people (80%) said "I disagree" with the statement "I always complete the work on time or even before the specified deadline". This shows that employee performance is considered far from the standard or can be said to be less than optimal. So it needs to be overcome to achieve organizational goals. One of the factors that can affect employee performance is the implementation of a good organizational culture. However, 10 (67%) people answered "disagree" with the statement "I comply with the rules in place at the Company including punctuality of attendance, after breaks, and active contributions during working hours". This shows that it is necessary to increase employee awareness of the regulations that have been made so that employees are disciplined in respecting time. Another factor that affects

employee performance is work engagement. Work engagement is a condition in which employees feel emotionally connected to their work. However, 11 (73%) people answered "disagree" to the statement "I always get work done on time". This shows that employees need to collect their tasks in a time that matches the deadlines set by the organization. This phenomenon cannot be separated from the important role of leaders in an organization, because the success or failure of a company depends largely on how effectively the leader carries out his responsibilities (Lubis & Wulandari, 2018). Transformational leadership is a leadership style in which a leader pays special attention to the needs and development of each of his followers. However, as many as 10 (67%) people answered "disagree" with the statement "My leadership always pays attention to all employees every day without differentiating people". This shows that leaders need to implement transformational leadership indicators. Based on the description above, this study aims to find out and analyze how much influence Transformational leadership, work engagement, and organizational culture have on the performance of employees of the Public Works and Spatial Planning Office (PUPR) of North Sumatra Province.

LITERATURE REVIEW

Transformational leadership

According to (Suwatno, 2019) Transformational leadership is the ability of leaders to motivate employees in the organization beyond their personal interests, where everything is given in the work solely for the sake of the progress of the organization. This can Build an empathic relationship between leaders and employees, which plays an important role in fostering trust, commitment to the organization, and readiness to face change. When employees feel cared for and understood, they tend to be more committed and motivated in carrying out their duties, then employee performance will increase (Abdul Rojak et al., 2024). According to (Kartono, 2019) Transformational Leadership has four indicators, namely: charisma, inspiration, intellectual stimulation, and individual attention.

Work Engagement

Good work attachment reflects a person's sense of responsibility for the tasks assigned to him. This encourages work passion, work morale and the realization of company and employee goals. According to (Robbins & Judge, 2021) work involvement or Work engagement can be described as an individual's commitment, satisfaction, and enthusiasm for the work at hand. Employees with high work engagement mean that they have a complete unity between physical, intellectual, emotional, and spiritual in work so that their work results are optimal. According to (Schaufeli & Bakker, 2015) There are three indicators deep Work Engagement, namely: vigor, dedication and absorption.

Organizational Culture

Organizational culture is a perception that is collectively owned by the members of an organization. Every organization has a value system that its members hold, which in turn will influence the way they work and behave (Busro, 2018). With a good organizational culture, employee performance will also be higher, as can be seen from employees being able to work according to standards and able to achieve work targets set by the company, employees are also able to work well together (Lubis & Wulandari, 2017). According to (Mangkunegara, 2020) Organizational culture indicators, namely: Norms, dominant values, rules and organizational climate.

Employee Performance

Performance is the result of work done by employees, both individually and in groups, within an organization. According to (Silaen et al., 2021) Performance can be interpreted as the results obtained by individuals in carrying out their responsibilities in accordance with the tasks undertaken. It also includes the ability of employees to complete work on time. To achieve quality performance, companies need to set clear standards for all employees to follow. According to (Robbins & Judge, 2021) Performance indicators are: Quality of work, quantity of work, punctuality, effectiveness and independence.

Previous Research

1. The Influence of Transformational Leadership, Organizational Culture and Work Environment on the Performance of Employees of the Marine and Fisheries Service of East Java Province (Aprilisa & Ardiana, 2025). This study uses quantitative research. With the results of the research, transformational leadership, organizational culture, and work environment simultaneously have a positive and significant effect on the performance of employees of the East Java Provincial Marine and Fisheries Service.

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2. The Influence of Work Engagement and Organizational Culture on Employee Performance at the Regional Secretariat of Lebong Regency (Putri et al., 2023). The results of the study are the Positive Influence of Work Engagement and Organizational Culture on Employee Performance.
3. Employee performance under organizational culture and transformational leadership: A mediated model (Al Amin et al., 2023). The results of the research have a positive and significant influence on employee performance.

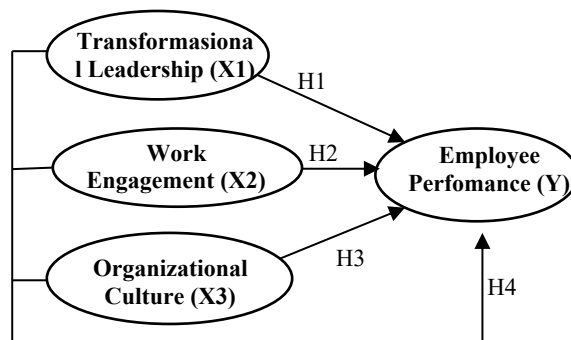


Figure 1. Conceptual Framework

Research Hypothesis

- H1: It is suspected that there is an influence of Transformational Leadership on the performance of employees of the Public Works and Spatial Planning Office of North Sumatra Province
- H2: It is suspected that there is an influence of Work Engagement on the performance of employees of the Public Works and Spatial Planning Office of North Sumatra Province
- H3: It is suspected that there is an influence of Organizational Culture on the performance of employees of the Public Works and Spatial Planning Office of North Sumatra Province
- H4: It is suspected that there is an influence of Transformational Leadership, Work Engagement, and Organizational Culture on the performance of employees of the Public Works and Spatial Planning Office of North Sumatra Province.

METHOD

This study aims to describe or describe the influence of Transformational leadership, Work engagement, and organizational culture towards the performance of employees of the Public Works and Spatial Planning Office of North Sumatra Province. The data analysis method used by the author in analyzing existing problems with descriptive data analysis methods with a quantitative approach. The population and sample in this study were 62 employees determined based on the census method or saturated sampling technique (Sugiyono, 2017). The data collection techniques in this study are observation, documentation, and questionnaires with a Likert Scale data measurement scale. The data analysis technique used validity, reliability, classical assumption test, multiple linear regression analysis, and hypothesis test. Data processing using SPSS Version 20.0.

Validity Test

According to (Sugiyono, 2019) Validity test is a measure that shows the extent to which an instrument can be considered legitimate. To determine whether a data is valid or not, it can refer to the validity and reliability tables. The validity and reliability test was carried out on 30 people outside of the respondents of this study, namely on 30 employees of the North Sumatra Provincial Water Resources, Cipta Karya and Spatial Planning Office. It can be seen that based on the SPSS Data Version 20.0 processing test, it is known that the variables transformational leadership (X1), work engagement (X2), organizational culture (X3) and employee performance (Y) have values greater than t of the table which means that employee performance (Y) is significantly correlated with the total score (valid). Based on the Product Moment Correlation that has been carried out on the questionnaire indicator, it is acceptable if the alpha coefficient of the r value of the table $df = 30 - 2 = 28$. With a significance value of 0.05, the r -value of the table is 0.361. So the statement in the questionnaire is declared valid because the r value is calculated $> r$ table.

Reliability Test

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Instruments that can be trusted and accountable are said to be reliable/reliable if they provide an Alpha Cronback value of > 0.7 .

Table 1. Reliability Test Results

Variable	Cronbach's Alpha Values	Critical Values	Information
Employee performance (Y)	0,927	0,7	Reliable
Transformational Leadership (X1)	0,943	0,7	Reliable
Work Engagement (X2)	0,894	0,7	Reliable
Organizational culture (X3)	0,939	0,7	Reliable

Data source processed SPSS 20, 2025

Based on the table above, it is stated that all statements in each research variable show reliable results. Cronbach's Alpha (a) value > 0.7 . Then all items used can be used as research instruments.

RESULTS AND DISCUSSION

Table 2. Data Normality Test Results

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		62
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.40332489
Most Extreme Differences	Absolute	.073
	Positive	.053
	Negative	-.073
Test Statistic		.073
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		

Source : Research Results, 2025

Based on Table 2 above, the results were obtained that the Kolmogorov-Smirnov normality test of the Asymp. Sig. (2-tailed) value, which is $0.200 > 0.05$, means a normally distributed residual variable.

Table 3. Multicollinearity Test Results

Coefficient			
Type		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transformational leadership	.400	2.499
	Work Engagement	.469	2.133
	Organizational culture	.784	1.276

a. Dependent Variable: Employee performance

Source : Research Results, 2025

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Based on Table 3.2 above, it can be seen that the value of Tolerance from Transformational leadership (0.400 > 0.10), Work engagement (0.469 > 0.10) and Organizational culture (0.784 > 0.10) while the VIF value of Transformational leadership (2.499 < 10), Work engagement (2.133 < 10) and organizational culture (1.276 < 10) so that it can be stated that there is no symptom of multicollinearity between independent variables in the regression model.

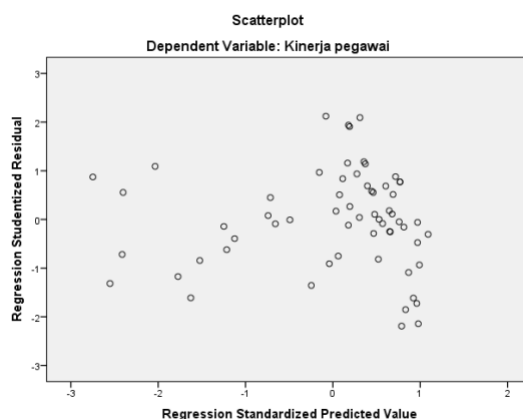


Image 2 Scatterplot Heterokedasticity Test

Based on the image above, it can be seen that the data are randomly spread around the Y axis and do not form a specific pattern, so that this regression model is free from the symptoms of heterokedasticity.

Multiple Linear Regression Analysis

Table 4. Multiple Linear Regression Test Results

Type		Coefficient			T	Sig.	Collinearity Statistics	
		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	3.556	3.276		1.085	.282		
	Transformational leadership	.381	.114	.306	3.338	.001	.400	2.499
	Work Engagement	.591	.090	.557	6.572	.000	.469	2.133
	Organizational culture	.327	.109	.196	2.989	.004	.784	1.276

a. Dependent Variable: Employee performance

Source: Research Results, 2025

Based on the table above, the multiple Linear equations in this study are:

$$Y = 3.556 + 0.381 X_1 + 0.591 X_2 + 0.327 X_3$$

1. From the regression model above, a constant value (a) = 3,556 is obtained, meaning that if the variables Transformational leadership, Work engagement and organizational culture are valued at 0, then employee performance is 3,556.
2. The regression coefficient of the Transformational leadership variable = 0.381 means that if the Transformational leadership variable increases by 1 unit, the employee performance variable will increase by 0.381.
3. The regression coefficient of the Work engagement variable = 0.591 means that if the work engagement variable increases by 1 unit, then the employee performance variable will increase by 0.591.
4. The regression coefficient of the organizational culture variable = 0.327 means that if the organizational culture variable will increase by 1 unit, the employee performance variable will increase by 0.327.

Table 5. T test (Partial)

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Coefficient								
Type		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.556	3.276		1.085	.282		
	Transformational leadership	.381	.114	.306	3.338	.001	.400	2.499
	Work Engagement	.591	.090	.557	6.572	.000	.469	2.133
	Organizational culture	.327	.109	.196	2.989	.004	.784	1.276

a. Dependent Variable: Employee performance

Source: Research Results, 2025

Based on the results of the above test, the value of the table t at $df = n - k - 1 = 62 - 3 - 1 = 58$ at a significant level of 5% (0.05) is 1.67155. Therefore, to find out partially, multiple linear regression equations can be compiled as follows:

1. The value obtained from the t-calculation value $>$ t-table ($3.338 > 1.67155$) and the significant value of 0.001 is less than 0.05, meaning that transformational leadership has a positive and significant effect on employee performance, then $H_a 1$ is accepted.
2. The value obtained from the t-count value $>$ t-table ($6.572 > 1.67155$) and a significant value of 0.000 is less than 0.05, meaning that Work engagement has a positive and significant effect on employee performance, then $H_a 2$ is accepted.
3. The value obtained from the t-count value $>$ t-table ($2.989 > 1.67155$) and the significant value of 0.004 is less than 0.05, meaning that transformational leadership has a positive and significant effect on employee performance, then $H_a 3$ is accepted.

Table 6. F Test (Simultaneous)

ANOVA ^a						
Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1448.763	3	482.921	79.497	.000b
	Residual	352.334	58	6.075		
	Total	1801.097	61			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Organizational culture, Work engagement, Transformational leadership

Source: Research Results, 2025

From the table above, the value of $F_{is \text{ calculated}}$ as 79.497 with $= 5\%$, dk numerator: 3, denominator: 62-3 (5%; 3; 59; $F_{\alpha \text{ table}}$ 2.76) obtained a table F value of 2.76. From this description, it can be seen that $F_{is \text{ calculated}} (79.497) > F_{\text{table}} (2.76)$ and the significance value is $0.000 < 0.05$, so it can be concluded that the fourth hypothesis is accepted, meaning that the variables Transformational leadership (X1), Work engagement (X2) and organizational culture (X3) have a simultaneous effect on the variables of employee performance (Y).

Table 7. R Square Test Results

Model Summary						
Type	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics	
					R Square Change	F Change

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1	.897a	.804	.794	2.465	.804	79.497
Predictors: (Constant), Organizational culture, Work engagement, Transformational leadership Dependent Variable: Employee performance						

Based on table 7 it can be seen that the value of the adjustment coefficient (R Square) is 0.804, this means that 80% of the dependent variables can be explained by independent variables while the rest are explained by other variables outside the variables being studied such as motivation and discipline variables.

1. The Influence of Transformational Leadership on Employee Performance

The value obtained from the t-calculation value $> t\text{-table}$ ($3.338 > 1.67155$) and the significant value of 0.001 is less than 0.05, meaning that transformational leadership has a positive and significant effect on employee performance, then $H_a 1$ is accepted.

The results of this study are in accordance with the The results of previous research by (Aprilisa & Ardiana, 2025), (Al Amin et al., 2023), (Fauzan et al., 2023), (Hairudinor et al., 2020) which explains that Transformational Leadership has a positive and significant effect on employee performance. Therefore, if transformational leadership is better (Transformational leadership) owned by a leader, the performance of employees is increasing in an agency.

2. The Effect of Work Engagement on Employee Performance

The value obtained from the t-count value $> t\text{-table}$ ($6.572 > 1.67155$) and a significant value of 0.000 is less than 0.05, meaning that Work engagement has a positive and significant effect on employee performance, then $H_a 2$ is accepted.

The results of this study are in accordance with the results of research conducted by (Putri et al., 2023), (Karina Suranti et al., 2024) and (Mundhra & Pramanik, 2024) which states that Work Engagement has a positive and significant effect on employee performance. Good work attachment reflects a person's sense of responsibility for the tasks assigned to him. This encourages work passion, work morale and the realization of company and employee goals

3. The Influence of Organizational Culture on Employee Performance

The value obtained from the t-count value $> t\text{-table}$ ($2.989 > 1.67155$) and the significant value of 0.004 is less than 0.05, meaning that transformational leadership has a positive and significant effect on employee performance, then $H_a 3$ is accepted.

The results of this study are in accordance with the results of research conducted by (April & Ardiana, 2025), (Putri et al., 2023), (Al Amin et al., 2023), (Fauzan et al., 2023), and (Hairudinor et al., 2020) shows that organizational culture has a positive and significant effect on employee performance.

4. The Influence of Transformational Leadership, Work Engagement, and Organizational Culture on Employee Performance

The value of F_{count} (79.497) $> F_{\text{table}}$ (2.76) and the significance value of $0.000 < 0.05$, it can be concluded that the fourth hypothesis is accepted, meaning that the variables of Transformational leadership (X1), Work engagement (X2) and organizational culture (X3) have a simultaneous effect on the variables of employee performance (Y).

The value of the determined coefficient that has been adjusted (R Square) is 0.864, this means that 86% of the dependent variables can be explained by independent variables while the rest are explained by other variables outside the variables being studied.

From these results, previous research has also been carried out by (April & Ardiana, 2025), (Al Amin et al., 2023), (Fauzan et al., 2023), (Hairudinor et al., 2020), (Putri et al., 2023), (Karina Suranti et al., 2024) and (Mundhra & Pramanik, 2024). Stating that Transformational leadership, work engagement, and organizational culture have a simultaneous effect on employee performance. Therefore the ability to Transformational leadership that the leadership has can build an empathic relationship with employees who play an important role in fostering trust and commitment to the organization, Work Engagement A good one reflects an employee's sense of responsibility for the tasks assigned to him and a good organizational culture reflects an employee who is able to work according to the standards set by the organization, and is able to work well together. Thus, it can improve the performance of employees.

CONCLUSION

Based on the results of the analysis and discussion of the Influence of Transformational Leadership, Work Engagement, and Organizational Culture on the Performance of Employees of the Public Works and Spatial Planning Office of North Sumatra Province, conclusions can be drawn, namely:

1. Transformational Leadership has a positive and significant effect on the performance of employees of the Public Works and Spatial Planning Office of North Sumatra Province.
2. Work engagement has a positive and significant effect on the performance of employees of the Public Works and Spatial Planning Office of North Sumatra Province.
3. Organizational Culture has a positive and significant effect on the performance of employees of the Public Works and Spatial Planning Office of North Sumatra Province.
4. Transformational Leadership, Work engagement, and Organizational Culture simultaneously affect the Performance of Employees of the Public Works and Spatial Planning Office of North Sumatra Province.

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