

Research Article

Analysis of Transformational Leadership, HPWS, and Perceived Organizational Support on Employee Engagement

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Abstract: Employee engagement is a critical factor in enhancing organizational performance, including in public sector organizations such as state-owned enterprises (BUMN). Low leadership inspiration, suboptimal work systems, and insufficient organizational support can reduce employee engagement levels. This study aims to analyze the influence of transformational leadership, high performance work system (HPWS), and perceived organizational support (POS) on employee engagement. A quantitative research method with a survey design was employed. Data were collected through valid and reliable questionnaires from the entire employee population, using proportional random sampling, resulting in a sample of 100 respondents. Multiple regression analysis was conducted to examine the relationships. The results indicate that transformational leadership, HPWS, and POS have a positive and significant effect on employee engagement. These findings underscore the importance of strengthening transformational leadership, implementing high-performance work systems, and providing consistent organizational support to enhance employee engagement. Managerial recommendations include improving leadership quality, competency-based workforce planning, and developing reward systems along with a collaborative and appreciative work culture.

Keywords: Employee Engagement; HPWS; Organizational Support; Transformational Leadership; Work Behavior.

1. Introduction

Human resources (HR) are a key element determining organizational success, including in public sector organizations such as hospitals. Organizational excellence does not rely solely on technology and capital but is largely influenced by the level of employee engagement, defined as employees' emotional attachment, motivation, and commitment to their work and organization. High engagement has been shown to enhance performance, loyalty, and service quality. Global employee engagement levels remain relatively low, at around 23%, with Southeast Asia, including Indonesia, falling below the average. This condition is reflected in emerging phenomena such as quiet quitting, high turnover intention, and increasing absenteeism, which have become serious issues in public sector organizations.

Previous studies indicate that transformational leadership, high performance work system (HPWS), and perceived organizational support (POS) are three strategic factors influencing engagement. Transformational leadership provides inspiration, vision, and individualized consideration, thereby enhancing work motivation. HPWS, through rigorous selection, continuous training, performance-based compensation, and employee involvement, enhances employees' ability, motivation, and opportunity. Meanwhile, POS reflects the extent to which an organization values employee contributions and cares for their well-being, which, based on Social Exchange Theory, encourages employees to reciprocate with higher commitment and engagement (Eisenberger et al., 1986).

These three variables complement each other in fostering engagement. Leadership creates a motivating work climate, HPWS provides performance support systems, and POS offers psychological security. Numerous international studies have confirmed the positive relationship of these factors with engagement (Breevaart et al., 2014; Heng et al., 2020;

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Rhoades & Eisenberger, 2002). However, research examining these three variables simultaneously in the context of public sector organizations in Indonesia remains limited, despite cultural differences, bureaucratic characteristics, and workforce dynamics potentially influencing these relationships.

This situation is particularly relevant for *Pekerja General Hospital (RSUP)*. An internal survey conducted in 2024 among 250 employees showed that employee engagement reached only 58%, far below the national standard of 75%. Only 54% of employees felt motivated to contribute more, 50% reported strong emotional attachment to the organization, and 49% perceived sufficient organizational support. Low engagement contributed to higher turnover intention (22%) and absenteeism (11%), potentially disrupting medical and administrative services. A pre-study involving 30 RSUP employees revealed a similar pattern: motivation to contribute more (53.3%), emotional attachment (46.7%), and perception of organizational support (43.3%) remained low. These findings suggest issues in leadership, work systems, and organizational support that may reduce engagement. Given the critical role of employee engagement in service quality, RSUP needs to evaluate and strengthen its HR management strategies.

Based on these phenomena, this study aims to analyze the influence of transformational leadership, high performance work system, and perceived organizational support on employee engagement. The findings are expected to contribute to the development of HR management knowledge based on Social Exchange Theory and provide practical recommendations for hospitals to enhance employee engagement sustainably.

2. Preliminaries or Related Work or Literature Review

Employee Engagement (EE) is a positive psychological condition characterized by high energy, dedication, and full involvement of employees in their work (Schaufeli et al., 2002). Engaged employees typically demonstrate higher motivation, optimal productivity, and strong commitment to the organization. The literature indicates that engagement levels are influenced by various internal organizational factors, including leadership style, human resource management practices, and employees' perceptions of organizational support.

One factor frequently associated with engagement is transformational leadership (TL). Bass (1990) explains that TL consists of four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transformational leaders are able to inspire and motivate employees, build trust, and attend to their developmental needs. From the perspective of Social Exchange Theory (Blau, 2017), the positive relational environment created by transformational leaders fosters a sense of reciprocity, encouraging employees to respond with higher dedication and engagement. Numerous studies support this relationship, including findings from Schaufeli et al. (2002), which show that TL enhances intrinsic motivation, dedication, and employee engagement.

In addition to leadership, the High Performance Work System (HPWS) is another key factor shaping engagement. HPWS refers to a set of HRM practices including selective staffing, intensive training, performance-based evaluation, fair compensation, and employee participation in decision-making (Katou & Budhwar, 2006). According to the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007), HPWS functions as an important job resource that enhances employees' abilities, motivation, and opportunities to contribute.

The third influencing factor is Perceived Organizational Support (POS), defined as employees' perception that the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). POS is grounded in Social Exchange Theory, which posits that when employees feel supported, they reciprocate with positive attitudes and behaviors, including stronger commitment and higher engagement. Previous studies by Rhoades & Eisenberger (2002), Saks (2006), and Kundu & Gahlawat (2016) confirm that POS significantly enhances employee engagement through feelings of appreciation and psychological safety. These three variables collectively contribute to building employee engagement. TL fosters an inspiring and motivating work atmosphere, HPWS provides a supportive system that enables employees to grow and contribute effectively, while POS ensures that employees feel valued and supported by the organization. Elgar (2010) asserts that the combination of effective leadership, high-performance work systems, and strong organizational support creates a synergistic effect that strengthens engagement.

Thus, based on theoretical insights and empirical findings, it can be concluded that transformational leadership, high performance work systems, and perceived organizational support have mutually reinforcing relationships in enhancing employee engagement. TL enhances intrinsic motivation and emotional connection, HPWS improves employees' abilities and opportunities to develop, and POS cultivates a sense of appreciation that strengthens commitment. The integration of these factors creates a conducive work environment that ultimately leads to higher engagement. Based on this theoretical review and prior empirical evidence, the researcher formulates the following hypothesis:

Employee Engagement (EE) is understood as a positive psychological condition that reflects employees' levels of dedication, energy, and involvement in carrying out their tasks and responsibilities. Engaged employees exhibit enthusiasm, commitment, and high motivation, enabling them to contribute optimally to organizational performance (Schaufeli et al., 2002). This level of engagement is influenced by various internal organizational factors, one of which is the leadership style practiced by direct supervisors. In this context, Transformational Leadership (TL) has been widely identified as a key factor strongly associated with EE.

Transformational Leadership is a leadership style oriented toward inspiring, motivating, and empowering subordinates to achieve higher organizational goals and transcend personal interests (Bass & Bass Bernard, 1985). This leadership style consists of four core dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Leaders who demonstrate transformational characteristics act as respected role models, provide an inspiring vision and motivation, encourage innovation and critical thinking, and show genuine concern for employees' individual needs.

Theoretically, the relationship between TL and EE can be explained through the Social Exchange Theory (Blau, 2017), which emphasizes that positive interactions between leaders and employees create reciprocal relationships. When employees perceive care, support, and inspiration from their leaders, they are more likely to reciprocate through higher commitment and engagement. Additionally, the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007) states that transformational leadership functions as a job resource that enhances employees' motivation, energy, and dedication, thus fostering greater engagement.

Previous studies provide strong empirical support for the positive relationship between TL and EE. Abolnasser et al. (2023) found that TL significantly influences employee well-being and engagement in the healthcare sector. These findings indicate that transformational leadership has a significant positive effect on employee engagement in public-sector organizations. Transformational leaders are able to enhance nurses' motivation and engagement by providing support and inspiration, particularly within dynamic work environments.

Based on these explanations, it can be concluded that Transformational Leadership plays a pivotal role in shaping Employee Engagement. Leaders who are able to provide inspiration, motivation, individualized support, and empowerment create a work environment that fosters higher engagement. The stronger the implementation of transformational leadership characteristics within an organization, the greater the likelihood of developing employees who are committed, energized, and optimally involved in their work. Thus, the hypothesis is formulated as follows:

Employee Engagement (EE) is understood as a positive psychological state that reflects employees' dedication, energy, and full involvement in carrying out their tasks (Schaufeli et al., 2002). Employees with high engagement tend to be more motivated, productive, and demonstrate strong commitment toward the organization. One organizational factor considered capable of enhancing engagement is the implementation of a High Performance Work System (HPWS).

HPWS is a set of human resource management practices designed to improve organizational performance by strengthening employees' skills, motivation, and participation. These practices include continuous training and development, objective performance appraisal, performance-based rewards, employee involvement in decision-making, and structured career planning (Katou & Budhwar, 2010). Through these practices, organizations aim to create a work environment that supports the growth of employees' competencies and contributions.

The relationship between HPWS and EE can be explained theoretically through the Job Demands–Resources (JD-R) Model (Bakker & Demerouti, 2007). Within this framework, HPWS is viewed as a job resource that provides employees with the abilities, support, and opportunities needed to grow. These resources not only help employees manage job demands but also enhance their motivation, satisfaction, and engagement at work. In addition, the Social Exchange Theory (Blau, 2017) reinforces the idea that when employees perceive organizational support through fair and consistent HPWS practices, they reciprocate with higher commitment and engagement.

Empirical findings further support the positive relationship between HPWS and EE. Keramatyazdi et al. (2023) also found that HPWS enhances engagement by reinforcing employees' abilities, opportunities, and work motivation. Another study by Huang (2021) confirmed that HPWS has a positive and significant effect on employee engagement across various organizational contexts.

Overall, effective implementation of HPWS provides employees with essential resources that enable them to grow and achieve success in their work. Employees who perceive adequate support, opportunities for involvement, and fair rewards through HPWS tend to exhibit higher levels of engagement. Therefore, the more optimal the implementation of HPWS within an organization, the greater the likelihood of fostering motivated, dedicated, and fully engaged employees. Based on this rationale, the following hypothesis is proposed:

Employee Engagement (EE) is a positive psychological condition characterized by dedication, energy, and deep involvement of employees in performing their job tasks (Schaufeli et al., 2002). Employees with high levels of engagement typically demonstrate strong motivation, high commitment, and optimal performance, which in turn contribute positively to overall organizational productivity.

One important factor influencing EE is Perceived Organizational Support (POS). POS is defined as employees' perception that the organization values their contributions, cares about their well-being, and provides adequate support for achieving work-related goals (Eisenberger et al., 1986). Employees who feel supported by their organization tend to be more loyal, motivated, and engaged in their work.

The relationship between POS and EE can be explained through Social Exchange Theory (Blau, 2017), which emphasizes the reciprocal relationship between the organization and its employees. In this context, employees who receive organizational support feel obligated to reciprocate by increasing their commitment, loyalty, and work engagement. Furthermore, POS can also be interpreted through the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007), where organizational support functions as a job resource that assists employees in managing job demands. Such resources not only enhance employees' capacity to perform their duties but also strengthen their motivation and engagement.

Empirical evidence supports the positive relationship between POS and EE. Studies by Imran et al. (2020) indicate that POS influences EE both directly and indirectly. Similarly, perceived organizational support is positively associated with employee engagement, as employees feel valued and supported within their work environment. It also strengthens employees' affective commitment and dedication, which are key components of employee engagement.

Thus, POS plays a crucial role in enhancing Employee Engagement. Employees who feel supported, appreciated, and cared for by their organization are more enthusiastic, dedicated, and deeply engaged in their work. The higher the perceived organizational support, the higher the level of employee engagement and overall contribution to organizational success. Based on this, the following hypothesis is formulated:

There is a significant influence of Perceived Organizational Support on Employee Engagement. Furthermore, when compliance with clinical pathway standards results in tangible rewards, desired behaviors are strengthened and repeated. Therefore, performance-based remuneration can serve not only as a financial mechanism but also as a behavioral control strategy within healthcare management systems.

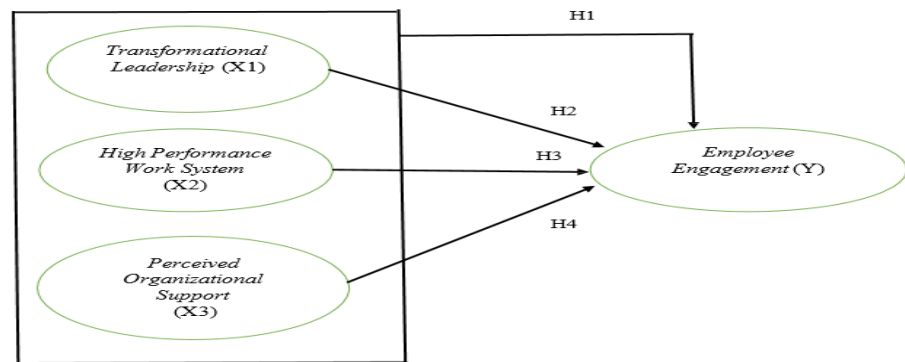


Figure 1. Conceptual Framework

3. Proposed Method

In this study, a quantitative method with a cross-sectional approach was used, in which data were collected based on conditions and events at a single point in time within a specific period. The population in this research consisted of 341 permanent employees of Rumah Sakit Umum Pekerja. The sample was drawn from a portion of these permanent employees, selected representatively to reflect the entire population, resulting in a total sample size of 100 respondents.

Data collection employed a quantitative approach through a structured survey administered directly at the respondents' workplace. The instrument used was a questionnaire that had undergone validation and reliability testing. The analytical methods applied in this study included descriptive analysis using the three-box method and PLS-SEM (Partial Least Squares Structural Equation Modeling).

4. Results and Discussion

4.1 Result

4.1.1 Respondent Characteristics

The Employee Engagement loading factor values range from 0.746 to 0.870. Transformational Leadership has a loading factor value between 0.782 and 0.856. High Performance Work System has a loading factor between 0.788 and 0.824. Perceived Organizational Support has a loading factor between 0.757 and 0.840. Therefore, all items in the table above are declared valid.

4.1.2 Validity Test

The Employee Engagement loading factor values range from 0.746 to 0.870. Transformational Leadership has a loading factor value between 0.782 and 0.856. High Performance Work System has a loading factor between 0.788 and 0.824. Perceived Organizational Support has a loading factor between 0.757 and 0.840. Therefore, all items in the table above are declared valid.

4.1.3 Discriminant Validity

Discriminant validity can also be assessed by comparing the square root of the Average Variance Extracted (AVE) for each construct with the correlation values among the variables in the study. If the square root of the AVE for each variable is greater than the correlations between that variable and other variables, it can be concluded that the research model demonstrates good discriminant validity. The following section presents the square root values of AVE.

Tabel 1. Average Variance Extracted Test Result

Variabel	(AVE)	Validitas
<i>Employee Engagement</i>	0,655	Valid
<i>Transformational Leadership</i>	0,653	Valid
<i>High Performance Work System</i>	0,650	Valid
<i>Perceived Organizational Support</i>	0,643	Valid

Source: Results of Primary Data Analysis, 2025

An AVE value > 0.5 indicates that the research variables are valid. All variables in this study are considered valid and can be processed in further analysis. The AVE (Average Variant Extracted) value is presented because it indicates the validity of each variable, such as Employee Engagement, Transformational Leadership, High Performance Work System, and Perceived Organizational Support. This differs from the loading factor used to assess the validity of each questionnaire item.

4.1.4 Reialibility Teist

Reliability testing is conducted to ensure that the research instrument used has a good level of internal consistency in measuring each construct. Reliability indicates the extent to which the items within a variable are able to produce stable and consistent results when measurements are repeated. In this study, reliability is assessed by examining the values of Cronbach’s Alpha, rho_A, and Composite Reliability (CR). A construct is considered reliable if the values of Cronbach’s Alpha and Composite Reliability are greater than 0.70 (Hair et al., 2021).

Tabel 2. Realibility Test

	Cronbacch’s Alpha	Rho_A	Composite Reliability	Description
EE	0,934	0,935	0,945	Reliabel
TL	0,924	0,922	0,935	Reliabel
HPWS	0,923	0,923	0,937	Reliabel
POS	0,921	0,925	0,938	Reliabel

Source: Results of Primary Data Analysis, 2025

The table above shows that the variables Employee Engagement, Transformational Leadership, High Performance Work System, and Perceived Organizational Support have composite reliability and Crombach's alpha values >0.70, thus concluding that all constructs are reliable.

Based on the overall results of the validity and reliability tests on the outer model, it was concluded that all indicators are valid and reliable in measuring their constructs, allowing for the next stage, namely testing the inner model.

4.1.5 Hypoteisis Teist

Hypothesis Testing Results – The research data were processed using SmartPLS.

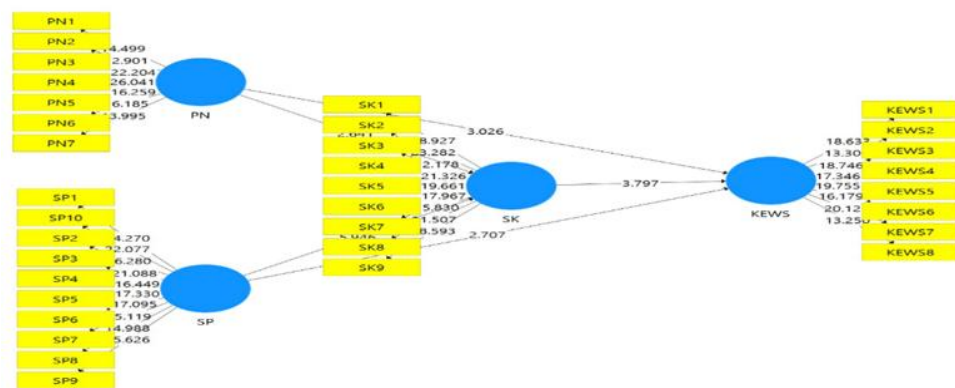


Figure 1. Bootstrapping Analysis Results

Figure 1 presents the results of the valid items with T-statistic values ≥ 1.96 . This indicates a significant influence of High Performance Work System, Transformational Leadership, and Perceived Organizational Support on Employee Engagement.

4.1.6 Simultaneous Test

Tabel 2. Simultaneous Effects Test Results

	Sum square	df	Mean square	F	P value	Hipotesis
Total	20.733	99				
Residual	2.800	96	0.29	204.952	0,000	H1: Accepted
Regression	17.933	3	5.978			

Based on the table above, the hypothesis testing results show that the variables High Performance Work System, Transformational Leadership, and Perceived Organizational Support have a p-value of 0.000 on Employee Engagement. It can be concluded that there is a positive and significant influence of High Performance Work System, Transformational Leadership, and Perceived Organizational Support on Employee Engagement.

4.1.7 Partial Hypothesis

Tabel 3. Partial Hypothesis Test

	Original sample (O)	T statistics (O/STDEV)	P values	Description
TL -> EE	0,511	4.972	0,000	Hypotesis Accepted
HPWS -> EE	0.253	2,368	0,018	Hypotesis Accepted
POS -> EE	0.201	2.230	0,026	Hypotesis Accepted

Source: Results of Primary Data Analysis, 2025

Based on the results presented on the table, all independent variables—Transformational Leadership, High Performance Work System (HPWS), and Perceived Organizational Support (POS) show a positive and significant effect on Employee Engagement. Transformational Leadership has the strongest influence, with a path coefficient of 0.511, T-statistic of 4.972 (≥ 1.96), and p-value of 0.000 (< 0.05). This indicates that an increase of one unit in transformational leadership will increase employee engagement by 0.511, assuming other variables remain constant.

Meanwhile, HPWS and POS also have significant positive effects, although with smaller coefficients. HPWS has a path coefficient of 0.253, T-statistic of 2.368, and p-value of 0.018, while POS has a path coefficient of 0.201, T-statistic of 2.230, and p-value of 0.026. This means that a one-unit increase in HPWS and POS will increase employee engagement by 0.253 and 0.201, respectively, under the assumption that other variables are constant.

4.2 Discussion

4.2.1 The Influence of Transformational Leadership, High Performance Work Systems, and Perceived Organizational Support on Employee Engagement.

The results of the study indicate that High Performance Work Systems (HPWS), Transformational Leadership (TL), and Perceived Organizational Support (POS) simultaneously have a significant effect on Employee Engagement (EE). This shows that these three variables collectively contribute positively to enhancing employee engagement in the hospital. These findings are consistent with Social Exchange Theory (Blau, 2017), which posits that positive reciprocal relationships between the organization and employees encourage higher levels of engagement and work commitment.

Transformational Leadership has a strong influence on EE. Inspirational, motivating leadership that empowers subordinates fosters employees' dedication and vigor (Bass, 1990; Schaufeli et al., 2002). Based on the index treebox method, the average TL score falls into the high category, particularly on the Idealized Influence dimension. This demonstrates that hospital leaders serve as positive role models, leading employees to feel supported and motivated to work with clear goals.

High Performance Work Systems (HPWS) also play a significant role in increasing EE. HRM practices such as training, performance evaluation, performance-based rewards, and employee participation in decision-making function as job resources that enhance motivation, dedication, and engagement (Bakker & Demerouti, 2007; Katou & Budhwar, 2010). The average HPWS score is categorized as high, especially in the performance appraisal dimension,

indicating that nurses perceive the hospital's performance evaluation system as fair, transparent, and motivating.

Perceived Organizational Support (POS) also significantly strengthens employee engagement. Employees who feel valued and supported by the organization tend to reciprocate with higher levels of commitment and dedication (Eisenberger et al., 1986; Saks, 2006). The index treebox method shows that POS scores are in the high category, particularly on the support and development dimension, reflecting the hospital's attention toward staff development, including training and guidance for nurses.

Overall, the combination of inspirational leadership, the implementation of HPWS, and organizational support creates a synergy that enhances employees' motivation, dedication, and engagement in the hospital setting.

4.2.2 The Influence of Transformational Leadership on Employee Engagement

The results of the study show that Transformational Leadership (TL) has a significant effect on Employee Engagement (EE). Theoretically, this finding is supported by Social Exchange Theory (Blau, 2017) and the Job Demands–Resources Model (Bakker & Demerouti, 2007), which explain that transformational leadership functions as a job resource capable of enhancing employees' motivation, energy, dedication, and engagement.

Effective Transformational Leadership encompasses four key dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass, 1990). Leaders who inspire, motivate, serve as positive role models, and attend to individual employee needs help create a positive work climate that fosters dedication, enthusiasm, and a strong sense of belonging to the organization.

Based on the index treebox method, the average TL score falls into the high category, particularly in the Inspirational Motivation dimension. This indicates that employees feel a strong motivational drive from their leaders to work with enthusiasm and clear goals, which ultimately strengthens their work engagement. These findings are consistent with previous studies showing that transformational leadership plays a crucial role in improving engagement, well-being, and employee performance, especially in the healthcare sector (Schaufeli et al., 2002).

4.2.3 The Influence of High Performance Work Systems on Employee Engagement

The results of the study indicate that High Performance Work Systems (HPWS) have a positive and significant effect on Employee Engagement (EE). This finding aligns with the Job Demands–Resources (JD-R) Model, which explains that HPWS practices function as job resources that enhance employees' abilities, motivation, and organizational support, thereby fostering higher work engagement. From the perspective of Social Exchange Theory, employees who perceive strong organizational support through the implementation of HPWS tend to reciprocate with greater commitment and engagement.

This result is consistent with previous studies showing that HPWS can increase employee engagement and positive work behaviors. (Bhattacharjee & Sarkar, 2023). The analysis using the Three Box Method also confirms that nurses' perceptions of HPWS fall into the high category, particularly in the performance appraisal dimension. Fair and transparent performance evaluations strengthen motivation and engagement, as employees feel that their contributions are recognized and valued by the organization.

4.3.4 The Influence of Perceived Organizational Support (POS) on Employee Engagement

The statistical test results show that the fourth hypothesis is accepted, indicating that Perceived Organizational Support (POS) has a positive and significant effect on Employee Engagement (EE). This finding suggests that the stronger employees' perceptions of organizational support, the higher their level of engagement at work. Theoretically, POS refers to employees' belief that the organization values their contributions and cares about their well-being. Through the lens of Social Exchange Theory, such support fosters a reciprocal relationship in which employees respond to organizational concern by increasing their commitment and engagement. POS also functions as a job resource within the JD-R Model, helping employees manage job demands and enhancing their motivation.

The Three Box Method results show that nurses' perceptions of POS fall into the high category, particularly in the support and development dimension, which indicates that nurses perceive substantial organizational support through guidance, training, and opportunities for competency development.

5. Comparison

Transformational leadership, High Performance Work System (HPWS), and Perceived Organizational Support (POS) share a common goal of enhancing employee engagement, but they differ in their focus and approach. Transformational leadership emphasizes the role of leaders in inspiring, motivating, and building emotional connections with employees, thereby influencing engagement from a psychological and emotional perspective. In contrast, HPWS focuses on structured human resource practices such as training, performance appraisal, and compensation systems to improve employees' abilities, motivation, and opportunities at work. Meanwhile, POS centers on employees' perceptions of how much the organization values their contributions and cares about their well-being, fostering engagement through a sense of support and recognition.

Despite these differences, the three variables complement each other in driving employee engagement. Transformational leadership provides vision and inspiration, HPWS offers a supportive system for optimal performance, and POS strengthens the reciprocal relationship between employees and the organization. Without effective leadership, work systems may not function optimally; without strong systems, leadership motivation may not translate into performance; and without organizational support, employees may feel undervalued. Therefore, the integration of these three factors creates a more comprehensive and stronger impact on employee engagement than relying on any single factor alone.

6. Conclusions

This study concludes that effective communication and assertive behavior have This study This study concludes that supervisory techniques have both a significant direct and indirect effect on nurses' compliance with the implementation of the Early Warning Score (EWS) at Annisa Hospital, Cikarang. Consistent, educational, and supportive supervision has been proven to enhance nurses' adherence to EWS procedures.

Furthermore, work attitude serves as a partial mediating variable that strengthens the relationship between supervisory techniques and compliance with EWS implementation. Effective supervision fosters positive work attitudes, such as responsibility, initiative, and awareness of the importance of early detection of patient conditions.

These findings highlight that effective EWS implementation depends not only on standard operating procedures but also on managerial approaches through supervision and the development of professional work attitudes. Therefore, hospitals should ensure that ward managers possess strong supervisory competencies, not only in administrative oversight but also in providing continuous coaching and work motivation.

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