



ABSTRACT

The role of leadership in organizations has become increasingly crucial in today's competitive era, as it directly influences employee motivation, engagement, and performance. Transformational leadership—characterized by inspirational vision, intellectual stimulation, and individualized consideration—has been found more effective than transactional leadership in fostering dedication and productivity. Preliminary findings at PT Jasamarga Transjawa Tol Representative Office 2 indicate that transformational leadership is more dominant and responsive to employee needs. Furthermore, work motivation—both intrinsic and extrinsic—plays a significant role in enhancing engagement and performance. Employee engagement, a psychological state reflecting cognitive, emotional, and physical commitment to work and the organization, serves as a mediating variable linking leadership and motivation to performance. This study aims to analyze the effects of transformational leadership and work motivation on employee engagement and performance, as well as to identify the role of engagement as a mediating variable at PT Jasamarga Transjawa Tol Representative Office 2. The findings are expected to provide theoretical contributions to human resource management literature and practical recommendations for designing strategies to improve organizational performance.

Keywords: *transformational leadership, work motivation, employee engagement, employee performance, mediating variable*

FEB UNDIP