

Transformational Leadership, Flexible Work, and Engagement: Key Drivers of Employee Performance in a Waterpark

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ARTICLE INFO

Keywords: Transformational Leadership, Flexible Working Arrangement, Work Engagement, Job Satisfaction, Employee Performance

Received : 16, July

Revised : 30, July

Accepted: 27, August

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ABSTRACT

This study aims to analyze the influence of transformational leadership, flexible working arrangements, work engagement, and job satisfaction on employee performance at Owabong Waterpark Purbalingga. The research is grounded in Herzberg's Two-Factor Theory. The research design employed was associative quantitative using a survey approach. Data were collected using questionnaires distributed to the entire population of permanent employees, totaling 130 respondents, and selected using a saturation sampling technique. Data analysis was conducted through multiple linear regression analysis utilizing SPSS software, preceded by validity testing, reliability testing, and classical assumption tests. The results of this study indicate that transformational leadership had a positive and significant partial effect on employee performance, whereas flexible working arrangements, work engagement, and job satisfaction did not show significant effects.

INTRODUCTION

Tourism in Indonesia continues to develop rapidly and serves as one of the critical sectors supporting national economic growth. Among various tourism categories, water-based recreation, particularly waterparks, has become increasingly popular and favored by families due to the safe, enjoyable, and affordable recreational experiences they provide. One of the prominent and leading waterpark attractions in Central Java is Owabong Waterpark, located in Purbalingga Regency. This tourist destination is widely recognized not only for its comprehensive and modern facilities but also due to the steadily increasing number of visitors each year (Purbalingga.go.id).

Nevertheless, despite its popularity and growing visitor numbers, Owabong Waterpark faces challenges related to human resource management. An interview with the Head of Human Resources, Setiawan (2025), revealed that there are still employees who hold multiple roles simultaneously, such as lifeguards who also perform swimming pool cleaning duties. Such conditions potentially decrease operational efficiency and employee performance.

In this regard, Robbins and Judge (2019) state that employee performance is influenced by a combination of ability, motivation, and supportive working conditions. Therefore, an in-depth understanding of the factors shaping and influencing performance is an essential consideration for organizations, particularly those operating in the service sector. One such organization that relies heavily on employee performance is Owabong Waterpark Purbalingga, a leading water tourism destination in Central Java. As a service-based company, visitor experiences are significantly affected by how employees perform their duties—with friendliness, punctuality, and professionalism. Given the competitive dynamics of the tourism industry, Owabong is required to continuously enhance its service quality through employee performance optimization.

One of the variables influencing employee performance is transformational leadership style. Transformational leadership encourages followers to exhibit commitment that exceeds expectations (Dharma & Supardam, 2024). Asbari (2020) indicates that transformational leadership is highly effective in enhancing productivity and loyalty within the service sector. Furthermore, transformational leadership can reliably improve employee performance by cultivating pride, attention, respect, and fostering a sense of idea actualization among employees (Dewantoro, 2023).

The researcher conducted an interview with the Head of Human Resources at Owabong Waterpark (2025) and found that unit leaders tend to focus more on completing daily technical tasks rather than on guiding and empowering their subordinates. In contrast, transformational leadership emphasizes the importance of inspiration, motivation, and individualized attention toward staff.

This research is supported by previous studies, including findings by Rasminingsih et al. (2024), Darmawan (2020), and Martha et al. (2020), demonstrating that transformational leadership positively influences employee performance. Conversely, studies conducted by Satria (2021) and Permana (2022) reported that transformational leadership may not significantly affect employee

performance. Another factor influencing employee performance is Flexible Working Arrangement (FWA).

According to Farha and Setiadi (2022), flexible working arrangements can enhance work-life balance, which in turn positively influences job satisfaction and employee performance. Flexible Working Arrangement (FWA) is a concept that provides employees with multiple options regarding work methods and locations (Rozlan & Subramaniam, 2020). Furthermore, FWA aims to improve employees' quality of life by offering greater opportunities to manage their working hours effectively (Mallafi, 2021). However, the effectiveness of FWA is highly contextual and has not been extensively examined within operational work environments such as recreational parks.

Based on an interview with the Head of Human Resources at Owabong Waterpark (2025), it was explained that most employees are still required to be physically present at the workplace due to visitor-service demands, making it challenging to implement flexibility regarding working hours or locations. In operational sectors such as recreational parks, the application of FWA remains uncommon and poses specific challenges. Previous studies conducted by Cuanditha and Darma (2024), Abadi and Taufiqurrahman (2023), and Sihite et al. (2024) found that flexible working arrangements significantly affect employee performance. Conversely, Habibah (2024) and Witriaryani (2022) reported that flexible working arrangements have no significant impact on employee performance.

Another factor influencing employee performance is work engagement. Work engagement, defined as a psychological condition where employees exhibit high enthusiasm, dedication, and complete focus on their tasks, has been associated with increased work quality and productivity (Schaufeli et al., 2002), as well as positive and fulfilling states characterized by vigor and dedication (Jung et al., 2023). Furthermore, Belinda (2021) asserts that high dedication to one's work and a strong positive energy while working are indicators of work engagement. Engaged employees are not only physically present but also mentally and emotionally involved in their job activities.

Based on an interview with the Head of Human Resources at Owabong Waterpark (2025), it was found that several employees demonstrated low levels of work engagement, primarily due to high workloads and inconsistent task rotations across divisions. This research is supported by previous studies conducted by Dunan and Paolo (2025), Irwandi and Sanjaya (2022), and Santi (2024), which indicated that work engagement positively impacts employee performance. However, contrasting findings were reported by Yusrina et al. (2023) and Fachrurazi et al. (2022), who concluded that work engagement does not significantly affect employee performance. Instead, they identified job satisfaction as a more influential factor in determining employee performance.

Job satisfaction is a critical factor influencing employee loyalty and productivity (Robbins & Judge, 2019). Satisfied employees tend to perform better and remain longer within an organization. According to Segero (2018), a sense of comfort and belonging among employees is an indicator of job satisfaction.

Nevertheless, the relationship between job satisfaction and performance is not always linear.

Based on an interview with the Head of Human Resources at Owabong Waterpark (2025), some employees reported continued job satisfaction due to a supportive team atmosphere, despite experiencing fatigue from intensive work schedules and limited additional incentives. Previous studies supporting this finding include those by Kaltsum et al. (2021), Fajri et al. (2022), Suryadi et al. (2022), and Rahmadani and Sampeliling (2023), which indicated that job satisfaction positively affects employee performance. Conversely, research by Nurhandayani (2022) and Fauziek and Yanuar (2021) found that job satisfaction does not significantly influence employee performance.

This research represents an adaptation tailored to the local context, adopting a theoretical framework from previous studies such as Rahman et al. (2023), who identified positive effects of transformational leadership, flexible working arrangements, and job satisfaction on employee performance. Furthermore, the current study incorporates the variable of work engagement, as conducted by Irwandi and Sanjaya (2022), who revealed that work-life balance and work engagement positively and significantly impact employee performance. However, investigations involving these variables remain limited, particularly in the water-based tourism service sector, specifically within the operational context of Owabong Waterpark Purbalingga.

LITERATURE REVIEW

The Two-Factor Theory

The Two-Factor Theory developed by Herzberg (1959) explains that job satisfaction and dissatisfaction are influenced by two distinct sets of factors. The first set, known as motivators, relates to job content and directly encourages job satisfaction; these include achievement, recognition, responsibility, and career advancement. The second set, referred to as hygiene factors, pertains to job context and, if unmet, may cause dissatisfaction; examples include salary, working conditions, relationships with colleagues and supervisors, and company policies. Herzberg emphasizes that the presence of hygiene factors does not inherently produce job satisfaction, yet their absence can lead to dissatisfaction. Conversely, motivators are essential to intrinsically enhance satisfaction and employee motivation (Herzberg, 1959).

Employee Performance

Mangkunegara (2017) suggests that employee performance can be measured through several aspects, namely: quality, which refers to how effectively tasks are completed; quantity, which involves the amount of output generated; timeliness, indicating the employee's capability to complete tasks within deadlines; and responsibility, reflecting the employee's commitment to their job and the organization. Similarly, Vuong and Nguyen (2022) highlight that employee performance measurements generally encompass work quality, quantity, task execution, and responsibility.

Furthermore, according to Nuryanti, Suryani, and Damayanti (2021), employee performance indicators include work quality (ability to complete tasks

according to established standards), work quantity (the amount of output produced), task execution (accuracy and efficiency in task performance), and responsibility (commitment towards tasks and the organization).

Transformational Leadership

According to Hutahhaean (2021), this leadership style emphasizes the development of employees' potential through charismatic influence, emotional support, and intellectual stimulation. Factors affecting the effectiveness of transformational leadership include the leader's personality, subordinates' level of trust, organizational culture, and open and participatory two-way communication (Robbins & Judge, 2019). Additionally, Ndossy (2025) operationally reflected transformational leadership indicators as leaders' ability to provide recognition, foster a sense of responsibility, motivate achievement-oriented solutions, and encourage personal development (advancement/growth), which includes individualized attention to subordinates.

Flexible Working Arrangement (FWA)

Recent studies indicate that effective implementation of FWA can enhance job satisfaction and reduce employee stress levels, consequently contributing to improved performance (Waworuntu et al., 2022). According to Dessler (2015), factors influencing the effectiveness of FWA include organizational culture, managerial support, job characteristics, and information technology capabilities. Ahmed and Alsulam (2022) identified several main indicators of FWA, namely time flexibility, timing flexibility, and place flexibility, which describe the extent to which employees have autonomy in selecting their working hours, schedules, and locations.

Work Engagement

Employees who are actively engaged in their work tend to demonstrate higher productivity, creativity, and innovation (Koroglu & Ozmen, 2022). Additionally, work engagement is closely associated with employees' psychological well-being, reducing stress levels and enhancing organizational loyalty (Jia et al., 2022). According to Robbins and Judge (2019), factors influencing work engagement include role clarity, managerial support, constructive feedback, and positive interpersonal relationships within the workplace. Furthermore, according to Herzberg (1959), work engagement can be measured through motivational factors such as achievement, recognition, responsibility, advancement, professionalism, and the intrinsic value of the work itself.

Job Satisfaction

According to Robbins and Judge (2015), job satisfaction directly contributes to employee productivity and loyalty. Employees who are satisfied with their jobs tend to be more productive, exhibit lower absenteeism, and demonstrate a higher level of commitment to their organization (Pu et al., 2024).

Robbins and Judge (2019) argue that job satisfaction is influenced by both intrinsic and extrinsic factors. Intrinsic factors include a sense of achievement, recognition, and opportunities for growth, whereas extrinsic factors consist of salary, work relationships, and working conditions. Job satisfaction can be measured using four indicators: working conditions, wages, supervision, and coworkers (Suryadi, 2022; Azhari & Supriyatin, 2020; Kaltsum, 2021).

The Influence of Transformational Leadership on Employee Performance

Transformational leadership involves behaviors that are inspirational and aimed at developing followers' potential and performance (Muliawan & Ulum, 2025). Within the context of service organizations, Herzberg's (1959) two-factor motivation theory is relevant, as visionary and inspirational leadership is required to address the dynamic needs of customers. Previous studies by Rasminingsih et al. (2024), Apriani et al. (2024), Martha et al. (2020), and Darmawan (2020) support the notion of a positive and significant relationship between transformational leadership and employee performance. Based on the justification above, the following hypothesis is proposed:

H1: Transformational leadership has a positive and significant effect on employee performance.

The Influence of Flexible Working Arrangements on Employee Performance

Herzberg's Two-Factor Theory (1959), particularly the hygiene factors, serves as a foundational framework for examining how flexible working arrangements (FWA) influence employee performance by fostering a supportive work environment. Comfort and flexibility in the workplace are known to have a positive impact on employee performance. Moreover, many employees express a strong preference for flexible working hours (Abadi & Taufiqurrahman, 2023). The more favorable the flexible working arrangements are perceived, the more likely they are to enhance the performance of employees at Owabong Waterpark Purbalingga. Previous studies supporting this notion include those by Ahmed, Alqasa, and Alsulam (2022), Farha and Setiadi (2022), and Saifullah (2020), all of which confirm that FWA has a significant positive effect on employee performance. Based on the above justification, the following hypothesis is proposed:

H2: Flexible working arrangements have a positive and significant effect on employee performance.

The Influence Work Engagement on Employee Performance

Work engagement can be understood as a manifestation of fulfilled motivational factors. The work itself when meaningful, challenging, and enjoyable—is a key motivational component that reflects work engagement. In addition, elements such as achievement, recognition, a sense of responsibility, and professionalism are also closely associated with this concept. According to Herzberg (1966), work engagement is driven by motivator factors such as achievement, responsibility, and meaningfulness in the job. Furthermore, Uru et al. (2022) assert that work engagement can lead to improved performance. The more engaged employees are in their work, the more likely they are to

demonstrate enhanced performance at Owabong Waterpark Purbalingga. This finding is supported by previous research from Jia et al. (2022), Corbeanu and Iliescu (2025), Alfandi and Harmen (2024), Nugraheni (2020), Putri et al. (2025), and Humaini et al. (2024), all of whom concluded that work engagement has a positive and significant effect on employee performance. Based on the above justification, the following hypothesis is proposed:

H3: Work engagement has a positive and significant effect on employee performance.

The Effect of Job Satisfaction on Performance

Herzberg's Two-Factor Theory (1959) classifies job-related factors into two categories: motivators (intrinsic factors) and hygiene factors (extrinsic factors). Job satisfaction is influenced by motivators such as achievement and recognition, which can enhance employee performance. When job satisfaction increases, it is expected to positively impact the performance of employees at Owabong Waterpark Purbalingga. Supporting studies by Awwali et al. (2024) and Aniversari (2022) have confirmed that job satisfaction has a positive and significant effect on employee performance. Based on the theoretical foundation and previous research, a conceptual framework can be formulated suggesting that transformational leadership, flexible working arrangements, work engagement, and job satisfaction are presumed to influence employee performance. Accordingly, the following hypothesis is proposed:

H4: Job satisfaction has a positive and significant effect on employee performance.

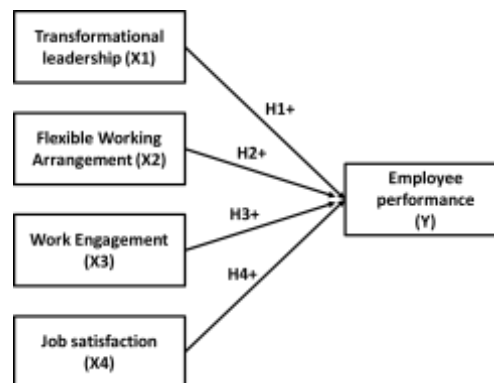


Figure 1. Conceptual Framework

METHODOLOGY

This study employs a quantitative approach with an associative research design. This approach is used to examine the relationships and effects among variables as formulated in the research hypotheses. The population in this study consists of 130 respondents. The research utilized saturation sampling, which includes all active employees of Owabong Waterpark Purbalingga as the sample. Data were collected through questionnaires developed based on indicators of each variable. A five-point Likert scale was used for measurement, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The collected data were analyzed using descriptive statistical tests, validity and reliability tests, classical

assumption tests, multiple linear regression analysis, and coefficient of determination (R^2) test, F-test, and t-test.

RESEARCH RESULT

This study involved 130 respondents who are employees of Owabong Waterpark Purbalingga. The data collected covered five variables: Transformational Leadership (X1), Flexible Working Arrangement (X2), Work Engagement (X3), Job Satisfaction (X4), and Employee Performance (Y). The reliability test was conducted using Cronbach's Alpha coefficient.

Descriptive Statistical Test

Descriptive statistics aim to provide a general overview of the characteristics of the research data. Based on the descriptive statistical test, the mean values for each variable are higher than their respective standard deviations, indicating that the data are well-distributed. The average mean score for the Employee Performance variable is 4.181, which corresponds to an "Agree" interpretation. This suggests that employees generally perceive their performance as good, and such performance should be maintained. For the Transformational Leadership variable, the mean score is 3.970, indicating that while employees generally agree, some feel that their supervisors' transformational leadership could be further enhanced to become more positive, inspiring, and professional. The Flexible Working Arrangement variable has a mean score of 3.954, suggesting that some employees do not yet fully experience workplace flexibility. Therefore, efforts should be made to create conditions in which all employees can benefit from flexible working arrangements. The mean score for Work Engagement is 3.971, indicating that some employees may not yet be working at their full potential. This implies that management should aim to better align employees' responsibilities with their areas of expertise to maximize performance. Finally, the Job Satisfaction variable has a mean score of 4.070, reflecting that most employees feel they are performing well and have achieved a satisfactory level of job fulfillment.

Validity Test

Based on the validity test, the critical value of the correlation coefficient (r-table) at a 5% significance level ($\alpha = 0.05$) with degrees of freedom ($df = 128$) is 0.1466. In this study, validity was assessed using the Pearson correlation technique, where each item of a variable was correlated with the total score of its respective variable. According to Ghozali (2018), an item is considered valid if the calculated correlation coefficient (r-calculated) is greater than the r-table value. Therefore, all items with $r\text{-calculated} > 0.1466$ are deemed valid and suitable for further analysis.

Based on the results of the validity test, all questionnaire items in this study have r-calculated values greater than the r-table value of 0.1466 at a 5% significance level. Therefore, all items in the research instrument are considered valid and are deemed appropriate for use in the subsequent reliability testing phase.

Reliability Test

The reliability test is used to measure the internal consistency of items within a single variable construct. This test was conducted using the Cronbach's Alpha method. A variable is considered reliable if the Cronbach's Alpha value is ≥ 0.6 (Utami et al., 2025).

Table 1. Reliability Test Results

Variabel	Cronbach's Alpha	Standar Cronbach's Alpha	Keterangan
Employee Performance (Y)	0.602	0.600	Reliable
Transformational Leadership (X1)	0.622	0.600	Reliable
Flexible Working Arrangement (X2)	0.699	0.600	Reliable
Work Engagement (X3)	0.691	0.600	Reliable
Job Satisfaction (X4)	0.602	0.600	Reliable

Based on the results of the reliability test, the lowest Cronbach's Alpha value is 0.602, which is still greater than the minimum threshold of 0.6, and is found in the variables of Employee Performance and Job Satisfaction. Therefore, it can be concluded that all research variables are reliable (Ghozali, 2018), and the analysis can proceed to the next stage, namely the classical assumption testing.

Classical Assumption Test

Normality Test

The purpose of the normality test is to determine whether the residuals in the regression model are normally distributed (Ghozali, 2018). In this study, the non-parametric Kolmogorov-Smirnov test was employed. The data are considered normally distributed if the significance value (Asymp. Sig. 2-tailed) is greater than 0.05. Based on Table 4, the test results show an Asymp. Sig. (2-tailed) value of 0.200, which is greater than the 0.05 significance level. Therefore, it can be concluded that the residuals are normally distributed.

Table 2. Normality Test Results

		Unstandardized Residual
N		130
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.29481968
Most Extreme Differences	Absolute	.065
	Positive	.065

	Negative	-.044
Test Statistic		.065
Asymp. Sig. (2-tailed)		.200 ^c

Multicollinearity Test

The multicollinearity test is conducted to determine the linear correlation between independent variables (Ghozali, 2018). This is assessed using the Tolerance and Variance Inflation Factor (VIF) values. A regression model is considered free from multicollinearity if the tolerance value is greater than 0.10 and the VIF is less than 10.

Based on the test results, the variable with the lowest tolerance value is Work Engagement, with a tolerance of 0.400, which is close to the cutoff point of 0.10. Additionally, Work Engagement has the highest VIF value of 2.498, which is still below the threshold of 10. Therefore, it can be concluded that all independent variables in this study do not exhibit multicollinearity, and the regression model is acceptable for further analysis.

Heteroscedasticity Test

The heteroscedasticity test is used to examine whether the regression model has a constant variance of residuals across observations (Ghozali, 2018). The Glejser test was employed to detect symptoms of heteroscedasticity. If the probability (significance) value is greater than the alpha level (0.05), the model is considered to be free from heteroscedasticity. Based on the test results, the Work Engagement variable had the lowest significance value of 0.134, which is still greater than 0.05. Therefore, it can be concluded that none of the independent variables exhibit symptoms of heteroscedasticity, and the regression model meets the assumption of homoscedasticity.

Table 3. Heteroscedasticity Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.304	.205		1.484	.140
	Transformational Leadership (X1)	-.031	.055	-.062	-.561	.576
	Flexible Working Arrangement (X2)	.070	.052	.166	1.351	.179
	Work Engagement (X3)	-.095	.063	-.211	1.508	.134
	Job Satisfaction (X4)	.038	.063	.079	.607	.545

Multiple Linear Regression Test

Multiple linear regression analysis is conducted to examine the involvement and influence of one or more independent variables on a dependent variable. In this study, the independent variables consist of Transformational Leadership (X1), Flexible Working Arrangement (X2), Work Engagement (X3), and Job Satisfaction (X4), while the dependent variable is Employee Performance (Y). This analysis aims to determine the extent to which each independent variable contributes to explaining variations in the dependent variable and to identify which factors have significant predictive power.

Table 4. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
		B	Std. Error	Beta			
1	Transformational Leadership (X1)	2.437	0.355		6.869	0.000	
	Flexible Working Arrangement (X2)	0.412	0.094	0.438	4.372	0.000	Supported
	Work Engagement (X3)	-0.089	0.090	-0.110	-0.993	0.323	Not Supported
	Job Satisfaction (X4)	0.065	0.109	0.076	0.599	0.550	Not Supported
	Transformational Leadership (X1)	2.437	0.355	0.053	0.453	0.651	Not Supported

Based on the results shown in Table 6, the multiple linear regression equation can be formulated as follows:

$$y = \alpha + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4$$

$$= 2.437 + 0.412x_1 - 0.089x_2 + 0.065x_3 + 0.049x_4$$

Coefficient of Determination

Based on the Adjusted R² value of 0.177 (17.7%) presented in Table 8, the model is able to explain a portion of the variance in employee performance. An Adjusted R² ≥ 0.10 is generally acceptable in social research, particularly when at least some predictors are statistically significant (Ozili, 2022). Other studies also suggest that an R² value between 0.10 and 0.50 indicates a moderate model, while an R² value below 0.10 is considered too weak (Ghozali, 2018). Therefore, with an Adjusted R² of 0.177, although the model is not particularly strong, it falls within an acceptable range for social science research, especially given that at least one predictor (Transformational Leadership) demonstrates a statistically significant influence.

Table 5. Coefficient of Determination (R²) Test Results

Model	R	R Square	Adjusted R Square
1	.450	.203	.177

Partial Test (t-Test) Analysis

The effect of each independent variable on the dependent variable was examined using the partial test (t-test). An independent variable is considered to have a significant effect on the dependent variable if the significance probability value is less than 0.05. To determine significance, the t-count value is compared with the t-table value, where $df = n - k - 1$, resulting in 1.657..

Based on the t-test, for the transformational leadership variable, the t-count is 4.372, which is greater than the t-table value of 1.657, with a significance value of $0.000 < 0.05$. Thus, partially, transformational leadership has a positive and significant effect on employee performance, or **H1 is accepted**. For the flexible working arrangement variable, the t-count is $-0.993 < t\text{-table } 1.657$, with a significance value of $0.323 > 0.05$. Therefore, partially, flexible working arrangement has no effect on employee performance, or **H2 is rejected**. For the work engagement variable, the t-count is $0.599 < t\text{-table } 1.657$, with a significance value of $0.550 > 0.05$. Hence, partially, work engagement has no effect on employee performance, or **H3 is rejected**. For the job satisfaction variable, the t-count is $0.453 < t\text{-table } 1.657$, with a significance value of $0.651 > 0.05$. Therefore, partially, job satisfaction has no effect on employee performance, or **H4 is rejected**.

DISCUSSION

The Effect of Transformational Leadership on Employee Performance

The research findings indicate that transformational leadership has a positive and significant effect on employee performance at Owabong Waterpark Purbalingga. This finding aligns with the Two-Factor Theory (Herzberg, 1959), which posits that transformational leadership fosters positive change by providing recognition, responsibility, and motivation to exceed expectations. Based on the descriptive statistical analysis, it can be implied that the implementation of transformational leadership still requires further improvement to become more effective.

Contextually, transformational leadership is crucial, particularly given operational challenges such as dual job responsibilities and high workloads. Leaders who are able to motivate and provide personal support can encourage employees to continue contributing optimally, even under complex working conditions.

Theoretically, this is consistent with Herzberg's (1959) assertion that transformational leadership can foster strong working relationships through motivational factors such as recognition, responsibility, achievement, and advancement. In the dynamic and fast-paced environment of Owabong Waterpark, leaders who can motivate, take responsibility, and support personal growth are essential in driving employees to perform more effectively and with higher quality. Its impact, as suggested by Regiasa (2023), is that when transformational leadership is well understood and embraced by all employees, it can significantly enhance overall employee performance.

This study is also supported by several previous empirical findings, such as those by Rasminingsih et al. (2024), Savira et al. (2022), and Marlius & Melaguci (2024), which confirm that transformational leadership has a positive and

significant effect on employee performance. Thus, the consistent and full implementation of transformational leadership within the Owabong work environment can serve as a highly effective managerial strategy for enhancing workforce performance.

The Effect of Flexible Working Arrangement on Employee Performance

Based on the research findings, the Flexible Working Arrangement (FWA) variable does not have a significant effect on employee performance. This result indicates that, within the context of this study, FWA does not directly contribute to improving work performance. The descriptive statistical analysis also suggests that the implementation of FWA still requires refinement to yield more favorable outcomes.

The effectiveness of flexible work policies is highly context-dependent, relying on the nature of the organization and the type of work involved. Although prior literature, such as the study by Mallafi (2021), suggests that FWA can enhance job satisfaction and work-life balance, its application in service-oriented organizations like Owabong presents inherent limitations. This is because most roles at Owabong require physical presence at the workplace in order to directly serve customers. As a result, the flexible working arrangements currently implemented at the company do not significantly affect employee performance at Owabong Waterpark Purbalingga. This finding is also supported by Habibah (2024) and Witriaryani (2022), who similarly concluded that Flexible Working Arrangements have no significant impact on employee performance.

The Effect of Work Engagement on Employee Performance

Based on the research findings, the Work Engagement variable also does not significantly influence employee performance. Theoretically, high work engagement is expected to encourage employees to work with enthusiasm and dedication, and to foster emotional involvement in their tasks (Schaufeli et al., 2002). However, in this study, work engagement has not demonstrated a meaningful direct contribution to performance improvement.

This may be attributed to a discrepancy between employees' perceptions of engagement and the measurable performance outcomes, such as work quality, quantity, and responsibility. Furthermore, the influence of engagement may function more effectively as a mediating variable, linking other factors (e.g., motivation or leadership) to performance outcomes. When analyzed alongside other predictors, its direct effect may appear statistically insignificant. As such, the Work Engagement applied within the company does not have a direct impact on employee performance at Owabong Waterpark Purbalingga. This result is consistent with previous studies by Rahmadalena & Asmanita (2020), Yusrina et al. (2023), and Fachrurazi et al. (2022), all of which found that work engagement did not significantly affect employee performance.

The Effect of Job Satisfaction on Employee Performance

The regression results indicate that the Job Satisfaction variable also has no significant effect on employee performance. This finding suggests that, although employees feel reasonably satisfied with their work, as well as with the incentive

system, relationships with supervisors, and coworkers, the level of satisfaction is not strong enough to drive a tangible improvement in performance. Based on the descriptive statistical analysis, job satisfaction is already at a satisfactory level and therefore should be maintained.

Theoretically, this result contradicts Herzberg's Two-Factor Theory, which identifies job satisfaction as a key motivational factor that drives high performance. However, in more specific contexts—such as companies with relatively fixed or intensive work structures—job satisfaction does not always align with productivity outcomes (Robbins & Judge, 2019). Thus, even with a good level of job satisfaction, it does not significantly affect employee performance at Owabong Waterpark Purbalingga. This finding is consistent with previous studies conducted by Nurhandayani (2022) and Fauziek & Yanuar (2021), which also concluded that job satisfaction does not significantly influence employee performance.

Implications of Low Model Determination (Low R^2 Value)

The Adjusted R Square value of 0.177 indicates that only approximately 17.7% of the variation in employee performance can be explained by the four independent variables in this study. This means that around 82.3% of the variance is influenced by other factors not included in the current model such as intrinsic motivation, job training, organizational culture, employee workload, or even the physical conditions of the work environment. Although the value is relatively low, it is still acceptable within the context of complex social research, where human behavior particularly employee performance is often influenced by a wide range of interrelated variables. Therefore, this model provides a partial explanation and highlights the need for further research to explore additional contributing factors.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study on the influence of Transformational Leadership, Flexible Working Arrangement, Work Engagement, and Job Satisfaction on Employee Performance at Owabong Waterpark Purbalingga, the following conclusions can be drawn:

- a. Transformational leadership style has a positive and significant effect on employee performance.
- b. In contrast, Flexible Working Arrangement, Work Engagement, and Job Satisfaction were found to have no significant effect on performance.
- c. The model's coefficient of determination (Adjusted R^2) is 17.7%, indicating that the variables studied explain only a portion of the variation in employee performance.

This suggests that other factors may play a more substantial role. Previous research highlights variables such as job stress (Aniversari, 2022), teamwork (Maini & Tanno, 2021), and work-life balance (Kholifah & Fadli, 2022) as additional contributors that can significantly impact employee performance. These findings point to the need for further research incorporating a broader range of influencing factors.

Transformational leadership is the only variable found to have a significant influence on employee performance. Therefore, it is recommended that Owabong's management maintain and further enhance transformational leadership practices within the organization. Based on the mean score of the variable, there is a need to improve professional behavior in the workplace, as well as to promote positive conduct among leaders. Strengthening these aspects can further optimize employee performance and contribute to a more productive and supportive organizational culture.

ACKNOWLEDGMENT

The researchers would like to express their deepest gratitude to the management and all staff of Owabong Waterpark Purbalingga for their support, permission, and cooperation throughout the course of this research. The researchers also extend their sincere thanks to the Faculty of Economics and Business, Universitas Muhammadiyah Purwokerto, as well as to the supervisors and examiners who contributed to the successful completion of this study.

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