



## **The Influence of Transformational Leadership and Perceived Organizational Support (POS), Mediated by Trust on Employee Engagement at PT Hutama Karya (Persero)**

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### **ABSTRACT**

This study aims to analyze the influence of transformational leadership and Perceived Organizational Support (POS) on employee engagement, with trust as a mediating variable. A quantitative research approach was employed using a survey technique. Data were collected through questionnaires distributed to employees of PT Hutama Karya (Persero) and analyzed using Structural Equation Modeling (SEM). The findings indicate that transformational leadership and POS have a positive and significant impact on trust, which in turn enhances employee engagement. Trust is proven to be a mediator that strengthens the relationship between transformational leadership, POS, and employee engagement. The study concludes that organizations need to reinforce transformational leadership and provide better organizational support to foster employee trust, ultimately leading to higher engagement. These findings offer practical implications for PT Hutama Karya (Persero) management in designing strategies to enhance employee engagement and support the company's business sustainability.

**Keywords:** Transformational Leadership; Perceived Organizational Support (POS); Trust; Employee Engagement; Structural Equation Modeling (SEM)



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## INTRODUCTION

PT Hutama Karya (Persero) has a workforce composition dominated by the millennial generation, accounting for 68% of its employees. This generation is characterized by adaptability to change, innovation, and curiosity. However, to optimize their potential, an ideal leadership approach is needed, one that can guide and empower them to achieve the company's goals. Leadership transformation plays a crucial role in fostering employee engagement, which contributes to organizational productivity and success.

Despite efforts to improve, evaluations indicate that PT Hutama Karya's leadership index remains below the average leadership index of all state-owned enterprises (BUMN) in Indonesia. Additionally, previous studies have shown that employee engagement levels in Indonesia remain low. Anggiadinata (2015) found that 81.10% of employees exhibited low work engagement, partly due to the low perceived organizational support (POS) employees' perception of the organization's support and concern for their well-being.

Perceived organizational support has been proven to have a positive impact on employee engagement. Studies by Prastyo, & Frianto (2020), Nurcholis & Budi (2020) and Maulana et al., (2023) confirm that POS enhances employee engagement. Saks (2016) also highlighted that recognition, supervisor support, as well as procedural and distributive fairness, are key factors influencing employee engagement. A high level of POS enables employees to develop a positive perception of the organization, increases work motivation, and strengthens their commitment to the company.

In addition to POS, trust in the organization and its leaders is also a critical factor in enhancing employee engagement. Strong trust fosters the belief that the company values employee well-being, ultimately increasing their loyalty and motivation. Research by Aidina and Prihatsanti (2017), Akbar (2020) and Yulivan (2022) has found that trust significantly influences employee engagement. Employees with high trust in the organization tend to be more committed, motivated, and innovative in their work (Robbins and Judge, 2015).

Despite these findings, limited studies have specifically examined the role of trust as a mediator in the relationship between transformational leadership, POS, and employee engagement, particularly within the context of Indonesia's state-owned enterprises (SOEs). As a key SOE, PT Hutama Karya (Persero) faces challenges in maintaining high employee engagement amid organizational transformations and infrastructure project demands. Understanding how trust mediates the relationship between leadership and organizational support in this setting is crucial for enhancing employee commitment and performance.

To address this gap, this study aims to investigate the influence of transformational leadership and POS on employee engagement, with trust as a mediating variable, at PT Hutama Karya (Persero). Specifically, it seeks to answer the question: How does trust mediate the effect of transformational leadership and perceived organizational support on employee engagement at PT Hutama Karya (Persero)? This research contributes to the human resource management literature by bridging this gap and providing practical recommendations to strengthen employee engagement, ultimately supporting the company's long-term success and employee well-being.

## LITERATURE REVIEW

Transformational leadership is a leadership style that emphasizes inspiration, motivation, and employee empowerment. Transformational leaders play a role in building trust through a clear vision, individual attention, transparency, and consistent actions (Nugroho

et al., 2023). High levels of trust enhance employee engagement in the organization, strengthen commitment, and create a more stable work environment.

Perceived Organizational Support (POS) refers to employees' perception of the organization's support for their well-being and contributions (Okiwianti et al., 2018). High POS increases trust because employees feel supported and valued. This strengthens interpersonal relationships and fosters psychological safety, ultimately contributing to employee engagement. Transformational leadership also has a significant influence on employee engagement through clear vision communication, empowerment, and leader integrity (Haribowo, & Rezeki, 2023; Prasetya & Sekarwati, 2024). Transformational leaders create a sense of belonging among employees, enhance motivation, and strengthen their emotional attachment to work. The trust serves as a key mediating factor between transformational leadership and employee engagement, as employees who trust their leaders are more likely to be actively engaged in the organization (Purwanto and Putra, 2024; Efawati, 2023).

Perceived Organizational Support (POS) plays a significant role in enhancing employee engagement through trust. When organizations provide tangible support, employees develop greater trust in the organization, leading to increased job commitment and active participation in achieving shared goals (Phonna & Harmen, 2020). Consequently, trust acts as a mediator between POS and employee engagement, ensuring that employees feel secure and valued.

Trust is a crucial factor in boosting employee engagement. Confidence in the organization and its leadership enables employees to work more enthusiastically, reduces stress, and enhances job satisfaction (Lienardo et al., 2017). However, some perspectives suggest that trust is not always the primary determinant of employee engagement, especially in work environments with strong organizational cultures or stringent regulations. For instance, a study by Alshaabani et al. (2022) highlights that fostering a culture of trust and psychological safety within an organization can reduce group conflicts and enhance employee engagement; however, these effects may vary depending on the organizational culture and existing regulatory structures. Therefore, further analysis is needed to understand the extent to which trust mediates the relationship between POS and employee engagement across various organizational contexts. To optimally enhance employee engagement, organizations should develop strategies that not only focus on transformational leadership and POS but also consider other factors that can influence trust and overall engagement.

The research model is illustrated in the following diagram:

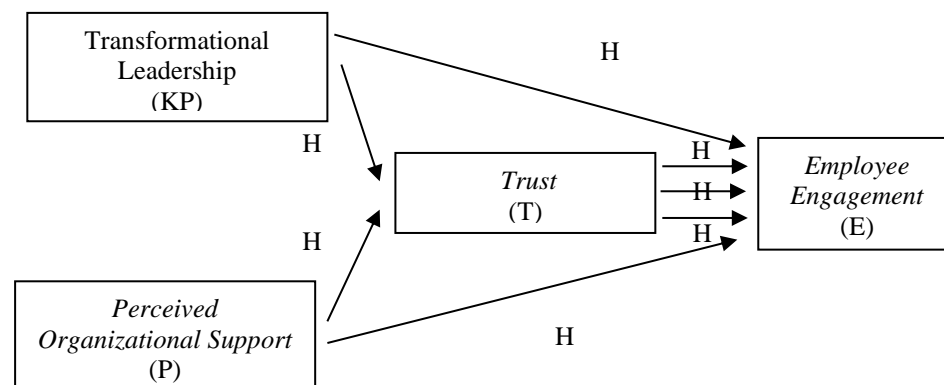


Figure 1. Research Constellation  
Source: Own compilation

## Research Hypotheses

Based on the theoretical review and conceptual framework above, the research hypotheses are as follows:

1. H1: Transformational leadership has an influence on trust.
2. H2: Perceived organizational support has an influence on trust.
3. H3: Transformational leadership has an influence on employee engagement.
4. H4: Perceived organizational support has an influence on employee engagement.
5. H5: Trust has an influence on employee engagement.
6. H6: Transformational leadership has an indirect influence on employee engagement through the mediation of trust.
7. H7: Perceived organizational support has an indirect influence on employee engagement through the mediation of trust.

## RESEARCH METHOD

This study was conducted at PT Hutama Karya (Persero), a state-owned enterprise (BUMN) engaged in construction services and toll road management, with its headquarters located at Jl. Letjen MT Haryono Kav 8, Cawang, East Jakarta. The research was carried out from February to December 2024, employing a quantitative method with a survey approach through questionnaire distribution. The collected data was analyzed using a descriptive associative model to examine the relationship between transformational leadership, perceived organizational support, and trust in employee engagement. Before distributing the questionnaire, validity and reliability tests were conducted to ensure that the research instrument met proper measurement standards (Chaniago et al., 2023).

The study population consisted of 162 permanent employees of PT Hutama Karya (Persero). The sampling technique used was probability sampling with the simple random sampling method, ensuring that each member of the population had an equal chance of being selected as a respondent. The sample size was determined using Slovin's formula with a 5% margin of error, resulting in a total of 116 respondents. Primary data was collected through a questionnaire based on a Likert scale (1–5), where respondents were asked to rate the research variables according to predefined statements aligned with the measurement indicators.

For data analysis, this study employed the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method. Several considerations justified this choice. First, PLS-SEM is more flexible in handling small to medium sample sizes, such as the 116 respondents in this study. Second, PLS-SEM is well-suited for analyzing complex models, particularly in examining latent variable relationships with multiple indicators, such as transformational leadership, perceived organizational support, trust, and employee engagement. Third, PLS-SEM does not require data to be normally distributed, making it more robust across various data conditions. Therefore, PLS-SEM was deemed the most appropriate method for achieving the study's analytical objectives. Table 1 below presents the operationalization of variables as a reference for measurement.

Table 1. Operationalization of research variables

Variable	Conceptual Definition	Operational Definition	Indicators
Employee Engagement	Emotional attachment to work and organization, motivation, and the ability to give their best effort to contribute to the organization's and individual's success.	Employees' emotional assessment of their work and company at PT Hutama Karya (Persero), their motivation, and their ability to give their best effort to support the company's and their own success.	1. Concern for productivity 2. Ownership 3. Loyalty 4. Vigor 5. Dedication 6. Absorption
Trust	Willingness to rely on an organizational authority based on positive expectations regarding the actions and intentions of that authority.	Employees' assessment of their trust in PT Hutama Karya (Persero), reflecting their willingness to rely on the company with positive expectations about its actions and intentions.	1. Benevolence 2. Reliability 3. Competency 4. Honesty 5. Openness 6. Empathy
Transformational Leadership	Leader behavior that influences employees, instilling confidence, pride, loyalty, and respect while motivating them to exceed expectations.	Employees' assessment of the leadership behavior at PT Hutama Karya (Persero) that influences their confidence, pride, loyalty, and respect while motivating them to exceed company expectations.	1. Idealized influence 2. Inspirational motivation 3. Intellectual stimulation 4. Individualized consideration
Perceived Organizational Support (POS)	Employees' perception of organizational support, believing that the company values their contributions and cares about their well-being.	Employees' assessment of company support at PT Hutama Karya (Persero), believing that the company values their contributions and cares about their well-being.	1. Fairness 2. Supervisor support 3. Organizational rewards 4. Job conditions 5. Organizational attitude toward employee ideas 6. Response to employees facing issues

Source: Own compilation

### Data Analysis Technique

The data analysis employs the Partial Least Squares (PLS) method using SmartPLS version 4. The research model is tested through:

1. Descriptive Statistical Analysis – Presents data in the form of percentages and mean scores.
2. Analysis Requirements Testing – Includes normality testing using the Kolmogorov-Smirnov test.
3. Structural Equation Modeling (SEM) – Uses the PLS approach to examine relationships between latent variables through outer model testing (validity and reliability) and inner model testing.

The model used in this path analysis is:

$$T = \beta_0 + \beta_1 KP + \beta_2 P + e \quad (\text{model I})$$

$$E = \beta_0 + \beta_1 KP + \beta_2 P + \beta_3 T + e \quad (\text{model II})$$

Notations:

E = Employee Engagement

T = Trust

KP = Transformational Leadership

P = Perceived Organizational Support

$\beta_0$  = Constant

$\beta_1 - \beta_3$  = Regression Coefficients of Variables

e = Error

4. Goodness of Fit (GoF) Test – Evaluates model fit using SRMR, d\_ULS, Chi-Square, and NFI.
5. Hypothesis Testing – Conducted using t-statistics and p-values with a 5% significance level.

## RESEARCH RESULTS

The validity test is conducted using the Product Moment (Pearson) correlation test. The testing criteria involve comparing the calculated r value with the table.

Table 2. Validity test of employee engagement

Indicators	Question Item	Total Pearson Correlation	r table	Sig.(2-tailed)	Description
<i>Concern for productivity</i>	e1	0,442	0,361	0,014	valid
	e2	0,453	0,361	0,012	valid
	e3	0,585	0,361	0,001	valid
	e4	0,567	0,361	0,001	valid
	e5	0,400	0,361	0,029	valid
	e6	0,432	0,361	0,017	valid
	e7	0,480	0,361	0,007	valid
	e8	0,220	0,361	0,243	invalid
<i>Ownership</i>	e9	0,433	0,361	0,017	valid
	e10	0,464	0,361	0,010	valid
	e11	0,414	0,361	0,023	valid
	e12	0,405	0,361	0,026	valid
	e13	0,480	0,361	0,007	valid
	e14	0,503	0,361	0,005	valid
	e15	0,580	0,361	0,001	valid
<i>Loyalty</i>	e16	0,396	0,361	0,030	valid
	e17	0,413	0,361	0,023	valid
	e18	0,409	0,361	0,025	valid
	e19	0,502	0,361	0,005	valid
	e20	0,376	0,361	0,041	valid
	e21	0,580	0,361	0,001	valid
<i>Vigor</i>	e22	0,166	0,361	0,381	invalid
	e23	0,613	0,361	0,000	valid
	e24	0,508	0,361	0,004	valid
	e25	0,429	0,361	0,018	valid
	e26	0,643	0,361	0,000	valid
	e27	0,522	0,361	0,003	valid
<i>Dedication</i>	e28	0,465	0,361	0,10	valid
	e29	0,334	0,361	0,072	invalid
	e30	0,488	0,361	0,006	valid

Indicators	Question Item	Total Pearson Correlation	r table	Sig.(2-tailed)	Description
<i>Absorption</i>	e31	0,489	0,361	0,006	valid
	e32	0,370	0,361	0,044	valid
	e33	-0103	0,361	0,586	invalid
	e34	0,600	0,361	0,000	valid
	e35	0,606	0,361	0,000	valid
	e36	0,404	0,361	0,027	valid
	e37	0,411	0,361	0,024	valid
	e38	-0,052	0,361	0,784	invalid
	e39	0,410	0,361	0,024	valid
	e40	0,395	0,361	0,031	valid

Source : Own compilation

Based on the validity test results, the invalid statement items are numbers 8, 22, 29, 33, and 38, while the valid items are 1, 2, 3, 4, 5, 6, 7, 9, 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 24, 25, 26, 27, 28, 30, 31, 32, 34, 35, 36, 37, 39, and 40. Consequently, since items 8, 22, 29, 33, and 38 are invalid, they are eliminated from the data tabulation and excluded from measuring the employee engagement variable.

Table 3. Reliability test of employee engagement

<i>Reliability Statistic</i>	
<i>Cronbach's Alpha</i>	<i>N of items</i>
0,900	35

Source: Own compilation

Based on the reliability test results of 35 tested items, the Cronbach's Alpha reliability value was found to be 0.900. Since this value is greater than 0.70 ( $0.900 > 0.70$ ), the items used to measure the employee engagement variable are deemed reliable and consistent.

Table 4. Validity test of *trust*

Indicators	Question Item	Total Pearson Correlation	r Table	Sig.(2-tailed)	Description
<i>Benevolent</i>	t.1	0,506	0,361	0,004	valid
	t.2	0,403	0,361	0,027	valid
	t.3	0,284	0,361	0,128	invalid
	t.4	0,578	0,361	0,001	valid
	t.5	0,555	0,361	0,001	valid
	t.6	0,505	0,361	0,004	valid
	t.7	0,366	0,361	0,047	valid
<i>Reliability</i>	t.8	0,510	0,361	0,004	valid
	t.9	0,321	0,361	0,084	invalid
	t.10	0,395	0,361	0,031	valid
	t.11	0,396	0,361	0,030	valid
	t.12	0,418	0,361	0,021	valid
	t.13	0,428	0,361	0,018	valid
	t.14	0,578	0,361	0,001	valid
<i>Competency</i>	t.15	0,555	0,361	0,001	valid
	t.16	0,505	0,361	0,004	valid
	t.17	0,267	0,361	0,154	invalid
	t.18	0,373	0,361	0,042	valid
	t.19	0,413	0,361	0,023	valid
	t.20	0,410	0,361	0,024	valid
	t.21	0,400	0,361	0,029	valid



Indicators	Question Item	Total Pearson Correlation	r Table	Sig.(2-tailed)	Description
<i>Honesty</i>	t.22	0,460	0,361	0,010	valid
	t.23	0,413	0,361	0,023	valid
	t.24	0,485	0,361	0,007	valid
	t.25	0,471	0,361	0,009	valid
	t.26	0,369	0,361	0,045	valid
	t.27	0,518	0,361	0,003	valid
<i>Open</i>	t.28	0,450	0,361	0,013	valid
	t.29	0,440	0,361	0,015	valid
	t.30	0,020	0,361	0,917	invalid
	t.31	0,443	0,361	0,014	valid
	t.32	0,368	0,361	0,045	valid
	t.33	0,420	0,361	0,021	valid
<i>Emphaty</i>	t.34	0,479	0,361	0,007	valid
	t.35	0,561	0,361	0,001	valid
	t.36	0,370	0,361	0,044	valid
	t.37	0,483	0,361	0,007	valid
	t.38	0,445	0,361	0,014	valid
	t.39	0,548	0,361	0,002	valid
	t.40	0,426	0,361	0,019	valid

Source: Own compilation

Based on the validity test results, it was found that the invalid statement items are numbers 3, 9, 17, and 30, while the valid items are 1, 2, 4, 5, 6, 7, 8, 10, 11, 12, 13, 14, 15, 16, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 31, 32, 33, 34, 35, 36, 37, 38, 39, and 40. Consequently, since items 3, 9, 17, and 30 are invalid, they were eliminated from the data tabulation and were not used to measure the trust variable.

Table 5. Reliability test of *trust*

<i>Reliability Statistic</i>	
<i>Cronbach's Alpha</i>	<i>N of items</i>
0,889	36

Source: Own compilation

Based on the reliability test results of 36 items, the Cronbach's Alpha value was found to be 0.889. Since this value is greater than 0.70 ( $0.889 > 0.70$ ), the items used to measure the trust variable are considered reliable and consistent.

Table 6. Validity test of transformational leadership

Indicators	Question Item	Total Pearson Correlation	r Table	Sig.(2-tailed)	Description
<i>Idealized Influence</i>	kp1	0,679	0,361	0,000	valid
	kp2	0,343	0,361	0,064	invalid
	kp3	-0,278	0,361	0,136	invalid
	kp4	0,608	0,361	0,000	valid
	kp5	0,474	0,361	0,008	valid
	kp6	0,550	0,361	0,002	valid
	kp7	0,511	0,361	0,004	valid
	kp8	0,407	0,361	0,026	valid
	kp9	0,446	0,361	0,014	valid
	kp10	0,536	0,361	0,002	valid
	kp11	0,553	0,361	0,002	valid



Indicators	Question Item	Total Pearson Correlation	r Table	Sig.(2-tailed)	Description
<i>Inspirational Motivation</i>	kp12	0,559	0,361	0,001	valid
	kp13	0,630	0,361	0,000	valid
	kp14	0,473	0,361	0,008	valid
	kp15	0,192	0,361	0,310	invalid
	kp16	0,461	0,361	0,010	valid
	kp17	-0,295	0,361	0,113	invalid
	kp18	0,514	0,361	0,004	valid
	kp19	0,560	0,361	0,001	valid
	kp20	0,440	0,361	0,015	valid
	kp21	0,376	0,361	0,041	valid
	kp22	0,530	0,361	0,003	valid
	kp23	0,415	0,361	0,023	valid
<i>Intellectual Stimulation</i>	kp24	0,520	0,361	0,003	valid
	kp25	0,389	0,361	0,033	valid
	kp26	0,652	0,361	0,000	valid
	kp27	0,485	0,361	0,007	valid
	kp28	0,040	0,361	0,834	invalid
	kp29	0,476	0,361	0,008	valid
	kp30	0,073	0,361	0,702	invalid
	kp31	0,428	0,361	0,018	valid
<i>Individualized Consideration</i>	kp32	0,553	0,361	0,002	valid
	kp33	0,514	0,361	0,004	valid
	kp34	0,667	0,361	0,000	valid
	kp35	0,407	0,361	0,026	valid
	kp36	0,502	0,361	0,005	valid
	kp37	0,453	0,361	0,012	valid
	kp38	0,389	0,361	0,034	valid
	kp39	0,416	0,361	0,022	valid
	kp40	0,472	0,361	0,008	valid

Source: Own compilation

Based on the validity test results, the invalid statement items are items number 2, 3, 15, 17, 28, and 30, while the valid items are 1, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 16, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 29, 31, 32, 33, 34, 35, 36, 37, 38, 39, and 40. Therefore, since items 2, 3, 15, 17, 28, and 30 are invalid, they are eliminated from the data tabulation and are not used to measure the transformational leadership variable.

Table 7. Reliability test of transformational leadership

<i>Reliability Statistic</i>	
<i>Cronbach's Alpha</i>	<i>N of items</i>
0,911	34

Source: Own compilation

Based on the reliability test results, out of the 34 items tested, the Cronbach's Alpha reliability value is 0.911. Since this value is greater than 0.70 ( $0.911 > 0.70$ ), the items used to measure the transformational leadership variable are considered reliable and consistent.

Table 8. Validity test of perceived organizational support

Indicators	Question Item	Total Pearson Correlation	r Table	Sig.(2-tailed)	Description
Justice	p1	0,438	0,361	0,004	valid
	p2	0,447	0,361	0,021	valid
	p3	0,392	0,361	0,473	valid
	p4	0,389	0,361	0,000	valid
	p5	0,387	0,361	0,000	valid
	p6	0,088	0,361	0,001	invalid
	p7	-0,037	0,361	0,000	invalid
	p8	0,558	0,361	0,000	valid
	p9	0,385	0,361	0,000	valid
	p10	0,489	0,361	0,000	valid
	p11	0,695	0,361	0,009	valid
	p12	0,177	0,361	0,000	invalid
Supervisor Support	p13	0,466	0,361	0,000	valid
	p14	0,452	0,361	0,000	valid
	p15	0,411	0,361	0,031	valid
	p16	0,526	0,361	0,036	valid
	p17	0,557	0,361	0,006	valid
	p18	0,447	0,361	0,000	valid
Organizational Recognition	p19	0,637	0,361	0,350	valid
	p20	0,514	0,361	0,016	valid
	p21	0,419	0,361	0,013	valid
	p22	0,136	0,361	0,032	invalid
	p23	0,693	0,361	0,033	valid
	p24	0,634	0,361	0,035	valid
Working Conditions	p25	0,580	0,361	0,645	valid
	p26	0,773	0,361	0,010	valid
	p27	0,709	0,361	0,012	valid
	p28	0,761	0,361	0,024	valid
	p29	0,428	0,361	0,003	valid
	p30	0,401	0,361	0,001	valid
Organizational Attitude Toward Employee Ideas	p31	0,707	0,361	0,013	valid
	p32	0,478	0,361	0,010	valid
	p33	0,138	0,361	0,467	invalid
	p34	0,623	0,361	0,000	valid
	p35	0,391	0,361	0,033	valid
Response to Employees Facing Issues	p36	0,421	0,361	0,021	valid
	p37	0,395	0,361	0,018	valid
	p38	0,599	0,361	0,028	valid
	p39	0,721	0,361	0,848	valid
	p40	0,461	0,361	0,001	valid

Source: Own compilation

Based on the validity test results, the invalid statement items are numbers 6, 7, 12, 22, and 33, while the valid items are 1, 2, 3, 4, 5, 8, 9, 10, 11, 13, 14, 15, 16, 17, 18, 19, 20, 21, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 34, 35, 36, 37, 38, 39, and 40. Therefore, since items 6, 7, 12, 22, and 33 are invalid, they are eliminated from the data tabulation and are not used to measure the perceived organizational support variable.

Table 9. Reliability test of *perceived organizational support*

<i>Reliability Statistic</i>	
<i>Cronbach's Alpha</i>	<i>N of items</i>
0,923	35

Source: Own compilation

Based on the reliability test results, out of the 35 items tested, the Cronbach's Alpha reliability value is 0.923. Since this value is greater than 0.70 ( $0.923 > 0.70$ ), the items used to measure the perceived organizational support variable are considered reliable and consistent.

Data analysis is conducted to examine the influence of Transformational Leadership and Perceived Organizational Support (POS) on Employee Engagement, mediated by Trust, at PT Hutama Karya (Persero). This study employs both descriptive analysis and quantitative analysis. The structural model estimation results, calculated using PLS 4, are illustrated in the following figure:

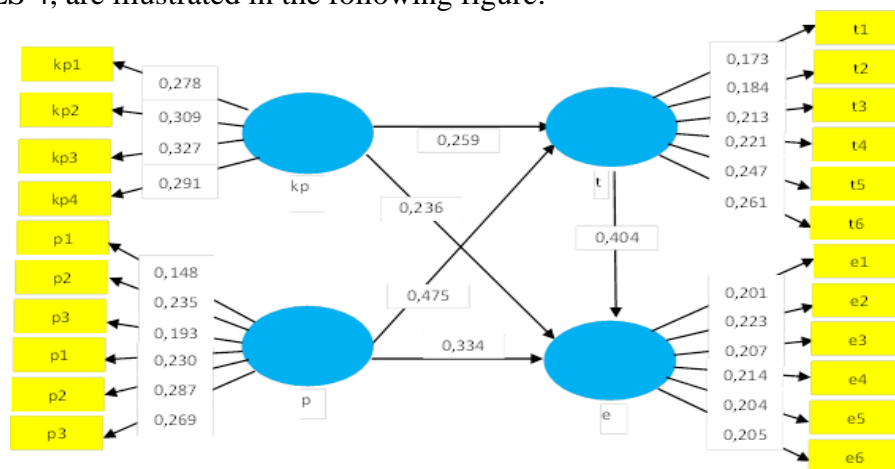


Figure 2. Structural Model  
Source: Own Compilation

Based on the structural model above, the following structural equation is obtained:

$$T = 0,259 \cdot KP + 0,475 \cdot P, \quad R^2 = 0,487 \quad (\text{model 1})$$

$$E = 0,236 \cdot KP + 0,334 \cdot P + 0,404 \cdot T, \quad R^2 = 0,758 \quad (\text{model 2})$$

The analysis results indicate that transformational leadership and perceived organizational support (POS) have a positive relationship with trust. An increase of one unit in transformational leadership leads to a 0.259-unit increase in trust, while a one-unit increase in POS raises trust by 0.475 units. The coefficient of determination ( $R^2$ ) of 0.487 suggests that these two variables explain 48.7% of the variation in trust.

In the second model, transformational leadership, POS, and trust positively influence employee engagement. A one-unit increase in transformational leadership results in a 0.236-unit increase in employee engagement, while a one-unit rise in POS leads to a 0.334-unit increase. Similarly, a one-unit increase in trust raises employee engagement by 0.404 units. The coefficient of determination ( $R^2$ ) of 0.758 indicates that these three variables account for 75.8% of the variation in employee engagement.

Before testing the hypotheses, a goodness-of-fit index assessment was conducted to ensure that the proposed model aligns with the empirical data.

Table 10. Model fit evaluation guidelines

Fit Index	Reference Value	Analysis Result
<i>SRMR</i>	0,01	0,009
<i>d-ULS</i>	0,01	0,007
<i>d_G</i>	0,01	0,007
<i>Chi-Square (<math>X^2</math>)</i>	0,05	0,101
<i>Normed Fit Index (NFI)</i>	0,9	0,933

Source: Own compilation

The model fit test results indicate that the model has a good fit with the empirical data. The SRMR value of 0.009, d\_ULS of 0.007, and d\_G of 0.007 are all below the 0.01 threshold, demonstrating a well-fitting model. Additionally, the Chi-Square probability of 0.101 is greater than 0.05, indicating a good model fit. The Normed Fit Index (NFI) value of 0.933, which exceeds the 0.9 benchmark, further supports the model's fit.

Moreover, the positive Q-squared ( $Q^2$ ) value confirms that the model has predictive relevance. With an  $R^2$  of 0.487 for Trust and 0.758 for Employee Engagement, the model effectively explains data variation. Overall, the evaluation confirms that the model meets the Rule of Thumb criteria recommended by experts and is suitable for further analysis, as supported by the Stone-Geisser Q-square test.

Table 11. Coefficient of determination for endogenous variables

Endogenous Variables	<i>R-squared</i>
<i>Trust (T)</i>	0,487
<i>Employee Engagement (E)</i>	0,758

Source: Processed Data 2025

The calculation results show that the predictive relevance value ( $Q^2$ ) is 0.88, which is greater than zero, confirming that the explanatory variables have predictive relevance for the endogenous latent variable. The model can explain 88% of the data variation, while the remaining 12% is influenced by other variables and error. Thus, the structural model in this study is considered highly robust and reliable for further analysis.

### Statistical Hypothesis Testing and Structural Equation Model

Hypothesis testing is based on the structural model using the t-value. The hypothesis is tested by comparing the calculated t-value (t-count) with the critical t-value from the t-table at a 5% significance level ( $\alpha = 0.05$ ) with degrees of freedom (n-2), resulting in a critical value of 1.658. If the calculated t-value is greater than the critical t-value (t-count > t-table), the hypothesis is accepted; otherwise, if t-count < t-table, the hypothesis is rejected. The analysis results yield the following calculated t-values:

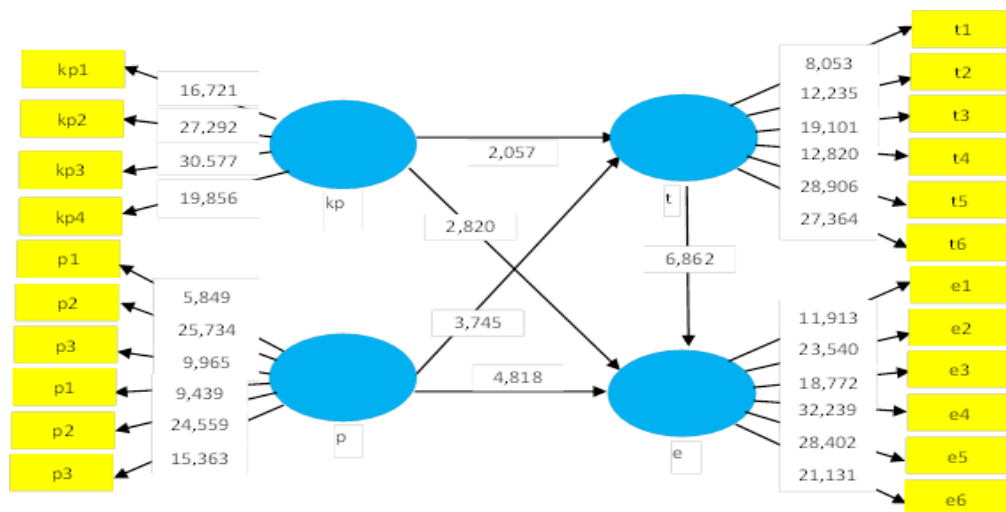


Figure 3. Structural Model t-Value  
Source: Own Compilation

### Hypothesis Testing Summary

Hypothesis testing is conducted by analyzing the standardized coefficient, t-value, and p-value to determine the significance of the relationships between variables. The statistical analysis results are summarized in the following table, which indicates that all hypotheses proposed in this study are accepted.

Table 12. Summary of hypothesis testing

Hypothesis	Variables	Standardized Coefficient	t-Value (1.658)	(> p-Value 0.05)	(< Conclusion
Hypothesis 1	Transformational Leadership → Trust	0.259	2.057	0.040	Accepted
Hypothesis 2	Perceived Organizational Support → Trust	0.475	3.745	0.000	Accepted
Hypothesis 3	Transformational Leadership → Employee Engagement	0.236	2.820	0.005	Accepted
Hypothesis 4	Perceived Organizational Support → Employee Engagement	0.334	4.818	0.000	Accepted
Hypothesis 5	Trust → Employee Engagement	0.404	6.862	0.000	Accepted
Hypothesis 6	Transformational Leadership → Trust → Employee Engagement	0.105	1.968	0.048	Accepted
Hypothesis 7	Perceived Organizational Support	0.192	3.282	0.001	Accepted

Hypothesis	Variables	Standardized Coefficient	t-Value 1.658)	(> p-Value 0.05)	(< Conclusion
	Support → Trust → Employee Engagement				

Source: Own Compilation

The research findings indicate that all proposed hypotheses in this study are accepted based on the standardized coefficient values, t-values exceeding 1.658, and p-values below 0.05. Transformational leadership and perceived organizational support have been proven to significantly influence trust, with standardized coefficients of 0.259 and 0.475, respectively. Additionally, both variables also have a direct impact on employee engagement, with transformational leadership showing a coefficient of 0.236 and perceived organizational support at 0.334. Trust itself plays a crucial role in enhancing employee engagement, exhibiting the highest standardized coefficient of 0.404.

The study also reveals that trust serves as a significant mediating variable in the relationship between transformational leadership and employee engagement (0.105;  $p = 0.048$ ), as well as between perceived organizational support and employee engagement (0.192;  $p = 0.001$ ). These findings emphasize that employee trust is a key factor in strengthening their engagement, whether through transformational leadership or the organizational support they receive. Therefore, companies should focus on leadership and organizational support aspects to enhance trust and overall employee engagement.

## DISCUSSION

The research findings indicate that transformational leadership has a significant impact on trust within the organization. The four key indicators of transformational leadership that contribute to trust are idealized influence (charismatic leadership), inspirational motivation, intellectual stimulation, and individualized consideration (Bass, and Riggio, 2006). Among these indicators, intellectual stimulation has the most dominant influence, suggesting that employees at PT Utama Karya (Persero) highly value leaders who can generate new ideas for organizational progress (Podsakoff, 1990). However, idealized influence has the lowest score, indicating that leaders may lack charisma and strong influence in motivating subordinates. This suggests that while leaders can drive innovation, challenges remain in building stronger emotional connections with employees to enhance their trust (Yukl, 2016).

The trust developed in transformational leadership is shaped by the interaction among these four indicators. Idealized influence strengthens employees' respect and confidence in the leader's integrity, while inspirational motivation fosters a deeper emotional bond by encouraging employees to achieve shared goals (Avolio, & Gardner, 2005 ; Abdi M & Hidayat, 2020). On the other hand, intellectual stimulation promotes innovation and creativity, providing employees with opportunities for growth and increasing their trust in leadership (Bass, & Steidlmeier, 1990; Chaniago & Efawati, 2024). Individualized consideration plays a crucial role in building personal relationships between leaders and employees, reinforcing a sense of appreciation and care (Northouse, 2021; Efawati, 2020). Through the synergistic combination of these four aspects, transformational leadership not only enhances employees' trust in their leaders but also fosters a more collaborative and innovative work environment (Judge, & Piccolo, 2004).

Perceived Organizational Support (POS) has a significant impact on employee engagement, where employees' perceived support from the organization—including fairness, supervisor support, organizational rewards, working conditions, attitudes toward

employee ideas, and responses to employee concerns—contributes to increased engagement, motivation, and commitment to their work (Eisenberger et al, 2020). Research indicates that supervisor support is the dominant factor in building POS, as employees who feel supported by their supervisors tend to have higher levels of engagement (Atmaja, 2019; Mardianti, 2021). Conversely, fairness in organizational treatment has a lower influence, suggesting that perceptions of fairness need improvement to strengthen the employee-organization relationship (Fajardika et al, 2022 ; Ruslinawati, & Prasetya, 2021). Therefore, organizations that provide tangible support through fair policies, appropriate rewards, and a positive work environment will enhance employee engagement, ultimately leading to better performance and employee loyalty (Rhoades, and Eisenberger, 2021) .

Transformational leadership significantly influences employee engagement through the mediation of trust, as charismatic, inspiring leaders who provide intellectual stimulation and individualized consideration can enhance employees' attachment to their work (Aidina, and Prihatsanti, 2017 ; Purwanto, and Putra, 2024). Trust is a key element in this relationship—when employees perceive their leaders as having integrity, competence, and empathy, they are more likely to develop a sense of ownership, loyalty, and high dedication to the organization. A study conducted at PT Hutama Karya (Persero) found that the intellectual stimulation aspect of transformational leadership has the most dominant impact on employee engagement, whereas idealized influence (charisma) has a weaker effect. Similarly, trust, particularly when demonstrated through leader empathy, has a greater influence compared to employees' perceptions of the organization's goodwill. Therefore, leaders who can build trust through open communication, support, and recognition of employees' contributions will be more effective in enhancing employee engagement, ultimately resulting in improved organizational productivity and performance.

## CONCLUSIONS

Transformational leadership and perceived organizational support (POS) play a crucial role in building trust at PT Hutama Karya (Persero). Transformational leadership, measured through four key indicators, reveals that intellectual stimulation is the most dominant aspect in shaping this construct. Similarly, POS, assessed using six indicators, highlights that supervisor support contributes the most to building trust. The trust that develops then serves as a critical factor in enhancing employee engagement within the company. Among the trust indicators, empathy has the highest contribution, emphasizing the importance of understanding and attentiveness toward employees in strengthening their engagement.

Both transformational leadership and POS not only have a direct impact on employee engagement but also exert an indirect influence through trust as a mediating variable. Intellectual stimulation remains the dominant factor in shaping transformational leadership, while supervisor support is the key factor in POS. These findings underscore that a supportive work environment, whether through a leadership style that fosters innovation or strong organizational support, contributes to increased employee trust, ultimately strengthening employee engagement at PT Hutama Karya (Persero).

## Implications

Transformational leadership and perceived organizational support play a crucial role in building trust at PT Hutama Karya (Persero), ultimately enhancing employee engagement. Intellectual stimulation emerges as the dominant aspect of transformational



leadership, while supervisor support is the key factor in perceived organizational support that influences trust. In addition to their direct impact on employee engagement, both variables also exert an indirect influence through trust as a mediating variable. A work environment that fosters innovation and demonstrates organizational care for employees can strengthen trust, thereby increasing employee engagement within the company.

## Future Research

Further studies can explore the influence of transformational leadership and perceived organizational support on trust and employee engagement across various sectors, such as banking, education, manufacturing, and healthcare. Each industry has unique characteristics in leadership styles and forms of organizational support, which may affect the relationships between these variables differently. In the ever-evolving digital era, many organizations are adopting technology to enhance efficiency and communication. Therefore, future research can also examine how digitalization impacts trust and whether digital transformation strengthens or weakens transformational leadership and perceived organizational support. Future studies should incorporate additional variables that may influence trust and employee engagement to identify the most significant factors affecting these two variables.

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