

Human Resource Development Practices and Transformational Leadership on Employee Engagement: The Mediating Role of Organizational Commitment among Members of the West Sumatra Provincial DPRD

Sutrisno¹, Zaitul Zaitul², Akmal³

^{1, 2, 3} Master of Management Science Program, Faculty of Economics and Business

Universitas Bung Hatta, Padang, Indonesia

Correspondence E-mail: rino79sutrisno@gmail.com

ABSTRACT

This study examines how human resource development (HRD) practices and transformational leadership affect employee engagement through organizational commitment among members of the West Sumatra Provincial Regional House of Representatives (DPRD). A quantitative survey used purposive sampling; 50 usable questionnaires were analysed using PLS-SEM. HRD practices did not significantly affect organizational commitment ($\beta = -0.048$; $p = 0.769$), whereas transformational leadership had a positive effect ($\beta = 0.408$; $p = 0.009$). HRD practices positively affected employee engagement ($\beta = 0.396$; $p = 0.001$), while transformational leadership did not ($\beta = 0.107$; $p = 0.398$). Organizational commitment positively affected engagement ($\beta = 0.330$; $p = 0.005$). Commitment mediated the HRD–engagement relationship at the 10% level ($\beta = 0.135$; $p = 0.070$), but did not mediate the transformational leadership–engagement relationship. The model explained 38.5% of employee engagement and 15.0% of organizational commitment. The results emphasize targeted capability development and commitment-building leadership in legislative institutions.

Article Information

Article History:

Received: 7 September 2026

Revised: 7 October 2026

Accepted: 13 October 2026

Available Online: 13 October 2026

Published: 13 October 2026

Keywords:

Human resource development, Transformational leadership, Organizational commitment, Employee engagement, PLS-SEM.

1. INTRODUCTION

Public institutions operate in environments that demand accountability, professional competence, adaptability, and sustained commitment from their members. In legislative institutions, these requirements are especially important because institutional performance is closely connected to the quality of representation, budgeting, legislation, and oversight. Employee engagement therefore becomes an important organizational behaviour concept because it reflects the extent to which individuals invest energy, attention, and persistence in carrying out their roles. In public organizations, strong engagement can support effective task execution, institutional credibility, and public confidence (Chen & Lin, 2024).

The West Sumatra Provincial Regional House of Representatives (DPRD) provides a distinctive setting for examining engagement. Members are elected through a political process and operate under simultaneous institutional, party, constituency, and public expectations. The thesis underlying this article notes that West Sumatra has 65 provincial DPRD members for the 2024–2029 term and that legislative members are required to perform legislative, budgeting, and supervisory functions. This context creates a complex organizational environment in which engagement is not shaped solely by conventional employment relationships, but also by political mandates, professional experience, and social responsibility.

Human resource development (HRD) practices are one potential mechanism for strengthening engagement. HRD practices refer to systematic and continuing efforts to develop individual competence, career capability, knowledge, and work-related capacity. In this study, the construct covers activities such as systematic assessment of ability and interest, relevant training, and career planning or counselling. From the perspective of Social Exchange Theory, organizational support provided through development opportunities can be reciprocated through positive attitudes and stronger involvement in organizational roles (Homans, 1958). Empirical studies have also linked development practices with employee engagement, particularly when employees perceive development programs as useful and supportive (Alam et al., 2024; Nana & Otoo, 2025; Suherman, 2023).

Transformational leadership represents a second mechanism that may affect engagement and commitment. Transformational leaders communicate an inspiring vision, support followers' development, recognize contribution, foster trust and cooperation, stimulate new ways of thinking, and model consistent values. Such leadership may strengthen organizational commitment by creating relational trust and psychological attachment. Previous studies report positive links between transformational leadership, commitment, and engagement, although the strength of these relationships varies across organizational contexts (Balwant et al., 2020; Hai et al., 2020; Samad et al., 2022).

Organizational commitment is positioned in this study as both an outcome and a mediating mechanism. It represents the psychological bond that encourages individuals to remain attached to an organization, feel responsible for its condition, and maintain loyalty despite alternatives. The construct is informed by affective, normative, and continuance dimensions (Allen & Meyer, 1993). Strong commitment can translate organizational support and leadership experiences into deeper engagement because committed members are more willing to dedicate attention, effort, and persistence to organizational responsibilities (Nana & Otoo, 2025; Santhanam & Srinivas, 2020). Despite extensive research on HRD, leadership, commitment, and engagement in business organizations, evidence from political and legislative institutions remains limited. Legislative organizations differ from conventional firms because members may have long political careers, heterogeneous party affiliations, electoral mandates, and strong external loyalties. These characteristics may weaken

relationships that are normally observed in private-sector employment settings. The West Sumatra DPRD therefore offers an empirical context for testing whether established organizational behaviour mechanisms remain relevant in an elected legislative institution.

Accordingly, this study examines seven relationships: HRD practices are expected to influence organizational commitment (H1) and employee engagement (H3); transformational leadership is expected to influence organizational commitment (H2) and employee engagement (H4); organizational commitment is expected to influence employee engagement (H5); and organizational commitment is expected to mediate the effects of HRD practices (H6) and transformational leadership (H7) on employee engagement. The study contributes evidence from an under-researched public-legislative context and provides practical implications for development programs and leadership practices within the DPRD.

2. METHOD

2.1. Research Design and Sample

The study used a quantitative research design to test causal relationships among HRD practices, transformational leadership, organizational commitment, and employee engagement. The population comprised 65 active members of the West Sumatra Provincial DPRD elected for the 2024–2029 term. Purposive sampling was applied. The thesis specified that the chair and deputy chairs were excluded because respondents were required to evaluate leadership practices, and members who were involved in legal cases or unable to participate for health-related reasons were also excluded. Questionnaires were distributed directly and through Google Forms.

A total of 61 questionnaires were distributed. Nine questionnaires were not returned and two were unusable, leaving 50 valid responses, equivalent to a usable response rate of 81.98%. The data were analysed using Partial Least Squares Structural Equation Modeling (PLS-SEM), which was selected because the study simultaneously assessed measurement quality, direct effects, and indirect or mediating relationships.

2.2. Measurement

All variables were measured using a five-point Likert scale ranging from strongly disagree to strongly agree. Employee engagement was initially represented by eight indicators adapted from the measurement used by Nana & Otoo, (2025), covering motivation, interest, persistence, focus, and attention to work. HRD practices were initially measured using seven indicators adapted from Nana & Otoo, (2025), including systematic competency assessment, training, and career planning or counselling. Transformational leadership was initially measured using seven indicators adopted from Samad et al., (2022), covering vision, developmental support, recognition, trust and cooperation, intellectual stimulation, role modelling, and interpersonal support. Organizational commitment was initially represented by 12 indicators informed by (Allen and Meyer, 1993; Nana & Otoo, 2025).

2.3. Data Analysis

The PLS-SEM procedure involved measurement model and structural model assessment. Convergent validity was evaluated using outer loadings, Cronbach's alpha, composite reliability, and average variance extracted (AVE). The thesis applied commonly used criteria of outer loadings above 0.70 for retained indicators, reliability coefficients above 0.70, and AVE above 0.50 (Hair et al., 2022). Discriminant validity was assessed using the Heterotrait–Monotrait ratio (HTMT), the Fornell–Larcker criterion, and cross-loadings. The structural model was evaluated using path coefficients, t-statistics, p-values, and R^2 . Direct hypotheses

were evaluated at the 5% level, while the thesis treated the HRD indirect effect with $p = 0.070$ as significant at the 10% level.

3. RESULTS AND DISCUSSIONS

3.1. Characteristics of Respondents

The usable sample consisted of 50 DPRD members. Men represented 82% of respondents and women 18%. Half of the sample was aged 55 years or older. Most respondents had at least an undergraduate qualification, and a substantial proportion had served for more than one legislative period, indicating that the sample contained many experienced politicians. Table 1 presents the main respondent characteristics used in this article.

Table 1. Characteristics of Respondents

Characteristic	Category	Frequency	Percentage
Gender	Male	41	82.0%
	Female	9	18.0%
Age	< 35 years	3	6.0%
	35–44 years	10	20.0%
	45–54 years	12	24.0%
	≥ 55 years	25	50.0%
Education	Senior high school/equivalent	7	14.0%
	Diploma	3	6.0%
	Bachelor	24	48.0%
	Master	13	26.0%
	Doctorate	3	6.0%
Length of service	< 1 year	1	2.0%
	1–5 years	21	42.0%
	6–10 years	13	26.0%
	> 10 years	15	30.0%

3.2. Measurement Model Assessment

The initial measurement model required indicator purification because several items had loadings below the threshold used in the thesis. After refinement, four employee engagement indicators, three HRD practice indicators, six transformational leadership indicators, and three organizational commitment indicators were retained. All retained loadings exceeded 0.70. Cronbach's alpha and composite reliability values also exceeded 0.70, while AVE values were greater than 0.50, indicating acceptable convergent validity and internal consistency. Table 2 summarizes the final measurement model.

Table 2. Final Measurement Model Assessment

Construct	Cronbach's α	Composite reliability	AVE
Employee engagement	0.918	0.947	0.706
HRD practices	0.803	0.847	0.710
Transformational leadership	0.918	0.926	0.712
Organizational commitment	0.763	0.770	0.674

Discriminant validity was also supported. All HTMT coefficients were below 0.90, with the largest value equal to 0.559. The square roots of AVE reported in the Fornell–Larcker matrix ranged from 0.821 to 0.844 and exceeded the corresponding inter-construct correlations. The cross-loading assessment likewise indicated that retained indicators loaded more strongly on their intended constructs than on alternative constructs.

Table 3. Heterotrait–Monotrait Ratio (HTMT)

Construct	EE	HRD	TL	OC
Employee engagement (EE)	—			
HRD practices (HRD)	0.520	—		
Transformational leadership (TL)	0.382	0.559	—	
Organizational commitment (OC)	0.412	0.269	0.450	—

3.3. Descriptive Evaluation of the Constructs

Descriptive results provide useful context for interpreting the structural model. Employee engagement received the strongest overall assessment, with a mean of 3.52 and a respondent achievement level of 70.49%, categorized as high in the thesis. In contrast, HRD practices, transformational leadership, and organizational commitment were all evaluated at relatively low levels. These patterns suggest that engagement among DPRD members may coexist with limited perceptions of formal development systems, transformational leadership practices, and institutional commitment mechanisms.

Table 4. Descriptive Evaluation of Main Constructs

Construct	Mean	TCR	Assessment
Employee engagement	3.52	70.49%	High
HRD practices	2.83	56.67%	Low
Transformational leadership	2.86	57.20%	Low
Organizational commitment	2.79	55.73%	Low

3.4. Structural Model and Hypothesis Testing

The structural model produced an R^2 of 0.385 for employee engagement, indicating that HRD practices, transformational leadership, and organizational commitment jointly explained 38.5% of the variance in engagement. The R^2 for organizational commitment was 0.150, indicating that HRD practices and transformational leadership explained 15.0% of the variance in commitment. These values show that substantial variance remains attributable to other factors not included in the model.

Table 5. Structural Model and Hypothesis Testing

Hypothesis / Path	<i>Original sample</i>	t-statistic	p-value	Decision
H1: Human Resource Development (HRD) → Organizational commitment	-0.048	0.294	0.769	Rejected
H2: Transformational leadership → Organizational commitment	0.408	2.628	0.009	Supported
H3: Human Resource Development (HRD) → Employee engagement	0.396	3.205	0.001	Supported
H4: Transformational leadership → Employee engagement	0.107	0.846	0.398	Rejected
H5: Organizational commitment → Employee engagement	0.330	2.829	0.005	Supported
H6: Human Resource Development (HRD) → Organizational commitment → Employee engagement	0.135	1.813	0.070	Supported
H7: Transformational leadership → Organizational commitment → Employee engagement	-0.016	0.272	0.785	Rejected

Note: *H6 was interpreted as significant at the 10% level in the thesis.

3.5. Discussion

First, HRD practices did not significantly affect organizational commitment (H1). This result suggests that formal development activities, by themselves, were not sufficient to strengthen the institutional commitment of DPRD members. The thesis explains that many respondents were experienced politicians who had already served for multiple periods. Their commitment may therefore be shaped more strongly by political experience, public mandate, professional identity, social support, or other values than by development programs. The low descriptive assessment of HRD practices reinforces this interpretation: respondents perceived systematic assessment, training availability, and career counselling as limited. This result differs from studies that report a positive HRD commitment relationship (Aboramadan, 2017; Adresi & Darun, 2017), but is consistent with the idea that development effects depend heavily on context and perceived relevance.

Second, transformational leadership positively affected organizational commitment (H2). This finding indicates that when DPRD leaders communicate a clear direction, demonstrate support, encourage cooperation, and act as inspirational role models, members are more likely to strengthen their attachment to the institution. The result is consistent with Social Exchange Theory because supportive and respectful leadership can generate reciprocal loyalty and commitment. It also aligns with prior evidence linking transformational leadership to commitment (Eliyana & Ma, 2019; Nana & Otoo, 2025). Although respondents rated transformational leadership relatively low overall, the positive structural coefficient suggests that more consistent use of such leadership behaviours could improve commitment.

Third, HRD practices had a positive direct effect on employee engagement (H3). This is one of the strongest substantive findings of the study. Development initiatives appear to function as practical support that helps legislators increase competence and feel valued in their institutional roles. Training, workshops, and other capability-building programs may

therefore strengthen the willingness of members to invest energy and attention in legislative responsibilities. The result is consistent with studies showing that development opportunities and HR practices can foster engagement by signalling organizational investment in members' capabilities (Alam et al., 2024; Suherman, 2023).

Fourth, transformational leadership did not have a significant direct effect on employee engagement (H4). This finding indicates that leadership influence on engagement is not automatic in a legislative context. Many respondents were experienced political actors who had served more than one term and were already familiar with institutional procedures and public responsibilities. Their engagement may be driven by professional experience, political mandate, oath of office, intrinsic motivation, or personal values rather than by the day-to-day leadership style of DPRD leaders. This result is compatible with research showing that transformational leadership does not always produce engagement effects across all organizational environments (Buil et al., 2019; Muswaka, 2025).

Fifth, organizational commitment positively affected employee engagement (H5). Members who feel responsible for the institution and intend to maintain their attachment to it are more likely to show stronger engagement with their duties. This result supports the conceptual view that commitment provides a psychological foundation for sustained involvement and is consistent with previous evidence connecting organizational commitment with engagement-related outcomes (Nana & Otoo, 2025; Santhanam & Srinivas, 2020).

Sixth, organizational commitment mediated the relationship between HRD practices and employee engagement (H6), although the indirect effect was only significant at the 10% level ($p = 0.070$). The result should therefore be interpreted cautiously. It nevertheless suggests a plausible mechanism in which useful development opportunities strengthen members' sense of institutional responsibility, which in turn supports deeper engagement. This pathway is consistent with the logic of social exchange: organizational investment in development can be reciprocated through stronger commitment and work involvement. The result is also broadly consistent with the mediation argument developed by Nana & Otoo, (2025).

Finally, organizational commitment did not mediate the relationship between transformational leadership and employee engagement (H7). Although transformational leadership strengthened commitment, the indirect path to engagement was not statistically supported. The thesis attributes this pattern partly to the seniority and political experience of many respondents, which may allow them to manage their responsibilities independently of leadership influence. This result indicates that leadership and commitment are not sufficient, by themselves, to explain engagement in a legislative institution and that future models should incorporate additional variables such as motivation, work satisfaction, work involvement, professional commitment, religiosity, or quality of working life.

4. CONCLUSION

This study investigated the effects of HRD practices and transformational leadership on employee engagement through organizational commitment among members of the West Sumatra Provincial DPRD. The findings show a differentiated pattern. HRD practices directly increased employee engagement but did not directly increase organizational commitment. Transformational leadership increased organizational commitment but did not directly increase employee engagement. Organizational commitment itself positively increased engagement. The mediation results further showed that organizational commitment transmitted the effect of HRD practices to engagement at the 10% significance level, whereas it did not mediate the effect of transformational leadership.

The practical implication is that DPRD leaders and the DPRD secretariat should prioritize development programs that are clearly linked to legislative responsibilities rather than treating training as a routine administrative activity. The thesis specifically recommends redesigning technical guidance and development programs toward measurable themes such as analysis of government accountability reports, legal drafting, and budget-risk mitigation. At the same time, DPRD leaders should strengthen inclusive and persuasive transformational behaviours, including cross-faction communication, recognition of members' ideas, trust building, and support for cooperation, because transformational leadership was the only significant predictor of organizational commitment in the model.

Theoretically, the results provide partial support for Social Exchange Theory in a legislative context. Organizational support through HRD and relational influence through leadership were associated with different outcomes, showing that reciprocity mechanisms may operate through context-specific pathways. The findings also demonstrate that relationships commonly observed in conventional employment settings cannot be assumed to function identically among elected political representatives.

Several limitations should be considered. The sample consisted of only 50 respondents from a single provincial legislative institution, which limits generalizability. The model also explained 38.5% of employee engagement and 15.0% of organizational commitment, indicating that important antecedents remain outside the model. Future research should involve larger samples across multiple provincial or district legislatures and incorporate additional variables such as work motivation, job satisfaction, work involvement, professional commitment, and quality of working life. Longitudinal or mixed-method designs may also help explain how political experience, party affiliation, leadership changes, and public accountability interact with engagement over time.

5. REFERENCES

- Aboramadan, M. (2019). Human resources management practices and organizational commitment in higher education: The mediating role of work engagement. <https://doi.org/10.1108/IJEM-04-2019-0160>
- Adresi, A. Al, & Darun, M. R. (2017). Determining relationship between strategic human resource management practices and organizational commitment, 9, 1–9. <https://doi.org/10.1177/1847979017731669>
- Alam, M. J., Ullah, M. S., Islam, M., & Chowdhury, T. A. (2024). Human resource management practices and employee engagement: The moderating effect of supervisory role. *Cogent Business & Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2318802>
- Allen, N. J., & Meyer, J. P. (1993). Organizational commitment: Evidence of career stage effects? *Journal of Business Research*, 26(1), 49–61. [https://doi.org/10.1016/0148-2963\(93\)90042-N](https://doi.org/10.1016/0148-2963(93)90042-N)
- Balwant, P. T., Mohammed, R., & Singh, R. (2020). Transformational leadership and employee engagement in Trinidad's service sector: The role of job resources, 15(4), 691–715. <https://doi.org/10.1108/IJOEM-01-2019-0026>
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75. <https://doi.org/10.1016/j.ijhm.2018.06.014>

- Chen, K. J., & Lin, C. P. (2024). Exploring the influence of workplace environment on job performance: A socio-cognitive perspective. *Total Quality Management and Business Excellence*, 35(15–16), 1816–1832. <https://doi.org/10.1080/14783363.2024.2404438>
- Eliyana, A., & Ma, S. (2019). Job satisfaction and organizational commitment effect in the transformational leadership towards employee performance. *European Research on Management and Business Economics*, 25(3), 144–150. <https://doi.org/10.1016/j.iiedeen.2019.05.001>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1).
- Gantasala, P. V., & Padmakumar, R. (2022). Transformational leadership, perceived organizational support, and employee engagement as predictors of job satisfaction and organizational commitment. *International Journal of Knowledge, Culture and Change Management*, 11(1), 115–134. <https://doi.org/10.18848/1447-9524/cgp/v11i01/50096>
- Ghozali, I., & Latan, H. (2019). *Partial Least Squares: Konsep, Teknik dan Aplikasi Menggunakan Program SmartPLS 3.0* (4th ed.). Badan Penerbit Universitas Diponegoro.
- Hai, S., Wu, K., & Park, I. (2020). The role of perceived high-performance HR practices and transformational leadership on employee engagement and citizenship behaviors. <https://doi.org/10.1108/JMP-03-2019-0139>
- Hair, J., Hult, T., Christian, R., & Marko, S. (2022). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Sage Publications.
- Homans, C. G. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597–606.
- Muswaka, L. (2025). The effect of transformational leadership style on employee engagement. *International Journal of Research in Business and Social Science*, 14(8), 132–141. <https://doi.org/10.20525/ijrbs.v14i8.4503>
- Nana, F., & Otoo, K. (2025). Human resource development practices and employee engagement: The mediating role of organizational commitment, 18(3), 202–232. <https://doi.org/10.1108/RAMJ-09-2023-0267>
- Nasution, S. U. A., & Sibuea, N. (2025). The role of transformational leadership style on employee engagement and organizational innovation in the hybrid work era. *International Journal of Economics (IJE)*, 4(1), 707–716. <https://doi.org/10.55299/ijec.v4i1.1446>
- Samad, A., Muchiri, M., & Shahid, S. (2022). Investigating leadership and employee well-being in higher education. *Personnel Review*, 51(1), 57–76. <https://doi.org/10.1108/PR-05-2020-0340>
- Santhanam, N., & Srinivas, S. (2020). Modeling the impact of employee engagement and happiness on burnout and turnover intention among blue-collar workers at a manufacturing company. *Benchmarking*, 27(2), 499–516. <https://doi.org/10.1108/BIJ-01-2019-0007>
- Sekaran, U., & Bougie, R. J. (2016). *Research Methods for Business: A Skill Building Approach* (7th ed.). John Wiley & Sons Ltd.
- Suherman, D. (2023). Effect of career development and employee on engagement performance of PT Pos Indonesia Persero. *Jurnal Manajemen Universitas Bung Hatta*, 18(1), 134–144.