

Leadership Innovation and Organizational Learning Shaping Employee Engagement and Performance

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Article Info

Article history:

Submission April 13, 2025

Revised November 28, 2025

Accepted September 11, 2026

Published September 18, 2026

Keywords:

Employee Engagement

Employee Performance

Employer Branding

Aviation

Resonant Leadership

ABSTRACT

Effective human resource management is critical for organizations seeking to achieve long term success, particularly in labor intensive and highly regulated industries. This **study examines** the effects of resonant leadership, knowledge sharing, and continuous learning on employee engagement. It also investigates the impact of employee engagement on employee performance and employer branding. The **study focuses** on employees working in the production area of aviation companies in Indonesia. Data were collected through questionnaires and analyzed using SmartPLS to test the proposed relationships among variables. The results indicate that resonant leadership, knowledge sharing, and **continuous learning** significantly influence employee engagement. Furthermore, employee engagement has a positive effect on employee performance and employer branding. Based on these findings, organizations are encouraged to prioritize employee engagement initiatives to enhance performance outcomes and strengthen **employer branding** within the aviation industry.

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DOI: <https://doi.org/10.34306/att.v8i3.689>

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1. INTRODUCTION

Human resource management is now more crucial than ever in an organizations pursuit of long term success [1]. Performance, as assessed by actions taken to achieve organizational objectives, is an essential metric to investigate [2]. According to earlier research, employee performance is a set of actions workers take to accomplish organizational objectives [3]. There will be a long term benefit to organizational performance by boosting employee performance [4]. According to [5], effective governance is crucial for boosting employee and company performance. So, talking about employee performance right now is crucial, particularly when boosting performance by getting more people involved.

Organizational goals can be attained if leaders can boost employee engagement, which boosts employee performance [6]. Companies whose workers are enthusiastic about what they do tend to have workers who take ownership of their jobs [7]. Research by demonstrated that employee involvement can enhance employer branding, specifically the positive perception of the organization among employees. If businesses want to boost their reputation [8], which affects talent, knowledge, and company culture, they need employer branding [9]. Several studies have examined the relationship between employee engagement and organiza-

tional performance. However, previous studies rarely examine the combined influence of resonant leadership, knowledge sharing, and continuous learning on employee engagement, particularly in the aviation industry. This study addresses this gap by providing empirical evidence from aviation employees in Indonesia. Based on the information provided, it is deemed crucial to do additional studies on employee engagement, employee performance, and employer branding [10].

In addition to its theoretical contributions, this study is aligned with the United Nations Sustainable Development Goals (SDGs), particularly SDGs 8 (Decent Work and Economic Growth) and SDGs 9 (Industry, Innovation, and Infrastructure). By examining how resonant leadership, knowledge sharing, and continuous learning enhance employee engagement, this research contributes to the promotion of decent work conditions, improved employee well being, and sustainable organizational performance. Furthermore, the findings support SDGs 9 by emphasizing the importance of continuous learning and knowledge sharing practices in strengthening human capital and fostering innovation within the aviation industry.

Prior studies have examined the impact of employee engagement on performance, either directly or indirectly [11]. Previous research has shown that employee engagement affects both employee performance and employer branding [12]. Researched employee engagement and employee performance variables, stating that employee engagement has a positive effect on employee performance, researched employee engagement and employer branding variables, stating that employee engagement found that knowledge sharing, resonant leadership, continuous learning, internal communication satisfaction, internal corporate communication, and intrapreneurship are all positively related to employee engagement, while employee engagement is also positively related to employer branding [13]. This study will test and analyze employee performance and employer branding in Indonesias aviation business, which is developing following the COVID-19 pandemic [14]. This study examines factors influencing employee engagement, including information sharing, continual learning, and resonant leadership [15].

Although previous studies have examined employee engagement and its relationship with leadership, performance, and employer branding, most of them were conducted in general organizational contexts or outside the aviation industry [16]. This study differs by focusing specifically on Indonesia's aviation industry and by examining the combined effects of resonant leadership, knowledge sharing, and continuous learning on employee engagement. Furthermore, this study positions employee engagement as a mediating variable linking leadership practices to both employee performance and employer branding among production employees. By concentrating on a post-COVID aviation context in a developing economy, this research provides empirical insights that extend prior findings and enrich the literature on human resource management in the aviation sector [17].

To address a research vacuum, the author examines the function of resonant leadership and continuous learning in influencing employee engagement to improve employer branding and employee performance in Indonesias aviation industry [18]. This is critical in the aviation business since the fast paced work environment is coupled with a high workload and demands for passenger safety [19]. Resonant leadership is required in the aviation workplace to create empathy, pleasant sentiments between employees and the corporation, and job motivation [20]. Continuous learning is also required in the aviation business to address future technology and market concerns. This has an impact on improving employee abilities and preparing them to meet changes in the workplace [21]. Increasing resonant leadership through continuous learning can directly boost employee engagement. Employees who are always motivated to work, have a sense of belonging to the company, and are emotionally attached to superiors and the organization will demonstrate a high level of engagement. Employees in the aviation business who are highly engaged tend to perform better and positively impact corporate branding [22]. As a result, conducting this research is critical, with the expectation that it can contribute to aviation industry practices that improve employee performance and corporate reputation [23]. Our study focuses on the Indonesian aviation industry, with respondents drawn from permanent employees who have worked in the business for at least one year, particularly those in the manufacturing division with a minimum High School or Vocational School education [24].

According to research by human error accounted for 60% of the 155 aviation accidents and major incidents investigated by Indonesias National Transportation Safety Committee (KNKT) [25]. The Ministry of Transportation has instituted several training programs that promote the exchange of information to establish a safe and healthy workplace [26]. These programs include the Safety Management System, New Employee Onboarding, Safety Induction, and Orientation Training [27]. This information exchange aims to boost comprehension and productivity in the workplace [28].

In light of the foregoing, this study aims to investigate the hypothesis that resonant leadership, knowledge sharing, and continuous learning positively affect employee engagement, which affects employee performance and employer branding [29]. This study anticipates positive managerial implications for the management of employee performance and employer branding, particularly in the aviation industry, as well as theoretical and scientific contributions to human resources (HR) [30].

2. LITERATURE REVIEW

2.1. Resonant Leadership

According to [31], A leader exhibits resonance when he or she lays forth the duties and responsibilities of subordinates and the benefits that will accrue upon completion of the tasks [32]. According to another study, resonant leadership is characterized by an enthusiastic and empathetic approach to leading subordinates [33]. Applying resonant leadership can also help leaders and employees form strong social bonds, making it easier to deal with challenging workplace situations [34]. According to additional research, leaders exhibiting resonant leadership traits demonstrate high emotional intelligence [35]. Involving people through their current potential and continually inspiring others are two hallmarks of a leader with strong resonant leadership [36, 37]. Leadership that resonates with followers helps bosses and subordinates work together toward common objectives [38]. A rational leadership style grounded in emotional intelligence, resonance leadership aims to establish harmony in an organization by balancing ones emotions and those of others. The hallmarks of resonant leaders are the ability to read people, articulate both the what and the why, and a solid foundation in emotional intelligence [39].

2.2. Knowledge Sharing

According to [40], Organizations cannot stay competitive or flourish if they do not share what they know with one another [41]. The term knowledge sharing can also refer to team members imparting and receiving information, wisdom, and experience from one another [42]. Interactions between members of an organization that fosters mutual understanding, integration, and sharing of knowledge are collectively referred to as knowledge sharing. This is conceivable when individuals work together toward the same goal [43]. Knowledge sharing is the exchange of information, including ideas, experiences, and suggestions, among members of an organization [44]. Without a willingness to share, information is likely to be lost [45]. Knowledge sharing is when employees inside an organization share and benefit from each others expertise, facts, experiences, and knowledge. Research has shown that when organizations work together to understand and make sense of something, they share knowledge. Knowledge sharing, on the other hand, is defined as the act of employees exchanging information, whether tacit or explicit, as well as their experiences and abilities. Explicit information is stored and recorded after people have internalized tacit knowledge through study, experience, and social contact; the latter two types of knowledge are subjective and private. Knowledge sharing facilitates the exchange of information, expertise, and scientific data about job related responsibilities.

2.3. Continuous Learning

According to continuous learning is an organizations continual learning and development process. Organizations that adopt a growth mindset will plan training programs for their workers to boost their productivity. Continuing education through a sequence of lessons is to acquire new knowledge while retaining what one has already learned, according to another research. Businesses can benefit from accelerated learning and adaptation if they adopt a Continuous Learning strategy. Building employee confidence, strengthening learning and education abilities, and increasing employee engagement are ways an organization can benefit from optimally implementing continuous learning. Indicators of the continuous learning variable, as derived from the journal article, include the following company sponsored development and learning company sponsored training company sponsored procedures company sponsored positive feedback company sponsored learning opportunities opportunities to work company sponsored development and learning skills in creating freedom to ask for help from coworkers and company sponsored discussion.

2.4. Employee Engagement

When workers are enthusiastic about their jobs, contributions to company goals, and future with the company, we say that they are engaged. When workers are enthusiastic about what they do for a living, they are likelier to put their hearts into their jobs, stay committed to their responsibilities, and take ownership of

their results. Team performance is impacted by employees involvement with the organizations vision, mission, and goals. An alternative explanation for employee engagement could be workers strong emotional connection with their jobs and the companies they work for. Employee engagement refers to a mentality that permeates a companys culture and motivates workers to dedicate themselves fully to achieving its objectives. When workers are enthusiastic about what they do for a living, it shows in their work and ultimately affects the companys bottom line. Another way of looking at employee engagement is a persons dedication, commitment, and loyalty to their job, company, and supervisors. So, businesses with engaged workers will commit to one another, leading to improved performance. Coworkers who work to completion, who work hard, who persist in their work, who are enthusiastic about their work, who are attached to it, who are committed, who have fun working, who work intensely, and who are concerned about their work are all indicators of the employee engagement variable.

2.5. Employee Performance

Eliyana identified three primary factors organizational support, managerial competence or efficacy, and individual job performance, which impact employee performance, a stage of work achievement by individuals in an organization. Organizational success or failure is largely affected by employee performance. Performance is the sum of the outcomes achieved over a given period using a specific job function or activity. A company cannot stay in business or make any headway without productive employees. Depending on their position within the company, employees work directly impacts the organizations bottom line. An employees performance is their capacity to do tasks that help the organization reach its objectives. The capacity or measurement of employees to carry out their duties to accomplish organizational objectives is hence known as employee performance. Using metrics like putting oneself in the customers shoes, making customers comfortable, delivering effective service, and working professionally, journal found that employees performance might be improved.

2.6. Employee Branding

Employer branding allows employees to pursue their dreams while promoting the companys image and encouraging lifelong learning. Employer branding, in simpler terms, is the process of establishing a companys or organizations favorable reputation for the value it provides to its employees. Elaborate that employer branding is an area of study where businesses strive to entice prospective employees. Another study defines employer branding as the collective perception of a firm as a positive workplace. Employer branding aims to establish a companys reputation as an attractive and inspiring workplace. Consequently, it is safe to say that building an organizations reputation and image through employer branding is crucial to attracting top personnel. The journal identifies the following factors as indicators of the employer branding variable opportunities for employees to develop, opportunities for advancement within the company, opportunities for learning and training, awards given by the company, opportunities to participate in new projects, bonuses given as a token of appreciation, facilities that are welcoming to families, superior products offered by the company, a safe work environment, and positive relationships with coworkers.

3. METHODOLOGY

This study used a survey approach to data gathering by disseminating questionnaires through Google Forms. Number 1 indicates significant disagreement, and number 5 represents strong agreement on a Likert scale from 1 to 5, as used in this study. Because participants in this study were only required to check one box for each answer, the survey or questionnaire utilized was a closed form. Fifty indicators can be used to measure the following variables Resonant Leadership, Knowledge Sharing, Continuous Learning, Employer Branding, and Employee Engagement. This study used a non probability method to determine the number of samples.

The data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. The analysis followed a two stage approach. First, the measurement model was evaluated to assess indicator reliability, internal consistency reliability, convergent validity, and discriminant validity using outer loadings, Cronbachs alpha, composite reliability, and Average variance Extracted (AVE). Second, the structural model was assessed by examining path coefficients, t-values, and p-values obtained through a bootstrapping procedure to test the proposed hypotheses. This approach enables a comprehensive evaluation of the relationships among latent in accordance with established PLS-SEM guidelines. to conduct analysis using PLS-SEM, the ideal number of respondents is five to ten times the number

of indicators. In this case, there were 55 indicators, and 278 people responded. Permanent staff members with staff positions in the production division who have worked for at least one year in the aviation industry and have a high school diploma or its equivalent are the subjects that will be sampled using the purposive sampling method.

The respondents of this study were permanent employees working in the production division. Permanent employees were selected because they possess stable job responsibilities, sufficient operational experience, and compliance with aviation industry regulations, making them suitable respondents for this study. In order to establish the educational background requirements for the respondents, we looked to Government Regulation No. 32 of 2001, which deals with the aviation sector and states that anyone seeking a license or competency letter from the Ministry of Transportation must have completed high school or its equivalent. The organizations PT GMF Aeroasia, PT Lion Air, and PT Garuda Indonesia are the main subjects of this research.

4. RESULTS AND DISCUSSION

Participants in this study were full time production department staff members who had been employed by the company for a minimum of one year and had a high school or its equivalent. There were 278 total respondents, with 206 males and 72 women making up the gender breakdown. Nearly half of those who completed the survey were in the 20 to 30 year old age range. Strata One had the most representation at the most recent educational level (45%). When the measurement model is tested, it becomes clear how the manifest or observable variable stands in for the latent variable that needs to be measured. Checking the indicators validity and reliability is essential for testing the measurement model (outer model). We are using SmartPLS4 software for this test. Figure 1 shows the study's outer model.

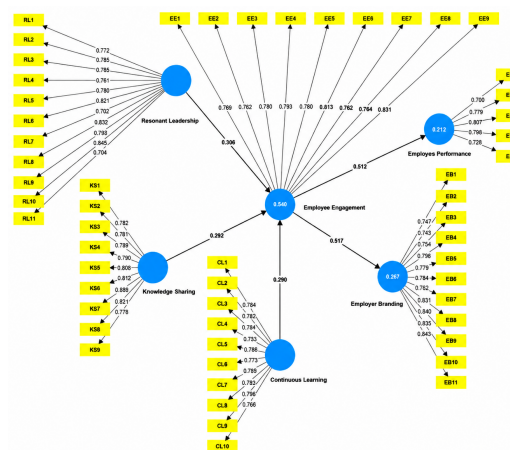


Figure 1. Path Diagram Outer Model

Figure 1 based on the path values in the path diagram, the hypothesis testing of the research model can be explained as follows in Table 1.

Table 1. Test Results

Hypothesis	Relationship	t	p
H1	Resonant Leadership has a positive effect on Employee Engagement.	4,047	0,000
H2	Knowledge Sharing has a positive effect on Employee Engagement.	2,945	0,003
H3	Continuous Learning has a positive effect on Employee Engagement.	3,919	0,000
H4	Employee Engagement has a positive effect on Employee Performance.	8,623	0,000
H5	Employee Engagement has a positive effect on Employer Branding.	8,435	0,000

Furthermore, Table 1 it is worth noting that the hypothesis test findings demonstrate a strong positive link between Employee Engagement and Employee Performance, as evidenced by an O value of 0.511. This suggests that a correlation between employee engagement and performance exists. A T-statistic value of 8.623 (higher than 1.976) and a P-value of 0.000 (less than 0.05) statistically show this association. Furthermore, a substantial positive correlation between Employee Engagement and Employer Branding (O value 0.512) suggests that the two variables are significantly related. This suggests that a companys perception of an appealing workplace improves in correlation with employee engagement levels. This association is statistically significant, as shown by the T-statistic value of 8.435 (higher than 1.96) and the P-value of 0.000 (less than 0.05). Tests of the hypotheses have shown a statistically significant association between the organizational factors thus, all are acceptable.

Resonant leadership, knowledge sharing, and continuous learning jointly contribute to enhancing employee engagement by fostering a supportive work environment characterized by emotional connection, open communication, and continuous development. Leaders who demonstrate emotional intelligence and empathy encourage employees to share knowledge and actively participate in learning processes, which strengthens their sense of belonging and engagement. Rather than acting independently, these factors function as complementary mechanisms that collectively enhance employee engagement within Indonesias aviation industry.

According to this study, employee performance is positively associated with strong levels of employee engagement. While employee performance reflects the outcomes and quality of employees' work, employee engagement represents their emotional investment in the organization. Employees who feel engaged are more motivated to contribute their best efforts, which in turn enhances productivity and goal achievement. This finding is consistent with previous studies that report a positive relationship between employee engagement and employee performance.

In Indonesia aviation industry, high employee engagement contributes to improved performance quality. Companies such as PT Garuda Indonesia, PT GMF Aeroasia, and PT Lion Air have implemented engagement driven work cultures through initiatives such as employee sharing sessions, continuous technical training, and recognition programs. These practices encourage employees to work more effectively and enthusiastically, resulting in higher efficiency, better service quality, and stronger alignment with organizational objectives.

Employee engagement plays a critical role in strengthening employer branding. High levels of engagement reflect employees emotional commitment to their organization, which influences how the company is perceived by both current employees and the external labor market. Engaged employees are more likely to speak positively about their workplace, thereby enhancing the organizations reputation through word of mouth and digital platforms. This finding is consistent with previous studies showing that employee engagement positively affects employer branding.

In Indonesia aviation industry, employer branding is particularly important due to the sectors strong emphasis on service quality and safety. Companies such as PT Garuda Indonesia have built a strong employer brand supported by high employee engagement, as reflected in international recognition such as Skytrax awards. These achievements result from sustained employee contributions and commitment over time. Therefore, the findings of this study further confirm that employee engagement serves as a key driver in enhancing employer branding and organizational reputation. One area where this study falls short is its examination of how resonant leadership, continuous learning, and employee engagement in Indonesia aviation industry affect employee performance and business branding. Success in leading a team depends on the leaders ability to connect with his or her subordinates on an emotional level, which in turn inspires them to do their best. Managing work pressure through effective conflict management and creating a happy work environment for employees are two examples of how a resonant leadership attitude can improve working conditions. Hence, resonant leadership will boost a sense of belonging and influence the attachment between leaders and the organization. Companies in Indonesias aviation industry have fostered a mindset of lifelong learning by providing their production divisions human resources with a variety of training programs, such as those for the Airbus A330, which went through a type rating change from CEO to NEO, and for Boeing classic to noe generation aircraft. Staff members increased competence in the aviation sector, their preparedness to deal with future technological changes, and the availability of opportunities for staff members to further their aviation expertise are all ways in which continuous learning will affect the companys long term viability.

A more engaged workforce in Indonesia aviation sector is possible by promoting more resonant leadership and ongoing professional development. Workers whose intrinsic motivation to learn never wanes will bring an infectious sense of excitement to their jobs, fueled by both intellectual and emotional investment as

a result, productivity in the workplace will rise. More optimal performance, motivating encouragement, and mature scientific knowledge will accompany a sustainable work environment that encourages strong employee engagement. An engaged workforce boosts productivity and enhances employers public perception when implemented in Indonesia aviation sector. In the aviation sector, this manifests as maximum service, competent aircraft maintenance, aircraft cleanliness, and travel punctuality, which are examples of excellent performance that yield optimal products. Those looking for work, those buying the companys products, investors, and even the government will have a positive impression of the brand.

Employer branding plays a key role in shaping employee performance, especially in Indonesia aviation industry, where service quality and safety are top priorities. A strong employer brand, built on a solid reputation, clear career paths, and a positive workplace culture, not only attracts top talent but also helps retain skilled workers. It creates a sense of pride and loyalty among employees, which in turn boosts motivation and engagement. When staff see their employer as trustworthy and supportive, theyre more likely to go the extra mile. This is especially important in aviation, where roles like cabin crew, maintenance teams, and ground staff have a direct impact on customer experience and safety. A positive employer brand can lead to higher job satisfaction, lower turnover, and increased discretionary effort all of which drive better performance at both the individual and organizational level. In Indonesia competitive and fast growing airline sector, where labor shortages are a real concern, investing in employer branding isnt just a smart recruitment strategy, its a crucial step toward maintaining strong performance and operational excellence.

Overall, the findings of this study demonstrate that resonant leadership, knowledge sharing, and continuous learning jointly enhance employee engagement, which subsequently influences employee performance and employer branding. Employee engagement functions as a mediating mechanism that connects leadership and learning oriented practices with both individual and organizational outcomes. This integrative relationship clarifies the theoretical framework of the study and strengthens its contribution within the context of Indonesia aviation industry

Based on the findings, several managerial implications can be drawn for practitioners in the aviation industry, particularly HR managers and organizational leaders. First, managers should promote resonant leadership practices by developing leaders emotional intelligence, empathy, and communication skills to strengthen employee engagement. Second, organizations are encouraged to establish structured knowledge sharing mechanisms, such as regular briefings, mentoring programs, and digital knowledge platforms, to foster collaboration and learning among employees. Third, continuous learning initiatives, including training programs, certifications, and professional development workshops, should be prioritized to enhance employees competencies and readiness for technological changes. By implementing these strategies, aviation organizations can improve employee engagement, enhance performance, and strengthen employer branding, ultimately supporting sustainable organizational outcomes.

5. MANAGERIAL IMPLICATIONS

The results of this study indicate that resonant leadership, knowledge sharing, and continuous learning have a significant effect on employee engagement, which in turn influences employee performance and employer branding. Therefore, management should encourage leaders to adopt a supportive and inspiring leadership style, create a work environment that promotes knowledge sharing among employees, and provide continuous learning programs. By strengthening employee engagement, organizations can enhance employee performance while simultaneously building a positive employer brand.

6. CONCLUSION

This study examines the role of resonant leadership, knowledge sharing, and continuous learning in enhancing employee engagement and its impact on employee performance and employer branding within Indonesia aviation industry. The findings demonstrate that these leadership and learning related factors jointly foster a supportive work environment that strengthens employees emotional connection, motivation, and involvement in their work. Employee engagement is confirmed as a key mediating mechanism that translates organizational practices into improved performance and a stronger employer brand.

From a theoretical perspective, this research extends the employee engagement literature by integrating resonant leadership and continuous learning into a unified framework, particularly within the context of the aviation industry in emerging economies. Practically, the findings suggest that aviation organizations should

invest in emotionally intelligent leadership, structured knowledge sharing practices, and continuous learning programs to enhance workforce engagement, performance, and organizational reputation.

Despite its contributions, this study has several limitations. The research focuses on Indonesia aviation sector, which may limit the generalizability of the findings to other industries or countries. Future research is encouraged to apply mixed method approaches, such as qualitative interviews or case studies, and to test the proposed model in different organizational and cultural contexts to further validate and enrich the findings.

7. DECLARATIONS

7.1. About Authors

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7.2. Author Contributions

Conceptualization: HT; Methodology: MA; Software: RR and HT; Validation: MA; Formal Analysis: RR and HT; Investigation: MA; Resources: RR; Data Curation: HT and MA; Writing Original Draft Preparation: RR; Writing Review and Editing: HT; Visualization: MA; All authors, HT, MA, and RR, have read and agreed to the published version of the manuscript.

7.3. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

7.4. Funding

The authors received no financial support for the research, authorship, and/or publication of this article.

7.5. Declaration of Conflicting Interest

The authors declare that they have no conflicts of interest, known competing financial interests, or personal relationships that could have influenced the work reported in this paper.

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