

# Human Resource Management Strategy Through Leadership Communication and Employee Involvement in the Institution Itb Higher Education Haji Agus Salim

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## ABSTRACT

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This study aims to analyze the influence of leadership communication and employee involvement on work productivity through the mediation of human resource management (HR) strategies at ITB Haji Agus Salim Bukittinggi. In the context of global competition and digital transformation, higher education institutions are required to improve organizational performance through effective human resource governance. The quantitative approach is used with explanatory research methods and pathway analysis techniques to test the relationships between variables. The research population included lecturers and education staff with sampling using the Slovin formula.

The results of the study show that leadership communication has a significant positive effect on human resource management and employee productivity. On the other hand, employee involvement has a negative effect on HR management, but it still has a positive impact on productivity. HR management strategies have been shown to have a partial mediating role in the relationship between leadership communication and employee engagement on productivity. The implications of this study emphasize the importance of integration between leadership behavior, employee engagement, and HR management systems in creating a productive and competitive work environment in the higher education sector.

**Keywords:** Leadership Communication, Employee Engagement, Human Resource Management, Productivity, Higher Education.

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## 1. INTRODUCTION

In the era of global competition and digital transformation, higher education institutions are required to improve the quality of the academic field through human-sourced organizational governance. Organizational management will have an impact on a conducive work environment, so employees will be more productive. Higher education in Bukittinggi plays an important role in the development of the local community and the economy of West Sumantra. Human resource management as a strategic element in supporting the success of higher education, so that the strategy of managing human resources through increasing work productivity is very important, especially in the ITB Haji Agus Salim campus environment in preparing universities that are able to compete and produce quality graduates who are able to compete in the global era.

Leadership communication is one of the fundamental factors in building a healthy management system, where leadership communication is in the form of leadership skills in moving the organization through structured communication. Effective communication from a leader can motivate employees to commit to the organization (Davis et al., 2024a). Leaders must communicate empathy and a shared vision to restore trust and create a culture of engagement. Communication can build Work Motivation and provide a sense of trust to lecturers where everything will depend on the Performance of ITB Staff Haji Agus Salim in the context of implementing the tri dharma of higher

education. In general, an effective leadership communication pattern is needed so that the campus can respond to various challenges of civilization, both local, national, regional, and global (Lopez et al., 2021). Communication styles that are seen as effective in building a conducive work environment, such as open, supportive, and inspirational communication styles. With this communication model, leaders can build a spirit of trust and open a two-way communication space with subordinates that can result in conducive collaboration (Al Hajri, 2022).

In addition, the involvement of employees, both lecturers and education staff, is an important indicator in organizational productivity and the success of higher education institutions (Mubina & Suganya, 2020). Employees who are actively involved in decision-making, innovation, and work evaluation will show higher levels of loyalty and productivity (Rakthin et al., 2021). So that with the involvement of employees, it becomes an important support in facing complex academic and administrative challenges. Karena engaged employees are more motivated, and display higher levels of creativity, align with organizational goals and lead to productivity (Kavitha, 2025a), (Goyal et al., 2023b). Oleh karena itu sangat penting sebuah organisasi untuk memotivasi karyawan agar terlibat dalam operasional organisasi, baik dengan menerapkan praktik SDM yang berfokus pada keterlibatan, seperti lingkungan belajar berkelanjutan, penghargaan kompetitif, dan peluang karir (Viterouli et al., 2025). In addition, with employee engagement, factors such as work-life, professional development, and career mobility play an important role in increasing employee engagement (Davis et al., 2024b).

Leadership communication and work involvement will not directly generate productivity without a structured HR management system and strategy. HR management acts as a connecting mechanism between leadership values and employee participation with the real results of the organization. HR management is a practice such as recruitment, training, performance management and employee development that requires employee involvement (Abd Alla et al., 2024). Specific HR strategies such as competitive awards, career advancement opportunities, and ongoing training have been found to significantly impact employee engagement and, consequently, productivity (Raina & Kalse, 2019). Without the right management strategy, the potential of human resources will not develop optimally.

Productivity is the final indicator that reflects the success of an organization in managing its resources. In the context of higher education, productivity is not only seen from administrative output, but also from the quality of academic services, scientific publications, educational innovations, and the satisfaction of students and other stakeholders. Therefore, it is important to systematically examine how communication and engagement impact productivity through HR management strategies. Leadership communication directly impacts productivity by fostering a supportive and engaging work environment. Leaders who communicate effectively can inspire and motivate employees, leading to higher productivity (Imam et al., 2023). HR management strategies that increase employee engagement indirectly increase productivity. Engaged employees are more productive, show higher job satisfaction, and contribute positively to the success of the organization (Kavitha, 2025a). The combination of strategic leadership communication and strong HR practices creates a culture of engagement, which is essential for productivity and long-term growth (Abd Alla et al., 2024).

This study aims to analyze the influence of leadership communication and employee engagement on productivity through human resource management at ITB Haji Agus Salim. This study is expected to make a theoretical contribution to the literature on human resource management in the education sector, as well as provide practical recommendations for strengthening organizational systems in higher education. Because such communication and involvement will not provide maximum results without a structured and strategic HR management system. Therefore, it is important to review how leadership communication and employee engagement affect HR management, which in turn impacts employee productivity.

## 2. LITERATURE REVIEW

The purpose of the study is to analyze the relationship between leadership communication, employee involvement through human resource management and work productivity, then the literature each explains the concept of human resource management strategy, leadership communication, employee involvement, human resource management, and employee productivity

### 2.1. Human Resource Management Strategy

Human resource management includes planning, developing, evaluating, and retaining the workforce with organizational goals, strategy is the practice of resources. These practices include recruitment, procurement, performance management and employee development and these practices help in building a committed and productive workforce (Abd Alla et al., 2024).

Specific HR strategies such as competitive awards, career advancement opportunities, and ongoing training have been found to significantly impact employee engagement and, consequently, productivity (Raina & Kalse, 2019). Studies show that HR practices that focus on leadership communication and employee engagement lead to superior performance metrics, including operational efficiency (Kavitha, 2025b). HR strategies will directly impact employee productivity, so that with leadership communication directly affecting productivity by fostering a supportive and engaging work environment, leaders communicating effectively can inspire and motivate employees which leads to higher productivity (Imam et al., 2023).

HR management strategies indirectly affect can increase employee productivity, this indicates higher job satisfaction and the combination of strategic leadership communication and strong HR practices creates a culture of engagement, which is important for long-term productivity and growth. (Davis et al., 2024b). Through HR management indicators such as recruitment and selection, competency development, performance evaluation, reward and competency system and retention & promotion can increase productivity even higher (Imam et al., 2023), (Anakpo et al., 2023). This based on HR strategy theory includes aligning HR practices with organizational goals, ensuring vertical and horizontal alignment, and integrating sustainability and inclusivity. Effective HR practices are essential to drive employee engagement, performance, and organizational success. Future research should continue to explore the integration of technology and global perspectives in HRM (Soekotjo et al., 2025).

### 2.2. Leadership Communication

Leadership communication is the process by which leaders communicate visions, missions, values, and instructions to subordinates effectively to build productive relationships and encourage the achievement of organizational goals (Kumar et al., 2025). Robbins stated that effective communication from leaders can increase team members' motivation, trust, and engagement. An open, supportive, and participatory communication style is considered the most effective in creating a positive work culture (Saputra Farhan, 2021). Strategic leadership has effective leadership communication, this is because it is very important to encourage employee engagement and organizational commitment, especially in creating a conducive work environment (Davis et al., 2024a). Leaders must communicate empathy and a shared vision to restore trust and create a culture of engagement.

Communication styles in leadership can apply a participatory and authentic leadership model, this is because it is seen as very effective in increasing employee engagement by promoting job satisfaction and retention (Ramirez-Lozano et al., 2023). Leadership that prioritizes communication and open feedback can significantly impact employee motivation and performance (Al Hajri, 2022). In addition, a transformational leadership style includes coaching programs and workshops, can help improve leadership effectiveness and encourage a healthy flow of communication throughout the organization (Lopez et al., 2021).

### 2.3. Employee Engagement

Employee engagement acts as a mediator between HR practices and organizational performance. Engaged employees are more likely to show higher productivity, lower turnover rates, and better alignment with organizational goals (Kavitha, 2025b). employee engagement is an HR practice activity such as recruitment, training, development, performance management and employee engagement is essential in aligning strategically with organizational goals, increasing employee commitment and reducing turnover (Goyal et al., 2023b).

Employee engagement can maintain a positive work-life balance and professional development, by ensuring employees have opportunities for career advancement and can increase resilience, creativity and engagement (Davis et al., 2024a). Work involvement in its implementation organizations should focus on human resources that can motivate employees to engage by engaging a sustainable environment, competitive rewards, and career development opportunities (Viterouli et al., 2025).

Employee engagement refers to the level of energy, dedication, and concentration that an individual devotes to his or her work activities. According to Schaufeli, the employees involved showed high enthusiasm and felt proud of their work. Engagement is closely related to productivity, job satisfaction, and HR retention (Gallup et al., 2020). Referring to Harter, Schmidt, and Hayes in their research, it was stated that employee engagement is a determining factor in the success of a company's performance. In a meta-analysis study involving more than 50,000 employees across

various industries, they found that engaged employees were more capable of achieving higher performance in terms of productivity, innovation, and quality of work. Engagement was also found to be positively correlated with decreased employee turnover rates and increased customer satisfaction. It has also been found that employee engagement has a direct impact on a company's bottom line. Companies that focus on employee engagement are more likely to achieve more stable and thriving financial performance over the long term (Manjaree & Perera, 2021).

#### 2.4. Employee Productivity

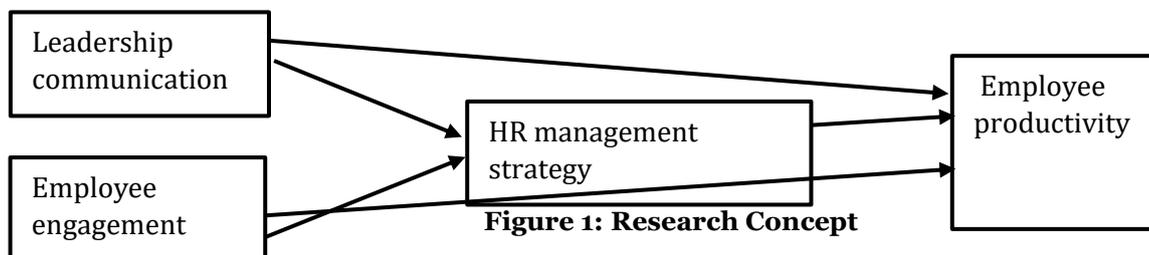
Employee productivity is defined as the ability of an individual or team to produce high-quality output in an efficient time. In the higher education sector, productivity includes academic activities, administrative services, and contributions to institutional development (Amirul et al., 2023). Employee work productivity refers to the level of efficiency and effectiveness of an employee in completing a task or work within a certain period of time. Productivity reflects the output generated compared to the inputs used (Soekotjo et al., 2025).

Work productivity is based on management theory, exploring by emphasizing the balance of workload with tangible results. Work productivity has an impact on employee well-being, which is highlighted as an important factor for organizational success. Addressing job needs and resources can transform management practices into tangible results for employees, promote a healthy work environment and increase productivity's (Bhardwaj et al., 2025).

The basic concept theory of work productivity is the Goal-setting theory, which is that setting specific and challenging goals can increase productivity because it gives direction and triggers maximum effort from employees (Ramadhan et al., 2022). Based on this theory, work productivity is an opportunity for professional promotion and development so that there will be a positive diversity that is sometimes associated with employee satisfaction, while effective human resource policies that focus on employee satisfaction can improve business performance (García Martín & Herrero, 2025).

#### 2.5. Research Concept

This research develops a framework of thinking that leadership communication and employee engagement can improve HR management which ultimately drives increased productivity. Therefore, human resource management is positioned as an intervening variable (mediation). This can be described as follows:



#### 2.6. Research Hypothesis

Based on the framework of the research concept, the hypothesis proposed in the study is:

1. There is an influence of leadership communication on the human resource management strategy at ITB Haji Agus Salim Padang

Ho = no influence of leadership communication on human resource management strategy at ITB Haji Agus Salim Padang

Ha = There is an influence of leadership communication on the human resource management strategy at ITB Haji Agus Salim Padang.

2. There is an influence on the influence of employee involvement on human resource management strategies at ITB Haji Agus Salim Padang

Ho = no effect of employee involvement on human resource management strategy at ITB Haji Agus Salim Padang

Ha = There is an influence of employee involvement on the human resource management strategy at ITB Haji Agus Salim Padang

3. There is an influence on the influence of leadership communication on employee productivity at ITB Haji Agus Salim Padang

Ho = no effect of leadership communication on employee productivity at ITB Haji Agus Salim Padang

Ha = There is an influence of leadership communication on employee productivity at ITB Haji Agus Salim Padang

4. There is an influence on the influence of employee involvement on employee productivity at ITB Haji Agus Salim Padang

Ho = no effect of employee involvement on employee productivity at ITB Haji Agus Salim Padang

Ha = There is an effect of employee involvement on employee productivity at ITB Haji Agus Salim Padang

5. There is an influence of human resource management strategy on employee productivity at ITB Haji Agus Salim Padang

Ho = no influence of human resource management strategy on employee productivity at ITB Haji Agus Salim Padang

Ha = There is an influence of human resource management strategy on employee productivity at ITB Haji Agus Salim Padang.

### 3. Method

#### 3.1. Research Design

The research uses a quantitative descriptive and inferential approach with the explanatory research method, the goal is to explain the causal relationship between leadership communication and employee engagement on employee productivity through HR management. This approach allows for statistical hypothesis testing to determine the direct and indirect influences between variables (England, 2022).

#### 3.2. Population and Sample

The population in this study is all lecturers and education staff within the ITB Haji Agus Salim Higher Education Institution. The sample determination technique is carried out by using the Slovin formula, with a margin of error of 5%. The inclusion criteria include permanent employees, working for at least 1 year and willing to fill out questionnaires (Helfat et al., 2023).

#### 3.3. Data

The type of data used in this study is primary data, which is obtained from the results of recapitulation through the distribution of a closed questionnaire based on the likert scale (1-5) to the respondents (Velec & Huang, 2014). This questionnaire covers three main sections, namely leadership communication, employee engagement, and human resource management strategies. In addition, this study also uses secondary data, as supporting information, such as organizational structure, personnel reports, and HR policy documents from institutions (Hussain et al., 2019).

#### 3.4. Analysis Techniques

Descriptive analysis was carried out to find out the characteristics of the respondents and the general picture of each variable studied (England, 2022). Multiple Regression Analysis Used to test the simultaneous and partial influence between leadership communication and employee engagement on HR management strategies. Coefficient of Determination Test ( $R^2$ ) To measure how much independent variables contribute in explaining variations in HR management strategies. Hypothesis Test (t-test and F-test) To test the significance of the relationship between variables in the research model. The entire data analysis process is carried out with the help of statistical software such as SPSS (Ghozali imam, 2016).

## 4. RESULT

### 4.1. Path Analysis

#### 4.1.1. Structural Analysis I

The test on structural I is the influence of leadership communication and employee involvement on human resource management, and the results of the calculation of the coefficient model in sub-structural I are known that the coefficient values of the two variables are  $X1 = 0.836$ ,  $X2 = -0.246$ . With the significance value of the five variables, namely  $X1 = 0.000$ ,  $X2 = 0.010$ , the result shows that it is smaller than 0.05 only for the variables  $X1$ , and  $X2$ . This result concludes that the regression of structural model I, namely  $X1$ ,  $X2$ , which affects  $Y$  is  $X1$  and  $X2$ , meaning that only leadership communication and employee involvement have a direct effect on HR management. The amount of  $R^2$  or R-Square value contained in the calculation results is 0.456, this shows that the contribution or contribution of the influence of  $X1$ ,  $X2$ , on  $Y$  is 45.6% while the remaining 49.1% is the contribution of other variables that are not included in the study. While tilapia  $e1$  can be searched with the formula  $e1 = (1 - 0.456) = \sqrt{0.544}$ .

Based on these results, it is described as follows:

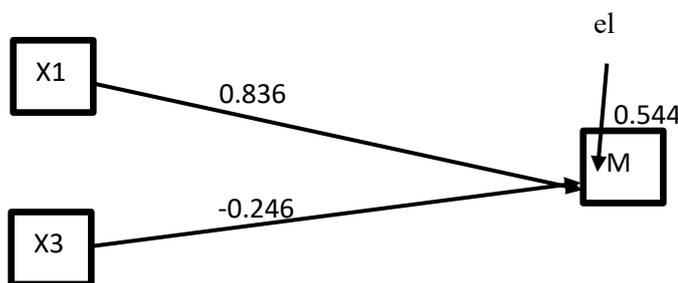


Figure 2: Structural Coefficient I Results

4.1.2. Analisis Structural Analysis II

The results of the calculation of the coefficient model in substructural II are known that the significance values of the three variables are  $X1 = 0.483$ ,  $X2 = 0.209$ , and  $Y = 0.324$ . With the significance values of the three variables, namely  $X1 = 0.000$ ,  $X2 = 0.001$ , and  $Y = 0.000$ , the result is smaller than 0.05. This result concludes that the regression of the structural II model (namely  $X1$ ,  $X2$ ,  $Y$  to affects  $Z$ , and the variable  $X1$  leadership communication) makes the greatest contribution. The amount of  $R^2$  or R-Square value contained in the calculation results is 0.786, this shows that the contribution or contribution of the influence of  $X1$ ,  $X2$ ,  $Y$ , on  $Z$  is 78.6% while the remaining 21.4% is the contribution of other variables that are not included in the study. While tilapia  $e1$  can be searched with the formula  $e1 = (1 - 0.786) = \sqrt{0.214}$ .

Based on the results of the two structures, it is described as follows:

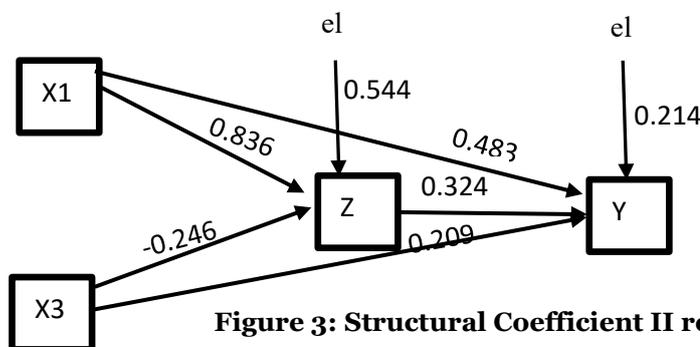


Figure 3: Structural Coefficient II results

4.2. Model testing

4.2.1. Testing F

1. Test F model structural I

The calculation results show that the value of F is calculated as 56,488 while F is a table with  $df_1 = 2 - 1 = 1$  and  $df_2 = 100 - 2 = 98$ , then F is obtained a table of 3.94. And the significance value is 0.002, or less than 0.05. Because the value of F is calculated to be greater than the F of the table, thus the regression model between leadership communication (X<sub>1</sub>), employee involvement (X<sub>2</sub>) to HR management (Y) is declared fit or feasible, simultaneously, the two independent variables have a significant effect on HR management.

### 2. Test F model Structural II

The calculation results show that the value of F is calculated as 163,689 while F is a table with  $df_1 = 2 - 1 = 1$  and  $df_2 = 100 - 2 = 98$ , then F is obtained a table of 3.94. And a significance value of 0.000, or less than 0.05. Because the value of F is calculated to be greater than the F of the table, thus the regression model between leadership communication (X<sub>1</sub>), employee engagement (X<sub>2</sub>) and HR management (Y) on employee productivity (Z) is declared fit or feasible, the three variables have a significant effect together on employee productivity.

### 4.2.2. Coefficient test determination

#### 1. Cohesion Determination Structural Model I

The adjusted value of R square is = 0.456, and the value of  $R^2 = 0.675$ , thus explaining that only 32.5% of the variation in HR management is explained by the two variables.

#### 2. Coefficient Determination Structural Model II

The adjusted value of R square is  $R = 0.786$ , and the value of  $R^2 = 0.886$ , thus explaining the 35.6% variation in employee productivity is explained by the three variables.

### 4.3. Hypothesis Testing (T Test)

The results of the t-test test in this study are:

1. The influence of leadership communication on the management of Human Resources (HR) at ITB Haji Agus Salim Bukittinggi was obtained t count = 8.877 with sig. 0.019, because the sig. value obtained < the sign level.  $\alpha = 0.05$ , then  $H_0$  was rejected and  $H_a$  was accepted. This means that the hypothesis that reads "there is an influence of leadership communication on the management of Human Resources (HR) at ITB Haji Agus Salim Bukittinggi" is accepted.
2. The effect of employee involvement on the management of Human Resources (HR) at ITB Haji Agus Salim Bukittinggi was obtained t count = 2.610 with sig. 0.019, because the value of sig. which is obtained < sign level.  $\alpha = 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted. This means that the hypothesis that reads "there is an influence of employee involvement on the management of Human Resources (HR) at ITB Haji Agus Salim Bukittinggi" is accepted.
3. The effect of leadership communication on employee productivity at ITB Haji Agus Salim Bukittinggi was obtained t calculation = 6.468 with sig. 0.019, because the value of sig. which is obtained < sign level.  $\alpha = 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted. This means that the hypothesis that reads "there is an influence of leadership communication on employee productivity at ITB Haji Agus Salim Bukittinggi" is accepted.
4. The effect of employee involvement on employee productivity at ITB Haji Agus Salim Bukittinggi was obtained t = 3.437 with sig. 0.019, because the value of sig. which is obtained < sign level.  $\alpha = 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted. This means that the hypothesis that reads "there is an influence of employee involvement on employee productivity (HR) at ITB Haji Agus Salim Bukittinggi" is accepted.
5. The effect of Human Resource (HR) management on employee productivity at ITB Haji Agus Salim Bukittinggi was obtained t calculation = 5.981 with sig. 0.019, because the value of sig. which is obtained < sign level.  $\alpha = 0.05$ , then  $H_0$  is rejected and  $H_a$  is accepted. This means that the hypothesis that reads "there is an influence of Human Resources (HR) management on employee productivity at ITB Haji Agus Salim Bukittinggi" is accepted.

### 4.4. Mediation Test

The mediation test is to measure the relationship of variables through the third variable that mediates (intervening). Indirect relationships occur when there is a third variable that mediates the relationship between the two variables, and in this study the mediation test is whether HR management mediates the influence of leadership communication and employee involvement on employee productivity? And the mediation requirement, is that leadership communication and employee involvement must have a significant effect on human resource management, and the results appear in structure I, which is significant with a value of  $\beta = 0.836$ ,  $\beta = -0.246$ . Communication and engagement must have an effect on productivity. Human resource management affects productivity. The influence of communication and engagement on productivity is reduced when HR management is included in the model because the beta decreases.

The results of the calculation of the human resource management mediation test show that the direct influence of the partnership pattern on economic competitiveness is 0.373, while the indirect influence through the capacity of SMEs is  $0.298 \times 0.678 = 0.203$ , from the results of the calculation it shows that the value of the indirect influence through the capacity of SMEs is greater than the value of the direct influence of the partnership pattern on economic competitiveness. With these results, it can be concluded that the capacity of SMEs can be a variable that mediates the influence between partnership patterns on national economic competitiveness. The influence of Leadership Communication remained significant but decreased (from the correlation of  $r = 0.849$  to  $\beta = 0.483$ ), suggesting partial mediation by HR management.

## 5. DISCUSSION

This study aims to analyze the influence of leadership communication and employee engagement on human resource (HR) management, as well as its impact on employee productivity. In addition, this study also examines the mediating role of HR management in the relationship between leadership communication and employee engagement on productivity.

### 5.1. The Influence of Leadership Communication on Human Resource Management at ITB Haji Agus Salim Bukittinggi

The results showed that leadership communication had a positive and significant influence on HR management ( $\beta = 0.836$ ;  $p < 0.001$ ). These findings indicate that the more effective the communication carried out by the leadership, the better the management of human resources in the organization. HR management is a managerial strategy to achieve organizational goals, and an important part of managerial is leadership. Leaders need a good communication style in order to convey the vision, mission and values of the organization to their subordinates as well as to carry out instructions as a working relationship (Kumar et al., 2025). Good and effective leader communication can increase team motivation, trust, and engagement, creating a positive work culture (Saputra Farhan, 2021). The results of this study are in line with organizational communication theory which states that clear, open, and two-way communication between leaders and employees is able to form mutual understanding, improve coordination, and strengthen managerial processes in human resource management.

Davis has conducted a similar study, with the results of the study showing that there is an influence of leadership communication on human resource management, strategic leadership has effective leadership communication, this is because it is very important to encourage employee engagement and organizational commitment, especially in creating a conducive work environment (Davis et al., 2024a). Leaders must communicate empathy and a shared vision to restore trust and create a culture of engagement. Other research results also found that the leader's communication style is very important to affect employees and significantly affect HR management by motivating employees to be involved in the organization (Othman et al., 2017).

### 5.2. The Effect of Employee Involvement on Human Resources Management at ITB Haji Agus Salim Bukittinggi

Interestingly, employee involvement showed a negative and significant influence on HR management ( $\beta = -0.246$ ;  $p < 0.01$ ). These findings are in contrast to theoretical expectations and previous findings that employee engagement generally contributes positively to organizational effectiveness (Bakker & Demerouti, 2008). Most likely, in this organizational context, high involvement is not accompanied by good managerial direction and control, thus creating role conflicts or discrepancies in expectations, which ultimately negatively impact the HR management system. These findings are a further research opportunity to examine the quality and form of employee involvement in more depth

in exploring the mechanism of employee involvement as a form of holistic approach in managerial in higher education institutions.

From the perspective of strategic human resource theory, employee involvement is believed to be an intangible resource that encourages the creation of effective HR practices through two-way communication, collaboration in workforce planning, and adaptation to policies. Referring to Harter, Schmidt, and Hayes in their research, it was stated that employee engagement is a determining factor in the success of a company's performance (Harter et al., 2003). Based on this, employee involvement has an impact on the achievement of organizational performance, as a practice of human resource management. However, in this study, employee involvement showed a negative impact on HR management. This finding is in line with the study conducted by Albrecht which explains that high but undirected employee involvement can cause role constraints and there will be resistance to formal management structures (Harter et al., 2003). In the context of higher education institutions, high employee engagement is not always in harmony with a standardized and bureaucratic HR management system.

### **5.3. The Influence of Leadership Communication, Employee Engagement, and HR Management on Employee Productivity**

The results of the regression in structure II showed that three variables, namely, leadership communication ( $\beta = 0.483$ ), employee involvement ( $\beta = 0.209$ ), and human resource management ( $\beta = 0.324$ ) had a positive and significant effect on employee productivity ( $p < 0.01$ ). These findings support the view that employee productivity is not only influenced by a single factor, but by the synergy between an effective communication climate, employee personal involvement, and the quality of HR management (Michael Armstrong & Stephen Taylor, 2020).

The three variables of leadership communication, employee engagement, and HR management do not stand alone, but reinforce each other in forming a productive work environment. Good leadership communication encourages engagement, and engagement increases acceptance of HR policies. At the same time, an adaptive HR management system provides structural support to organizational engagement and communication. This synergy creates a work ecosystem conducive to increased productivity.

In particular, the greatest influence comes from leadership communication, which indicates the importance of the leader's role in providing direction, motivation, and constructive feedback in the context of employee performance achievement. Human resource development strategies refer to leaders' communication skills, employee involvement and human resource management will have an impact on work productivity.

### **5.4. The role of Human Resource Management mediation**

The mediating role of Human Resource management in the relationship between leadership communication and employee engagement on work productivity shows that partially mediating the relationship between leadership communication and employee engagement on employee productivity. This means that most of the influence of leadership communication and engagement on employee productivity can be explained through improvements in HR management systems and practices. This is through mediation requirements, leadership communication and employee involvement affect HR management, and HR management affects employee productivity. So that when HR management is included as mediation, it shows partial mediation.

Systemically, HR management plays a role as an organizational mechanism that translates behavioral aspects (communication and engagement) into performance. In the Strategic HRM theory according to Boxall & Purcell, HR practices that are aligned with managerial behavior and work culture will increase productivity through employee efficiency, motivation, and capabilities (Wildan Alkirom Muhammad, 2021). In other words, the effectiveness of leadership communication and employee engagement will not be optimal if it is not accommodated by a strong, adaptive, and inclusive HR system. These findings reinforce the systems approach in HR management which suggests that internal organizational processes such as HR management become an important bridge between managerial behavioural inputs and individual performance outputs (Abd Alla et al., 2024).

The results of the study conducted by Kavitha explain that HR practices as a human resource strategy focused on leadership communication and employee engagement lead to superior performance metrics, including operational efficiency (Kavitha, 2025b). Human resource management strategies have a direct impact on employee productivity.

In this regard, leadership communication plays a crucial role in creating a positive, supportive, and engaging work environment for employees. Leaders who are able to communicate effectively not only convey information clearly, but are also able to inspire, provide constructive direction, and motivate employees to achieve optimal performance. Through strong and meaningful communication, employee engagement and morale can be enhanced, ultimately driving a significant increase in productivity (Imam et al., 2023).

### 6. CONCLUSION

The conclusion of the research results is that there is an influence of leadership communication and employee involvement on employee productivity through the mediation of human resource management at ITB Haji Agus Salim Bukittinggi. Leadership communication plays a central role in encouraging HR management and employee productivity. Employee engagement, although it contributes positively to productivity, actually shows a negative relationship with HR management, which deserves further qualitative review. HR management partially mediates the relationship between leadership communication and employee engagement on productivity.

### 7. IMPLICATION

This research contributes to the development of a conceptual model of human resource management based on leadership and employee engagement. The findings on partial mediation of HR management emphasize the importance of an integrative approach between leadership behavior, work behavior, and organizational systems in improving productivity. So that the practical implications of the results of this research can be used as a reference for the leadership of the ITB Higher Education Institution Haji Agus Salim to increase the capacity of leadership communication through leadership training based on transformative communication. In addition, employee involvement needs to be managed systematically so that it remains directed and productive, so that mastering the HR management function can be a link between the managerial process and the results of employee work.

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