



Employee Engagement Strategy on Company Performance: A Case Study of Automotive Component Manufacturing Company

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Abstract

The era of globalization and the VUCA (Volatility, Uncertainty, Complexity, and Ambiguity) environment presents significant competitive challenges that companies worldwide must confront. To survive and sustain their business, companies need to prepare, particularly by developing their human resources. Companies require employees who are not only competent but also capable of making substantial contributions. This is often referred to as employee engagement, reflecting employees' loyalty to the company, demonstrated through their hard work and resilience in their roles. In practice, numerous studies indicate that the percentage of employee engagement remains relatively low. Therefore, this case study aims to identify the factors influencing employee engagement and the engagement strategies implemented at an automotive component manufacturing company located in Karawang. The findings of this case study reveal that the dimensions of employee engagement include organizational factors, job characteristics, personal characteristics, and leadership style. The implementation of employee engagement strategies focusing on these four dimensions has led to a relatively high level of employee involvement, as evidenced by the results of the Employee Opinion Survey (EOS) conducted in two consecutive periods, 2022 and 2020, achieving scores of 93% and 89%, respectively, indicating a high level of trust from employees towards the organization. The conclusion of this case study highlights that the identified factors influencing employee engagement must be carefully considered by companies and employees to foster effective collaboration, thereby enhancing employee performance, increasing company productivity, and ultimately improving overall organizational performance.

Keywords: *Employee Engagement Strategy; Company Performance; Automotive Component Manufacturing Company*

1. Introduction

A company or organization is formed by individuals or collectively, engaging in the production of goods or services with the aim of generating profit. In the current era of globalization, competition among companies has become increasingly intense. However, each company also develops strategies to remain competitive and survive in this globalized environment (Nuraliza & Hermiati, 2023). According to Fisher et al. (2006) in Apriwanti (2023), several factors can influence and equip companies to face competition, such as financial resources, marketing capabilities, physical assets, and human resources.

Among these, human resources are considered the most potential factor to provide a competitive advantage for a company (Santosa, 2012 in Apriwanti, 2023). Human Resource Management (HRM) is a management process encompassing recruitment, training and development, compensation, and the management of human resources. Work management serves as the foundation for implementing HRM to achieve organizational goals. HRM involves shaping employees capable of producing competitive products or services (Bangun, 2012 in Dunan & Arisma, 2023).

Companies require engaged employees, referred to as employee engagement. Employee engagement is a form of loyalty demonstrated by hard work and the commitment of individuals to remain in the company where they work (Standard Chartered Bank's Corporate Leadership Council, 2004 in Apriwanti, 2023). Engagement reflects a psychological state where employees are physically present and actively performing their roles within the company. Employee engagement is characterized by a sense of commitment to the company, enthusiasm, the drive to achieve higher goals, perseverance in overcoming challenges, initiative, and exceeding expectations (Santosa, 2012 in Apriwanti, 2023).

Organizations seek employees with a high level of commitment to ensure their sustainability and improve the services and products they offer (Nuraliza & Hermiati, 2023). According to Robbins and Judge, as cited in Kadek Budiantara et al. (2022), organizational commitment refers to an employee's state of being aligned with the organization, helping to maintain membership and achieve the organization's goals. Thus, if employees perform well, they can play a crucial role in the company's development. Mangkunegara, as cited in Arisanti et al. (2019), defines employee performance as the quality and quantity of work completed by employees in fulfilling their assigned responsibilities.

Although employee engagement is crucial for every organization, there is still a low level of employee engagement in many companies. According to Apriwanti (2023), Gallup's 2021 State of the Global Workplace report reveals that only 15% of employees are engaged in their workplace. Additionally, a study conducted by Gallup Management found that 54% of employees feel disengaged from their current jobs. Many of these employees are essentially prepared to leave their companies, focusing more on time spent rather than a deep commitment to the organization (Santosa, 2012 in Apriwanti, 2023). Given this situation, there is a need for a literature review on the factors that can enhance employee engagement, as such insights can help companies improve or boost their performance. The author conducted a case study in an automotive component manufacturing company located in Karawang to explore the factors influencing employee engagement and the employee engagement strategies employed by the company.

2. Theoretical Review

2.1 Defining Employee Engagement

Employee engagement refers to employees who are highly involved, demonstrating passion and energy in their work. A lack of enthusiasm and dedication among employees can negatively impact their job performance (Vermooten et al., 2019 in Ayu Lestari, 2023). Employee engagement is the commitment, satisfaction, and enthusiasm an individual has toward their work. It reflects the state of the employee and is essential for ensuring they actively contribute and collaborate to achieve shared goals (Salahudin et al., 2016). Employee engagement represents a positive emotional and cognitive connection between an employee and their organizational outcomes. It has also been described as the willingness and flexibility of employees to apply their skills for the success of the organization (Shehri et al., 2017 in Prakoso & Aulia, 2023).

Employee engagement involves the physical, mental, and emotional investment of employees in their tasks (Kahn, 1990 in Dunan & Arisma, 2023). Engaged employees personally commit to maintaining their role within the organization, channeling their energy into behaviors that demonstrate ownership and

self-expression in their work. This is evident in their physical involvement, whether working individually or in teams. Engagement also includes employees' knowledge and understanding of their tasks, driven by their interest in the work. Furthermore, engagement fosters empathy among employees, enabling the formation of strong workplace relationships (Dunan & Arisma, 2023). Employee engagement is characterized by a mentally content and satisfied state, reflected in employees' absorption, dedication, and enthusiasm for their work. A lack of engagement leads to decreased motivation, higher employee turnover, and negative impacts on attendance and performance (Ayu et al., 2015 in Nurhayati & Suryalena, 2023).

Employee engagement is the strongest predictor of job performance (Markos & M. Sridevi, 2010 in Sholahurobani & Sobirin, 2023). It is defined as an individual's purpose and focus on effort, demonstrated through initiative, adaptability, and perseverance, which ultimately contributes to achieving organizational goals. Engagement also helps reduce poor performance and enhances employee retention (Jati Prasetyo & Putra Buana Sakti, 2023). Employee engagement plays a critical role in achieving organizational objectives, enhancing team effectiveness, maintaining positive interpersonal relations between managers and coworkers, and creating a positive work environment (Nasruddin & Putri, 2023). It combines behavioral involvement, with a focus on work-related dimensions, resulting in heightened concentration, passion, and emotional connection (Supriadi & Setiadi, 2023).

2.2 Factors of Employee Engagement

Employee engagement is composed of physical and cognitive components, including vigor, dedication, and absorption (Supriadi & Setiadi, 2023). According to Schaufeli and Bakker, as cited in Nuraliza & Hermiati (2023), employee engagement refers to a positive psychological state toward work, characterized by vigor (energy), dedication, and concentration or focus. There are four dimensions of employee engagement: physical, emotional, cognitive, and behavioral (Kahn, 1990 in Apriwanti, 2023). Several organizational practices can enhance employee engagement, such as internal communication, platforms for knowledge sharing, continuous learning, intrapreneurship, and communication satisfaction (Tiwari & Lenka, 2020). Furthermore, Yan et al. (2023) identified four dimensions in exploring employee engagement: organizational factors, job characteristics, personal characteristics, and leadership style.

3. Research Method

This literature study approach used books, journals, research reports, and secondary data to support the research findings. The research process began by examining the employee engagement strategies implemented in the company. Employee engagement has been widely studied in the context of Human Resource Management (HRM) within organizations or companies. Companies must recognize the urgency of employee engagement in managing HR or employees, as they are a key component in improving company performance and ensuring its sustainability.

The literature study method involved using relevant theories, concepts, and findings to address the research problem (Azmy & Malanov, 2021). The analysis was presented narratively and compared with journals as primary sources. The urgency of this topic was based on the critical need for companies to foster employee engagement. The implementation of employee engagement strategies in an automotive component manufacturing company located in Karawang was analyzed using theoretical literature and concepts from prior research on employee engagement. The existing literature was linked with the author's observations of HR practices in the Karawang-based company, forming a comprehensive case study. This study aimed to provide practical implications for the company, enabling it to take strategic steps to enhance and strengthen employee engagement.

4. Result and Discussion

This study used a literature review method to explore the implications of employee engagement on company performance. The conceptual framework of the research is illustrated in the following model.



Figure 1. Conceptual Framework

Based on the theoretical review and the conceptual framework, several supporting indicators are necessary to assess employee engagement. There are four dimensions of employee engagement: physical, emotional, cognitive, and behavioral (Kahn, 1990 in Apriwanti, 2023). The first dimension, physical, refers to employees being physically present while performing their tasks or roles in the company. The second, emotional, relates to the employee's commitment to the company, showing enthusiasm and a strong desire to perform their duties. The third dimension, cognitive, refers to a mindset of striving for higher goals and working hard despite challenges. The fourth, behavioral, involves taking initiative and exceeding expectations.

Improving employee engagement requires more than these four dimensions. According to Schaufeli and Bakker, as cited in Nuraliza & Hermiati (2023), employee engagement is a positive mental state toward work, marked by vigor, dedication, and concentration or focus. Employees who are enthusiastic about their work tend to have higher engagement with the company. Greater dedication also indicates stronger employee engagement. Similarly, employees with higher focus and concentration demonstrate a higher level of engagement. Tiwari and Lenka (2020) explain that internal company communication, knowledge-sharing platforms, continuous learning, intrapreneurship, and communication satisfaction can enhance employee engagement. Effective communication between the company and employees is believed to strengthen employee engagement.

Several studies have shown that leadership also impacts employee engagement. Companies should enhance leadership roles to improve engagement, which will positively affect work quality and productivity, ultimately supporting the achievement of company goals. Research by Dunan and Arisma (2023) indicates that leadership positively influences employee engagement, and the work environment also has a positive impact. The design of a company's human resource management system is crucial in creating a productive, comfortable, and efficient work environment, which significantly enhances employee engagement. Companies can continue to grow with the support of effective leadership, where leaders drive employees through innovation, respond intelligently, and smoothly facilitate the implementation of innovations, ensuring the company's goals are met.

Implications of Employee Engagement Strategy

Employee engagement is defined as an individual's focus and dedication toward their efforts, visibly demonstrating initiative, adaptability, and perseverance, which ultimately leads to the achievement of organizational or company goals. The presence of employee engagement helps reduce poor performance and increases employee retention (Jati Prasetyo & Putra Buana Sakti, 2023). The following outlines employee engagement strategies that companies can implement to minimize poor employee performance.

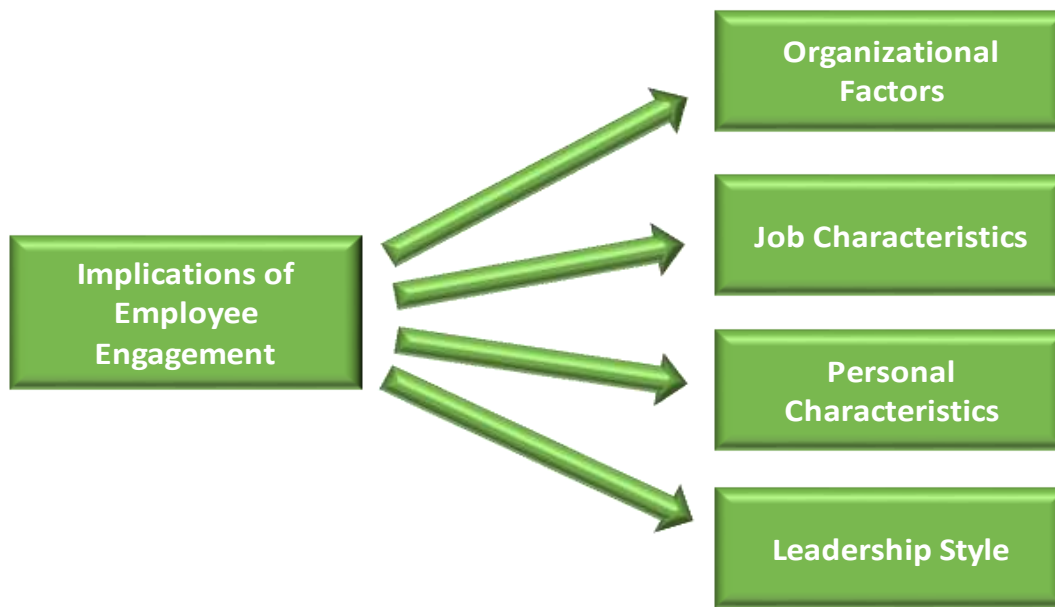


Figure 2. Employee Engagement Implications

A company can continue to grow through high employee engagement, which positively impacts employee performance, ultimately helping the company reach its targets. Yan et al. (2023) explored employee engagement through four dimensions: organizational factors, job characteristics, personal characteristics, and leadership style. In terms of organizational factors, research by Nurhayati & Suryalena (2023) found that the perception of organizational support has a positive and significant impact on employee engagement. Organizational support refers to the degree of trust an employee feels toward the organization, based on the company's concern for employee welfare. This perception encourages employees to recognize and appreciate their contributions (Stephen P. Robbins, 2019). According to organizational support theory, effective employee attitudes and behaviors can be influenced by high perceptions of organizational support. These positive behaviors result from the social exchange between employees and the company. When employees feel supported by the organization, they reciprocate by working harder, putting in greater effort and energy, and increasing their engagement with the company (Miao, 2011). Therefore, when a company provides maximal support, employees are likely to respond by working diligently and fully investing themselves in their tasks, thus enhancing their engagement with the organization (Nurhayati & Suryalena, 2023).

In the second dimension, job characteristics, research by Prakoso & Aulia (2023) revealed that financial compensation has a positive and significant impact on employee engagement. Similarly, Farida Ferine et al. (2023) also found that compensation positively influences employee engagement. These findings indicate that good financial compensation can enhance employees' engagement with the company. Compensation is essential for employees, playing a crucial role as it includes direct payments like salaries, bonuses, and other forms of financial rewards. Compensation is highly valued by employees. Compensation is divided into two categories: direct and indirect compensation (Sitania et al., 2018). Direct compensation, such as salaries and bonuses, is offered to boost employees' motivation, while indirect compensation includes benefits like leave, insurance, and others (Kusumawardani et al., 2020). Adequate compensation motivates employees to approach each workday with enthusiasm and perform beyond expectations. This demonstrates that employees are engaged due to their satisfaction with fair compensation aligned with their workload (Farida Ferine et al., 2023).

In the third dimension, personal characteristics, research by Nurhayati & Suryalena (2023) found that self-efficacy has a positive and significant effect on employee engagement. Additionally, Prakoso &

Aulia (2023) reported that work motivation also positively and significantly impacts employee engagement. These findings suggest that personal characteristics, such as high self-efficacy and work motivation, can increase employee engagement with the company. Greater organizational support leads to higher self-efficacy and employee engagement, which boosts employees' confidence in their work (Purwaningtyas & Septyarini, 2021). Work motivation refers to various attitudes and outcomes related to work. With proper motivation, employees are driven to accomplish their tasks and objectives, ensuring their personal interests are protected. In other words, work motivation is closely tied to job satisfaction and the outcomes achieved (Muhammad Busro, 2018). When employees possess strong self-efficacy and work motivation, their engagement with the organization is elevated.

In the fourth dimension, leadership, research by Dunan & Arisma (2023) revealed that leadership has a positive effect on employee engagement. Leadership is defined as the ability of an individual to influence, inspire, and assist others in contributing to the success and excellence of an organization (House & Gary, 2019, as cited in Dunan & Arisma, 2023). According to House & Gary, leadership is a way to influence and encourage others to actively participate in achieving organizational success. Leadership can also be described as the process of influencing the activities of individuals or groups in the effort to meet organizational goals (Terry & Wahjosumidjo, 2016, as cited in Dunan & Arisma, 2023). Thus, leadership plays a key role in guiding, motivating, and inspiring team members to perform optimally and contribute to the company's success. In the context of human resource management, leadership is crucial in creating a productive work environment, motivating employees, and enhancing their engagement. With effective leadership, employees tend to feel valued, motivated, and develop a sense of ownership over their work, which in turn positively impacts productivity, job satisfaction, and the overall growth of the organization (Dunan & Arisma, 2023).

The implementation of employee engagement strategies in the human resource management practices at one automotive component manufacturing company located in Karawang, based on the author's observations, has been conducted according to the four dimensions discussed earlier. In the first dimension related to organizational factors, the company has gained significant trust from its employees. Employees perceive that the company shows care for their well-being. The organizational factor indicator can be seen through the results of the Employee Opinion Survey (EOS), which the company conducted among its employees. Based on the author's observations, in two consecutive periods (2020 and 2022), the company achieved EOS scores of 89% and 93%, respectively, indicating a high level of trust from its employees. Employee trust in the organization, built through the company's care for their well-being, leads the company to recognize the contributions made by employees (Stephen P. Robbins, 2019).

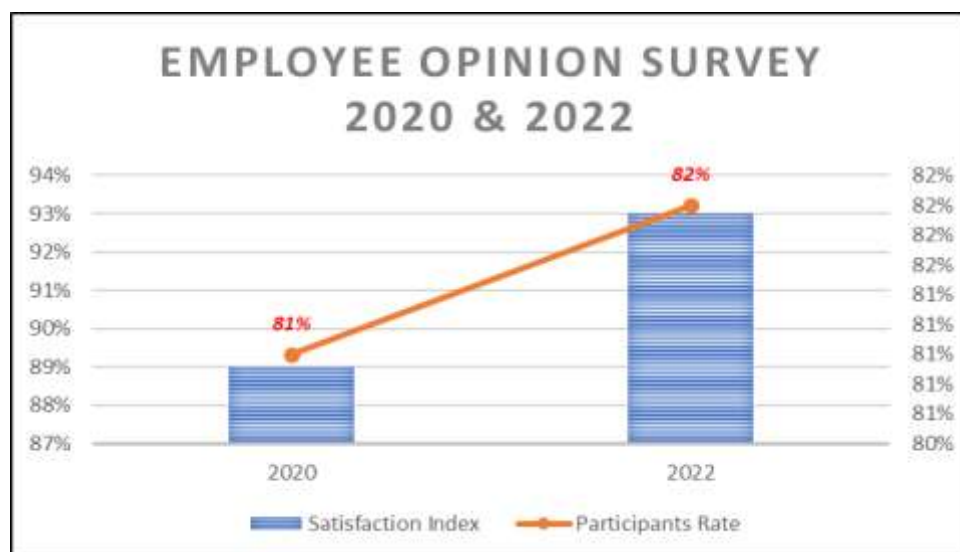


Figure 4.3. Employee Opinion Survey

In the second dimension, related to job characteristics, the company has implemented a robust compensation system that enhances employee engagement. According to various studies, job characteristics with good compensation systems can significantly increase employee engagement. Direct compensation is provided to motivate employees through salaries and bonuses, while indirect compensation includes benefits such as leave and insurance (Kusumawardani et al., 2020). Based on the author's observations, the compensation system at the company includes direct compensation such as salaries, allowances (transportation, meals, attendance, overtime, etc.), contributions (birth, bereavement, marriage), holiday bonuses (THR), and performance bonuses. Indirect compensation includes social security (employment and health), various types of leave (annual, special, religious), sabbatical leave (every 5 years), and long-service awards (every 5 years, in the form of gold). This comprehensive compensation system contributes to employee satisfaction, as they feel the compensation aligns with their workload (Farida Ferine et al., 2023).

In the third dimension, related to personal characteristics, the automotive component manufacturing company located in Karawang has provided organizational support to enhance employees' self-efficacy and work motivation. Several studies have shown that high self-efficacy and work motivation can increase employee engagement. The greater the support employees feel from the organization, the higher their self-efficacy and engagement, leading to increased confidence in performing their tasks (Purwaningtyas & Septyarini, 2021). According to the author's observations, the company boosts self-efficacy and work motivation through internal activities such as family gatherings, Ramadan iftar events, and competitions during Indonesia's Independence Day celebrations. The greater the support perceived from the organization or company, the higher the employee's self-efficacy and engagement, thereby increasing their confidence in performing tasks (Purwaningtyas & Septyarini, 2021). With proper motivation, employees are driven to complete tasks and achieve their goals effectively, ensuring their personal interests are protected; in other words, work motivation is closely related to variations in work attitudes and outcomes (Muhammad Busro, 2018).

In the fourth dimension, related to leadership style, the company has provided leadership training to improve the effectiveness of leadership within the organization. Leadership plays a key role in guiding, motivating, and inspiring team members to perform optimally and contribute to the company's success. In the context of human resource management, leadership is crucial in creating a productive work environment, motivating employees, and increasing their engagement. Based on the author's observations, the company improves leadership effectiveness through mandatory leadership training for employees from the supervisory level up to the director level, in collaboration with external training institutions. Leaders who undergo this training demonstrate effective leadership styles aligned with their positions, duties, and responsibilities. Effective leadership makes employees feel valued, motivated, and a sense of ownership over their work, which ultimately has a positive impact on productivity, job satisfaction, and organizational growth (Dunan & Arisma, 2023).

The implementation of employee engagement strategies in human resource management at an automotive component manufacturing company in Karawang has been effective, contributing to improved company performance. The company's performance has increased as employees with high engagement tend to deliver strong work outcomes and high performance. This aligns with research by Farida Ferine et al. (2023), which indicates that employee engagement has a positive impact on employee performance. According to the author's observations, the company's performance has consistently improved from 2020 to 2022, as reflected in indicators such as sales and operating income (OPIN). This improvement corresponds with the successful implementation of employee engagement strategies within the company.



Figure 4.4 Sales & OPIN Trend

Conclusion

Based on the above analysis, it can be concluded that employee engagement strategies within a company can be enhanced by developing four key dimensions: organizational factors, job characteristics, personal characteristics, and leadership style. Companies are encouraged to continually improve these four dimensions as internal strategies to boost employee engagement. Higher employee engagement leads to better performance, which, in turn, improves productivity and helps companies achieve their targets, ensuring sustainability. A strong employee engagement strategy also contributes to higher employee retention rates. Retaining top talent enables smoother innovation processes and better adaptability to technological and business changes, especially in the current era of volatility, uncertainty, complexity, and ambiguity (VUCA).

The case study on the automotive component manufacturing company in Karawang recommends prioritizing employee engagement strategies based on these four dimensions in human resource management practices. The implementation of this strategy at the Karawang-based automotive component manufacturing company has resulted in high employee engagement, as evidenced by the Employee Opinion Survey (EOS) scores of 93% and 89% in 2022 and 2020, respectively, reflecting significant trust in the organization. Additionally, the company's performance, measured by sales and operating income (OPIN), has improved consistently from 2020 to 2022, aligning with the success of its employee engagement strategy. Other organizations can adopt the four-dimensional employee engagement model implemented by this company to enhance employee involvement, ultimately improving individual performance, productivity, and overall company performance.

The central conclusion of this simple conceptual framework is the critical role of corporate management in human resource management. Companies must allocate sufficient resources and budgets to enhance HR management, particularly in applying effective employee engagement strategies. Investing in leadership training is essential for developing leaders with effective leadership styles that foster employee engagement. While the employee engagement strategy in the Karawang-based company has shown positive results, further improvements are needed, particularly in career development systems and talent management. Future research on employee engagement strategies could focus on these areas to provide valuable contributions to the Karawang-based company and to human resource management practices across industries for sustainable business management.

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