



# Exposing the Crucial Drivers of Employee Engagement in Makassar City: Are They the Key to Unlocking Peak Performance?

Rasya Islami Dwi Julitha<sup>\*</sup>, Muhammad Syafi'i A. Basalamah, Muh. Haerdiansyah Syahnur  
Universitas Muslim Indonesia, Makassar, Indonesia  
[haerdiansyah@umi.ac.id](mailto:haerdiansyah@umi.ac.id)

**Abstract.** Employee engagement has long been recognized as a critical phenomenon that underpins the functioning and performance of companies. This study delves into the factors influencing employee engagement within one of the creative industries in Makassar City. The research investigates the impact of vigor, dedication, and absorption on employee engagement and their subsequent influence on employee performance. Empirical validation of the model was conducted using a partial modeling approach with the SPSS v25 application, gathering survey data from employees with experience in the creative industry in Makassar. The findings reveal that the indicators of vigor, dedication, and absorption significantly and positively enhance employee engagement, leading to improved performance within this sector. Notably, the relationship between employee engagement and performance showed a strong coefficient of determination of 0.850, indicating that 85% of the variance in vigor, dedication, and absorption—components of employee engagement—can explain their impact on performance in the creative industry in Makassar. This research proposes several implications, emphasizing the importance of vigor in maintaining employees' enthusiasm to prevent any decline in work quality. It also highlights the need to enhance dedication in response to job challenges to boost employee performance. Furthermore, the study suggests maintaining absorption to ensure employees' focus and interest, thereby enhancing overall work effectiveness and performance.

**Keywords:** Employee Engagement, Vigor, Dedication, Absorption, Performance.

## 1. Introduction

In the business world, employee engagement has become a priority because when employees are emotionally connected to the company, it can trigger better performance and innovation. The level of commitment and attachment employees have towards the company reflects the essence of employee engagement. An engaged employee is one who remembers and acknowledges the responsibilities and workload assigned to them, and also influences and motivates their fellow colleagues to strive for success within the organization.

A phenomenon that often occurs is a decline in employee performance due to the lack or even absence of work commitment and the lack of attachment or employee engagement between employees and the company, which leads to suboptimal employee performance. One of the challenges faced by companies is how to improve the quality of their employees' performance. This is because when employees' performance in a company is running well, it will have a positive impact on the company. Commitment in the workplace is one of the many important factors in improving a company's performance.

Employees with high performance tend to have positive feelings that do not make their work burdensome (1). While working, these positive emotional feelings create a positive attachment to the company, considered as a key to the company's success in a competitive market. This attachment motivates employees not only to fulfill their job and responsibilities, but also to create psychological conditions that make them feel connected

to the company, thus fostering a spirit to deliver their best in their work, known as employee engagement (2).

The presence of human resources within a company plays a crucial role as the workforce has great potential to carry out the company's activities. The potential of each human resource in the company should be utilized to the fullest to deliver optimal outputs. The success of an organization is highly influenced by the performance of its individual employees. Every organization and company will always strive to improve employee performance, with the hope of achieving the company's goals (3).

(4) proposed three elements of employee engagement, namely: Vigor, which represents the employees' attachment shown through their physical and mental strength when performing their tasks. However, in reality, many employees experience stress due to work pressure and workload. Dedication, which reflects the employees' emotional attachment to their work. Dedication describes the enthusiasm that employees have for their work. However, in reality, many employees lack motivation to work well. Absorption, which depicts the employees' attachment through their full focus and dedication to their tasks. Absorption describes employees who feel completely engrossed, showing high levels of concentration, and taking their work seriously. However, in reality, some employees may not demonstrate seriousness or professionalism in their work in the company or workplace.

Previous studies on employee engagement have yielded interesting results. For instance, (5) suggested that employee attachment has a positive and significant impact on employee performance. (6) found the role of engagement in employees' creative thinking. The results of this study revealed that employees with engagement tend to excel in developing creative behaviors, innovative thinking, and flexible reasoning, even in challenging situations. Positive emotions such as joy, interest, and enthusiasm experienced by employees during engagement with the company play a crucial role in encouraging out-of-the-box thinking and enhancing openness to new experiences. This enables employees to be more creative in their work (7). All of these studies provide valuable insights into the importance of employee engagement in enhancing employee performance and creativity in the workplace.

The study by (8) states that employee satisfaction is directly related to employee engagement. According to this research, satisfied employees tend to have better performance and are more likely to feel engaged. In line with these findings, (9) conducted a study that revealed a positive, albeit not significant, relationship between employee engagement and employee performance. (10) found that employee engagement has a positive impact on employee performance. However, there are similar studies examining the influence of workload on employee performance. The research by (11) showed that workload has a positive impact on employee performance. Conversely, different results were reported by (12), indicating that employee engagement does not have a significant influence on employee performance. Similarly, a study conducted by (13) found that workload has a negative impact on employee performance.

Overall, this series of research provides diverse insights into the relationship between employee engagement, employee satisfaction, workload, and employee performance. The findings of these studies offer important perspectives for a better understanding of the factors influencing employee performance in the workplace.

The aim of this research is to identify the most critical elements to enhance interpersonal engagement among employees, with the goal of supporting improved employee

performance for business sustainability. This study will address the following two Research Questions (RQs): RQ1: Can vigor, dedication, or absorption enhance employee performance in one of the creative industries in Makassar City? RQ2: Can employee engagement strengthen these roles to achieve better employee performance?

By providing answers to these research questions, it is expected that this study can make a significant contribution to understanding the factors influencing employee engagement and their performance in the creative industries in Makassar City. The results of this research are anticipated to offer valuable insights and recommendations for companies to enhance employee engagement and achieve better business sustainability in the future.

In an effort to address these research questions, this article will outline the research methodology used and then present data analysis to draw conclusions and arguments regarding the findings obtained. The limitations of the study will also be discussed, and ultimately, this article will open opportunities for further in-depth research in the future.

## 2. Literature

### Employee Engagement

In simple terms, employee engagement can be defined as the attachment of employees to the company they work for. This attachment can develop when there is alignment between the company's vision and mission with the values embraced by the employees. It is important for companies to pay attention to the level of employee engagement because the higher the level of engagement, the greater the positive impact it has on commitment, loyalty, and even the overall performance of the company. By prioritizing employee engagement, companies can create a more productive and highly competitive work environment.

Employee engagement, according to (14), is the sense of attachment that employees feel towards the organization, characterized by enthusiasm and effectiveness in performing their tasks. Moreover, employees with high levels of employee engagement also have a strong belief in their ability to excel in completing and overcoming every task effectively. In this context, employee engagement plays a crucial role in enhancing employee productivity and work quality while fostering a stronger relationship between employees and the organization.

(15) identified two essential dimensions of employee engagement, namely: The psychological energy dimension of employee engagement, where employees experience peak experiences while at work and feel a positive flow of energy within it. Employee engagement reflects the spirit and physical involvement of employees in their work, including immersion, striving, absorption, focus, and active involvement. The behavioral energy dimension of employee engagement portrays how employee engagement is observed by others through their behavior and the results they achieve. Employee engagement can be observed through tangible actions that are reflected in performance outcomes. Understanding these two dimensions allows companies to comprehend and measure employee engagement more holistically, thereby enhancing employee motivation, productivity, and overall positive contributions.

(4) identified three elements of Employee Engagement: Vigor, Dedication, and Absorption. Vigor represents the attachment of employees demonstrated through their physical and mental strength while working, but in reality, many employees experience stress due to pressure and workload. Dedication reflects the emotional attachment of employees to their work, showing enthusiasm in their tasks, but in reality, many

employees are less motivated to work optimally. Meanwhile, Absorption signifies the attachment of employees demonstrated through their attentive behavior towards work, feeling fully immersed, highly focused, and serious in performing their tasks. However, in reality, there are still employees who are not serious or less professional in carrying out their work in the company or work environment. Understanding these elements of Employee Engagement, companies can better comprehend and enhance employee engagement to achieve higher levels of optimal and productive performance.

### **Vigour**

Vigour is an aspect of Employee Engagement characterized by a high level of physical and mental strength in working, motivation to put genuine effort into tasks, and perseverance in facing challenges. Vigour reflects the attachment of employees demonstrated through their physical and mental strength while working. However, in reality, many employees experience stress due to high pressure and workload, according to (14).

### **Dedication**

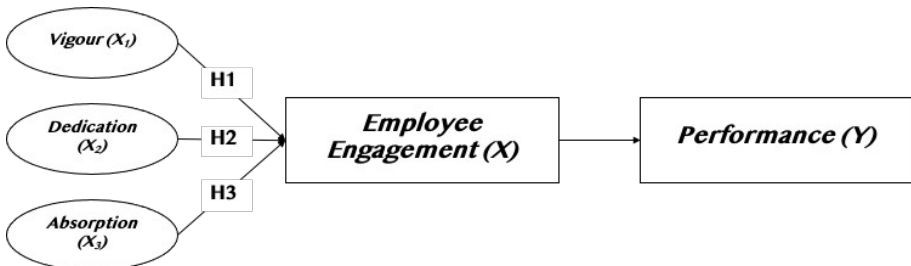
Dedication is one of the aspects of Employee Engagement characterized by deep feelings, enthusiasm, inspiration, pride, and challenges in performing tasks. Employees with high levels of dedication strongly identify themselves with their work, making it a valuable, inspiring, and challenging experience. Additionally, dedication encompasses enthusiasm and pride in the work they do, according to (14).

### **Absorption**

Absorption is an aspect of Employee Engagement characterized by deep concentration and interest in the job, causing individuals to feel immersed in their work. Employees with high levels of absorption tend to enjoy spending time with their work and find it challenging to detach themselves from it. As a result, time spent working seems to pass quickly for them, according to (14).

Thus, the hypotheses developed in this research are as follows: Research Hypotheses: H1: Vigour has a positive and significant effect on employee performance at CV. Millennial Creative Industry in Makassar. H2: Dedication has a positive and significant effect on employee performance at CV. Millennial Creative Industry in Makassar. H3: Absorption has a positive and significant effect on employee performance at CV. Millennial Creative Industry in Makassar.

The conceptual framework model in this study is as follows:



*Fig 1. Conceptual Framework*

### 3. Methods

This research is a quantitative study aimed to analyze the influence of *vigor*, *dedication*, and *absorption* on employee performance at CV. Millennial Creative Industry in Makassar City. The study was conducted for 2 months, starting from December 2022 to January 2023. The object of this research is CV. Millennial Creative Industry, a company in the creative industry sector. Data for the research were obtained through questionnaires distributed to all employees of CV. Millennial Creative Industry as research samples. The questionnaires included questions related to Vigor, Dedication, Absorption, and employee performance, which are expected to be answered according to each employee's understanding.

The population of this research consists of all employees of CV. Millennial Creative Industry, totaling 50 individuals. Due to the relatively small and accessible population, this research uses the saturation sampling method (16), where all population members are taken as research samples. The data analysis method used in this research is multiple regression analysis. This is conducted to identify the simultaneous influence of Vigor, Dedication, and Absorption on employee performance (17). The data obtained will be processed using SPSS version 25 software.

Therefore, this study aims to provide a deeper understanding of the influence of Vigor, Dedication, and Absorption on employee performance at CV. Millennial Creative Industry in Makassar City. The results of this research are expected to contribute positively to the development of human resource management strategies and the enhancement of employee performance in the company.

### 4. Results and Discussion

#### Validity and Reliability Test

The validity test is calculated by examining the corrected item-total correlation, with the requirement that it is considered valid if it has a value of corrected item-total correlation bigger than 0.30. The reliability test is a tool used to measure the reliability or consistency of a questionnaire used as an indicator of variables or constructs in the research. A questionnaire is considered reliable or dependable if a person's answers to the statements in the questionnaire are consistent or stable over time (18,19). The reliability test can be conducted collectively for all items in the questionnaire. If the resulting reliability value is bigger than 0.60, it can be considered reliable or adequately dependable. The results of the validity and reliability tests in this study are presented in the following table;

Table 1 Validity and Reliability Test

Variables	Code's	Pearson Correlation	Sig. (2-tailed)	Information
<i>Vigour</i> (X1)	X1.1	.813**	0,000	Valid
	X1.2	.796**	0,000	
	X1.3	.743**	0,000	
<i>Dedication</i> (X2)	X2.1	.741**	0,000	Valid
	X2.2	.705**	0,000	
	X2.3	.717**	0,000	
<i>Absorption</i> (X3)	X3.1	.822**	0,000	Valid
	X3.2	.807**	0,000	
	X3.3	.860**	0,000	

<i>Performance</i> (Y)	Y.1	.827**	0,000	Valid
	Y.2	.706**	0,000	
	Y.3	.767**	0,000	
	Y.4	.696**	0,000	
	Y.5	.695**	0,000	
	Y.6	.637**	0,000	
Variables	Cronbach's Alpha	> 0,600	Information	
X1	0,844	0,600		
X2	0,769			Realible
X3	0,887			
Y	0,869			

From Table 1, the results of the validity test indicate that all the indicators used to measure the variables in this study have correlation coefficients, or corrected item-total correlation values, greater than 0.30. This finding confirms that all the indicators of the research variables are valid. The results of the reliability test presented in the table show that all the variables in the study have sufficiently large alpha coefficients exceeding 0.600, indicating that the measurement concepts for each variable in the questionnaire are reliable. This means that the questionnaire used in this study is a dependable and effective instrument.

### The Assumption Test In Classical Assumptions Analysis

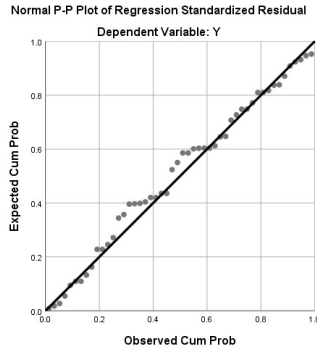
#### Normality Test

The normality test is conducted to assess whether both the dependent and independent variables in the regression model have a normal distribution. A good regression model is one that follows a normal distribution. The reliable method to check this is by examining the normal probability plot. In the normal plot graph, the data points should be scattered around the diagonal line, indicating a normal distribution.

Based on Figure 1, the normal probability plot, it can be observed that the data points are scattered around the diagonal line and follow its pattern, indicating a normal distribution. Considering both graphs above, it can be concluded that the regression model in this study can be used as it satisfies the assumption of normality.

#### Multicollinearity Test

The Multicollinearity test aims to examine the correlation between independent variables in a regression model. In a good regression model, there should be no correlation among the variables. To test for the presence of multicollinearity in the regression model, we can examine the values of tolerance and its counterpart, the Variance Inflation Factor (VIF). The commonly used cut-off value is a tolerance value of 10 (20). One way to test for multicollinearity is by looking at the Variance Inflation Factor (VIF). If the VIF value is greater than 10, multicollinearity exists.



**Fig 2.** Normal P-P Plot

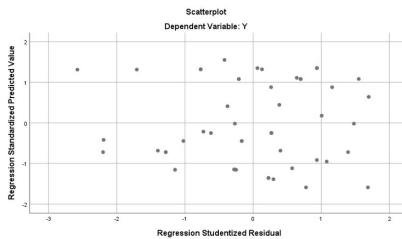
*Table 2* Multicollinearity Test

Variables	VIF	Information
X1	2.853	There is no multicollinearity
X2	3.499	
X3	3.438	

Based on Table 2, it can be concluded that the regression model for the proposed independent variables in the study is free from multicollinearity. This is evidenced by the table above, which shows the VIF values of each independent variable is lower than 10, and can be used to determine their influence on employee performance.

**Heteroscedasticity Test**

The heteroskedasticity test is conducted to determine whether there is unequal variance of residuals across different observations. A regression model that meets the requirements is considered good when there is no heteroskedasticity issue. This test is performed using the graphical plot method. If the plot shows a specific pattern, then there is heteroskedasticity problem. Conversely, if the plot is scattered and does not form a pattern, then there is no heteroskedasticity issue. Below are the results of the heteroskedasticity test using the scatter plot method.



**Fig 3.** Heteroscedasticity Result Test

Based on Figure 3, it can be observed that the data is randomly scattered and does not form a specific pattern. This indicates the absence of heteroskedasticity. Thus, it can be concluded that there is no difference in the variance of residuals across different observations.

**Hypothesis Testing**

Multiple linear regression analysis is employed to measure the strength of the relationship between two or more variables and to determine the direction of the relationship between the dependent and independent variables.

*Table 3 Regression Analysis Test*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.507	.257		1.971	.055
Vigour (X1)	.311	.083	.363	3.724	.001
Dedication (X2)	.263	.117	.244	2.261	.029
Absorption (X3)	.312	.086	.386	3.607	.001

Based on the regression results, the multiple linear equation can be formulated as follows:

$$Y = 0,507 + 0.311X1 + 0.263X2 + 0.312X3$$

Based on the equation above, several insights can be drawn regarding the relationship between the independent variables and employee performance (Y). The constant value ( $\alpha$ ) is 0.507, indicating that when there are no changes in the independent variables, employee performance is 0.507. For the Vigor variable (X1), the regression coefficient is 0.311, suggesting that Vigor has a positive effect on employee performance; specifically, an increase of one unit (1%) in Vigor leads to a 0.31 increase in employee performance. Similarly, the Dedication variable (X2) has a regression coefficient of 0.263, which implies that an increase of one unit (1%) in Dedication results in a 0.263 increase in employee performance. Lastly, the Absorption variable (X3) has a regression coefficient of 0.312, indicating that an increase of one unit (1%) in Absorption leads to a 0.312 increase in employee performance. These findings collectively highlight the positive impacts of Vigor, Dedication, and Absorption on employee performance.

Furthermore, a partial test (t-test) was conducted to determine whether the independent variables (X) significantly influence the dependent variable (Y), with testing carried out at a significance level of 0.05. The results presented in Table 11 reveal the significance levels of the independent variables on the dependent variable. The partial effects of each variable are explained as follows: First, the results indicate that Vigor has a positive effect on performance, as evidenced by a t-value of 3.724, which shows a positive coefficient direction. The probability associated with Vigor is 0.001, which is less than 0.05, leading to the acceptance of H1. This confirms that Vigor has a positive and significant effect on employee performance. Second, Dedication also demonstrates a positive effect on performance, with a t-value of 2.261 indicating a positive coefficient direction. The probability for Dedication is 0.029, which is less than 0.05, resulting in the acceptance of H2. This indicates that Dedication has a positive and significant impact on employee performance. Lastly, Absorption is shown to positively affect performance as well, with a t-value of 3.607 indicating a positive coefficient direction. The probability

for Absorption is 0.001, again less than 0.05, leading to the acceptance of H3. Thus, Absorption also has a positive and significant effect on employee performance.

*Table 4 Simultaneous Test Result*

ANOVAa						
Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	9.648	3	3.216	84.487	.000b
	Residual	1.751	46	.038		
	Total	11.399	49			

a. Dependent Variable: Y

b. Predictors: (Constant), X3, X2, X1

Based on the data processing in Table 4, it is shown that from the F-test, the calculated F value is 84.487 with a significance level of 0.000, which is smaller than the probability value (p-value) of 0.05 ( $0.000 < 0.05$ ). The results of the hypothesis test indicate that the combined (simultaneous) influence of Vigor, Dedication, and Absorption has a significant impact on employee performance.

*Table 5 Coefficient of Determination Results*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.920a	.846	.836	.19511	1.625

Based on the results of the coefficient of determination test in Table 5, the obtained Adjusted R-square value is 0.846, indicating that 84.6% of employee performance in this study is influenced by Vigor, Dedication, and Absorption, while the remaining 15.4% is influenced by other variables not examined in this research.

## Discussion

The study reveals that Vigor has a positive and significant effect on employee performance in the creative industry context. This indicates that Vigor is a variable capable of enhancing performance. Employees' sense of attachment is demonstrated through their physical and mental strength while performing their tasks, which significantly maximizes job performance. This is characterized by high levels of energy and the willingness to exert maximum effort to achieve outstanding results in each assigned task. These findings align with the results of (21), which state that Vigor has a positive and significant impact on employee performance in an IT company in Chennai. Similarly, the study by (22) illustrates that Vigor has a positive and significant effect on overall performance. Furthermore, the research conducted by (23) affirms the significant influence of Vigor on employee performance.

The research findings demonstrate that higher Vigor leads to improved employee performance, while lower Vigor results in diminished performance. Employees who exhibit high enthusiasm for their work tend to significantly enhance their performance. A high level of energy among employees inspires them to deliver optimal results. The perseverance and dedication displayed by employees are driven by a strong sense of

responsibility to complete their tasks successfully. Additionally, effective team collaboration is identified as a contributing factor to achieving optimal performance. Conversely, the absence of good teamwork increases the risk of work failures, disappointment, low morale, and reduced productivity, posing a threat to the organization (24).

Dedication is the feeling of enthusiasm experienced by employees when working, characterized by pride in their completed tasks and in the organization they represent, remaining inspired and loyal despite the challenges they face. According to the research results, Dedication has a positive and significant effect on employee performance within the creative industry context. This indicates that the Dedication variable is a strong predictor of improved employee performance, marked by enthusiasm for their work, meaningful experiences, and pride in their contributions.

These findings align with those of (25), who state that Dedication positively impacts employee performance significantly. Similarly, the study by (26) demonstrates that Dedication positively affects both task performance and contextual performance. Research by (27) also confirms that Dedication significantly contributes to employee performance. The presence of creative organizations in the region can instill pride in employees, motivating them to enhance their performance. Furthermore, the desire for meaningful and purposeful work serves as a driving factor for improving performance. This is supported by data on the characteristics of the research respondents, the majority of whom are millennials aged between 21 and 41 years, totaling 50 respondents. One characteristic of the millennial generation is their preference for dynamic work environments that foster creativity and transformation. They tend to dislike static routines and are constantly seeking ways to enhance productivity and efficiency. Additionally, Absorption reflects the employee's attachment to their work, demonstrated by their full attention and engagement.

Based on the research results, it is evident that Absorption has a positive and significant effect on employee performance within the creative industry context. This indicates that the Absorption variable can enhance employee performance, as manifested by employees' enjoyment when they are fully immersed in their work, feeling that time passes quickly, and finding it difficult to detach from their tasks. The findings of this study align with (4,28), which states that Absorption positively impacts employee performance and contributes significantly. Similarly, research conducted by (29) shows that Absorption has a positive and significant effect on performance. Moreover, the study by (30) explains that Absorption significantly contributes to employee performance.

The results indicate that higher levels of Absorption lead to better employee performance, while lower Absorption results in diminished performance. Employees who fully focus on their work and make concentrated efforts to complete each task experience time passing quickly and struggle to disengage from their responsibilities, which influences variations in their performance. Even after office hours, employees in the creative industry continue to engage in their tasks, sometimes delaying their return home. This is not solely due to unfinished work but rather because they enjoy what they do, making it challenging to detach from their duties and perceiving time as flying by. This experience is further enhanced by the comfort felt among employees, stemming from harmonious teamwork and a sense of camaraderie within the work environment.

## 5. Conclusion

Based on the test results and discussion, several conclusions can be drawn. First, Vigor has a positive effect on employee performance within the creative industry context, indicating that employees' strong mental strength and resilience correlate positively with their performance. Second, Dedication also positively influences employee performance, suggesting that employees who possess a sense of enthusiasm, inspiration, pride, and challenge in their work tend to perform better. Lastly, Absorption is found to have a positive effect on employee performance as well, demonstrating that employees with a high level of absorption are typically eager to invest their time in their tasks and find it challenging to detach themselves from their work.

Meanwhile, the recommendations for this study can be categorized into two main areas. First, there are suggestions directed towards office management for implementing the research findings. Management should utilize the insights gained from this study to enhance employee performance and overall organizational effectiveness. They may explore ways to promote and sustain vigor, dedication, and absorption among employees, which can lead to increased productivity and job satisfaction. Second, recommendations for future research are crucial for advancing the understanding of this topic. Researchers can delve deeper into the factors influencing vigor, dedication, and absorption, investigating additional variables or moderators that may impact employee performance. Longitudinal studies could provide insights into changes in employee behaviors and attitudes over time, offering a more comprehensive view of the dynamics between these variables. Additionally, conducting similar studies in different industries or regions would help examine the generalizability of the results, revealing how various organizational contexts affect the relationships between the variables. Employing qualitative research methods could also yield a deeper understanding of employees' subjective experiences and perceptions regarding vigor, dedication, and absorption in the workplace. Furthermore, exploring the role of organizational culture, leadership styles, and work-life balance in shaping these employee attributes could enrich the existing knowledge on performance. Lastly, researchers are encouraged to adopt mixed-method approaches, combining both quantitative and qualitative data for a more holistic understanding of the complex interactions between variables. By following these suggestions, future researchers can build on the findings of this study and contribute to the growing body of knowledge in management research. Ultimately, integrating these recommendations and conducting further studies can lead to better management practices, increased employee well-being, and enhanced organizational performance.

## References

1. Nafiudin N. Peningkatan Kinerja Karyawan Pada Dealer Honda Auto Serang Banten Melalui Employee Engagement dan Komunikasi Internal. *J Manaj.* 2020;10(1):61–83.
2. Arif M, Maulana T, Lesmana MT. Pengaruh Disiplin Kerja dan Kemampuan Kerja Terhadap Prestasi Kerja Karyawan. *J Hum.* 2020;4(1).
3. Suwati Y. Pengaruh kompensasi dan motivasi kerja terhadap kinerja karyawan pada PT. Tunas Hijau Samarinda. *J Ilmu Adm Bisnis.* 2013;1(1):41–55.
4. Lewiuci PG. Pengaruh employee engagement terhadap kinerja karyawan pada perusahaan keluarga produsen senapan angin. *Agora.* 2016;4(2):101–7.
5. Rantelimbong O, MAS'UD F. Pengaruh Keterikatan Karyawan (Employee Engagement) Terhadap Kinerja Karyawan: Peran Jarak Kekuasaan (Power

- Distance) Sebagai Moderator (Studi Pada Patra Jasa Convention Hotel Semarang). Fakultas Ekonomika dan Bisnis; 2016.
6. Eldor L. Looking on the bright side: The positive role of organisational politics in the relationship between employee engagement and performance at work. *Appl Psychol.* 2017;66(2):233–59.
  7. Eldor L, Harpaz I. A process model of employee engagement: The learning climate and its relationship with extra-role performance behaviors. *J Organ Behav.* 2016;37(2):213–35.
  8. Bin AS, Shmailan A. The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues Bus Manag Econ.* 2015;4(1):1–8.
  9. Kusumawati RA. Pengaruh employee engagement terhadap kinerja karyawan program diploma III di fakultas ekonomi Universitas Islam Indonesia. *J Maksipreneur Manajemen, Koperasi, dan Entrep.* 2017;6(2):1–17.
  10. Retnoningtyas DI. Analisis Pengaruh Remunerasi Dan Employee Engagement Terhadap Kinerja Pegawai Lembaga Sandi Negara. *J Mix.* 2014;4(1):1–11.
  11. Adityawarman Y, Sanim B, Sinaga BM. Pengaruh Beban Kerja terhadap Kinerja Karyawan PT. Bank Rakyat Indonesia (persero) Tbk Cabang Krekot. *J Manaj dan Organ.* 2015;6(1):34–44.
  12. Joushan SA, Syamsun M, Kartika L. Pengaruh budaya organisasi dan employee engagement terhadap Kinerja Karyawan pada PT PLN (persero) area bekasi. *J Apl Manaj.* 2015;13(4):697–703.
  13. Rolos JKR, Sambul SAP, Rumawas W. Pengaruh beban kerja terhadap kinerja karyawan pada PT. Asuransi Jiwasraya Cabang Manado Kota. *J Adm BisniS.* 2018;6(004):19–27.
  14. Schaufeli WB, Taris TW, Van Rhenen W. Workaholism, burnout, and work engagement: three of a kind or three different kinds of employee well-being? *Appl Psychol.* 2008;57(2):173–203.
  15. Macey WH, Schneider B, Barbera KM, Young SA. Employee engagement: Tools for analysis, practice, and competitive advantage. John Wiley & Sons; 2011.
  16. Sugiyono PD. Metode Penelitian Bisnis: Pendekatan Kuantitatif. Kualitatif, Kombinasi, Dan R&D. 2017.
  17. Arifin, Nasir M, Murfat MZ, Syahnur MH. Statistik. Hamzah MN, editor. Eureka Media Aksara; 2022.
  18. Syahnur MH, Bahari AF. Determinants of Neighborhood References, and Environmental Stimuli on Purchasing Decisions for Halal Products for Consumers. *Golden Ratio Mark Appl Psychol Bus.* 2023;3(1):20–33.
  19. Ghozali I. Aplikasi Analisis Multivariate Dengan Program IBM SPSS 25, Edisi Kesembilan. In: Semarang: Penerbit Undip. 2018.
  20. Sarstedt M, Ringle CM, Hair JF. Partial Least Squares Structural Equation Modeling. *Handb Mark Res.* 2021;1–47.
  21. Jaya S, Dawood DAK. Chapter-4 Corporate Social Responsibility and Employee Engagement (A Study with reference to IT Industry, Chennai). *Res Outlook, Innov Res Trends Manag.* 2020;32.
  22. Carter WR, Nesbit PL, Badham RJ, Parker SK, Sung L-K. The effects of employee engagement and self-efficacy on job performance: a longitudinal field study. *Int J Hum Resour Manag.* 2018;29(17):2483–502.
  23. Winowoda DA. Pengaruh Employee Engagement dan Kepuasan Kerja terhadap Kinerja Karyawan Melalui Komitmen Organisasi Sebagai Variabel Intervening di Hotel Grand Inna Malioboro Yogyakarta. 2018;

24. Nasir M, Taufan RR, Fadhil M, Syahnur MH. BUDAYA ORGANISASI DAN DISIPLIN KERJA SERTA PENGARUHNYA TERHADAP KINERJA KARYAWAN. *AkMen J Ilm.* 2021;18(1):71–83.
25. Fauziah F. Pengaruh Employee Engagement, Komitmen Organisasi, Rotasi Pekerjaan, Dan Kompensasi Terhadap Kinerja Karyawan (Studi Kasus Pada PT. Inkabiz Indonesia). Jakarta: Fakultas Ekonomi dan Bisnis UIN Syarif Hidayatullah Jakarta; 2016.
26. Fan H, Cai D. Employee engagement and job performance of employees—a study from hospitality and tourism in Hainan. In: 2nd International Conference on Education, E-Learning and Management Technology (EEMT 2017), Eemt. 2017. p. 586–91.
27. Al Mamun A, Ibrahim MD, Yusoff MNH Bin, Fazal SA. Entrepreneurial leadership, performance, and sustainability of micro-enterprises in Malaysia. *Sustainability.* 2018;10(5):1591.
28. Nasir M, Syahnur MH. Factors that Increase Work Productivity of Civil Servant at the Dinas Perdagangan Kota Makassar. *J Anal Bisnis Ekon.* 2021;19(2):119–32.
29. Meilia CHP, Setyowati W. Pengaruh Modal Psikologi Dan Peran Keterlibatan Karyawan Terhadap Kinerja Pegawai Dengan Mediasi Komitmen Organisasional (Studi Pada Lembaga Penjaminan Mutu Pendidikan Provinsi Jawa Tengah). *J Ilm Telaah Manaj.* 2016;13(1).
30. Meswantri M, Ilyas A. Determinant of employee engagement and its implications on employee performance. *Int Rev Manag Mark.* 2018;8(3):36–44.

**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

