



The Influence of organizational support and employee work engagement on employee performance at PT Everbright

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ABSTRACT

This study, conducted from May 2023 to January 2024 at PT Everbright, examined the impact of organizational support and employee work engagement on employee performance. Using a census method, all 165 employees were included as research subjects. Multiple linear regression analysis revealed that both organizational support and employee work engagement significantly and positively influenced employee performance. The findings indicated that organizational support ($t_{\text{count}} = 3.744$, $p = 0.000$) and employee work engagement ($t_{\text{count}} = 6.633$, $p = 0.000$) had significant effects on performance. Simultaneously, these variables had a positive and significant impact on performance ($F_{\text{count}} = 65.485$, $p = 0.000$). The adjusted R Square value was 0.440, suggesting that 44.0% of employee performance could be explained by organizational support and employee work engagement, while 56.0% was influenced by other unexamined variables such as work environment and rewards.

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1. INTRODUCTION

One important aspect of human resource management is evaluating employee performance. The purpose of the performance appraisal is to identify the employee's performance and recognize areas where they need to improve. PT Everbright is a company that produces and markets dry battery cells under the ABC brand. The phenomenon found at PT Everbright is a decrease in employee performance and a significant increase in employee turnover in 2022.

The solution to overcoming the problem of employee turnover is to improve employee performance. Increasing employee performance can be achieved through various factors, including support provided by the company where they work (Yuwono et al., 2023). Based on the analysis carried out by Syarifudin et al. (2022) concluded that with organizational support, positive support from the company encourages employees to feel responsible and provide good work performance. The results of this analysis are also supported by research conducted by Amin et al. (2023) where the research results concluded that organizational support had a significant positive effect on employee

performance. This means that good organizational support improves employee performance.

Some of the previous theories and research described apparently contradict the conditions experienced at PT Everbright. Every month, the company, through managers or superiors, always provides support to employees in the form of rewards for employees who achieve targets, facilities for working, as well as joint gatherings to increase cooperation between employees. However, the phenomenon found at PT Everbright is that the organizational support provided by the company has not been able to improve employee performance, in fact employee performance tends to decline. The condition of the decline in employee performance can be seen from the decline in employee work initiative in carrying out their duties well, the increase in employee work errors in carrying out their duties, and frequent violations of company rules in the form of employee absences from work.

However, the problem phenomenon experienced by PT Everbright is in line with research conducted by Fitriani et al. (2022) where the research results concluded that organizational support had a negative and insignificant effect on employee performance in the research object studied. This means that the presence of organizational support does not necessarily influence the increase in employee performance, and sometimes employee performance tends to decrease. In addition, research conducted by Alfiana (2020) also concluded that organizational support was unable to influence increased employee performance. This happens because the organizational support provided is not fully optimal so it is unable to provide motivation for employees to improve their performance.

Apart from organizational support from the company in improving employee performance, one concept that can explain the employee performance situation is employee work engagement. High work engagement from an employee is important for organizations that aim to have loyal employees and retain them (Andi et al., 2019). Many previous research shows that employee work engagement has a positive relationship in improving employee performance so they can grow and develop. One of them is research conducted by Nugroho dan Ratnawati (2021) where the results of the research concluded that the better the company is in providing work opportunities for its employees to be actively involved in the company, the better the employee's performance will be. Besides that, Abram et al. (2022) also obtained similar research results which concluded that employee work engagement had a positive effect on employee performance. By trying to increase good employee work engagement from employees, their performance will increase.

However, the previous research described contradicts the conditions experienced at PT Everbright. The phenomenon found in companies where the policy of providing opportunities for employees to be involved in projects does not have a positive impact as expected. On the other hand, employees tend to be passive, only following superiors' directions and reluctant to innovate. The phenomenon experienced by PT Everbright is in line with the results of research conducted by Putra et al. (2019) which concludes that employee work engagement has no effect on employee performance. Employees are not interested in making changes in the organization, and employees always feel worried about all forms of evaluation such as performance surveys. Apart from that, research conducted by Solissa et al. (2022) also concluded that employee work engagement has no effect on employee performance, which means employee work engagement is not able to improve employee performance. Work engagement from employees has not been able to influence work performance because many employees' work engagement is not carried out seriously in the process.

The conflicting findings from various studies and the real-world scenario at PT Everbright underscore the complexity of factors influencing employee performance. While some research emphasizes the importance of organizational support in enhancing

employee performance, others suggest that simply providing support may not suffice if it fails to genuinely motivate employees. Similarly, while work engagement is touted as a key driver of performance, its effectiveness may vary depending on individual and organizational factors. These nuances highlight the need for a more comprehensive understanding of the interplay between organizational dynamics, employee attitudes, and performance outcomes. Therefore, further research in this area could focus on exploring the contextual factors that mediate the relationship between organizational support, work engagement, and employee performance. By elucidating these complexities, future studies can offer valuable insights for organizations seeking to optimize their strategies for enhancing employee performance and mitigating turnover. Such contributions to the literature would advance the field of organizational psychology and management, ultimately benefiting both scholars and practitioners alike in their efforts to foster productive and sustainable work environments.

The urgency of this research lies in the pressing need for effective strategies to address declining employee performance and high turnover rates at PT Everbright. Given the conflicting findings from existing literature and the real-world challenges faced by the company, there is a critical gap in understanding how organizational support and employee work engagement impact performance in this specific context. Without a comprehensive understanding of these factors, PT Everbright risks continued inefficiencies and turnover, which can impede organizational growth and sustainability. Therefore, this research is essential to identify tailored solutions that can improve employee performance and retention, ultimately contributing to the company's success and competitiveness in the market.

According to Mulia (2021), organizational support is how a company or organization appreciates employees' contributions to the company's progress and the company's attention to their lives. Mulia (2021) explains that the indicator of organizational support is appreciation, namely that the company provides awards/rewards for employee work achievements. Development means the company pays attention to abilities and provides promotional opportunities for employees. Working conditions are related to the physical and non-physical work environment. Employee welfare, namely the company cares about the welfare of employees.

According to Rezeki (2022), employee work engagement is the emotional attachment and commitment to the company that encourages employees to work better and increase productivity. Rezeki (2022) describes the indicators of employee work engagement as Vigor, defined as a high level of energy and mental toughness when working, as well as the desire to put effort into work and persevere in difficulties. Dedication is defined as being engaged in work and experiencing a sense of enthusiasm, inspiration, pride, and challenge. Absorption is defined as full concentration in work and enjoyment when involved in work. Work Environment is defined as a work environment that is able to encourage someone to be involved in work.

According to Budiyanto dan Mochklas (2020), employee performance is a result achieved by the employee in his work according to certain criteria that apply to a particular job. Silaen et al. (2021) outlines indicators of employee performance, namely work quality, work quantity, timeliness and effectiveness of commitment.

2. RESEARCH METHOD

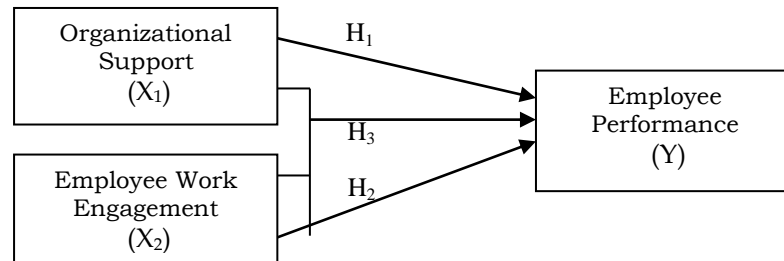


Figure 1. Research Conceptual Framework

Based on the results of the mapping of the conceptual framework above, the authors formulate a hypothesis as an answer to the steps that are contrary to this research activity, as a result (a) H_1 : Organizational support influences employee performance at PT Everbright, (b) H_2 : Employee work engagement influences employee performance at PT Everbright, (c) H_3 : Organizational support and employee work engagement simultaneously influence employee performance at PT Everbright.

The research approach used in this research uses a descriptive research method with a quantitative approach. The population in this study was all 165 employees who worked at PT Everbright from various divisions. The sampling technique uses the census method where all elements in the population are included in the research without any sampling or selection. In this context, all 165 employees working at PT Everbright from various divisions were research subjects without exception, so it can be concluded that the number of samples in this study was 165 people.

This study uses multiple linear regression analysis techniques, namely the analysis used to determine the magnitude of the influence of the independent variable on the dependent variable.

3. RESULTS AND DISCUSSIONS

3.1 Data quality testing

The first stage is to test the quality of the data by testing the validity and reliability. Validity test is carried out to ensure that the questionnaire used to collect data is a valid questionnaire. Measuring validity in this study using Bivariate Pearson (Product Moment Pearson), namely the correlation technique, by calculating the correlation between the scores of each question item and the total score. Validity test can be said to be valid if it is significant < 0.05 or 5% or $r_{\text{count}} > r_{\text{table}}$. The process of finding r_{table} values is carried out using the r product moment table, namely determining alpha (α) = 0.05 then n (sample) = 30 people. Degrees of freedom (df) = $n-2 = 28$ so that the r_{table} value is 0.361.

Table 1. Validity Test Results

Variable	Item	Pearson Correlation	Sig. (2-tailed)	Information
		Total (r_{hitung})		
Organizational Support (X_1)	Q1	0,460	0,011	Valid
	Q2	0,760	0,000	Valid
	Q3	0,559	0,001	Valid
	Q4	0,614	0,000	Valid
	Q5	0,785	0,000	Valid
	Q6	0,478	0,007	Valid
	Q7	0,673	0,000	Valid
	Q8	0,710	0,000	Valid
	Q9	0,725	0,000	Valid
Employee Work Engagement (X_2)	Q10	0,609	0,000	Valid
	Q11	0,722	0,000	Valid
	Q12	0,477	0,008	Valid

	Q13	0,730	0,000	Valid
	Q14	0,513	0,004	Valid
	Q15	0,819	0,000	Valid
	Q16	0,452	0,012	Valid
	Q17	0,606	0,000	Valid
	Q18	0,850	0,000	Valid
	Q19	0,773	0,000	Valid
Employee Performance (X ₃)	Q20	0,603	0,000	Valid
	Q21	0,640	0,000	Valid
	Q22	0,795	0,000	Valid
	Q23	0,808	0,000	Valid
	Q24	0,402	0.028	Valid

Source: Data Processed With SPSS 25, 2023

Table 1 shows that each statement of each variable has a calculated value $> r_{\text{value}}$ (0.361) and a significance value of 0.05 so it can be concluded that all questions in the questionnaire are declared valid.

Next, is to do reliability testing to measure a questionnaire that has indicators of variables. The method used to view the data is reliable with Cronbach's Alpha method (α). Cronbach's Alpha coefficient used in this study is > 0.6 . The following are the results of the reliability test which can be seen in Table 2.

Table 2. Reliability Test Results

No	Variable	Alpha Cronbach's	N of Items	Keterangan
1	Organizational Support (X ₁)	0.788	8	Reliable
2	Employee Work Engagement (X ₂)	0.777	8	Reliable
3	Employee Performance (Y)	0.833	8	Reliable

Source: Data Processed With SPSS 25, 2023

Based on Table 2, it can be seen that the three research variables have Cronbach's Alpha values greater than 0.60 so it can be said that the three variables in this study are reliable.

3.2 Classical assumption test

In this research, to show that data is normally distributed with statistics is using the Kolmogorov-Smirnov Monte-Carlo approach as shown in Table 3.

Table 3. Normality Test Results

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		165
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.30152291
Most Extreme Differences	Absolute	.099
	Positive	.043
	Negative	-.099
Test Statistic		.099
Asymp. Sig. (2-tailed)		.000 ^c
Monte Carlo Sig. (2-tailed)	Sig.	.069 ^d
	99% Confidence Interval	Lower Bound
		Upper Bound
		.075

Source: Data Processed With SPSS 25, 2023

Table 3 shows a significant value obtained of $0.075 > 0.05$. Based on these values it is concluded that the data is normally distributed.

Next, multicollinearity testing will be conducted to determine whether the regression model found a correlation between independent variables or independent

variables. Multicollinearity test can be done by looking at the value of VIF (Variance Inflation Factor) and Tolerance.

Table 4. Multicollinearity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
X1	0.663	1.508
X2	0.663	1.508

a. Dependent Variable: Y

Source: Data Processed With SPSS 25, 2023

Based on Table 4, it can be seen that the Tolerance value of the independent variable is 0.663 which is greater than 0.1, while the VIF value of the independent variable is 1.508 which is smaller than 10, so the data is declared free from multicollinearity.

In this research, heteroscedasticity testing was carried out with statistics is using Glejser as shown in Table 5.

Table 5. Heteroscedasticity Test Results with Glejser

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5.420	1.682		3.223	.002
X1	-.033	.051	-.062	-.646	.519
X2	-.048	.055	-.085	-.886	.377

a. Dependent Variable: Abs_RES

Source: Data Processed With SPSS 25, 2022

Table 5 shows that all independent variables have a significance value of > 0.05 so it can be concluded that there is no heteroscedasticity in the regression model.

3.3 Multiple linear regression analysis tests

The results of the multiple linear regression analysis test on two independent variables, namely organizational support and employee work engagement on one dependent variable, namely employee performance which can be seen in Table 6.

Table 6. Multiple Linear Regression Analysis Test Results

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	1.921	2.784	
X1	.315	.084	.269
X2	.600	.090	.476

Source: Data Processed With SPSS 25, 2023

So that the multiple linear regression equation in this study is:

$$y = 1,921 + 0,315 X_1 + 0,600 X_2 + e$$

The constant (a) = 1.921 shows a constant value, if the value of variable X_1 , namely organizational support, and variable X_2 , namely employee work engagement, has a value of 0, then employee performance remains at 1.921.

The coefficient X_1 (b_1) = 0.315 shows that the variable organizational support (X_1) has a positive influence on employee performance by 0.315 for each increase in organizational support (X_1) by a certain amount, so employee performance will also decrease by 0.315 with other variables remaining constant.

The coefficient X_2 (b_2) = 0.600 shows that the variable employee work engagement (X_2) has a positive influence on employee performance by 0.600 for each increase in

employee work engagement (X_2) by a certain amount, so employee performance will also increase by 0.600 with other variables remaining.

3.4 Hypothesis test

The first hypothesis testing was carried out by testing a t-test to determine the significant effect of the dimensions of the independent variable partially on the dependent variable.

Table 7. t-test Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.921	2.784		.690	.491
	X1	.315	.084	.269	3.744	.000
	X2	.600	.090	.476	6.633	.000

a. Dependent Variable: Y

Source: Data Processed With SPSS 25, 2023

Table 7 shows that the t_{table} value for significance is 0.05 at degrees of freedom $df = n - k$ where k is the total number of variables and n is the number of samples. $df = 165 - 3 = 162$ is 1.975. The results of the partial test can be explained as follows:

H_1 : There is an influence of organizational support on employee performance

The results of partial hypothesis testing obtained a value of $t_{count} > t_{table}$ or $3.744 > 1.975$ and the significance obtained was $0.000 < 0.05$, meaning that the hypothesis was accepted, meaning that partial organizational support had a positive and significant influence on employee performance at PT Everbright.

H_2 : There is an influence of employee work engagement on employee performance

The results of partial hypothesis testing obtained a value of $t_{count} > t_{table}$ or $6.633 > 1.975$ and the significance obtained was $0.000 < 0.05$, meaning that the hypothesis was accepted, meaning that partial employee work engagement had a positive and significant influence on employee performance at PT Everbright.

The last hypothesis testing is the F test which is carried out to test the significant effect of the dimensions of the independent variables simultaneously on the dependent variable.

Table 8. F Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	1445.203	2	722.602	65.485	.000 ^b
	Residual	1787.609	162	11.035		
	Total	3232.812	164			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

Source: Data Processed With SPSS 25, 2023

Table 8 shows that the value of F_{table} at a significance level of 0.05 at $df_1 = k - 1 = 3 - 1 = 2$ and $df_2 = n - k = 165 - 3 = 162$ is 3.05. The results of the simultaneous test can be explained as follows:

H_3 : There is an influence of organizational support and employee work engagement on employee performance

The results of simultaneous hypothesis testing obtained the value of $F_{count} (65.485) > F_{table} (3.05)$ with a significance level of $0.000 < 0.05$, meaning that the hypothesis was accepted, meaning that organizational support and employee work engagement simultaneously have a positive and significant effect on employee performance at PT Everbright.

3.5 Coefficient of determination test

The coefficient of determination test denoted by R^2 which was used to measure how much influence organizational support (X_1) and employee work engagement (X_2) on employee performance (Y).

Table 9. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.669 ^a	.447	.440	3.32184

a. Predictors: (Constant), X2, X1

Source: Data Processed With SPSS 25, 2023

Table 9 shows the value of the Adjusted R Square (R^2) which is obtained as much as 0.440, the value of employee performance can be explained by the variables of organizational support and employee work engagement as much as 44.0% while the remaining 66.0% is influenced by other variables which were not studied by this research such as the environment, work, giving rewards, other things like that.

3.6 Discussion

a. The Influence of Organizational Support On Employee Performance

The organizational support variable influences employee performance. This research is in line with the results of previous research which stated that organizational support influences employee performance (Metria & Riana, 2018). Apart from that, there is previous research conducted by Syarifudin, dkk., (2022) which also shows that organizational support influences employee performance. There is also several supporting research conducted by Umihastanti and Frianto (2022) and Khairunnisa (2023) which also states that organizational support from the company is able to influence employee performance to be more positive.

Organizational support can help employees feel valued, supported, and motivated to achieve organizational goals. Organizational support can also improve employee well-being, including their physical and mental health. Thus, organizations that provide adequate support to their employees can increase productivity and quality of work, as well as help encourage employee loyalty and engagement. In addition, when the organization provides support to employees, employees will feel appreciated and supported in carrying out their work.

b. The Influence of Employee Work Engagement On Employee Performance

In this research, the employee work engagement variable influences employee performance. This research is in line with the results of previous research which stated that employee work engagement influences employee performance (Nugroho & Ratnawati, 2021). Apart from that, there is previous research conducted by Abram, dkk., (2022) which also shows that employee work engagement influences employee performance. There is also several supporting research conducted by Astuti and Suwandi (2022) and Kosim, dkk., (2023) which also states that employee work engagement in a company can influence employee performance to be more positive.

Employees who feel emotionally involved in their work tend to be more enthusiastic, motivated, and have better skills in completing their tasks. Additionally, engaged employees tend to have lower absenteeism rates, lower employee turnover rates, and are more likely to promote a positive work culture. Employee engagement can also help organizations to increase employee loyalty and create a more harmonious work environment.

c. The Influence of Organizational Support and Employee Work Engagement On Employee Performance

In this research, the variables of organizational support and employee engagement jointly influence employee performance. This research is in line with the results of previous research which stated that organizational support and employee engagement jointly influence employee performance (Umihastanti & Frianto, 2022). There is also several supporting research conducted by Sandria, dkk., (2022) which also states that organizational support and employee work engagement together influence employee performance.

Adequate organizational support and high employee engagement can help employees feel valued, supported, and emotionally connected to their work. Employees who feel supported and actively involved in their work tend to be more motivated, productive and contribute positively to work culture as well as have better physical and mental well-being.

4. CONCLUSION

Based on the results and discussion of the research, the authors make the following conclusions organizational support has influence on employee performance at PT Everbright, employee work engagement has influence on employee performance at PT Everbright, and simultaneously organizational support and employee work engagement has influence on employee performance at PT Everbright. Research limitations include the lack of consideration for other potential influencing factors such as work environment and rewards. Future research could explore these variables to provide a more comprehensive understanding of their impact on employee performance. The theoretical implications of this research lie in expanding our understanding of the complex dynamics between organizational support, work engagement, and performance. By acknowledging the interplay of these variables, scholars can refine existing theories and develop more nuanced models to explain employee behavior and performance within organizational contexts.

Additionally, longitudinal studies could be conducted to observe the long-term effects of organizational support and employee work engagement on performance. Moreover, qualitative methods like interviews could provide deeper insights into the subjective experiences of employees regarding organizational support and work engagement. Furthermore, expanding the research scope beyond PT Everbright to include a diverse range of industries and organizational sizes could enhance the generalizability of the findings. Finally, incorporating interventions to improve organizational support and work engagement and observing their effects on performance could offer practical insights for managers and policymakers.

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