



# The effect of employee engagement and training on employee performance through organizational commitment

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## Article Info

### Article history:

Received: Jan 20, 2023

Revised: Feb 20, 2023

accepted: Feb 28, 2023

### Keywords:

Employee engagement;  
Employee performance;  
Training.

## ABSTRACT

The existence of organizational change results in a decrease in the quality of employee performance which must be supported by training so that it can respond to market changes and competition. The purpose of this study was to analyze the effect of employee engagement and training on employee performance through organizational commitment. The sample in this study amounted to 89 respondents. The statistical method used is inferential statistics (inductive statistics or probability statistics) with PLS (Partial Least Square) to complete the hypothesis. The results of this study are that there is a positive and significant influence of employee engagement, training, and organizational commitment on employee performance through organizational commitment. This research has implications for the managerial part of the company where training is needed, especially those related to benefits in completing work.

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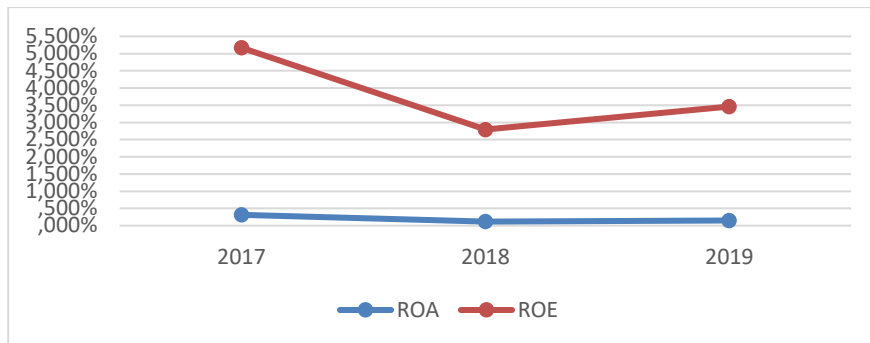
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## 1. INTRODUCTION

Employee performance is closely related to the level of company profitability. Therefore, performance measurement is important, especially in facing the challenges of today's changing times to get a better level of profitability. Employee performance can increase if there is high organizational commitment (Almutairi, 2016). In facing the challenges of changing times, it is necessary to optimize existing human resources. Performance will increase if employees receive training that improves their abilities so that the employee's attachment to the company will be stronger (Handayani et al., 2017).

PT TASPEN (Persero) or Civil Servant Insurance and Savings Fund is an Indonesian State-Owned Enterprise engaged in insurance for old age savings and pension funds for ASN and State Officials. PT TASPEN (Persero) is faced with the need to manage the organization prudently toward sustainability. To see the performance of a company can be interpreted from the quantitative results of profitability listed in the financial statements. This profitability will be a benchmark for the company to earn revenue by considering the company's assets.



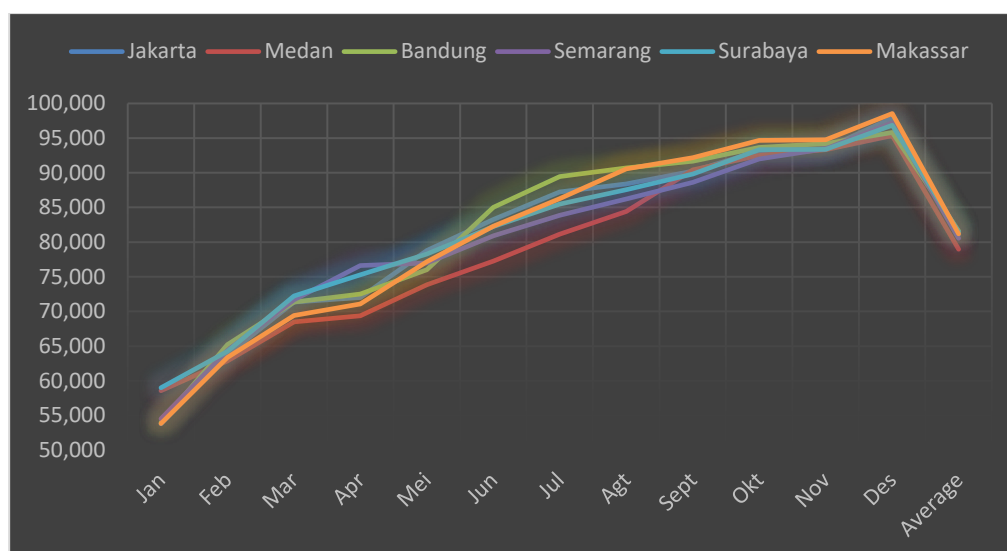
Source: PT TASPEN (Persero) audited financial reports for 2018 and 2019

Figure 1. Profitability of PT TASPEN (Persero) using ROA and ROE indicators

Figure 1 above explains that the condition of profitability at the end of 2019 is known to be better than the previous year (2018), using both ROA and ROE indicators, but it is still lower than the company's achievements in 2017. This is appropriate when viewed from the net profit earned company, where 2019 was known to be better than 2018, but still lower than the profit achievement in 2017. This indicates that there are things that need to be optimized again to obtain better profitability, especially in 2020, where the corona pandemic remains a challenge for the entire industry.

One of the determinants of profitability is employee performance which plays an important role in terms of improving organizational performance. These factors function for today's organizations that are required to be able to compete and must prepare themselves to adapt the existing structure to changes in the market and increased competition that occurs every day. Factors that require organizations to redesign their organization, to serve customers more effectively and efficiently. Factors that become the best organizational goals are organizations that place and manage their human resources optimally. Human resources are an integrated ability of the mind and physical power possessed by individuals or employees. Human resources are built to be able to compete in the face of increasingly fierce competition (Dessler, n.d.).

In measuring the performance of effective human resources, several approaches are needed so that the performance can be measured. One of the tools used by companies is KPI (Key Performance Indicator), where the main focus is the management of employee performance within the organization. Based on the results of observations on the current condition of the organization, where the organization implements strict efficiency and improves employee performance to maintain the existence of the organization both in terms of profitability and company stability amidst the current conditions. The indicator used by researchers to see employee performance is KPI (Key Performance Indicator) which has been implemented at PT TASPEN (Persero).



Source: Processed from PT TASPEN (Persero) Branch KPI data for 2019

Figure 2. KPI Average Acquisition at the 6 Best Branches of PT TASPEN (Persero)

Figure 2 is the result of the average evaluation of employees per branch outlet owned by PT TASPEN (Persero). The data reflects the acquisition of the KPI index by employees of PT TASPEN (Persero) in general. From Figure 2 it is known that at the beginning of the year from January to May-June, the average employee KPI index was still below good (80%), KPI began to improve at the end of the period until the achievement was almost perfect at the end of the period. In general, employee KPI results show good above good results (80%). On the other hand, there is a phenomenon that forms the basis of the research focus, namely the occurrence of quite poor ratings in almost half a year, there are several indications of the causes of poor employee performance in that period, some of which the researchers managed to collect were organizational change problems.

PT TASPEN (Persero) experiences changes every year in the form of organizational changes due to mutations, changes also occur in work operational processes, especially for labor transfers without regard to previous work background or educational data. Meanwhile (Purnomo et al., 2018) mentions the need for new skills and knowledge for employees in dealing with organizational change. The problem that then arises is that the quality of employees' work does not experience an accelerated increase in the changes that occur in the office through the results of research on perceptions carried out on the office. This difference in perception has not been properly answered because a comprehensive approach has not been taken to be able to measure employee perceptions and organizational commitment as well as training on employee performance. Based on this, researchers try to get a description of the relationship between these factors and provide comprehensive conclusions and suggestions for the development of existing programs. According to (Ayotunde Alaba et al., 2018) employee performance can increase if there is an increase in training to create new strategies in business digitalization.

This research aims to analyze the influence of employee engagement factors, training, and employee engagement on employee performance as well as analyze the influence of training and employee engagement factors on employee performance through organizational commitment.

Engagement theory describes employee engagement as employees who are fully connected both physically, cognitively, and emotionally with their job roles (Febriansyah et al., 2018; Kahn, 1990). Employee engagement is a condition of increasing the quality of employee performance and contributing more to the company because employees who are engaged as a whole become relatively more loyal to the company. On the other hand, commitment is important to see the nature of the relationship of each member of the organization with other fellow members which will relate to decision making for each individual. If employees have high engagement, high emotional attachment

will be created so that it will have a big impact on the quality of employee performance (Dessler, n.d.) and also have high enthusiasm for what they are doing (Tritch, 2003). (Gibbons, 2006) describes the factors that are a sign that every employee has an attachment that can be seen from the desire and intention to exert energy in the form of physical, cognitive and emotional expressiveness in the process of completing their tasks. According to the indicators used in measuring employee engagement, (Schaufeli & Bakker, 2004) they are enthusiasm, dedication and absorption. In addition to creating employee engagement with the aim of increasing competitive and sustainable advantages, an organization needs a place to channel its spirituality so that it makes more sense of each job and becomes part of it and when doing work it already has motivation within itself (Lianto et al., 2019)

Maximum employee performance achievement is inseparable from the abilities, knowledge and skills of employees. Therefore it is necessary to carry out training in improving the mastery of specific skills in the work occupied. Management skills training will increase the likelihood of improved performance going forward (Soegoto & Narimawati, 2017). This means that employee performance will have a direct impact on company performance (Putri et al., n.d.).

By-training (Dessler, n.d.) is the process of teaching new or existing employees the basic skills they need to perform their jobs. Training is a human resource management activity that aims to improve the mastery of certain, detailed and routine work implementation skills and techniques. Training indicators use the approach taken in research (Kurniawanysah, 2016) including the benefits of training, superior support and access to training

An organization developing goals or in meeting the needs that exist within the organization, of course, based on the vision and mission of the organization (Mathis & Jackson, 2006). Employees with high commitment will judge themselves to be the most important part of the organization until employees believe that they will be needed in the long term. On the other hand, low committed employees tend to think that he is not an important part of the organization so the impact of this is that he thinks about staying in the organization for a relatively short time.

From some of the explanations above, it can be concluded that organizational commitment is an employee attitude that is influenced by their psychology so that the desire to remain in the organization grows and proves this with an attitude of loyalty in an organization. Organizational commitment is determined by several factors, namely (David & Minner (Sopiah 2008), 2008) the level of effort expended, individual capabilities, and organizational support. The dimensions used to measure organizational commitment in research (Nurandini & Lataruva, 2014) are affective, normative and sustainable commitment dimensions.

(Mathis & Jackson, 2006) employee performance as a form of involvement with the company by doing each job which can be seen from the quality and quantity of output produced followed by attitude and presence in the position placed.. The expected performance of an organization can be measured through Key Performance Indicators (KPI). With the existence of KPIs, it can provide information to management and company owners as a basis for making decisions about employees. Consistent KPI implementation makes employees more focused on achieving the targets that have been set. Measuring an increase or decrease in employee performance can be reviewed from several aspects by the company. According to (Mathis & Jackson, 2006) individual employee performance can be improved through three important factors, namely the level of effort that employees devote to the company, individual abilities, and organizational support From the background explanation above, the hypothesis of this study is:

H1 : = Employee engagement has a positive and significant effect on employee performance.

H2 : = training has a positive and significant effect on employee performance.

H3 : = organizational commitment has a positive and significant effect on employee performance.

H4 : = Employee engagement has a positive and significant effect on employee performance through organizational commitment.

H5 : = training has a positive and significant effect on employee performance through organizational commitment.

H6 : = Employee engagement and training have a positive and significant effect on employee performance through organizational commitment

## 2. RESEARCH METHOD

This research approach using quantitative methods. Data obtained directly through observations of certain objects through a questionnaire mechanism. The focus of the research was conducted on employees who took part in PT TASPEN (Persero)'s scheduled training in August - October 2020. Based on estimated data and interviews with the HR department of PT TASPEN (Persero), it is known that there are around 1,297 permanent employees, and there are as many as 850 employees who received training at the duration of that time. So that then used as the research population is 450 employees. Determination of the sample using the Slovin formula as many as 82 respondents. The sampling technique is probability sampling or random sampling of the previously determined population.

Test the validity and reliability of the data is intended to determine the reliability of the statements on the questionnaire on the perception of the sample. Test the validity and reliability of the data using the help of smartPLS software, where the data analysis method uses PLS (Path Analysis), to know the relationship between variables. Data validity and reliability tests are included in the Outer Model I test category.

The statistical method used is inferential statistics (inductive statistics or probability statistics). Researchers use PLS (Partial Least Square) as the main analytical tool to complete the hypothesis that has been formed. To find out the validity and reliability of each measured variable is done by comparing the PLS measurement results with the rule of thumbs. The following is the Rule of Growth that applies to validity and reliability tests (Ghozali & Latan, 2015): (a). The reliability test can be seen from Cronbach's alpha value and composite reliability (pc) value. The rule of growth that is usually used to see convergent validity is  $> 0.70$  for confirmatory research. (b). The construct validity test or Convergent validity of the measurement model can be seen from the correlation between the indicator scores and the variable scores, this is reflected in the Loading factor and Average Variance Extracted values. An indicator is considered valid if it has an AVE value above 0.5, or a loading factor has a value  $> 0.7$ .

The process carried out in the smartPLS application is bootstrapping, the causality relationship is obtained from the T-statistic test parameters. The evaluation process in the structural model (inner model) is seen based on the percentage of variance symbolized by the R square value for each endogenous latent variable, this symbol is a prediction of the model and a reflection of the magnitude of the structural path coefficient (Ghozali & Latan, 2015). The value of  $R^2$  is the value of the relationship between the latent variables at the structural level. It is said to have a large influence if it has a value greater than 0.2.

Predictive Relevance is reflected in the R-square value which is the result of PLS processing in the research model. The R-square value is used to assess the effect of certain independent latent variables on the dependent latent variable and whether it has a large/substantive effect. It is said to have predictive relevance if the model has a Q-square value  $> 0$ , and vice versa if the Q-Square value is  $\leq 0$  (Ghozali & Latan, 2015). Calculation of Q Square is done by the formula:  $Q^2 = 1 - (1 - R_{12})(1 - R_{22}) \dots (1 - R_{p2})$ . where  $R_{12}$ ,  $R_{22}$ ...  $R_{p2}$  is the R-square of the endogenous variables in the equation model. The  $Q^2$  quantity has a value with a range of  $0 < Q^2 < 1$ , where the closer to 1 means the better the model. This  $Q^2$  quantity is equivalent to the total determination coefficient in path analysis.

The hypothesis is tested by analyzing the significance of the path to the next model that is formed. The significance value can be seen from the t-value of each variable relationship. The rule of growth is used significant value for two-tailed and a significance level = 5% if the t-value is  $> 1.96$ , for a significance level = 10% if the t-value is  $> 1.65$ . The significance test was then carried out on the relationship between the direct variable (direct effect) and the indirect variable (indirect effect). (Ghozali & Latan, 2015)

### 3. RESULTS AND DISCUSSIONS

#### 3.1. Outer Model Analysis.

Outer model analysis can be seen in the table below:

Table 1. Construct Reliability and Validity Values (source: Processed data, 2021)

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
<i>Employee Engagement</i>	0.931	0.941	0.940	0.588
<i>Training</i>	0.764	0.783	0.859	0.670
<i>Normative Commitments</i>	0.919	0.920	0.949	0.861
<i>Affective Commitment</i>	0.899	0.900	0.937	0.832
<i>Sustainable Commitment</i>	0.805	0.840	0.882	0.714
<i>Employee Performance</i>	0.964	0.967	0.968	0.684

(Source: Processed data, 2021)

Table 1 above shows that the data for each research variable are stated to meet the criteria of validity and reliability.

#### 3.2. Collinearity Test

Collinearity test can be seen in the table below:

Table 2. Collinearity Statistical Indicator Values (source: Processed data, 2021)

Outer VIF Values					
Indicator	VIF value	Indicator	VIF value	Indicator	VIF value
EE12	4,573	KK13	4,276	KO11	3,097
EE13	4,497	KK21	5,841	KO12	2,649
EE21	5,056	KK22	3,091	KO13	2,702
EE22	3,574	KK23	3,506	KO21	2,679
EE23	2,675	KK31	4,286	KO22	4,000
EE24	4,042	KK32	3,166	KO23	4,230
EE25	3,021	KK33	5,153	KO31	1,544
EE31	3,482	KK41	6,779	KO32	1,877
EE32	4,277	KK42	4,698	KO33	1,992
EE33	4,512	KK43	5,201	P11	2,640
KK11	4,042	KK51	2,997	Q12	2,856
KK12	4,898	KK52	8,985	Q13	1,225
				EE11	4,400

Table 1 above shows that the data for each research variable are stated to meet the criteria of validity and reliability, with the provisions being declared valid if the AVE value is above 0.5, or the loading factor has a value > 0.7 and is stated to be reliable seen from the Cronbach's alpha value, which is > 0.70.

#### 3.3. Test the organizational commitment variable construct model

Test the organizational commitment variable construct model can be seen in the table below:

Table 3. Model Evaluation Test Results (source: Data processed, 2021)

	R Square	R Square Adjusted
Normative Commitments	0.050	0.037
Affective Commitment	0.589	0.584
Sustainable Commitment	0.343	0.334
Employee Performance	0.909	0.906

(Source: Processed data, 2021)



The employee performance variable has a value of  $R^2 = 0.909$  indicating that the forming/constructive variable for employee performance variables has a strong influence. This indicates that the model tested has a strong influence, where organizational commitment strengthens the relationship between employee engagement and training variables on improving employee performance.

### 3.4. Hypothesis testing

The process used to obtain a causal relationship between variables is bootstrapping using 500 subsamples and a significance (two tailed) of 10%. To find out the significance between variables, use the Rule of thumb as a comparison. Significance (two tailed) is reflected in the T statistic value of  $> 1.67$  (significance level = 10%) (Ghozali & Latan, 2015).

Table 4. Total Path Coefficient Value (source: Processed data, 2021)

	Original Sample	Sample Means	Standard Deviations	T Statistics	P Values
Employee Engagement ->Affective Commitment.	0.718	0.723	0.043	16,529	0.000
Employee Engagement ->Employee Performance.	0.797	0.804	0.031	25,380	0.000
Training -> Affective Commitment.	0.112	0.112	0.059	1,903	0.058
Training -> Employee Performance.	0.101	0.100	0.050	2.013	0.045
Affective Commitment ->Employee Performance.	0.690	0.685	0.047	14,610	0.000

(Source: Processed data, 2021)

### 3.5. The effect of employee engagement on organizational commitment.

Employee engagement has a significant impact on organizational commitment. This conclusion is in line with previous research conducted by (Albdour & Altarawneh, n.d.), (Lolitha & Johnson, n.d.,2016), and (Hanaysha, 2016) where employee engagement has a positive and significant effect on organizational commitment. In this study, employee engagement has the greatest impact on effective organizational commitment. In contrast to research (Albdour & Altarawneh, n.d.), (Lolitha & Johnson, n.d.,2016) where the effect of employee engagement has the greatest impact on normative organizational commitment, but in line with the research conducted (Hanaysha, 2016)

By using the previous descriptive analysis approach, where the majority of respondents were  $>35$  years of age, the dominant respondents reflected a high level of engagement, especially for indicators of organizational commitment. The indicator that has the highest average is the statement "I need work done now at PT TASPEN (Persero)". The indicator statement is in sync with the reflection of the respondent's age where the long time working at PT TASPEN (Persero) makes the respondent well attached and causes the respondent's commitment to the organization to increase. This is also reflected in the work culture that exists at PT TASPEN (Persero), where the work culture is strongly influenced by employee engagement and employee commitment to the company. Employee engagement and employee commitment can show maximum results if the manager pays special attention to conducting training to improve the ability of employees to work.

### 3.6. The effect of employee engagement on employee performance.

Employee engagement has a significant impact on employee performance. This conclusion is in line with previous studies conducted by (Hali, 2019), (Cheche et al., 2019), where it was concluded that employee engagement has a positive and significant effect on employee performance. The opposite is concluded by (Sakeru et al., 2012), where there is a positive but not significant effect of employee engagement on employee performance.

The results of the descriptive analysis of the respondent's statements on the questionnaire show that in both employee engagement and employee performance, the average respondent's statements strongly agree with all statements. The statement on the highest employee performance

indicator is "I feel as part of PT TASPEN (Persero), which is a reflection of the high level of employee engagement with the company.

Researchers provide recommendations for companies to maintain existing programs (which have been summarized by the research and development department) and add programs that can increase employees' sense of pride in the company. This is because the lowest indicator in this variable is the employee's perception of pride in the company. Programs that can increase this sense of pride include employee mapping with an integrated information system, so that each employee's performance map individually, both on the ability and expertise of employees in certain fields to employee interests which we then define as potential employees. With this process, it is hoped that employees will feel they belong to the organization and be proud of the organization.

### **3.7. Effect of training on organizational commitment.**

Training has a significant impact organizational commitment. The research results are in line with the research conducted by (Kurniasari et al., 2018) and (Hakim, 2018) namely training has a positive and significant impact on organizational commitment. In this study, the organizational commitment represented by employees is affective organizational commitment.

This significant influence is indeed reflected in the statement of the highest respondent on the training variable on the openness indicator of PT TASPEN (Persero) in organizing training. This will increase employee organizational commitment in accordance with the statement with the highest average in the affective commitment variable, where employees experience emotional attachment to the company. Transparency in training indicates that the company provides open access and this is a form of fairness in the work process and will bind employees' emotions towards the company. This emotional attachment forms the basis of employees' active involvement in company activities and is a reflection of affective organizational commitment.

The training provided by PT TASPEN (Persero) provides personal benefits/personality so that it makes it easier to do work and can enhance career development. This indicates the possibility that employees feel less benefited from the training provided either to improve personality or make work easier. The author suggests conducting further mapping of employee needs for training, especially those concerning benefits in completing work.

### **3.8. Effect of training on employee performance.**

Training has a significant impact on employee performance. The research results are in line with the research conducted by (Nwaeke et al., 2017) and (Hakim, 2018) namely training has a positive and significant impact on. The research results are different from the results put forward by (Kurniasari et al., 2018), where the research results of training do not have a significant impact on employee performance. The research results (Kurniasari et al., 2018) are also reflected in this study, where based on the descriptive analysis it is known that perceptions of training tend to be low.

The benefits of training are considered by employees to be quite low, namely represented by an average value of 3.23 (neutral) for all respondents' statements. This indicates a lack of perception of the benefits employees receive from training to assist employees in their work processes. When viewed from the average employee's perception of performance statements, which are dominated by statements that strongly agree, it indicates that training does not dominate employee performance. This creates a big room for improvement for PT TASPEN (Persero) to be able to maximize training to boost performance.

### **3.9. The Effect of organizational commitment on employee performance.**

Organizational commitment has no significant impact on employee performance. (Hali, 2019) resulted in a conclusion that organizational commitment is not able to mediate the effect of employee engagement on employee performance, the result is inversely proportional to that found by (Cheche et al., 2019). Based on the research results, it is known that the direct relationship between organizational commitment and employee performance is positive and significant, and the presence of employee engagement and training through organizational commitment variables increases the



level of significance of the relationship between organizational commitment and employee performance. Organizational commitment in this study is shown as a factor that increases the relationship between training and employee engagement on employee performance.

#### 4. CONCLUSION

Employee engagement has a positive and significant effect on employee performance. It is known that the employee engagement variable is a statement of being proud of the organization with the lowest score compared to other statements, this is due to mutations carried out by the organization without regard to location factors and employee knowledge and experience. This is also the main reason why training is so needed by employees, besides improving the ability will also increase employee engagement with the organization. This is very possible because from the results of research, it is known that employees feel at home in the office, and having great energy to work is a great capital to increase employee engagement.

Training has a positive and significant effect on employee performance. Timing of training and utilization of training resources is important homework for the organization. Training that adapts to employee work schedules and better accessible material modules will help the training process become better. PT TASPEN (Persero) through the human resource development department has taken a holistic approach to solve training management problems, but with today's highly developed technological changes, a more integrative approach is needed so that training can be used to improve performance.

Affective organizational commitment has a positive and significant effect on employee performance. The most dominant organizational commitment is affective commitment, where which is indeed reflected in the organizational culture, and this is what is identified as the cause of organizational commitment and can be a supporter of training and employee engagement to improve employee performance.

Employee engagement has a positive and significant effect on employee performance through organizational commitment. Based on field analysis and evidenced by the completion of variable indicator statements, it is known that the dominance of affective commitment shows that employees can actively participate in organizational activities. So engagement increases according to employee involvement with organizational activities.

Training has a positive and significant effect on employee performance through organizational commitment. The training factor is a factor that requires a component of the organizational commitment factor, this is because the training process requires a commitment to completing the training program. Dominant affective organizational commitment shows the behavior of employees within the organization in the training process, where although sometimes training can be burdensome for work, namely training when there is a lot of work (training time is not right), PT TASPEN (Persero) employees continue to attend and carry out training carefully and well. This is an important capital for the organization, where with good training arrangements it may become capital for the organization to grow and develop better.

Employee engagement and training have a positive and significant effect on employee performance through organizational commitment. Work culture in an organization greatly influences employee engagement and employee commitment to the company. Employee engagement makes a person relatively more loyal to the company so that there is an increase in employee performance which will also be encouraged by open training so that it can bond employees' emotions towards the company as a basis for active involvement of employees in the company activities.

The recommendations given from this research to companies are, training should be an ongoing agenda that becomes the company's strategic action. In addition to operational activities for the next period, at least it has been planned through continuous training, training also includes the active role of superiors to be able to provide suggestions related to training needs and also bridge training information to employees with the aim of increasing the benefits of training and improving employee performance. Using technology as a new force for training such as using training technology

using sound documents, especially for intensive pre-training debriefing. Employee engagement still needs to be improved by growing a better sense of pride. This can be done by mapping employees with an integrated information system, so that the performance map of each employee individually is good for the ability and expertise of employees in certain fields. This is also needed as training input needed by employees to improve employee performance in the future. Organizational commitment is a major capital for PT TASPEN (Persero), so it is necessary to maintain what has been achieved so far, especially a supportive work culture that will increase employee engagement and training on employee performance.

The limitation in this study is that it only uses one company with 2 variables and 1 moderator. It is hoped that further research can add several companies and examine the determinants of employee performance. The results of this study can be a reference for similar research and can provide recommendations for company management.

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