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## EFFECT OF CAREER DEVELOPMENT AND EMPLOYEE ON ENGAGEMENT EMPLOYEE PERFORMANCE OF PT. POS INDONESIA (PERSERO)

<sup>1</sup>Usep Deden Suherman, <sup>2</sup>Eeng Ahman, <sup>3</sup>Disman, <sup>4</sup>Rofi Rofaida

<sup>1</sup>Usep Deden Suherman, FPEB, UPI, Bandung

<sup>2</sup>Eeng Ahman,, FPEB, UPI, Bandung

<sup>3</sup>Disman, FPEB, UPI, Bandung

<sup>4</sup>Rofi Rofaida, FPEB, UPI, Bandung

### Abstract

The purpose of this study is to determine and analyze the impact of career development and employee engagement on employee performance, either separately or simultaneously. The survey methods used in this study are descriptive and explanatory. The research was carried out on 87 employees PT Indonesia Pos (Persero). The saturated sampling technique was used for sampling. Multiple Regression Analysis was used to analyze the data. According to the study's findings, career development and employee engagement have a combined or partial impact on employee performance. Furthermore, the determinant value is 0.800, indicating that career development and employee engagement can account for 80% of employee performance. Other factors accounted for 20% of the variance.

**Keywords:** career development; employee engagement; employee performance

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\*Corresponding author: usepds@upi.edu

### Introduction

Human resource management is not only related to labor matters that occur within the organization, but also must pay attention to the organizational environment that influences the development of human resources within the organization, such as laws and regulations in determining regional minimum wages (UMR), labor unions. and competition with competing organizations for the hijacking of skilled labor.

With the work ability possessed by employees, Organizations must be able to adapt and move quickly in the face of change. Changes in organizational structure are implemented so that the organization can respond quickly to various changes that occur. Individual career development has been impacted by the reality of the need for organizational structure changes.

Careers will help individuals and organizations achieve their objectives more effectively. Career is part of one's life journey and purpose of life. As stated by Sutrisno (2019:176), career is a sequence of promotions or lateral transfers to positions that are more demanding of responsibility or to better locations in the hierarchy of work relations, during one's working life. This is an expectation of employees based on what they do. Moreover, an employee wants to be given wide opportunities in various positions and promotions in certain career lines that they want to be their dreams.

Career development is the improvement of one's individual work abilities in order to advance in one's career (Rivai, 2019:274). That means for employees who want to develop their careers, namely through the work of employees who have the ability. The process of career development is

carried out by showing good performance for the organization and the organization will provide opportunities for employees to occupy higher positions through a process and selection.

PT. Pos Indonesia (Persero) as a BUMN mandated by the state to provide postal services in Indonesia continues to develop technology and improve services to provide innovative and quality services as a solution for the corporate, government, and household segments. Of course this company must pay attention to aspects of career development for its employees and also no less important is employee engagement which can affect organizational performance.

In an organization, employee engagement in the organization is very important to spur employee performance. Organizations seek to increase employee engagement because employee involvement leads to responsible behavior on work that can promote organizational success (Meere, 2015). Employee engagement has been identified as a critical factor in maintaining employee interest, participation, and promoting employee willingness to collaborate with colleagues (Spector, 2014). Employee engagement measures an employee's dedication to the organization. (Gyensare, Anku-Tsede, Boakye, & Twumasi, 2018), and it is regarded as the key to organizational success and competitive advantage (Rich, Lepine, & Crawford, 2012). Employees' positive attitude toward the task explains their emotional relationship with the organization (Anitha, 2014). The concept of involvement offers employees willingness to learn and work because of their love for work and the organization (Shaw & Bastock, 2015). Employees have positive emotional ties to work, superiors, and the organization thus fostering a high level of commitment (Shuck & Wollard, 2012). Employee engagement encourages employees to collaborate to learn, assist one another, and develop shared resources (Wenger, Trayner, & De Laat, 2012). Involvement not only benefits the organization but also employees (Eldor & Vigoda-Gadot, 2017).

Employee performance is the result of an employee's quality and quantity of work in carrying out his duties in accordance with his

responsibilities (Mangkunegara, 2016: 67). The results of a person's work will provide feedback to the person who is always active in doing a good job and is expected to produce high-quality work. Companies not only increase company profits but must improve the abilities and skills of their employees. In addition, career development is not only to meet the needs of employees, but to assist employees in planning their future careers within the company. If an employee wants to say that his performance is of high quality, then the employee must have a close sense of connection to the company which will later make an optimal contribution to the company. According to Albrecht, S (2012:4) states that "employee engagement is a state of employees who are directly involved psychologically with their work. Employees will be physically, cognitively, and emotionally involved as long as they demonstrate their performance at work.

## **Literature Review**

### **Career development**

According to McAfee and Cole quoted in Noe (2016:266), development is: "Formal education, job experience, and relationships are all examples of development as well as personality and ability assessments that assist employees in performing effectively in their current or future job and company Career development, according to McAfee and Cole, as cited in Noe (2016:266), refers to formal education, work experience, work relationships, and personality and ability assessments that can help employees perform effectively in their current and future jobs. Gibson et al. (2017) define a career as "a series of work-related experiences and activities that shape a person's attitudes and behaviors. The same thing is also said by Agrawala (2018:362) which states that "An individual's career choice tends to be influenced by several factors, such as cultural and personal values, family background, and career expectations. That means that for career advancement to a higher level, the individual must prepare himself through the path that has been prepared by the company where he works." Furthermore, according to Ivancevich (2014: 400)

career development is a continuous formal effort undertaken by an organization to develop and enrich its human resources in order to meet the needs of both employees and the organization.

In the implementation of career development programs, individual career needs are adjusted to organizational requirements, which can be seen from career orientation which is a self-concept of talents, abilities, motives, needs, attitudes, values that are tailored to the needs of the organization. According to Dessler (2017:6), career development programs provide company feedback on employee performance in the form of employee development plans as well as access for employees to attend training related to the company's planned business by facilitating employee learning related to competencies. Employee labor these competencies include knowledge, skills, and behavior necessary for successful employee performance. A calm and careful process by which a person becomes aware of the characteristics associated with a personal career and the series of stages that contribute to his or her career fulfillment throughout life.

According to Durbin (2015: 214), "from the standpoint of the organization, career development is the personnel activity that helps individuals plan their future career within the enterprise, in order to help the enterprise achieve and the employee achieve maximum self-development." According to Wright and Perrone (2018:89) in relation to the above understanding, there are three fundamental components to building career development: individual success, expected outcomes, and objectives. Individual success includes individual beliefs about their abilities in a specific environment, expected results as an impact on behavior, and the intention to engage in behavior to improve the expected future results.

One of the impetus for an employee to work in a company is the opportunity to advance and one form of progress to be achieved is success in a career. A career is a sequence of work-related experiences and activities that create certain attitudes and behaviors in a person. Wether & Davis (2018:337), suggests that: "Career

development is the outcomes emanating from the interaction on individual career planning and institutional career management process". Bernardin & Russell (2014: 340), said that: "Career development is a formal, organized, planned effort to achieve a balance between individual career needs and organizational workforce requirements". According to this understanding, career development is the interaction of individual career planning and company management planning. Whereas the company's career development is generally intended to develop and educate employees in order to meet the company's needs for competent employees. Therefore, to fulfill the wishes of these employees, the company carries out career development programs effectively, so that employees still have high morale and increase.

Career development refers to an employee's individual efforts to achieve a career goal. These activities are supported by the personnel department. Everyone is responsible for his career development. Once a personal commitment is made, several career development activities can be undertaken. According to Rivai (2019:274-278) these activities include:

1. Work productivity.

Work performance is the single most important factor in advancing and developing an employee's career. Good and ethical work performance is critical for career advancement. All career development activities are based on the assumption of good performance. Even the most basic career goals are usually unattainable when performance is subpar, regardless of other career development efforts. Performance and achievement are typically used to advance one's career.

2. Exposition

Starting exposure can also lead to career advancement. By participating in preparatory activities, you can learn what to expect from promotions, transfers, and other career opportunities. Good employees may miss out on opportunities to advance their careers if they are not exposed.

3. Workplace Network

Networking entails gaining exposure outside of the organization. Personal and professional contacts, particularly through professional associations, will connect you with someone who can assist you in finding better jobs. When an employee's career comes to a halt or they are fired, these contacts can help them achieve their goal of leading to job opportunities.

#### 4. Resignation

If an employee's company does not offer many career opportunities and it is discovered that there are enough opportunities for a career outside the company, the employee will resign for the sake of his career.

#### 5. Loyalty within an organization.

People associate career advancement with organizational loyalty. Low organizational loyalty slows career advancement, whereas high organizational loyalty leads to rapid advancement.

#### 6. Mentors and sponsors are also available.

Many people quickly realize that mentors can help them advance in their careers. A supervisor is someone who gives employees advice or makes suggestions to help them advance in their careers. Mentors are recruited from within the company. While the sponsor is someone within the company who can help employees advance in their careers.

#### 7. Subordinates who play an important role

Successful managers rely on their subordinates to help them perform well. Subordinates may possess highly specialized knowledge and skills from which managers can learn. Alternatively, they may play an important role in assisting managers in carrying out their duties. Subordinates like this play an important role. They show loyalty to their managers by upholding high ethical standards.

#### 8. Possibility of advancement.

Employees should be given opportunities to improve their skills, such as through training, courses, and continuing their education. This gives him the opportunity to grow and develop in accordance with his career goals.

### **Employee Engagement**

Wiley (2012) defines employee engagement as "the extent to which employees are motivated to contribute to the success of the organization and are willing to apply discretionary efforts to complete important tasks in achieving organizational goals." Employee engagement is defined by Karsan and Kruse in Ray (2012) as "the extent to which employees are motivated to contribute to the success of the organization and are willing to apply freedom in order to achieve tasks that are important to achieving organizational goals." Employee engagement is an employee's belief in the vision, mission, and values of the organization as evidenced by attitudes, actions, and efforts to show maximum performance towards superiors and consumers (Robinson, Perryman, & Hayday, 2014).

Employee engagement is defined as the degree to which employees exhibit desired cognitive, emotional, and behavioral characteristics when performing work tasks with zeal, dedication, and effectiveness (Macey & Schneider, 2008; Saks, 2016; Schaufeli, 2013). As a motivational concept, employee engagement reflects the investment of physical, cognitive, and emotional energy in active and full performance (Rich, Lepine, & Crawford, 2012). Employee engagement is a cognitive, emotional, and behavioral state that is directed toward the organization's desired outcomes (Shuck & Wollard, 2012).

Employee engagement is made up of two major components: attention and absorption (Rothbard, 2012). Individual interests are indicated by the intensity with which people focus on their jobs, whereas attention refers to the availability of cognitive aspects and the amount of time people spend thinking about their jobs (Shuck & Wollard, 2012). According to Schaufeli and Bakker (2013), employee engagement demonstrates how a person is in a positive frame of mind and has a positive attitude toward work. A persistent affective and cognitive state that is not limited to a single object, event, person, or behavior is defined as engagement. Employee engagement is defined as a positive attitude toward work and company values that leads to a

two-way relationship between employees and the company (Robbinson, 2014)

According to Schaufeli and Bakker (2013), there are three aspects that build the dimensions of employee engagement, namely as follows:

1. Strength (Vigor)

Workplace energy and mental resilience, willingness to put in effort, and perseverance in the face of adversity are all indicators of strength. Individuals with high scores on the aspect of strength usually have high energy and stamina and are enthusiastic when working. While individuals with low scores on the aspect of strength have low levels of energy, enthusiasm and stamina at work.

2. Dedication

Dedication refers to feelings of significance, excitement, inspiration, pride, and challenge. Individuals who score high on the aspect of dedication strongly identify with work because of meaningful, both inspiring and difficult experiences. Furthermore, they are always upbeat and proud of their work. Individuals with low scores, on the other hand, do not identify with their work because they have not had meaningful, inspiring, or challenging experiences.

3. Preoccupation (Absorption)

Absorption or preoccupation is characterized by full concentration, interest in work and difficulty detaching from work. Individuals who score high on the absorption factor are usually interested in their work and find it difficult to disconnect from it, and vice versa.

Employee engagement can be classified into three levels, according to Gallup (2014):

- a. Engaged. Employees who are engaged are constructors. They consistently produce outstanding results. These employees will be eager to bring their talents and strengths to work every day, to work with enthusiasm, and to create innovations that will help the company grow.
- b. Uninvolved This type of employee is more task-oriented than goal-oriented. They are constantly on the lookout for orders and frequently feel as if their contributions are being overlooked.

- c. Disengaged Actively A cave dweller is this type of employee. They consistently demonstrate resistance in all areas. They only see the negative side on rare occasions, and this actively disengaged type undermines what engaged workers do on a daily basis.

### **Employee performance**

According to Solihudin (2015), performance is the degree of achievement of activities in achieving the company's goals, objectives, mission, and vision as outlined in the formulation of an organization's planning strategy. Mohrman et al explained that performance is: "A performance consists of a performer engaging in behavior in a situation to achieve results". Based on this, performance is the process of how something is carried out. Thus, performance is viewed from whether or not a certain activity is to obtain the desired results

Performance is the result of job evaluation, and it can be used to make decisions about employee remuneration packages, promotions, performance improvement training, retention, and termination of employment (Piercy et al (2012:249). According to Qureshi (2012:643), employee performance is defined as completing a given job to a predetermined standard of completeness, accuracy, cost, and speed. According to Bernardin and Russell (2014:222), employee performance is the total amount of work completed over a given period of time. Employee performance, according to Robbins (2017: 629), is a function that describes the relationship between competence, encouragement, and the opportunity to demonstrate organizational performance. According to Mathis and Jackson (2017:382), employee performance influences how much employees benefit the organization. As a result, performance is defined as the completion of work by employees who are evaluated on both quality and quantity in order to achieve organizational goals. Bernardin and Russell (2014:226) define the following dimensions of employee performance:

1. The degree to which the results of activities are close to the goals expected by the

- organization or are carried out in accordance with the specified goals is referred to as output quality.
2. The output quantity is the total amount obtained from all completed activities.
  3. Timeliness refers to the ability of activities or tasks to be completed in less time than the organization has set.
  4. Cost effectiveness refers to the extent to which organizational resources, such as human, financial, technological, and material resources, are used to achieve predetermined goals.
  5. The extent to which employees can carry out their responsibilities without being closely monitored in order to prevent any unfavorable action or behavior.

6. Personal relationships influence the extent to which employees can cooperate with coworkers and subordinates who have high self-esteem and a good reputation.

**Methods**

For the study, the descriptive verification method was used. The descriptive method is used to describe the variables and the main characteristics of the respondents. Meanwhile, the verification method is employed to put the study's hypotheses to the test. The saturated sampling technique was used to select up to 87 employees for the sample. Multiple regression analysis was used to determine the influence value of career development variables and employee engagement variables on employee performance variables during data processing.

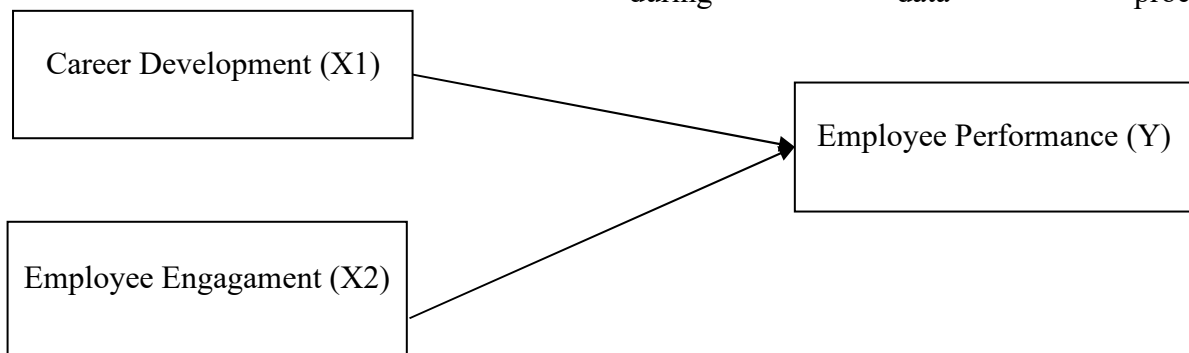


Figure 1. Theoretical Framework

**Results and Discussion**

Table 1. Results of Multiple Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	8,943	2,145		4,169	,000
	X1	,643	,060	,050	4,705	,003
	X2	1,004	,083	,857	12,073	,000

a. Dependent Variable: Y

Multiple regression analysis is a statistical technique for determining the relationship between independent and dependent variables. In this study, the independent variables are career development and employee engagement, while the dependent variable is employee performance. The purpose of multiple regression analysis is to

determine the relative significance of independent and dependent variables. The following multiple regression model is derived from the data presented above:

$$Y = 8,943 + 0,643X_1 + 1,004X_2$$

Table 2. Partial Test t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	8,943	2,145			
1	X1	,643	,060	,050	4,705	,003
	X2	1,004	,083	,857	12,073	,000

a. Dependent Variable: Y

According to the above model, 0.643X1 is an independent variable, namely career development and employee engagement, both of which have a positive correlation with employee performance. The value of the performance constant is 8.943. Career development has a 0.643X1 impact on performance, whereas employee engagement has a 1.004X2 impact on employee performance. According to the multiple regression model, career development and employee engagement have a positive value, implying that they can improve employee performance.

**Partial Test t**

The statistical value of t is used to determine the significance of the parameters that can contain correct predictions. The t statistic value describes how much the independent variables influence the dependent variable individually. If  $t_{count} > t_{table}$ , this variable has a significant effect; if  $t_{count} < t_{table}$ , the variable has no significant effect. As a result, the table below can be used to review it.

The partial test (t) results in a probability (sig) of 0.00 0.05 for career development, implying that  $H_0$  is not accepted and  $H_a$  is accepted. As a result, employee performance is significantly influenced by career development. Meanwhile,  $H_0$  is not

accepted and  $H_a$  is not rejected with a probability value (sig) of 0.00 0.05. As a result, employee engagement has a significant impact on employee performance. As a result of the t-test results, the impact of career development and employee engagement on employee performance has a influence employee performance is partially accepted. significance value of 0.05. As a result, the hypothesis that career and employee engagement.

**Simultaneous Test**

The resulting F value is 168.160, with a significance of 0.000. After you've obtained  $F_{table}$ , compare it to the value of  $F_{count}$ . If  $F_{count} > F_{table}$ , Otherwise, the null hypothesis is not rejected because the alternative hypothesis is rejected, implying that the alternative hypothesis is rejected. 3.101 is the value of  $F_{table}$ . Thus, the study's findings show that  $F_{count} > F_{table}$  with a value of  $672.812 > 3.105$ , indicating that  $H_0$  has been rejected and  $H_a$  has been accepted As a result, employee performance is influenced by both career development and employee engagement.

Table 3. Simultaneous Test t

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	3083,528	2	1541,764	168,160	,000 <sup>b</sup>
	Residual	770,150	84	9,168		
	Total	3853,678	86			

a. Dependent Variable: Y

b. Predictors: (Constant), X2, X1

### Coefficient of Determination

The coefficient of determination (Kd) is calculated by squaring the correlation coefficient (R) and multiplying by 100% to calculate the value of career development and employee engagement as an independent variable on changes in employee performance as the dependent variable. The coefficient of determination result is shown below.

The coefficient of determination is 0.800, according to the calculation results. As a result, the impact of career development and employee

engagement on employee performance is 80%. The results of the calculation above mean that the amount of contribution or influence given by career development and employee engagement on employee performance is worth 80%, The remaining 20% is influenced by other factors that affect employee performance, but the author has conducted no research on these, such as organizational culture, compensation, organizational commitment, and others.

**Table 4. Result of the Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,895 <sup>a</sup>	,800	,795	3,02795

a. Predictors: (Constant), X2, X1

### Discussion

Employee engagement and career development have a positive and significant impact on employee performance, according to the study's findings. Career development has the greatest influence, with a t-value of 4.705, while employee engagement has a t-value of 1.989. The value (sig) of the t-test for career development is  $0.00 < 0.05$ , indicating that  $H_0$  is not accepted and  $H_a$  is accepted. As a result, the hypothesis that career development has a positive and significant influence on employee performance is accepted. The better the career development program, the better the employee. The findings of this study are consistent with the findings of Kaengke et al. (2018), who demonstrated that career development can positively and significantly affect employee performance. This happens because career development through education and training programs is considered to be able to improve the ability of employees in carrying out their duties, so that in the end it can improve employee performance. Meanwhile, career development carried out through promotion programs and assignment rotations is considered capable of motivating employees to carry out their

duties well, so that in the end it will also be able to improve employee performance.

Meanwhile, the sign (sig) value of the employee engagement t test is  $0.00 < 0.05$ , indicating that  $H_0$  is not accepted and  $H_a$  is not rejected. As a result, employee engagement is widely acknowledged to have a positive and significant impact on employee performance. As

result, the higher employee engagement, the higher employee performance. Employees who have a commitment will be motivated to give their all (Marciano, 2010). Conversely, employees with low levels of engagement can not only have an impact on decreasing performance, but can also increase the desire to change jobs, decrease satisfaction related to customer service, and increase absenteeism (Cataldo, 2012). The relationship, which can be interpreted as a high emotional relationship that an employee has with the company where he works, is considered to be able to influence employees to exert free and greater effort related to their work (Risher, 2012). According to Siddhanta and Roy (2013:171), Employee engagement can lead to business success in areas such as employee performance,



productivity, workplace safety, attendance and retention, customer satisfaction, loyalty, and profitability. Employees who are deeply invested in the company tend to improve their performance in carrying out their duties and work harder for the benefit of the company. Furthermore, the results demonstrated that  $F_{count} > F_{table}$  with a value of  $672.812 > 3.105$ , indicating that  $H_0$  is rejected while  $H_a$  is accepted. As a result, employee performance is influenced by both career development and employee engagement. This demonstrates that higher employee performance is associated with better career development and employee engagement.

### Conclusions

The following conclusions have been reached based on research findings on the impact of career development and employee engagement on employee performance:

1. Employee performance is positively impacted by career development. The better the employee's performance, the faster their career will advance.
2. Employee engagement has a significant and positive impact on job performance. Employee engagement will lead to improved performance.
3. Employee performance is influenced by both career development and employee engagement. This demonstrates that higher employee performance is associated with better career development and employee engagement.

The recommendations given by the author are as follows:

1. The company is expected to improve its career development system by making clearer and more mature career plans for each employee in order to further encourage employees to improve their performance.
2. Companies are expected to maintain and even increase employee engagement by increasing employee perceptions of the importance of their work in order to increase employee commitment to their work.
3. This research is still limited to only one company, so it is necessary to conduct

research with a wider company scope so as to obtain research results that generalize the effect of career development and employee engagement on employee performance.

4. For future research, it is expected to examine other factors that influence employee performance such as organizational commitment, employee innovative behavior, servant leadership, psychological empowerment, OCB and so on.

Meanwhile, the implications in research are as follows:

1. The company must pay attention to employee career development and provide clear career guarantees for employees who perform well.
2. Companies need to implement programs related to increasing employee engagement in companies so that employees can work even better.

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