

# **The Role of Employee Engagement Mediating Digital Leadership and Organizational Support on Employee Performance at Siloam Bali Hospital**

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## **Abstract:**

### **Purpose:**

The research on this occasion aimed to determine the influence of digital leadership and organizational support on employee performance, mediated by employee involvement among Siloam Hospital Bali employees.

### **Methodology:**

The method used in carrying out this research is a quantitative approach. The sample that supports this research is employees recorded as working at Siloam Hospital Bali with a total of 84 data. The techniques used to make searching and collecting data easier are questionnaires, interviews and documentation accompanied by observation. The analytical technique used to answer the hypothesis is quantitative descriptive analysis and Partial Least Square (PLS) applying the Structural Equation Modeling (SEM) equation model.

### **Findings:**

The results of this series of research show that 1) digital leadership without providing results influences employee engagement, 2) digital leadership without providing results influences employee performance, 3) organizational support provides results with a positive influence and occurs significantly on employee engagement, 4) organizational support provides results with a positive influence and significant attitude on employee performance.

### **Implication:**

5) employee engagement provides results with a positive influence and significant relationship on employee performance, 6) employee engagement without being able to mediate the influence of digital leadership on employee performance, 7) engagement employees succeeded in mediating the influence of organizational support on employee performance.

## **INTRODUCTION**

Performance, in this case, is assessed as the result of the achievement of carrying out a series of activities by employees whose positions have been involved in operational activities within the organization or company and who appear enthusiastic or enthusiastic about the work they have undertaken. The higher the employees' involvement, the more they will work optimally. Of course, the impact will be on improving performance to help the company achieve its goals. Every company certainly hopes for good performance results so that the company can realize its goals. Employee performance can be assessed through performance appraisals, which can be evaluated as part of the implementation of procedures established by the Company on an ongoing basis. Siloam Hospital Bali is considered one of the institutions in the form of a hospital that exists precisely in the Province of Bali, and it participates in developing and assessing employee performance using a systemized application. The application used by Siloam Hospital Bali to assess employee performance is called Mobius.

Based on the results of initial observations at Siloam Hospital Bali, it is known that the implementation of this application is not fully effective because employees themselves fill it in, so if the division leadership is not careful in evaluating it, it will have an impact on the final results of the assessment. Ineffective evaluation certainly

creates injustice for employees. However, it is known that completing it yourself by the employee concerned certainly involves the employee in the performance assessment. High employee engagement can trigger increased performance, and the company's leadership and support system will also create good employee engagement. As previously explained, employees are given space to evaluate their performance so that elements of employee engagement have been implemented even though they are only partially adequate.

Siloam Hospital Bali must, of course, provide good service to patients. In this case, the service and attitude of employees, especially those who have direct contact with patients, are essential concerns in optimizing good performance. The existence of complaints from patients is an indicator of the lack of service in terms of employee attitudes and behavior towards patients. There are several service-related complaints, namely the complaint dated May 13, 2023, in the attitude and behavior category. The contents of complaints regarding nurses' manners need to be improved with several points when measuring blood pressure and body temperature. There are no excuses; they seem not to care about older people, nurses do not seem to work with heart despite their busy schedules, and the work should be better when serving patients.

The problem at Siloam Hospital is still low work engagement, even though they have been allowed to complete a systematic performance assessment directly by the employee concerned. Mental toughness at work still needs to be improved, and there is no visible interest in doing the work, and employees are less involved in work. It was proven by interviews regarding complaints from patients who came to Siloam Hospital Bali. Several patient complaints about the service included long service in the administration department and difficulty making telephone calls to the hospital. It is undoubtedly an essential point that employees must pay attention to when providing patient services.

The problem that occurs at Siloam Hospital is that digital leadership still needs to be optimally implemented. Indicators of digital leadership are thinking about facing competition, creativity in creating new ideas, vision in providing direction for digital transformation, curiosity, and deep understanding of decision-making. The existing phenomenon is that leaders still need to be able to implement these indicators optimally; even though they have been implemented, they are still minimal, and evaluation and improvement are needed, which, of course, is directed at employee performance. Sirait (2020), Haryadi et al. (2022), Kurniawan and Wulandari (2023), as well as Safira et al. (2021), and Yulianti et al. (2018) in their findings have provided proof that leadership with its results has a positive effect that leads to employee engagement. On the other hand, Drajat and Feti (2020) found the opposite result, where leadership with results had no significant effect on employee engagement.

Apart from paying attention to leadership aspects, support and appreciation are considered as aspects that must be paid attention to given to employees in an entity (Ashar & Murgianto, 2019). In this case, the organization provides a form of encouragement or support with the intention or hope that its employees will be able to have adequate skills when used to carry out the tasks at work and can also be used to support increasing balance between personal goals and other goals. owned by the organization (Prabu & Wijayati, 2016). Thus, usually the form of encouragement or support given by superiors to their subordinates is in the form of verbal appreciation and also greater opportunities to communicate intensively regarding the results of their work achievements (Siswanti & Pratiwi, 2020). The research results found by Sinaga (2019), Nuswantoro (2021), and also Ambarsari et al. (2021) that employee engagement successfully mediates the influence of organizational support on employee performance. Umihastanti and Agus (2022) in their findings have succeeded in finding that organizational support has a positive and significant effect on employee performance.

It is known that good employee engagement can automatically trigger an increase in the performance provided by employees. Employee performance can be assessed as a result and also assessed as an achievement of an activity that has been successfully carried out and also accompanied by a form of accountability that is carried out by measuring or assessing in terms of quantity and quality (Putri & Dewi, 2017). Employees who are engaged in this case are considered to be more inclined to have the best performance and carry out activities that are related or related to matters directly related to work to the fullest in order to realize the entity's goals (Wicaksono & Siti,

2019). It is reinforced by the findings of Dwiyanto (2021), Muliawan et al. (2017), Handoyo and Roy (2017), Jennifer and Dhita (2022), Harsono and Syahrinullah (2023), as well as findings from Meliuspendi et al. (2023) who on this occasion provide proof that employee engagement, with its partial direction, has a positive effect and also its direction appears to be significant on employee performance. On the other hand, Rahmadalena and Asmanita (2020) have different results, namely that employee engagement without giving results significantly affects employee performance. Adawiyah et al. (2021) also found that employee engagement did not successfully mediate the influence of ethical leadership on employee performance.

Based on the problems explained previously regarding the implementation of performance appraisal at Siloam Hospital Bali, which impacts the employees' performance, performance appraisals are part of employee involvement. In performance appraisals, employees are given space to complete their assessments and then evaluated by the leaders of each division. However, considering the large number of employees, this has yet to run optimally, so there is the potential for performance evaluations to be less than optimal.

Guided by the explanation of the phenomenon, which is also supported by the results of previous research, the aim of carrying out this research activity is to determine the influence contributed by digital leadership and organizational support on employee engagement and employee performance as well as to determine the indirect influence (Dewi et al., 2024). Provided by employee engagement in the form of digital leadership relationships and organizational support directed at employee performance.

## METHODS

The method applied in carrying out this research is a quantitative approach. This research was held precisely at Siloam Hospital Bali, whose address can be reached at Jl. Sunset Road No. 818, Kuta, District. Kuta, Kab. Badung. The number of samples that support this research is data on the number of employees who work at Siloam Hospital Bali, with 37 people recorded as respondents. The techniques used to facilitate the data collection process are questionnaires, interviews, documentation, and observations.

This research was carried out in the preparation process by using an associative design to carry out a testing process or carry out a process of measuring the relationships or relationships that occur between the variables carried out in the assessment process, which include digital leadership ( $X_1$ ) and also organizational support ( $X_2$ ), employee engagement ( $Y_1$ ), as well as employee performance ( $Y_2$ ). The technique used in analyzing to help answer the hypothesis is applying quantitative descriptive analysis based on multivariate analysis by using structural equation modeling (SEM) with a variance-based or component-based approach, which is referred to as PLS.

## RESULTS AND DISCUSSION

**Outer Model Analysis.** The evaluation process of the measurement model, also known as the outer model, is carried out to evaluate the validity and reliability of the model. In other words, evaluation is carried out to determine whether the model is suitable for measurement and also to evaluate the relationship between the variables and indicators it has. In using SmartPLS, convergent validity, discriminant validity, and composite reliability are the three criteria used in data analysis techniques to assess the outer model. The measurement model test results are in Table 1.

**Table 1.** Construct Validity and Reliability

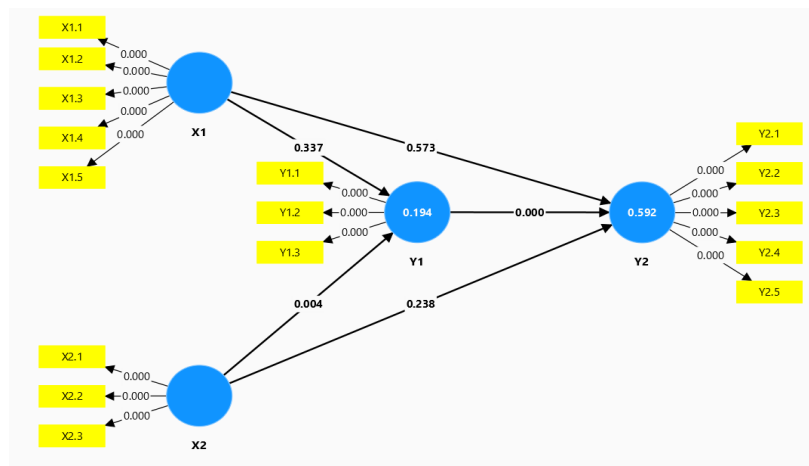
Variable	Cronbach's Alpha	Composite Reliability	(AVE)	Information
Digital leadership ( $X_1$ )	0,922	0,970	0,760	Reliable/Valid
Organizational support ( $X_2$ )	0,924	0,929	0,868	Reliable/Valid

Employee engagement ( $Y_1$ )	0,888	0,890	0,817	Reliable/Valid
Employee performance ( $Y_2$ )	0,894	0,905	0,702	Reliable/Valid

Source: Primary data processing (2024)

The results in Table 1 show that each indicator value in this research shows results with an outer loading value that reaches  $> 0.7$ , so it can be given the meaning that all the indicators in this research obtain a statement. It is appropriate or in a valid position to be used in this research and can be continued for further analysis. Referring to the data in Table 1, it is evident that all variables demonstrated an AVE value greater than 0.5. This result means that each variable has succeeded in showing good discriminant validity.

**Inner Model Analysis.** Structural model evaluation is one of the measurements used to evaluate the model's accuracy level in this research as a whole. The model is formed using several variable aspects, which are also included in the indicators used in this research. The results of this test can be seen in Figure 1.



Source: Processed Data (2024) Smart PLS 4.0 Output

**Figure 1.** Inner Model

**R-square.** R-Square ( $R^2$ ) can help show the strengths and weaknesses of the contribution of influence generated by the dependent variable, which is directed toward the independent variable. R-Square ( $R^2$ ) also has the advantage of showing the strengths and weaknesses of a model in this research. Based on an expression from (Ghozali, 2015), the R-Square ( $R^2$ ) value, which reaches 0.67, is included in the class of models with solid status, R-Square ( $R^2$ ), which reaches 0.33, is included in the group a model with status and R-Square ( $R^2$ ) which reaches 0.19 is included in the model group with weak status. The results of this test can be seen in Table 2.

**Table 2.** R-square

Construct	R-Square
Employee engagement ( $Y_1$ )	0,194
Employee performance ( $Y_2$ )	0,592

Source: Primary data processing (2024)

According to the data in Table 2, it is evident that the R-squared value associated with the employee engagement variable ( $Y_1$ ) is 0.194. It indicates a joint effect demonstrated by the digital leadership variable and organizational support, with only strength contributing to their impact. This combination explains 19.4 percent of the variation in the employee engagement variable. Meanwhile, the R-Square value for the employee performance variable ( $Y_2$ ) appears to be 0.592, which automatically explains that the combination of digital leadership variables, organizational support and employee engagement has the power to contribute to its influence, the figure reaching 59.2 percent of the employee performance variable.

**Hypothesis Testing.** The hypothesis will successfully obtain an assessment and then be accepted if the resulting bootstrapping test value is between  $\pm 1.96$ . If the t-statistic value appears  $< 1.96$  or  $= 1.96$ , then the hypothesis will be successful in obtaining an assessment and then rejected. Table 3 shows that all path coefficients have t-statistic values that are very clearly above 1.96, so they are stated to have an influence whose direction appears to be significant.

**Table 3.** Path Coefficient (Mean, STDEV, T-Values, P-Values)

Construct Model	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
$X_1 \rightarrow Y_1$	-0,240	-0,143	0,250	0,961	0,337
$X_1 \rightarrow Y_2$	-0,284	-0,210	0,235	1,210	0,226
$X_2 \rightarrow Y_1$	0,645	0,570	0,221	2,912	0,004
$X_2 \rightarrow Y_2$	0,682	0,628	0,191	3,560	0,000
$Y_1 \rightarrow Y_2$	0,701	0,712	0,077	9,118	0,000
$X_1 \rightarrow Y_1 \rightarrow Y_2$	-0,168	-0,105	0,188	0,893	0,372
$X_2 \rightarrow Y_1 \rightarrow Y_2$	0,452	0,406	0,171	2,641	0,008

Source: Primary data processing (2024)

The equation model is as follows.

$$Y_1 = -0.240X_1 + 0.645X_2 + e$$

$$Y_2 = -0.284X_1 + 0.682X_2 + 0.701Y_1 - 0.168X_1.Y_1 + 0.452X_2.Y_1 + e$$

The direct influence of digital leadership ( $X_1$ ) on employee engagement ( $Y_1$ ) with a figure reaching -0.240, which gives rise to the meaning that in conditions of digital leadership, the position increases every 100 percent, then employee engagement will experience a decreasing position with a figure reaching 24 percent assuming other variables give rise constant value assessment. The direct influence of digital leadership ( $X_1$ ) on employee performance ( $Y_2$ ) with a figure reaching -0.284, which gives rise to the meaning that in conditions where digital leadership increases every 100 percent, employee performance will experience a decreasing position with a figure reaching 28.4 percent assuming other variables constant value.

The direct influence of organizational support ( $X_2$ ) on employee engagement ( $Y_1$ ), with a figure reaching 0.645, gives rise to the meaning that in conditions of organizational support, the position increases every 100 percent, and employee engagement will increase by a figure reaching 64.5 percent, assuming other variables are constant. The direct effect of organizational support ( $X_2$ ) on employee performance ( $Y_2$ ) is 0.682, which means that if organizational support increases every 100 percent, employee performance will experience an increase of 68.2 percent, assuming the other variables are constant.



The direct effect of employee engagement ( $Y_1$ ) on employee performance ( $Y_2$ ) is 0.701. In conditions where employee engagement increases every 100 percent, employee performance will increase by 70.1 percent, assuming other variables are constant. The indirect effect of digital leadership ( $X_1$ ) on employee performance ( $Y_2$ ) through employee engagement ( $Y_1$ ) is -0.168, which means that if digital leadership's position increases every 100 percent, employee performance through employee engagement will decrease by 16.8 percent with the assumption other variables are constant. The indirect effect of organizational support ( $X_2$ ) on employee performance ( $Y_2$ ) through employee engagement ( $Y_1$ ) is -0.452, which means that if organizational support increases every 100 percent, employee performance through employee engagement will increase by a figure reaching 45.2 percent with variable assumptions others are constant values.

**The Influence of Digital Leadership on Employee Engagement.** The resulting original sample value reached -0.240 and achieved significance with a figure reaching  $0.337 > 0.05$ , so the t-statistic value reached  $0.961 < 1.96$ . The original sample value, whose direction appears hostile, and the significance value, clearly positioned above 0.05, automatically convey that digital leadership cannot produce results that significantly affect employee engagement. Based on the regression results, it can be concluded that the first hypothesis was stated, and the results were rejected. This result gives rise to the meaning that high levels of digital leadership do not guarantee that it can increase employee engagement. Digital-based leadership can only partially influence employee involvement in achieving the entity's goals because hospitals, as service companies, certainly have work standards that employees want to follow, so employees do not have a role in views related to the company's vision and mission. Moving into the service sector, especially the health sector, which is, of course, very vital, will require the role of a qualified leader in it. Thus, leaders with high standards will only want to involve employees in thoroughly planning and implementing programs so that employee involvement will be effective.

**The Influence of Digital Leadership on Employee Performance.** The resulting original sample value reached -0.284 and achieved significance with a figure reaching  $0.226 > 0.05$ , so the t-statistic value reached  $1.210 < 1.96$ . The original sample value, whose direction appears hostile, and the significance value, clearly positioned above 0.05, automatically convey that digital leadership cannot produce results that significantly affect employee performance. Based on the regression results, it can be concluded that the second hypothesis is stated, and the results are rejected. These results give rise to the meaning that increasing digital leadership does not guarantee that it can improve employee performance. It can happen because the standards of leadership in the health services sector are, of course, very high, so it is not easy to give employees the confidence to be directly involved in planning and implementing programs so that the employee's role will not be involved much, where this low involvement will not be able to improve employee performance.

**The Influence of Organizational Support on Employee Engagement.** The resulting original sample value reached 0.645 and also achieved significance with a number reaching  $0.004 < 0.05$ , so the t-statistic value reached  $2.912 > 1.96$ . The original sample value, which looks positive and has a significance above 0.05, automatically means that organizational support can produce results with a positive and significant effect on employee engagement. Based on the regression results, the third hypothesis is stated with acceptable results. These results give rise to the meaning that the better the support provided by the organization, the higher employee engagement will automatically be. When employees assess that the organizational support they receive is high, these employees will be able to feel like they are members of the organization who have a positive perspective. Thus, the better the support the institution or organization shows in providing employee space for employees to provide their involvement, the higher the employee engagement with the company will be.

**The Effect of Organizational Support on Employee Performance.** The resulting original sample value reached 0.682 and achieved significance with a number reaching  $0.000 < 0.05$ , so the t-statistic value reached  $3.560 > 1.96$ . The original sample value, whose direction appears positive, and the significance value, clearly positioned above 0.05, automatically means that organizational support can produce results with a positive and significant influence on employee performance. Based on the regression results, the fourth hypothesis is stated with

acceptable results. These results give rise to the meaning that the better the provision of organizational support, the better this can automatically trigger an increase in employee performance. In this case, organizational support from superiors impacts an employee's performance level because employees will feel that attention is being given to them to work better.

**The Influence of Employee Engagement on Employee Performance.** The resulting original sample value with a number reaching 0.701 and obtaining significance with a number reaching  $0.000 < 0.05$ , then the t-statistic value appears with a number reaching  $9.118 > 1.96$ . The original sample value, whose direction appears positive, and the significance value, whose position is very clearly above 0.05, automatically means that employee engagement can produce results with a positive and significant influence on employee performance. Based on the regression results, the fifth hypothesis is stated with acceptable results. These results give rise to the idea that better employee engagement can trigger employee performance, resulting in better results. Employee engagement can help trigger an increase in the performance provided by employees. Engaged employees will be considered more inclined to provide their best performance and can do the best things directly related to their work optimally to realize the company's goals (Wicaksono & Siti, 2019).

**The Influence of Digital Leadership on Employee Performance Through Employee Engagement.** The original sample value was -0.168 with a significance of  $0.372 > 0.05$  and a t-statistic value of  $0.893 < 1.96$ . The original sample value is negative, and the significance is above 0.05, indicating that digital leadership has no significant effect on employee performance through employee engagement. Based on the regression results, it can be concluded that the sixth hypothesis is rejected. It shows that employee engagement has yet to mediate the influence of digital leadership on employee performance. It can happen because digital leadership still needs minimal, so high employee engagement cannot mediate the relationship between digital leadership and employee performance. The presence of employee involvement still needs to be able to influence the influence of digital leadership on employee performance. Hospitals as companies operating in the service sector, especially health services, are, of course, very vital, so the role of leadership in decision-making, especially regarding sustainability programs, is very high. This results in weak employee involvement in developing the company's vision and mission, so it cannot provide space for employees to demonstrate adequate performance.

**The Effect of Organizational Support on Employee Performance Through Employee Engagement.** The original sample value was 0.452 with a significance of  $0.008 < 0.05$  and a t-statistic value of  $2.641 > 1.96$ . The original sample value is positive, and the significance is below 0.05, indicating that organizational support has a positive and significant effect on employee performance through employee engagement. Based on the regression results, it can be concluded that the seventh hypothesis is accepted. These results have shown that employee engagement has successfully mediated the relationship between organizational support and employee performance. The organizational support provided has a significant impact on the smoothness of employees in completing their work tasks. Organizational support can increase employee enthusiasm, dedication, and concentration.

## CONCLUSION

Referring to the results of the analysis and discussion, the conclusions from conducting this series of research show that 1) digital leadership without providing results has an impact on employee engagement, 2) digital leadership without providing results has an impact on employee performance, 3) organizational support provides results with has a positive effect and has a significant direction on employee engagement, 4) organizational support gives results with a positive effect and a significant direction on employee performance, 5) employee engagement gives results with a positive effect and a significant direction on employee performance, 6) employee engagement without being able to mediate the influence of leadership digital on employee performance, 7) employee engagement successfully mediates the influence of organizational support on employee performance.

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