

How Employee Engagement Will Lead to Performance: A Case of IBISMA- A Non-Profit Organization

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Abstract

Employee engagement and its impact on organizational performance have received significant attention over the past two decades. This research delves into the factors that influence the impact of employee engagement on IBISMA's performance as a non-profit organization. It explores the various organizational factors that influence and shape employee engagement. The researchers adopted a qualitative research methodology. An inductive approach was employed to conduct interviews, allowing for a deeper understanding of the factors that affect employee engagement. The resulting data was then subjected to thematic analysis for further examination. The main findings of the study reveal a clear understanding of the factors that influence the impact of employee engagement that lead to performance of IBISMA. It has been identified in this research that diminished levels of engagement significantly impact employee commitment and motivation. Several factors contribute to the observed decline in employee engagement, including job design, ineffective communication practices, workplace culture, insufficient recognition-based rewards, and career growth and development. Based on the findings above, suggested recommendations are made in order to increase engagement at IBISMA through weekly strategic discussions, establish a robust and consistent communication system, establish a reward and recognition system to motivate and encourage work engagement, and establish a performance evaluation system for better engagement.

Keywords: *employee engagement, organization performance, effective leadership, IBISMA*

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1. Introduction

Employees are one of the organization's most important resources, no matter the kind of organization, profitable or non-profitable. The competition of attracting top talent to the companies has become more intense than attracting customers. Having and attracting top talent is essential for a business because it can result in numerous benefits, including increased innovation and productivity, enhanced customer service, enhanced reputation, and brand image, reduced employee turnover, and getting a competitive edge. Whether the organization is for-profit or non-profit, its performance remains significant. Managers must understand the elements affecting an organization's success to completely exploit them and take the required steps to utilize them effectively. Base on Gallup Institute (2021), merely 20% of workers worldwide are fully engaged at work, while 80% are actively disengaged, somehow disengaged from their jobs, or slightly engaged. The escalating "disengagement crisis" is rooted in the failure to provide workers with the support they need to achieve their perceived milestones (Gallup, 2021). The academic community has also acknowledged the issue of low employee engagement and its detrimental impact on organizational outcomes. The global prevalence of this problem underscores the need for research on the impact of employee engagement on organizations performance in IBISMA and the integration of findings to generate practical, generalizable lessons.

Cascio (2014) defined firm performance as the degree to which the job's objective is completed, as measured by the task outcome, intangible resources, consumer relationships, and the standard of activities. Cascio (2014) state that, a company's performance is its ability to employ its material and human assets effectively and efficiently to reach its objectives. The concept justifies that firms evaluate worker efficiency based on objective performance standards. This is useful for establishing strategic plans for future corporate performance and assessing firm objectives' achievement.

Recent studies by Schaufeli et al. (2008) have highlighted the growing recognition of employees' active role in shaping and influencing their work environment, including initiating new ideas, mobilizing resources, and setting their own goals. This proactive engagement has been shown to predict organizational performance ratings. Employers often perceive engaged employees as more motivated, productive, and capable of building strong working relationships. However, it is important to note that these findings are primarily based on HR managers' perceptions, not those of employees themselves. The most effective method for evaluating employee engagement is to conduct direct interviews with them instead of using mediators.

A recent study has explored the relationship between employee engagement and organizational performance, with consistent findings revealing a high positive correlation. Employee engagement positively promotes retention, promotion, continuation, customer service, and employee efficiency. Furthermore, engaged individuals are more likely to be innovative, go above and beyond their job tasks, and contribute to the organization's success. Additionally, firms with high levels of employee engagement often have greater customer loyalty, productivity, profitability, employee and customer safety, and reduced absenteeism, attrition, loss, and disability.

2. Literature Review

Performance Management

Thriving organizations can swiftly and effectively implement their business and talent plans, outperforming their competitors. Organizations today manage and invest in human capital to strengthen their market position with the expectation of profit and long-term organization growth and knowledge management within the company as the business climate becomes more competitive. All firms aim to discover the most excellent match for their organization by creating an atmosphere and culture to motivate employees to execute tasks successfully and with motivation. A workforce that is completely engaged in every job role in the organizational hierarchy is one of the ultimate targeted goals of the entire human capital management process, and this is achieved through integrated tactics. Companies can differentiate themselves primarily through their personnel, thanks to the effects of globalization, technological advancements, and Internet, and other technological aspects. In an uncertain economic climate, maintaining good performance is crucial for gaining a competitive advantage (Van der Walt, 2018). Organizational effectiveness heavily relies on performance management practices, which measure progress toward predetermined goals, cultivate talent, construct competencies, and hone employees' abilities, ensuring success in the long run. However, research by Melnyk et al. (2013) indicated that performance management can hurt performance if there is a disconnection between organizational goals and performance metrics.

Employee involvement has been identified as the key to a company's success in recent years, as Gruman and Saks (2011) proposed. Top-level executives increasingly realize the connection between an enthusiastic workforce and financial success. Employee engagement results in satisfaction with their work and willingness to go above and beyond what is required because employees feel that their performance helps the company achieve its objective. Engaged employees have a strong sense of belonging. Employees who are enthusiastic about their work produce favorable results through satisfied customers. Employee engagement generally boosts labor productivity inside a firm. An engaged workforce is one whose believe in the importance of their employer and its goal. Active workers understand the bigger picture and collaborate with others to enhance individual and team output for the company's greater good. However, using employee engagement as a performance driver remains a significant obstacle for IBISMA leaders. It is necessary to address how to effectively engage employees to bring about desired behavioral changes and improve activity results (Bedarkar & Pandita, 2014).

Hoole and Bonnema (2015) claimed that an engaged staff is the cornerstone of an organization's competitive advantage in today's dynamic economic landscape. While low engagement levels might severely affect financial performance, high engagement levels provide tremendous benefit. Employees that feel valued and acknowledge their important contribution to the organization are more devoted to its success. The bond between an organization and its workers sets it apart from rivals. Human contributions have no equal in the marketplace. However, it is essential to note that only some companies will have the same employee engagement, culture, or leadership style. The level of attention and the factors that influence it vary by organization, employee group, individual, and position. The "one size fits all" strategy for promoting employee engagement is ineffective (Robertson-Smith & Markwick, 2009). Although substantial research has been conducted on performance and employee engagement, the relationship between the two in non-profit organizations remains unclear, (Schaufeli et al, 2008). This study seeks to contribute to the existing literature on the connection between employee engagement and performance. The study's findings contribute to the current literature and assist IBISMA organizations in understanding their employees' perspectives on dealing with engagement and performance, thereby enabling them to modify how they engage and handle their employees to increase performance and enhance company growth.

Employee engagement

Engaged personnel are problem solvers who take the initiative to achieve excellent business results. Kahn (1990) described employee engagement as "the harnessing of the identities of organization members to their work roles; through engagement, employees utilize and express themselves physically, mentally, and emotionally throughout the performance of their roles." Engaged employees are more productive and innovative and have a stronger feeling of well-being. They are also less likely to leave their jobs, which can save employers money on turnover costs. Additionally, engaged staff can help to boost customer satisfaction as they are more likely to go out of their way to help customers.

Employee engagement is an opportunity provided to employees to create stronger connections with colleagues, managers, and organizations. This indicates the concept of establishing an environment where employees are inspired to be correlated with their tasks and to have greater knowledge of their activities. This suggests that the significance of employee engagement is increasingly crucial for organizations (Siswanti et al., 2018)

(Christian et al. 2011) mentioned in (Siswanti et al., 2018), in a model of engagement process, stated that there are three antecedents of engagement, namely: (1) the characteristics of work (autonomy, variety of tasks, task significance, problem solving, complexity of work, social support, conditions of work), (2) leadership (transformational leadership and leader-member exchange), and (3) dispositional characteristics (conscientiousness, positive affect (happiness), proactive personality). This suggests that one of the above antecedents, which is organizational support, can enhance employee engagement with the organization where they work.

Lockwood (2007) identified three distinct levels of employee engagement that significantly impact organizational success. The first level, characterized by enthusiasm, organizational connection, and a drive for high performance, represents the "engaged employee." The second level, is the "disengaged employee," exhibits a lack of interest or enthusiasm for their work. The lowest level, is the "actively disengaged employee," not only expresses dissatisfaction but also actively undermines the achievements of engaged colleagues. Recognizing and addressing leadership engagement levels is crucial for effective management. Besides, work engagement is formed by building affective commitment through management efforts to communicate the organization's goals and values to employees formally and informally. Open, effective communication to obtain input from employees regarding their work environment so that at all times, employees understand that the institution needs them and must work well by paying attention to directions from the leadership (Suratman, 2016).

Engagement in the workplace can be behavioral, emotional, or cognitive (Khan, 1990). Cognitive engagement describes employees' perceptions of their organization, management, and workplace culture. Emotional engagement explains how workers think about the company, its leadership, and their coworkers. The behavioral factor is the employee's contribution to voluntary effort and energy expended on the job (Lockwood, 2007). Considerable things influence work engagement, such as transformational leadership through interactions and work arrangements. Practically, by providing inspirational motivation, involving employees in work will give intellectual stimulation so subordinates feel enthusiastic. Next, it will deliver the best dedication to the workplace, especially when management needs to maintain policies regarding authority and how things get done (Jauhar & Suratman, 2022). Research from various disciplines consistently demonstrates a positive correlation between employee engagement and organizational performance. Markos and Sridevi (2010) asserted that employee engagement directly impacts organizational performance metrics such as productivity, profitability, employee retention, safety, and customer loyalty. Devi (2017) supported this sentiment, emphasizing that adopting employee engagement as a strategic approach can enhance various business operations. Wellins and Bernthal (2005) further emphasized the role of a positive work environment in fostering employee motivation and engagement, leading to increased productivity, profitability, improved product or service delivery, and efficient resource utilization.

Researchers have developed numerous models and concepts to enhance employee engagement. On this basis of ethnographic research, Kahn (1990) suggested that "psychological meaningfulness, psychological safety, and psychological availability" are three psychological characteristics that function as antecedents to individual engagement. "Psychological meaningfulness" refers to an individual's understanding of the importance of applying themselves to a role performance. It is associated with engagement rewards and the notion that one receives value for "self-in-role." "Psychological significance" is achieved when individuals feel their lives are significant, valuable, and meaningful. Kahn (1990) found that work conversations, role qualities, and job specifications all influenced meaningfulness. "Psychological safety" is an individual understanding of how secure it is to attend a performance without fear of harm to their self-worth, position, or profession. It involves consistent, orderly social settings with clear guidelines for appropriate behavior in which individuals feel safe enough to take risks with expressing themselves. Kahn (1990), mentioned four factors that influence "psychological safety" "interpersonal interactions, group and intergroup dynamics, management style, and norms.". The last, "Psychological availability" relates to their willingness to assume a role. It pertains to the physical, emotional, and mental resources individuals that can contribute to their role performances. Kahn's (1990) findings underscored the importance of creating work environments that promote "psychological availability", as individuals with high "psychological availability" are better equipped to handle job demands, engage with colleagues, and contribute to overall organizational success. By addressing factors such as workload, work-life balance, and employee well-being, organizations can foster a culture that supports and enhances employee's psychological availability, leading to improved performance, greater engagement, and a more positive work environment.

Several professionals and scholars have undertaken multiple research that study the causes of workforce engagement to identify how employee engagement improves firms. Among them, Kahn's framework was one of the most effective. Personal attention is attributed to the "psychological conditions of psychological availability, psychological safety, and psychological significance". (Kahn, 1990). He also identified task characteristics, job characteristics, interactions within the workplace, interpersonal relationships and a secure and stable work environment, intragroup and intergroup dynamics, in addition to styles of leadership and team standards, as the drivers of these factors. Suratman et al. (2021) support this, stating that the overall psychological climate leads to employee behaviour and developing a meaningful work environment that will encourage performance, also

in addition, the organization can counsel its employees to learn skills to manage stress while working. Building on the importance of employee engagement, Armstrong and Taylor (2014) highlighted the role of immediate managers in supporting organizational initiatives that foster employee involvement. They emphasize the need for "ownership management," placing value on employee input and well-being, and "big idea" development, creating a meaningful and culturally aligned environment. Additionally, they addressed workplace systems and processes is crucial to enhance employee engagement. Numerous studies have identified leadership, job design, learning and development opportunities, recognition, and work-life balance as key factors positively impacting employee engagement.

Engagement and Work-life Balance

Employees may be fully committed to their work, but personal responsibilities can limit their ability to give their all. Therefore, occupations that restrict employees' ability to fulfil their personal needs are less likely to retain them for the long term. By promoting healthy and balanced lifestyles among employees, organizations can foster a sustainable foundation for energy and engagement (Macey et al., 2009; Akob et al, 2020). Armstrong and Taylor (2014) defined work-life balance as the harmonious alignment of time and effort dedicated to one's employment and other life roles. They also describe it as an organizational policy that supports flexible work arrangements, financial assistance for childcare, and individual leaves of absence. The key components of work-life balance include flexible time, which grants employees personal control over their work schedule, compressed workweeks, job sharing, where a full-time position is shared between two part-time workers, mobile working, and eldercare or childcare-related services such as on-site childcare or financial assistance.

Armstrong and Taylor (2014) emphasized the importance of personal well-being for achieving optimal work performance. They argued that employees must dedicate time and effort to various aspects of their personal lives to maintain a healthy balance. Employees with a better work-life balance are generally less stressed and take fewer sick days, contributing to overall organizational productivity. However, Hallberg and Schaufeli (2006) offered a contrasting perspective. While acknowledging the link between overwork and mental fatigue, they highlighted the positive association between an increasing workload and enhanced work engagement. The challenge lies in establishing a sound balance that maintains a stimulating workload while preventing excessive stress that could hinder employee engagement and growth.

3. Method, Data, and Analysis

The researcher employed a qualitative exploratory research method, utilizing interview data gathered from IBISMA employees to illuminate their perspectives on the factors that influence the impact of employee engagement on organizational performance within IBISMA, in the context of the defined research questions. Secondly, this flexible and readily implementable study design enabled the researcher to glean insights from the investigation while avoiding potential biases associated with preconceived notions (Webb, 2014). In addition, descriptive analysis and content analysis was employed in this study to explain the research focus topic in complete depth. Descriptive analysis is an approach for analyzing the status of an individual group, a subject, a collection of circumstances, a way of thinking, and a phenomenon. It seeks to systematically describe image connections when the phenomenon is being studied (Nazir, 2011). Using analysis of the material as a research method, researchers can draw conclusions that can be verified and consider the context of the material (Krippendorff, 2004).

Data is obtained for qualitative research using a range of approaches is crucial to gathering data (Poerwandari, 1998). This study observed the working conditions and workflow of IBISMA employees by gathering data is the study's primary objective (Bryman, 2012), to acquire the information needed to accomplish the study's goals (Sekaran & Bougie, 2016). Comprehensive interviews were also conducted with the participants actively engaged in IBISMA work activities. Interview, using dialogues, questions, and responses to further the study objective, interviews are a type of communication (Poerwandari, 1998). In a research interview, both the interviewee and the interviewer actively participate in the conversation. The interviewee provides responses to the interviewer's questions, while the interviewer guides the conversation and poses questions to elicit deeper insights. Interviews are an effective method for gaining a comprehensive understanding of individuals' perspectives, beliefs, experiences, and emotions (Easwaramoorthy & Zarinpoush, 2006). To conduct a successful interview, the person providing the information should have the option to select the interview location and time. This is because the readiness and willingness of each respondent will determine the interview's best sequence of events. The adoption of creative interviewing methods is another requirement for a successful interview. It necessitates interactions based on mutual trust, compassion, and careful and imaginative listening (Denzin, 2009). The IBISMA employees are the focus of this research. As an interview guide, one could utilize an outline of topics or questions to cover (Bryman, 2012). An interview guide with questions relating to employee engagement and organizational performance was provided for this research interview.

IBISMA has fifteen employees, including four managers, seven full-time staff in diverse roles, and four part-time personnel. Based on the population, ten research participants were selected as a sample with purposiveness. As Cooper and Schindler (2014) have noted, purposive sampling can enable researchers to gain a more profound understanding of participants' experiences and perceptions in relation to the research problem. In

addition, this sampling method is cost-effective because sample groups can be easily matched, resulting in enhanced control of relevant factors and homogeneity among cases or subjects (Devi, 2017). To obtain valuable insights into the research problem, data were gathered through interviews with IBISMA's employees. Before the commencement of the interview, all participants were given a thorough explanation of the interview's purpose, including a summary of the study's context and rationale. In addition, participants were informed that their involvement was voluntary, their responses would be kept confidential, and their anonymity would be safeguarded. The researcher conducted 10-minute interviews and recorded the conversations on a smartphone. The interview topics explored several key areas: factors influencing employee engagement, engagement level measurement, the role of leadership in achieving organizational goals, the impact of employee engagement on organizational performance, and recommendations for enhancing employee engagement. All interviews were transcribed using Microsoft Word and saved with the interview number as the file name to protect participants' confidentiality and anonymity.

Table 1. *Permanent employees who were interviewed*

No	Names	Positions	Employment Status	Full time
1	D.P. E	Technology Incubation Manager	Permanent	Full time
2	N.D. P	Business Incubation Manager	Permanent	Full time
3	O. A	Learning & project Manager	Permanent	Full time
4	I.K	Financial Secretary	Permanent	Full time
5	A.Y	Core Secretary	Permanent	Full time
6	F. D	Administrative Assistant	Permanent	Full time
7	L. H	Business development & marketing Manager	Contract	Full time

Table 2: *Temporary employees, who were interviewed*

No	Names	Position	Employment status	Full time
1	OS	Learning & project staff member	Intern	Full time
2	N. J	Social Medial and Marketing staff member	Intern	Full time
3	M. D	Incubation & technology staff member	Intern	Full time

4. Result and Discussion

Results

Descriptive analysis

After interviewing IBISMA employees, the findings on the impacts of employee engagement on IBISMA performance showed that 100% of respondents concurred on the positive impact, 50% noted workplace culture, and 50% indicated support with necessary resources. Level of employee involvement at IBISMA: 50% scored above average (task comprehension, devotion, desire to help), and 50% rated ordinary (job difficulty, lack of clarity). Increasing staff engagement at IBISMA: 70% indicated communication, while 30% mentioned employee development and rewards. Factors that affect employee engagement in IBISMA: 60% identified recognition and reward, while 40% indicated career development.

Table 3: *Summary of Descriptive Analysis*

NO	RESULT/FINDING	SUMMARY
1	<i>Impacts of employee engagement on IBISMA performance</i>	100% of respondents agreed on positive impact, 50% mentioned workplace culture, 50% mentioned support for founding's
2	<i>Level of employee engagement at IBISMA</i>	50% rated above average (task comprehension, dedication, willingness to help), 50% rated average (task difficulty, lack of clarity)

3	<i>Increasing employee engagement at IBISMA</i>	70% mentioned communication, and 30% mentioned employee development and rewards
4	<i>Factors that affect employee engagement in IBISMA</i>	60% mentioned Recognition/reward, and 40% mentioned career growth

Table 4. Key findings

NO	Key Findings	Supporting Data
1	<i>Workplace culture</i>	100% of respondents agreed on positive impact, 50% mentioned such as enhanced productivity through workplace culture. 50% mentioned not limited to work culture but providing necessary resources and support
2	<i>Work design</i>	50% of respondents indicated above-average engagement due to factors like dedication and willingness to help. 50% of respondents with average engagement mentioned difficulties understanding tasks and lack of work clarity.
3	<i>Effective communication</i>	70% of respondents highlighted communication as crucial for increasing engagement. 30% highlighted employee development and rewards
4	<i>Recognition-based rewards</i>	60% of respondents highlighted recognition and reward as key factors in their engagement, suggesting a strong need for improvement in this area.
	<i>Career growth and development</i>	40% of respondents highlighted career growth and development as key factors in their engagement, indicating its importance but to a slightly lesser extent than recognition and reward.

Discussion

The discussion involved the comprehensive explanation and elaboration based on identification in workplace culture, work design, communication, reward and recognition, career growth/development as key factors in this research.

Impacts of employee engagement on IBISMA performance

When questioned about the engagement impacts in IBISMA, all respondents seemed genuinely committed to IBISMA organizational goals from different perspectives and willing to go above their assigned tasks to reach IBISMA objective. Interview responses from respondents L.H, M.D, I.K, D.P.E, and F.D underline IBISMA culture and its substantial impact on employee engagement in IBISMA. A key theme emerges around workplace culture. Respondent L.H notes the importance of working together and the one-to-one interaction with the leadership for better worker engagement, and this means that discussion and awareness of the work culture are essential components. It is evident further in the quote by respondent M.D, the quote reveals a subjective link between personal performance and IBISMA success, which implies that one is deeply linked to the IBISMA culture and principles. Respondent I.K, presents an understanding that personalities are diverse and that this contributes to the IBISMA culture for achievement at an individual, team, and organizational level. Respondent D.P.E, focuses on the fact that a culture ensures promoting communication that would enable people to operate without fear, freely creating an engaged atmosphere. Respondent F.D, response emphasizes the existence of flexible working hours and work-life balance, linking these aspects with the IBISMA culture and willingness to fulfill its objectives.

“Employee engagement can be enhanced by collaborative activities and one-on-one meetings between the employee and leadership in order to understand the work-culture of IBISMA because if the employee do not understand the work culture, it would be difficult to engaged at work.” (L. H, manager, June 2023)

“Yes, work culture has great impact on my work engagement and my desire to see IBISMA succeed in the competitive position compels me to do whatever it takes to meet and transcend my assigned responsibilities and I believe this is what IBISMA culture is about.” (M. D, Intern, July 2023)

The opinions of respondents L.H, and M.D, can be narrated as an indication that interactive activities and one-to-one interactions with managers are more important in order to learn about the work culture within IBISMA. This indicates that in order to enhance engagement, it involves building an open communication channel

between management and personnel. Respondent M.D, emphasis on the competitive position of IBISMA points out that the perception of workers about the performance of the organization is looked at from a cooperative engagement perspective with reference to the cultural ethos that exists in the workplace.

“Employee engagement is impacted by the cultural upbringing of the individual and the diverse personalities of employees have an impact on the culture of the IBISMA, and I think because of this, we are doing great as individual, team and organization.” (I. K, financial secretary, July 2023)

“An organization's culture needs to be such that employee engagement and communication are the norm rather than the occasional events that define emergencies. We have a culture here that allow us to work freely without fear and to be more interactive.” (D. P. E, Manager, July 2023)

Cultural Relevance. The emphasis on social heritage and a wide range of personalities by respondent D.P.E, shows that cultural variables expand not only at the organizational level but also to people's attributes, hence influencing the entire culture of IBISMA. The viewpoint of Respondent D.P.E, states that a culture that facilitates value communication and freedom of expression will contribute to engagement at the workplace.

“Flexible working time and work-life balance is very important for me and I consider all aspects that have to do with engagement because I want to give all my best to IBISMA to achieve its objective and my personal growth.” (F. D, Administrative Assistant, July 2023)

Factors Influencing Engagement: Respondent F.D, points out that flexible working hours and work-life balance are key components that influence engagement. The diversified set of expectations and preferences of the employees points to the conclusion that organizational policies supporting work-life balance contribute favourably to engagement. The very comment on personal development being related to the accomplishment of IBISMA's objectives by Respondent F.D, indicates that employees are motivated not only by external achievement but also by their own professional growth.

The findings are supported by the following research: Lockwood (2007) asserted that “empirical evidence suggests that organizations that build a workplace culture characterized by psychological factors such as meaningfulness (through job enrichment and work-role fit), safety (through supportive managers and coworkers) and availability (through the provision of sufficient resources) are more likely to have actively engaged employees”. The theory proposed by Lockwood (2007) stated that engaged employees are those who operate in a safe environment that allows them to exchange ideas and make decisions without fear. The impact of employees on an organization's competitive advantage can be positive or negative, depending on their ability to reinforce or undermine the organization's culture. Therefore, employees need to maintain alignment between their attitudes and behaviours and the culture of the organization in order to sustain their engagement. Garber (2012) suggested that employees prefer to work for organizations with a positive reputation. Nurturing a positive organizational culture requires fostering an environment where employees feel a sense of pride and actively contribute to building and upholding the organization's reputation. By creating such an environment, employee engagement is expected to increase, leading to enhanced organizational engagement overall. Suharti and Suliyanto (2012) proposed that applying Social Exchange Theory can elevate employee engagement by implementing fair compensation and benefits systems. Additionally, Smith et al (2016) found that employee engagement thrives when an organization cultivates a culture that fosters a sense of belonging among its employees. These statements highlight a shared value of ownership, pride, and investment in IBISMA success.

Level of employee engagement at IBISMA

When asked what the level of engagement in IBISMA was, five respondents replied above average, and five said average. Asked the five respondents who said average why you think the degree of engagement here is moderate; respondents OS, L.H, M.D, I.K, and F.D, mentioned Job design as a prospective aspect of the level of engagement. The respondents indicated that job design significantly impacts the level of their work engagement. Respondents also mentioned that the activities plan has a crucial role in giving them direction and clarity on what they are doing. The following are the evaluations that are made to provide an indication of IBISMA rates regarding the level of employee engagement on a ten-response basis.

Half of the respondents considered the level above average, and half considered the level was average. A deeper investigation of the replies from respondents who recognized engagement as average gives perspectives on work design and the efficacy of action plans playing a role in impacting the degree of employee engagement level at IBISMA. Factors impacting average engagement. This analysis presents perceptions from respondents OS, L.H, M.D, I.K, and F.D, who rated average engagement. Work design emerges as a key theme in this analysis. Respondent OS, emphasizes the utilization of realistic timelines and enough resources in work design, noting that these two aspects result in task accomplishment and obligation fulfilment. Respondent L.H, further emphasizes the need for employees to be educated on job design and procedures, saying that clear instructions in this area are one of the most essential factors in improving engagement. Respondent M.D, correlates the job design with focus areas, and this means that the design of work is suitable to individual focus areas in order to avoid delays in accomplishing the tasks. Respondent I.K, emphasizes one notion of job design knowledge that functions successfully and without interruptions, therefore focused on the phenomena of understanding to engage in job responsibilities. Respondent F.D, expands the discussion to frequent coordination and assessment, stating that a strategy should be developed to let employees know their work performance.

The influence of unrealistic timings on engagement levels was stated by respondent OS, who emphasized that a realistic timeline and job design are crucial to sustaining and maintaining a positive engagement environment.

"I think we should consider the timing of our work. Because unrealistic timeframes make it impossible to finish tasks and fulfil obligations." (OS, Intern, July 2023)

"Employees must be educated about work design and practices and appropriate instructions must be provided to make the employee understand their work." (L. H, Manager, June 2023)

Restressing the need for clear communication and direction on work practices, Respondent L.H, underlined the value of employee education in understanding job design. Role of Action Plans in Engagement. The statement towards action plans as observed by Respondent M.D, shows how helpful it is in providing directions and clarifications on what tasks are expected to be completed.

"If the job design does not match with my focus area, it may cause a delay in finishing the task and it may decrease the level of my engagement." (M. D, Intern, July 2023)

In this scenario, therefore, such misalignment between work design and focus areas may result in task delays and weakened engagement and, therefore, point out the clarity of the tasks with the level of engagement. The nature of a job design impacts employees' cognitive, emotional, and behavioral responses toward their work and the organization to which they belong. Given that a significant part of a person's time at work is dedicated to job-related responsibilities, one could claim that work design is the primary source of connection and dedication for engagement.

A positive correlation between job design and employee engagement has been established. Several scholars have highlighted the importance of job design as a key factor influencing employee engagement. Three crucial job characteristics that contribute to the psychological significance of work are challenge, variety, and autonomy (Shantz et al, 2013). According to Swathi (2013), an employee's perception of the attractiveness and significance of their work can impact their level of engagement. Garber (2012) stated that, leaders have a crucial responsibility to improve interest challenges and reward their employees' jobs actively. This involves fostering employee engagement by nurturing an environment in which individuals are empowered to identify methods for increasing the level of challenge and productivity in their roles. Employment positions with characteristics such as autonomy, task diversity, feedback, and significance have the potential to foster positive employee engagement. The engagement can manifest in psychological states such as a sense of purpose, responsibility, and awareness of outcomes. According to Chiekiezie and Onyekachukwu (2015), the primary goals of work design include meeting organizational needs for effectiveness, efficient operation, and service or product excellence, as well as answering the individual's need for personal success.

Increasing employee engagement in IBISMA

When asked about the increasing employee engagement in IBISMA, respondents expressed their opinion regarding how effective communication between employees and their managers can lead to increased engagement. Seven respondents pointed out regular discussions and offering timely and meaningful performance feedback as significant attributes. One crucial weakness that was revealed in the research was that of inconsistent performance discussions and a lack of timely as well as meaningful feedback. The research examines the opinions offered by the respondents regarding the evolution of their participation, with an emphasis on effective communication standards between employees and managers. Respondents OS, L.H, F.D, O.A, NJ, A.Y, and D.P.E, indicated the importance of timely as well as constructive performance feedback apart from regular conversations. The main perspectives across most of the respondents emphasize that value and effective communication would contribute to enhancing employee engagement. Communication appears as a crucial theme in this analysis.

"Without consistent engagement, it is difficult to manage performance effectively. Frequent feedback and communication would make me feel appreciated, which would inspire me to work more because employees who are engaged and feel appreciated are more productive." (OS, Intern, July 2023)

"For me, the leadership needs to implement consistent communication procedures because communication that worked fosters engagement and relationships based on trust." (L.H, Manager, June 2023)

Respondent OS, who responded to the issue, points out that there is barely any efficient performance management without regular supervision and productivity feedback. Regular feedback and communication are considered to be the main aspects of making one feel valued, which in turn enhances engagement within the organization and ultimately leads to higher performance. Building trust is crucial for performance and engagement. Open communication atmosphere as respondents L.H, and O.A, further supported an open communication culture where they highlighted the significance of employees communicating with their superiors concerning their lack of motivation and job-related issues.

"We have a good working relation but I think we need to improve our communication in order to be more active. For IBISMA to function smoothly, communications and supervision strategy must be developed and through communication, I will know if I'm performing good or not." (O. A, Manager, July 2023)

"To understand my concerns, one-on-one discussions should be required rather than group discussions. Feedback is necessary on issues that are raised." (NJ, Intern, July 2023)

Monitoring approaches and increased communication, respondent O.A, encourages proper communication as well as increased monitoring approaches which would make the operation of IBISMA stronger, stating that through communication there could be performance evaluation. Addressing individual feedback and issues and

emphasizing the respondent's MJ, relevance to one-on-one discussion and feedback, addressing an issue crucial to them even if not delivering the intended conclusion gives a sense of purpose and participation. Stated more clearly, respondent A.Y, indicates that it is through these discussion sessions between the employees and management that unresolved issues can be addressed and at the same time leadership would have shown interest in the employee's work progress and desire for their success.

"Discussion sessions between me and management can assist to clear up any confusion, most significantly, it demonstrates to me the leadership interest in my work and desire to see me succeed. This is why communication from the leader to the employee is important." (A. Y, core secretary, July 2023)

"In my opinion, Employee's assessment should be a routine practice for management in the form of discussions rather than in times of emergencies. I believe this will create more engagement here." (D. P. E, Manager, July 2023)

Employee evaluations should be done regularly. Respondent D.P.E, believes that employees should frequently receive evaluations in terms of discussion, marking the pro-active aspect of evaluations rather than reactive tactics during emergencies. This technique is claimed to be a method of promoting continuous involvement. The outcome of the analysis reveals the relationship between engagement and performance, consequently pointing out the need for strategic communication approaches to satisfy individual and IBISMA expectations.

The finding was supported by multiple studies. Aguinis (2013) discovered that timely and meaningful feedback is critical for helping individuals improve their performance and accomplish individual and organizational objectives. A study by Markos and Sridevi (2010) indicated that employee engagement can be boosted by the use of specific managerial techniques. These practices include developing two-way communication, guaranteeing explicit and consistent information regarding employee expectations, and encouraging participation in decision-making processes. By employing these strategies, employees are more likely to establish a sense of belonging inside the firm, resulting in increased levels of engagement. Kazimoto (2016) said that good communication and sharing of an organization's strategic plan are vital for aligning employees' aims with the organization's strategic goals. Reilly (2014) observed that applying powerful descriptions and emotive language is vital when stressing the visual representation of achievement. In turn, this allows the formation of significance in objectives and develops commitment among individuals and teams within a company. Reilly (2014) also showed that executives must manage their employee engagement programs efficiently and strategically. Leaders should grasp every opportunity, touchpoint, and communication channel to emphasize and acknowledge the organization's commitment to employee engagement. In addition, leaders should underline the continuous impact of engagement and encourage the diffusion of best practices throughout the business

Factors that affect engagement in IBISMA

The purpose of this analysis is to identify the fundamental elements contributing to the significance of attributes for employee engagement and explain how the implementation of those attributes could create a more engaged workforce that is capable of achieving high performance. Reward and recognition and professional growth and development appear as key themes in this analysis. When questioned about the elements affecting engagement within IBISMA, the respondents noted a shared need for reward and recognition and professional growth and development.

A. The importance of recognition and compensation in the engagement process, the highlighted components of this reward, and the kind of recognition are considered factors of influence over the engagement. Respondents OS, L.H, O.A, NJ, A.Y, and F.D, respond, respectively, to the expression of recognition as a key motivation indicator and even positive results that could emanate through harnessing gratitude and admiration from employees at various levels through the implementation of formal recognition and reward mechanisms within IBISMA. When explaining why you feel that recognition and reward are significant components of your engagement, the responses given were that investing in employee recognition as well as well-being would lead to its people being more engaged and performing, which would benefit both the individuals and IBISMA.

"It is good for IBISMA leadership to recognize us for good work because it is something that motivates me. I should also look up to them as my role models for doing well for their employees." (OS, Intern, July 2023)

Respondent OS, reaffirms the motivating impact of appreciation as the source of inspiration and role modeling. This approach indicates employee appreciation, presenting not just a boost to morale but also drive and dedication.

"Recognition, rewarding and appreciation need to be fully implemented as non-profit organization and this will lead to active engagement and active engagement would lead to good performance." (L.H, manager, 2023)

Respondent L.H, associates' recognition and reward with active participation, ensuring that, with enhanced engagement, an effective system will emerge from it to contribute to increased IBISMA performance. Some of the respondents commented in regard to the existing status of recognized practices prevalent at IBISMA. Regarding the concern, Respondent O.A, acknowledges that it may be because the organization's nature is non-profit, yet effective recognition methods are crucial.

"I don't think IBISMA leadership has fully explored the recognition approaches. I know this is non-profit and small organization and I think this is why the leadership should at least find recognition system that will encourage active engagement and performance." (O. A, Manager, July 2023)

"I don't think IBISMA management have a formal recognition system and I think it should be established because it could lead to demotivation of engagement if it is not established." (A.Y, core secretary, July 2023)

Respondent A.Y, provides a suggestion towards setting up a system for recognition, stating the possibility of discouragement will be the lack of recognition.

"Maybe, propose to UII HR to change the status of employees from contract to permanent workers, especially for employees who have worked for a long time. We also need other benefits for workers such as health insurance and others." (F.D, Administrative Assistant, July 2023)

Beyond Recognition, respondent A.D, expands the argument beyond normal recognition and considers giving job status shifts from contract employment to permanent jobs, along with some benefits such as health insurance. This shows a deeper context for employee participation beyond immediate recognition that covers lifelong job stability and benefits.

The analysis explains the fact that recognition and reward systems have a significant effect as they determine the level of engagement of employees in IBISMA. Input from the respondents provides insight into the motivational aspects of appreciation, encouraging them to give their best with an assurance of greater achievement. The notion of reward and recognition is supported by Saks and Rotman (2006), employees are more likely to demonstrate higher levels of involvement and engagement in their employment when they believe the benefits associated with their work will be substantial and when they receive recognition that their work is significant and contributes value. Individuals naturally desire to feel a sense of respect and accomplishment, therefore providing appropriate rewards and recognition is a crucial aspect of performance management. Aguinis (2013) stated that recognizing employees for their exceptional performance functions as a motivator for their encouragement and motivation, thereby boosting their morale. Motivated workers demonstrate active engagement and proactive behaviour. Employees typically value intrinsic motivation, which is influenced by internal emotions, more than monetary compensation.

B. This session is to understand the views on professional growth and development and how they contribute to employee engagement at IBISMA. Respondents OS, L.H, A.Y, and F.D, analyses indicate the factors as the importance of investing and how to identify and develop talent, performance evaluation, coaching, and training for individual career development. Question on career growth and development as one of the factors of engagement. Respondents mention talent identification, highlighting growth and development as one of the key components that drive employee engagement.

Respondent OS, specifically underlines the significance of the recognition and support of exceptional talents, arguing that the encouragement and further development of such a favorable resource are the guarantee for the sustainable success and involvement of the employees.

"It is important to identify and provide encouragement to employees who have exceptional talent, and fostering their further growth and performance." (OS, Intern, July 2023)

"When the appropriate talents, ethical, and committed employees have been identified, it becomes important for IBISMA to implement strategies designed to retain and maintain these skills because I believe IBISMA need more talented employees." (L.H, Manager, June 2023)

Respondent L.H, indicated the tactical significance of talent management in the accomplishment of IBISMA's success by displaying the priority placed on discovering and sustaining ethical and committed individuals.

"I believe that employees require more coaching, guidance, and training at every level of the organization. It is important to establish a performance evaluation system in order to achieve constant performance levels." (A.Y, core secretary, July 2023)

Coaching and training, according to respondent A.Y, were mentioned in the need for performance evaluation systems since performance should be maintained at a certain level with time. The study therefore emphasizes that thorough reviews and upgrades of every employee's performance are crucial to maintaining engagement. Respondent L.H, further suggests in this aspect that by highlighting the significance of retention efforts right after talented and committed individuals have been recognized, this aligns with the idea that investing in talent is a continuous activity that requires retention strategies.

"The process of identifying talented employees for promotion, and transitioning them from contractor's positions to full-time employment is crucial and will encourage good engagement and high performance." (F.D, Administrative Assistant, July 2023)

Respondent F.D, expands the discussion to the transition of talented individuals from contractual employment to permanent employment. This idea brings forth the need for determining the career development path, as this will see to it that such changes are likely to enhance not only performance but also engagement in an incredible dimension.

The analysis indicates that comparable viewpoints are seen with context to the crucial significance of career development as well as growth becoming the determinant for encouraging the engagement of the employees at IBISMA. Performance evaluation and coaching, along with training and talent identification, are some of the areas discussed in every form, which add to building a holistic view as to what approaches need to be taken so that continual engagement may be attained.

Anitha (2014) suggested that training and development opportunities boost employees' confidence, resulting in a significant increase in their employment engagement. The prevalent belief was that training initiatives were pursued only if they were regarded beneficial to the organization. Based on Lockwood's (2007) research, in the context of global competition, the importance of attracting and retaining qualified individuals within organizations is expected to increase. Anitha (2014) and Lockwood (2007) have proposed theories emphasizing the significance of employee development for augmenting job performance and promoting staff retention for long-term effectiveness. This analysis provides a solid basis for determining actions that sharpen career progression and development, which will lead to boosting employee engagement and contribute to increasing the performance of IBISMA.

The research examines the viewpoints of two distinct groups of employees, permanent and temporary employees. The discussion gives a comprehensive insight into the determinants of enhancing employee engagement at IBISMA. The research findings emphasize the interconnection effect of workplace culture, effective communication, job design, reward and recognition, as well as career development, in establishing a highly engaged work environment. The analysis provides suggestions on creating a blueprint for IBISMA's organizational culture, approaches toward communication, and employee engagement initiatives. The findings of this research are in line with the literature, which demonstrates that engagement has a good correlation with performance and therefore underlines these characteristics as key elements to the development of sustainable success in IBISMA.

5. Conclusion

The primary goal of this research project was to examine the factors that influence the impact of employee engagement on the overall performance of IBISMA, a non-profit organization. Researcher reveal that there is challenges face when it comes to employee engagement in IBISMA. Communication, job design, rewards and recognition, culture, and career development have been identified as significant factors that influence employee engagement in IBISMA. The literature review and the research findings support the notion that employee engagement has a substantial influence on organizational performance.

Finally, the discussion gives a comprehensive insight into the determinants of enhancing employee engagement at IBISMA. The research findings emphasize the interconnection effect of workplace culture, effective communication, job design, reward and recognition, as well as career development, in establishing a highly engaged work environment. The analysis provides suggestions on creating a blueprint for IBISMA's organizational culture, approaches toward communication, and employee engagement initiatives. The findings of this research are in line with the literature, which demonstrates that engagement has a good correlation with performance and therefore underlines above mentioned characteristics as key elements to the development of sustainable success in IBISMA.

Recommendations

Employee involvement is crucial for an organization's success. IBISMA should focus on regular meetings, strategic discussions, and interaction sessions because these can encourage motivation and raise performance standards. IBISMA should also focus on implementing leadership tactics, such as mentorship programs, which can boost performance and contribute to accomplishing organizational goals. Consistent communication channels should be established, such as supervision protocols and assessment methods, as they are essential for fostering engagement. Communication techniques should be adapted to the specific organizational setting and audience. Regular staff meetings, one-on-one meetings, and regular news distribution are recommended. Individual sessions might create a more comfortable environment for discussing personal challenges. Performance evaluations should be set since consistent performance evaluations are vital for accomplishing organizational goals. A comprehensive performance management system, staff mentoring, coaching and work design strategies, and guidelines for reward and recognition systems can help ensure high performance levels. Ultimately, implementing these suggestions will enable IBISMA to lead to a sustained work environment and subsequently improve performance.

Limitations

It is essential to acknowledge the limitations of this research. The research was conducted on a small non-profit organization in Yogyakarta, Indonesia, called 'IBISMA.' Due to the diversity of organizational culture, values, and strategic objectives, it is difficult to generalize the findings to the Indonesian population. Interviews were conducted at various organizational department levels to obtain a cross-sectional view of current affairs. The analysis did not consider previous circumstances, such as the organization being in a state of crisis or undergoing a period of transition, which may have affected the employee responses. In addition, the evaluation did not consider the potential repercussions that may arise after the assessment has been conducted.

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