



DOI: <https://doi.org/10.38035/ijphs.v2i2>

Received: April 5th 2024, Revised: April 20th 2024, Publish: May 5th 2024

<https://creativecommons.org/licenses/by/4.0/>

Employee Performance Improvement Strategy in the Manufacturing Industry

Rahman Soesilo¹, Lucy Lidiawati Santioso², Kamsariaty Kamsariaty³, Dian Nur Mastuti⁴, Rohana Sitanggang⁵

¹Universitas Muhammadiyah AR Fachrudin Tangerang, Banten, Email: rahmansusilo537@gmail.com

²Universitas Insan Cita Indonesia, Jakarta, Indonesia, Email: lucylidiawati@uici.ac.id

³Akademi Maritim Nusantara, Banjarmasin, Indonesia, Email: kamsariati41@gmail.com

⁴Universitas Dharma AUB Surakarta, Jawa Tengah, Indonesia, Email: dian.mastuti@stie-aub.ac.id

⁵Institut Transportasi dan Logistik Trisakti, Jakarta, Indonesia, Email: rohanadems@gmail.com

Corresponding Author: rahmansusilo537@gmail.com¹

Abstract: Article Employee performance improvement strategy at the manufacturing industry within the scope of human resource management science. This article aims to create hypotheses regarding the relationship between factors, which can then be used for further research in the field of human resource management. The research method used in this research is descriptive qualitative. The data used in this research comes from previous research which is still relevant to the current investigation. Data was collected from leading academic online platforms, including Publish or Perish, Google Scholar, digital reference books, and Sprott journals. The results of this literature research include 1) The influence of self-efficacy on employee engagement; 2) The influence of psychological tests on employee engagement; 3) The influence of work life balance on employee engagement; 4) The effect of remuneration on employee engagement; 5) The influence of self-efficacy on employee performance; 6) The influence of psychological tests on employee performance; 7) The influence of work life balance on employee performance; 8) The effect of remuneration on employee performance; and 9) The influence of employee engagement on employee performance.

Keyword: Employee Performance, Employee Engagement, Self Efficacy, Psychology Test, Work-Life Balance, Remuneration

INTRODUCTION

Strategies for enhancing employee performance in the manufacturing industry are critical for assuring business success and continuity. This technique focuses on several variables, including employee involvement, self-efficacy, psychological tests, work-life balance, and remuneration schemes. Employee engagement is a notion that relates to an employee's level of interest, commitment, and motivation toward their job and the organization in which they work. High employee involvement has been shown to improve overall

organizational performance. In addition, self-efficacy, or an individual's belief in their capacity to do specific tasks, is vital in enhancing employee performance. Individuals with high degrees of self-efficacy are more driven and perform better on their jobs.

In addition, psychological assessments play an essential role in employee performance improvement initiatives. Psychological testing can help firms better understand individual qualities and needs, allowing them to create more successful staff development plans. Aside from that, maintaining a balance between work and personal life (work-life balance) is critical for increasing employee performance. Employees who strike a work-life balance are more likely to be happier, healthier, and productive at work. Finally, a fair and adequate remuneration structure can help improve employee performance. Employees must feel valued and rewarded in accordance with their efforts and achievements inside the firm. A good remuneration package comprises not just income and benefits, but also a variety of different incentives and awards that can drive employees to work more and produce greater outcomes. Manufacturing businesses can develop comprehensive strategies to improve employee performance by taking a holistic approach to all of these issues. Organizations must not only focus on one component, but also consider the link between all of these aspects and how they influence one another. For example, high employee engagement can boost self-efficacy, improving work-life balance and incentive to perform better. Similarly, a fair remuneration structure can boost employee engagement by delivering benefits that are proportional to their contributions.

To effectively execute employee performance development techniques, firms must maintain open and transparent communication with employees. Employees must understand the aims of this approach and how they may help achieve them. Apart from that, firms must provide adequate support and resources to enable employees enhance their skills and abilities. Equally crucial is the ongoing evaluation and enhancement of employee performance improvement techniques. The corporate climate is continuously evolving, and what works now may not be effective in the future. As a result, companies must constantly monitor and analyze the efficacy of the methods they employ, and be prepared to make modifications and adjustments as needed.

Overall, solutions for enhancing employee performance in the manufacturing sector are difficult and necessitate a comprehensive approach. Organizations can design effective strategies to improve employee performance by focusing on factors such as employee engagement, self-efficacy, psychological testing, work-life balance, and remuneration. This, in turn, will have a positive impact on overall performance and business continuity.

Based on the background of the problem above, the problem formulation is determined as follows: 1) Does self-efficacy influence employee engagement?; 2) Do psychological tests have an effect on employee engagement?; 3) Does work life balance affect employee engagement?; 4) Does remuneration affect employee engagement?; 5) Does self-efficacy influence employee performance?; 6) Do psychological tests have an effect on employee performance?; 7) Does work life balance affect employee performance?; 8) Does remuneration affect employee performance?; and 9) Does employee engagement have an effect on employee performance?.

METHOD

Literature Review Methodologies including systematic literature review (SLR) and library research were used in the preparation of the article. A qualitative evaluation was conducted on the method, and its Baggage Drop Service was confirmed by consulting leading scientific web sources such as Mendeley and Google Scholar. A systematic literature review (SLR) is a careful and methodical effort in which all relevant research literature is identified, evaluated, and researched to provide an answer to a specific research question. When conducting qualitative analysis, it is important to apply the literature review consistently according to methodological assumptions. Due to its investigative nature, qualitative analysis is mostly carried out for this purpose, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Following are the research findings by considering the context and problem formulation:

Employee Performance

Employee performance refers to how well employees fulfill their duties and responsibilities in the workplace. This includes being productive and efficient in accomplishing tasks, meeting objectives, and contributing positively to the organization's success. Employee performance can be measured using a variety of indicators, including as productivity, job quality, initiative, teamwork, and meeting specified goals (Rony, 2017).

The indicators or dimensions contained in employee performance are as follows: 1) Productivity refers to how efficiently and effectively employees complete their tasks; 2) Quality of Work: Determines how well employees achieve or surpass defined quality standards; 3) Assess employees' willingness to take on extra duties and offer new ideas for improving procedures or goods; 4) Teamwork: Evaluates an employee's capacity to collaborate and contribute to a team to reach a common goal; and 5) Target Achievement: The extent to which personnel meet or surpass the goals and objectives that have been established for them (Sahat, 2023).

Employee performance variables have been studied by previous researchers, including: (Maida et al., 2017), (Pusparani et al., 2021), (Riwukore et al., 2022).

Employee Engagement

Employee engagement refers to employees' attachment, dedication, and motivation towards their work and organization. Employees that are actively involved are more passionate, have a sense of ownership over their work, and believe that their efforts have a significant impact on the organization's performance. High levels of engagement can improve employee performance, promote retention, and reduce absenteeism (Wahdiniawati et al., 2023).

The indicators for employee engagement are as follows: 1) Organizational Commitment: Determines how strongly employees identify with the organization's values, goals, and culture; 2) Motivation: Measures employees' excitement and motivation to actively contribute to their work; 3) Participation: Determine the extent to which employees are involved in organizational decisions or changes; and 4) Job Satisfaction: Determines how satisfied and happy employees are with their jobs and work environment (Riyanto et al., 2017).

Employee engagement variables have been studied by previous researchers, including: (Riyanto et al., 2017), (Aziez, 2022), (Mariska, 2018), (Daniel & Kiky, 2020), (Muliawan, 2017).

Self Efficacy

Self-efficacy is an individual's belief in their ability to achieve specific goals or tasks. This entails having self-confidence in their abilities, skills, and expertise for overcoming

obstacles and coping with complex situations at work. High levels of self-efficacy can help employees overcome hurdles and approach problems with greater confidence, so improving their performance (Sjarifudin & Ali, 2023).

The indicators contained in self-efficacy are as follows: 1) Confidence in Ability: Measures an employee's confidence in their ability to complete a task or achieve a certain goal; 2) Employee resilience is defined as their ability to persevere in the face of challenges or hurdles at work; and 3) Focus: Evaluates an employee's ability to stay concentrated and determined to achieve goals in the face of adversity (Fu'adah et al., 2023).

Self-efficacy variables have been studied by previous researchers, including: (Sjarifudin & Ali, 2023), (Pronajaya et al., 2021), (Pauzi et al., 2022), (Nurfajar et al., 2018), (Pulungan & Rivai, 2021).

Psychological Test

Psychological examinations assess personality traits, IQ, cognitive abilities, and occupational choices. Psychological tests are frequently utilized in the contexts of personnel selection, organizational development, and talent assessment and mapping. These assessments can assist organizations in better understanding individual qualities, needs, and potential for further development (Merdeka, 2022).

The indicators contained in the psychological test are as follows: 1) Personality: Assesses individual qualities and attributes such as extroversion, emotional stability, and adaptability; 2) Intelligence: Measures a person's cognitive ability, such as verbal, numerical, and spatial intelligence; and 3) Interests and Preferences: Assesses a person's work interests and preferences for different types of professions or work places (Algobash, 2023).

Psychological test variables have been studied by previous researchers, among others: (Merdeka, 2022) and (Algobash, 2023), (R. Saputra, 2023).

Work Life Balance

Work-life balance involves balancing time, energy, and attention between work and personal responsibilities like family, health, and enjoyment. Employees' general well-being depends on striking a good balance between work and personal lives. Imbalances can lead to stress, exhaustion, and physical and mental health issues, all of which can have an impact on productivity and performance (Aslam, 2015).

The indicators for work-life balance are as follows: 1) Free Time: Determine how much time employees have available for things other than work, such as time with family or hobbies; 2) Stress: This metric assesses the level of stress that employees face when attempting to balance work and personal life; and 3) Quality of Life: Evaluate employees' entire well-being, including physical health, social relationships, and general life satisfaction (Badrianto & Ekhsan, 2021).

Work-life balance variables have been studied by previous researchers, including: (Badrianto & Ekhsan, 2021), (Wijaya & Dewi, 2017), (Poernamasari et al., 2023).

Remuneration

Remuneration refers to all benefits offered to employees in appreciation for their services to the organization. This comprises compensation, perks, bonuses, incentives, and possibilities for professional growth and development. A fair and transparent remuneration structure can help motivate people to perform at their best. Organizations may sustain high levels of employee motivation and retention by rewarding them appropriately for their efforts and successes (Kibambila & Ismail, 2021).

The indicators contained in remuneration are as follows: 1) Compensation and perks: Evaluate the level of compensation and perks offered to employees in light of the labor market and their contributions; 2) Bonuses and Incentives: Tracks the amount and types of bonuses and incentives

awarded to workers in honor of exceptional performance or contributions; and 3) Career Development Opportunities: Evaluate the opportunities for employees' career growth and development, such as training, continuing education, and promotions (Reza Putra & Gupron, 2020).

Remuneration variables have been studied by previous researchers, among others: (Calvin, 2017), (Reza Putra & Gupron, 2020), (Kibambila & Ismail, 2021).

Previous Research

Based on the findings above and previous research, the research discussion is formulated as follows:

Table 1. Relevant Previous Research Results

| No | Author (Year) | Research Results | Similarities with this article | Differences with this article | Basic Hypothesis |
|----|----------------------------|---|--|---|------------------|
| 1. | (Pronajaya et al., 2021) | Self-efficacy and career development influence employee engagement and nurse performance | The influence of self-efficacy on employee engagement | The influence of career development on nurse performance | H1 |
| 2. | (Merdeka, 2022) | Psychology tests influence the employee recruitment process and employee engagement | The influence of psychological tests on employee engagement | The influence of psychological tests on the employee recruitment process | H2 |
| 3. | (Mulang, 2022) | Organizational justice and work life balance influence employee engagement and turnover intention | The influence of work life balance on employee engagement | The influence of organizational justice on turnover intention | H3 |
| 4. | (Kibambila & Ismail, 2021) | Remuneration influences employee engagement in Tanzania | The influence of remuneration on employee engagement | The research locus was conducted in Tanzania | H4 |
| 5. | (Ramadhan & Budiono, 2023) | Self-efficacy and work engagement influence job satisfaction and employee performance | The influence of self-efficacy on employee performance | The influence of self-efficacy on job satisfaction | H5 |
| 6. | (Algobash, 2023) | Psychological tests influence employee performance and human resource development | The influence of psychological tests on employee performance | The influence of psychological tests on human resource development | H6 |
| 7. | (Badrianto & Ekhsan, 2021) | Work life balance influences organizational commitment and employee performance | The influence of work life balance on employee performance | The influence of work life balance on organizational commitment | H7 |
| 8. | (Calvin, 2017) | Remuneration influences employee performance | The influence of remuneration on employee performance | The research locus was carried out at Abdul Gusau Polytechnic | H8 |
| 9. | (Aziez, 2022) | Employee engagement influences job satisfaction, compensation and employee performance | The influence of employee engagement on employee performance | The influence of employee engagement on job satisfaction and compensation | H9 |

Discussion

Based on the findings above and previous research, the research discussion is formulated as follows:

1. The Influence of Self Efficacy on Employee Engagement

Self-efficacy is an individual's belief in their ability to execute everyday activities successfully, whereas employee engagement is the level of attachment, commitment, and motivation to the job and organization in which they work. The relationship between self-efficacy and employee engagement demonstrates the relevance of psychological elements in establishing pleasant work experiences for employees, which can then influence the organization's overall performance and success.

First and foremost, belief in one's talents, also known as self-efficacy, is vital in shaping employee engagement. When people believe they can achieve in their jobs, they are more engaged in their work. Employees that are confident in their talents are more motivated to seek out new challenges, take initiative, and try to attain their goals. Thus, individuals with high levels of self-efficacy are more driven to engage in their work and contribute positively to the organization's success.

Furthermore, self-efficacy has an impact on employee resilience, which in turn influences employee engagement. Employees who are confident in their abilities to overcome problems and hurdles are more resilient when coping with workplace pressure and stress. Employees who believe they can overcome challenges are more likely to remain engaged at work, even in difficult times. Thus, a high level of self-efficacy can aid in maintaining consistent levels of employee engagement even in stressful situations. Aside from that, employee focus or concentration plays a vital role in developing employee engagement, which is determined by self-efficacy. Employees that are confident in their capacity to attain goals are more focused on finishing their jobs. They can concentrate on their work without being distracted or hampered by external factors. This increased attention boosts productivity and efficiency while also improving employee engagement at work. As a result, self-efficacy serves as a motivator for employees to stay focused and engaged in their work.

Employee engagement, which encompasses organizational commitment, motivation, participation, and job satisfaction, can have an impact on employee self-efficacy as well. High levels of involvement in work and organizations tend to boost people's confidence in their capacity to succeed. When employees are engaged and driven to attain organizational goals, they gain confidence in their capacity to contribute positively to the organization's success. Furthermore, individuals who are content with their positions and actively participate in organizational decisions are more likely to receive favorable feedback, which boosts their confidence in their own talents.

Overall, the association between self-efficacy and employee engagement demonstrates the necessity of considering psychological elements in human resource management. Belief in one's own skills is vital in shaping employee engagement, which can also influence employee self-efficacy. As a result, employers must focus on improving employee self-efficacy through training, career development, and psychological support, as well as providing a work environment that encourages high levels of engagement. This allows firms to provide a satisfying work environment for their employees while also boosting overall organizational performance and success.

Self-efficacy influences employee engagement, this is in line with research conducted by: (Sjarifudin & Ali, 2023), (Pronajaya et al., 2021).

2. The Influence of Psychology Tests on Employee Engagement

First and foremost, personality evaluation has an impact on employee engagement by providing a better understanding of individual qualities and features that can influence engagement at work. Psychological tests can uncover personality traits such as extroversion, introversion, neuroticism, emotional stability, and social closeness, which can influence how people interact at work and in organizations. Individuals with proactive, emotionally secure, and adaptable personalities are more likely to be engaged at work. Thus, understanding employee personality through psychological tests might assist firms in developing appropriate ways to promote employee engagement.

Furthermore, intelligence evaluation has an impact on employee engagement by measuring individual cognitive capacities, which can influence performance and involvement at work. Psychological exams can assess verbal, numerical, and spatial intelligence, as well as analytical and problem-solving skills. Individuals with high levels of intellect are better able to deal with and finish complex tasks, which can lead to increased motivation and engagement at work. Understanding employee intelligence levels allows firms to modify duties and responsibilities to optimize employee potential and engagement.

The impact of analyzing interests and preferences on employee engagement is understanding the motivation and individual satisfaction variables that influence employee participation in work. Psychological testing can help determine employees' interests and preferences for different sorts of work, work environments, and rewards or incentives. Individuals who feel suited to their responsibilities and are passionate about their employment tend to be more engaged. Furthermore, understanding employee reward or incentive preferences can assist firms in developing successful reward programs to boost motivation and engagement.

The impact of psychological testing on employee engagement can also be seen in the amount of corporate commitment. Psychological tests can help determine an employee's level of commitment and loyalty to the firm where they work. Employees who feel connected to their organization's beliefs, goals, and culture are more engaged at work. Psychological testing can also help discover characteristics that influence organizational commitment, such as the alignment of individual and organizational ideals, perceptions of organizational fairness and support, and satisfaction with incentive and promotion systems.

Furthermore, the effect of psychological testing on employee engagement includes employee motivation. Psychological assessments can assist uncover an individual's professional motivations and drives, such as the need for achievement, recognition, or accountability. Individuals who feel fulfilled after addressing these requirements are more driven to engage in their work and attain the desired goals. Understanding employee motivations and drives allows firms to build appropriate motivation programs to boost employee engagement and performance. Psychological exams have an impact on employee engagement, as evidenced by employee participation in corporate decisions and processes. Psychological assessments can help determine an employee's desired level of involvement in decision making, policy formation, and corporate strategic planning. Employees who believe they have a voice in decision-making are more engaged at work. Understanding employee participation preferences can help firms foster a work culture that encourages employee involvement and active participation.

Finally, the impact of psychological exams on employee engagement can be demonstrated in terms of job satisfaction. Psychological testing can help discover characteristics that influence employee job satisfaction, such as autonomy, work-life balance, positive working relationships, and possibilities for professional advancement. Employees that are content with their jobs are more engaged and motivated to make great contributions to the

organization. Understanding the elements that drive employee job satisfaction can assist firms in developing ways to boost employee engagement and well-being.

Overall, the impact of psychological testing on employee engagement is a critical area of human resource management that considers psychological factors that influence employee involvement, commitment, motivation, participation, and job satisfaction. Understanding and measuring individuals' psychological dimensions through psychological tests allows organizations to design appropriate strategies to increase employee engagement and well-being, which has a positive impact on the organization's overall performance and success.

Psychology tests have an effect on employee engagement, this is in line with research conducted by: (Merdeka, 2022), (Algobash, 2023).

3. The Influence of Work Life Balance on Employee Engagement

First and foremost, the impact of free time on work-life balance on employee engagement may be viewed via the lens of time management and the importance people place on activities outside of work. Employees who have ample free time to pursue hobbies, spend time with family, and care for their physical and emotional health feel more fulfilled and balanced overall. This balance contributes to the creation of psychological conditions that promote employee engagement at work, as employees believe their needs outside of work are likewise recognized and valued.

Furthermore, the role of stress in work-life balance on employee engagement emphasizes the detrimental impact of pressure and excessive workload on employee engagement. Employees with high levels of stress are less engaged at work because stress interferes with focus, motivation, and emotional equilibrium. As a result, it is critical for businesses to identify and manage stressors in the workplace, such as excessive workload, inter-role conflict, and a lack of support from superiors or colleagues.

Quality of life is another significant component in work-life balance, which promotes employee engagement. Physical health, social interactions, happiness, and overall life satisfaction are all factors that influence quality of life. Employees with a great quality of life are more engaged at work because they are content with their entire condition. As a result, firms must consider variables that influence employees' quality of life, including as health and wellness programs, flexible work rules, and opportunities for personal and professional growth.

Work-life balance has an impact on employee engagement, which is reflected in organizational commitment. Employees who believe they can strike a work-life balance are more likely to be committed to the organization where they work. They feel appreciated and encouraged by the business in striking that balance, which increases their commitment to their work. To sustain a high level of employee commitment, firms must foster a work culture that promotes balance between work and personal life

Furthermore, the impact of work-life balance on employee engagement is mirrored in motivation. Employees who can strike a work-life balance are more motivated to attain their professional goals. They believe that the time and energy they devote to work is respected and balanced with their needs and desires outside of work. To keep employees motivated, firms must offer flexibility in working hours, support for extracurricular activities, and a balanced work-life balance program.

Work-life balance has an impact on employee engagement, including employee participation in corporate decisions and processes. Employees who believe they have a good work-life balance are more engaged in decision making, policy development, and organizational strategic planning. They feel heard and have an impact on the organization's future, which increases their commitment to their work. As a result, firms must foster a work

environment that encourages active employee participation and gives opportunities for people to make meaningful contributions

Finally, work-life balance has an impact on employee engagement, as evidenced by employee job satisfaction. Employees who can strike a work-life balance report higher levels of job satisfaction. They believe that their work has a good impact on their lives as a whole, and that the organization values their needs and desires outside of work. As a result, firms must pay attention to and emphasize the balance of workers' professional and personal lives in order to sustain high levels of job satisfaction and engagement.

Overall, the impact of work-life balance on employee engagement is critical in developing a work environment that promotes and improves the employee experience. Understanding and maintaining employees' work-life balance enables firms to sustain high levels of engagement, promote employee well-being, and achieve long-term success. As a result, firms must prioritize the balance of workers' work and personal life in their HR management strategy.

Work life balance influences employee engagement, this is in line with research conducted by: (Badrianto & Ekhsan, 2021), (Wijaya & Dewi, 2017).

4. The Effect of Remuneration on Employee Engagement

First and foremost, the impact of wages and benefits on employee engagement may be observed through the lens of meeting employees' basic needs and financial security. Employees who receive fair and proportional compensation for their efforts and value can feel more valued and cared for, which improves their organisational engagement. Health insurance, retirement programmes, and other perks can give employees with a sense of financial security and stability, impacting job satisfaction and incentive to perform well.

Furthermore, bonus and incentive programmes have a substantial impact on staff motivation and engagement. Bonuses paid in acknowledgment of employee accomplishments or contributions can be a powerful motivator to improve performance and engagement in meeting organisational goals. Non-monetary rewards, as well as possibilities for training or career advancement, can help employees become more motivated and engaged at work. Thus, a good bonus and incentive programme can assist keep employees engaged and motivated to produce higher results. Furthermore, career development possibilities have an impact on employee engagement, including opportunities for advancement, training, and professional development. Employees who see prospects for growth and promotion inside the organisation are more engaged and motivated at work. Clear and structured career development options can also boost individuals' confidence and self-efficacy, influencing their commitment to the organisation and motivation to achieve high performance. To promote employee engagement and well-being, organisations must provide clear career routes as well as effective staff development programmes.

Employee participation in organisational decisions and processes reflects remuneration's impact on employee engagement. Employees who feel appreciated and recognised through a fair and transparent remuneration programme are more likely to participate in decision-making, policy creation, and organisational strategic planning. They feel invested in the organization's success and are more motivated to participate positively. Thus, good remuneration can help to foster a work culture that encourages employees' active participation and increases their interest in their jobs.

Finally, the impact of remuneration on employee involvement is reflected in work satisfaction. Employees who feel valued and appreciated as part of a fair and complete remuneration programme are more likely to be satisfied with their jobs. They believe that their work is valuable and meaningful, and that the organisation appreciates their contributions. High

job satisfaction can boost employee engagement and motivation, allowing them to perform well and contribute positively to organisational success.

Overall, remuneration, which includes compensation and benefits, bonuses and incentives, and career development opportunities, has a significant impact on employee engagement. Fair and comprehensive remuneration can boost employee organisational commitment, motivation, engagement, and job happiness, hence improving the organization's overall performance and success. As part of their people management strategy, organisations should prioritise good salary and provide clear and structured career development possibilities.

Remuneration has an effect on employee engagement, this is in line with research conducted by: (Calvin, 2017), (Reza Putra & Gupron, 2020), (Kibambila & Ismail, 2021).

5. The Influence of Self Efficacy on Employee Performance

Employees with high levels of self-efficacy are more driven, more resilient in the face of adversity, and can concentrate better on the tasks at hand. All of this has a direct impact on employee performance in a variety of areas. First and foremost, self-efficacy is based on belief in one's own skills. Employees that are confident in their talents are more motivated to attain their goals. They are confident that they have the abilities and knowledge needed to execute things successfully. This leads to higher productivity because people who trust in their talents are more likely to take the initiative, complete jobs more quickly, and meet specified goals.

Second, employee resilience is a significant component in determining employee performance. Resilience is a person's ability to tolerate or recover from stress, hurdles, or failure in the workplace. Employees with a high level of resilience are better equipped to deal with obstacles and stress in the workplace. As a result, individuals are more likely to stay focused on their objectives and not give up when faced with challenges. This resilience can increase job quality since people who do not give up easily would strive to produce the best results even in challenging circumstances. Furthermore, attention is an important aspect of Self Efficacy that affects employee performance. Employees with high levels of focus are more efficient at completing their responsibilities. They can direct their attention on what is important while ignoring unneeded distractions. Employees with a high level of attention can also operate more effectively in teams since they can contribute clearly and meaningfully to team goals. As a result, high attention helps to improve the quality of work and the capacity to assess an employee's desire to handle diverse duties.

In the context of Employee Performance, productivity is one of the primary measures driven by Self Efficacy. Employees that are confident in their talents are more likely to complete their responsibilities efficiently. They may create more output in less time due to their personal motivation to accomplish positive outcomes. High productivity is frequently related with high self-efficacy because people who trust in their talents work harder and smarter to attain their objectives. Self Efficacy has an impact on work quality in addition to productivity. Employees that are confident in their talents tend to deliver better work outcomes. They may be more likely to search out innovative solutions, take the initiative to improve work processes, and contribute significantly to the ultimate outcome. High work quality is achieved through a mix of ability, resilience, and focus, all of which are influenced by high self-efficacy.

Assessing an employee's willingness to do various tasks is also an important aspect of employee performance, which is influenced by self-efficacy. Employees who believe in their talents are more likely to approach difficult jobs with optimism and self-assurance. They may be more willing to learn new things, take calculated chances, and seek innovative solutions. This enables firms to offer more difficult jobs to individuals with high self-efficacy because they are expected to handle them well. Finally, teamwork is an important component of employee performance that is influenced by self-efficacy. Employees with high self-efficacy

are more effective at working in groups. They may be more likely to take on leadership roles, take initiative in issue solving, and contribute meaningfully to team goals. Employees that are resilient and focused can also better deal with obstacles that may develop in teamwork dynamics. As a result, cooperation improves in efficiency and productivity, contributing to the organization's overall performance.

Overall, employees' self-efficacy has a major impact on their performance in a variety of areas, including productivity, job quality, judging employee willingness, and teamwork. Confidence in one's talents, resilience, and attention are critical components in obtaining desired results in an organizational context. To increase performance and achieve organizational goals, managers and organizational leaders must focus on and strengthen the elements that drive employee self-efficacy.

Self-efficacy influences employee performance, this is in line with research conducted by: (Marasabessy & Santoso, 2014), (Zaitul et al., 2019), (Rimper & Kawet, 2014).

6. The Influence of Psychology Tests on Employee Performance

Psychological tests, which include personality, intelligence, interests, and preferences, have a significant impact on employee performance, including productivity, work quality, assessing employee willingness, and teamwork. Psychological exams are a key tool for analyzing individual characteristics and can provide vital information about how people function and contribute to team and organizational performance. First and foremost, the impact of personality tests on employee performance can be noticed in terms of knowing individual work patterns and preferences. Personality tests aid in determining individual qualities such as extroversion vs. introversion, prioritization, teamwork abilities, and communication styles. Managers can improve productivity and job quality by better knowing their employees' personalities and assigning them to roles that match their skills and preferences. Someone with a detail-oriented disposition and a preference for independent work, for example, may perform better in a role requiring high precision and individual accountability.

Second, intelligence tests are crucial for forecasting employee performance in terms of productivity and job quality. Intelligence, whether verbal, numerical, spatial, or logical, can influence a person's ability to comprehend instructions, execute tasks effectively, and solve complex problems. Employees with high intelligence tend to perform better, resulting in higher productivity. They can also handle duties more effectively, which results in higher overall job quality. Furthermore, interest and preference assessments aid in knowing what motivates and inspires people, which directly influences their performance. A deeper awareness of an individual's interests and preferences enables managers to place them in roles that align with their interests, potentially increasing motivation and engagement at work. Employees that feel intrinsically linked to their work are more likely to perform better and with higher quality. Someone who is passionate about data analysis, for example, may be more motivated and capable of producing greater results in a data-driven role.

The impact of psychological testing on job performance can also be seen in analyzing employees' willingness to learn and grow. Psychological testing can reveal an individual's perspectives on new learning, change, and professional development. Employees with a good attitude toward learning and self-development are better prepared to take on new challenges and enhance their performance over time. They are more likely to embrace change and seek opportunities to develop their abilities, resulting in increased productivity and work quality. Finally, psychological tests can be used to assess an employee's ability to function in a team. Personality and interest assessments can reveal an individual's job preferences and potential contributions in a cooperation setting. A deeper grasp of how personalities and interests interact within teams can help managers construct balanced and effective teams. Employees with

complementary personalities and interests may find it easier to collaborate and work toward mutual goals. This can boost overall team performance and lead to greater results.

Finally, psychological exams that assess personality, IQ, interests, and preferences have a substantial impact on employee performance. These exams offer vital insight into individual traits and serve as the cornerstone for effective human resource management. Managers may better understand their employees and place them in jobs that fit their abilities, interests, and preferences, which can boost productivity, work quality, and team performance. As a result, psychological assessments are a valuable tool for accomplishing organizational goals and ensuring that people contribute optimally.

Psychology tests have an effect on employee performance, this is in line with research conducted by: (Merdeka, 2022) and (Algobash, 2023).

7. The Effect of Work Life Balance on Employee Performance

Work-life balance is the essential balance between the demands of work and personal life, which includes making time for leisure, managing stress, and enhancing overall quality of life. When employees can strike a solid work-life balance, their performance improves significantly. First and foremost, the impact of free time on employee performance can be evaluated through the lens of staff rejuvenation and regeneration. Employees can use their free time to get away from the stresses of the workplace and focus on pleasurable and refreshing activities like hobbies, sports, or spending time with family and friends. This can assist to prevent weariness and burnout while also improving overall well-being. As a result, employees with appropriate free time are more eager and fit when they return to work, which improves their productivity and job quality.

Second, stress management is critical for achieving a healthy work-life balance and has a direct impact on employee performance. Excessive stress can impair concentration, deplete energy, and harm mental and physical health. Employees who can effectively control their stress, whether through relaxation activities, exercise, or other stress management approaches, tend to be more productive and create higher-quality work. They are better able to keep attention and concentration on their activities and deal with stress more successfully. Furthermore, quality of life has a substantial impact on job performance. A high quality of life includes a variety of factors such as physical and mental health, happiness, and general life satisfaction. Employees who are happy and fulfilled in their personal life are more likely to bring positive energy and passion to the workplace. They may be more determined to attain their objectives, more innovative in performing tasks, and more enthusiastic about teamwork. A great quality of life can also boost stress resistance and overall well-being, which has an impact on productivity and workplace quality.

The impact of work-life balance on employee performance is also evident in individuals' capacity to judge their willingness to work successfully. Employees who believe they have a healthy work-life balance are more motivated and prepared to contribute their full potential to their jobs. They may have more energy, focus, and the capacity to complete activities efficiently. Employees who are burdened by job obligations or fatigued owing to a lack of leisure time, on the other hand, may be less motivated and less prepared to make their full contributions. Finally, work-life balance has a significant impact on team performance. Employees who have a good work-life balance are more likely to contribute to teamwork. They may be more adaptable, easier to work with, and better able to manage conflict. A healthy work-life balance can also boost self-esteem and interpersonal interactions, all of which are essential for developing strong and supportive work partnerships. When each team member feels balanced in their lives, overall team performance improves.

Overall, work-life balance influences employee performance in a variety of ways, including productivity, job quality, assessing employee willingness, and team performance. Employees who feel balanced between work and personal life are more motivated, passionate, and prepared to contribute their full potential. As a result, it is critical for employers to prioritize work-life balance in their human resource management strategies, as well as providing the necessary assistance and tools to assist employees in striking a healthy balance in their lives.

Work life balance influences employee performance, this is in line with research conducted by: (Bedarkar & Pandita, 2014), (Larastrini & Adnyani, 2019), (Suwito et al., 2022).

8. The Effect of Remuneration on Employee Performance

Remuneration, which includes compensation and benefits, bonuses and incentives, and career development opportunities, has a significant impact on employee performance, including productivity, work quality, assessing employee willingness, and team performance. Fair salary and benefits provide a cash boost to employees, raise motivation, and foster a sense of gratitude, all of which can increase productivity. Bonuses and incentives encourage employees to produce greater results, whereas career development opportunities provide clear direction and goals, promoting professional progress and long-term performance.

First and foremost, fair wages and benefits provide employees with financial stability, reducing financial concerns and allowing them to focus on their work. Employees are more driven to deliver good results when they believe they have been compensated fairly for their work. This can boost their productivity since they feel valued and encouraged by the company. Employee well-being can be improved by benefits such as health insurance or retirement programs, which alleviate stress connected with fundamental necessities and, as a result, improve focus and performance. Furthermore, bonuses and incentives give additional motivation for staff to meet established goals and outcomes. Performance-based bonuses reward employees directly for specific achievements, motivating them to improve their productivity and work quality. Other incentives, such as non-monetary awards or the ability to participate in intriguing initiatives, might also encourage employees to do their best work. When employees have clear incentives to perform well, they are more excited and dedicated, which leads to higher productivity and job quality.

In addition, career development possibilities motivate personnel to improve their performance. Employees who see a clear career path and possibilities for professional development are more engaged in their jobs. They may be more motivated to increase their skills and expertise, take on new challenges, and work hard to achieve their professional goals. Employees who are given career development chances feel supported by the business and have a clear picture of their future in the company, which can increase their long-term performance. In the context of Employee Performance, compensation plays a role in determining employees' motivation to contribute to the team. Employees who feel recognized and encouraged by the remuneration system are more driven to collaborate in teams. They may be more inclined to share information, take initiative, and collaborate to attain common objectives. Thus, fair and comprehensive remuneration can boost team engagement and performance.

Finally, payment influences team performance by increasing interpersonal ties and cooperation among team members. Employees who feel appreciated and respected through a pay system are more likely to form pleasant and supportive relationships with their coworkers. This can result in a more peaceful and collaborative work atmosphere, boosting team effectiveness and overall performance. Overall, remuneration, which includes compensation and benefits, bonuses and incentives, and opportunities for professional growth, has a major impact on employee performance. Fair and comprehensive remuneration can boost employee motivation, productivity, job quality, and overall performance. As part of their human resource

management strategy, firms should prioritize remuneration systems that reflect employee contributions and achievements, as well as provide clear and structured career development possibilities.

Remuneration has an effect on employee performance, this is in line with research conducted by: (Kibambila & Ismail, 2021), (Calvin, 2017), (Salehi et al., 2022).

9. The Influence of Employee Engagement on Employee Performance

Organizational commitment fosters a strong bond between employees and the organization, inspiring them to do their best at work. High motivation pushes employees to perform well and meet goals. Active participation in workplace events leads to increased involvement and improved teamwork. High job satisfaction fosters an environment conducive to high productivity and work quality. First and foremost, corporate commitment serves as the foundation for employee engagement, which has a direct impact on employee performance. Employees with a strong connection to the organization are more motivated to attain company goals and make maximum contributions. They feel connected to the company's vision, mission, and values, which motivates them to work more diligently and dedicatedly. High organizational commitment also improves employee retention, lowers turnover rates, and maintains the continuity and stability of a quality staff, all of which raise productivity and work quality.

Second, motivation is a crucial factor in fostering excellent employee performance. Employees that are motivated have an internal drive to achieve their objectives and perform optimally. High motivation boosts productivity because people are more focused and passionate about accomplishing their jobs. Aside from that, strong motivation can spur creativity and invention, hence improving overall work quality. Motivated personnel are also more inclined to take the initiative, overcome challenges, and seek ways to continuously improve their performance. Furthermore, employee participation in corporate activities, such as training programs, cross-departmental collaborations, or volunteer initiatives, is at the heart of Employee Engagement, which influences Employee Performance. Active participation increases employee ownership and involvement, which promotes work quality and team performance. Employees who participate in organizational activities can broaden their professional networks, increase their skills, and contribute to the innovation and improvement of work processes. Thus, employee participation is critical in building a dynamic and proactive work environment that promotes high productivity and excellent work.

Job happiness is a key component of employee engagement, which influences employee performance. Employees who are content with their jobs are more likely to be motivated, passionate, and productive. High job satisfaction fosters a healthy work environment in which people feel appreciated, encouraged, and have opportunities to grow. Employees are more likely to devote their all to their work, which might increase its quality. Furthermore, strong job satisfaction helps businesses retain employees, minimizes recruitment and training expenses, and assures that employee performance is consistent and stable. Employee Engagement has an impact on Employee Performance by analyzing employees' willingness to cooperate in teamwork. Employees who are actively involved in the organization are more likely to collaborate well. They are more willing to share ideas, listen to feedback, and collaborate to achieve common objectives. Employee engagement fosters a collaborative and cooperative work environment in which individuals feel valued and encouraged as they strive to achieve team goals. Thus, Employee Engagement can boost total team performance, resulting in better and more effective outcomes.

Overall, employee engagement, which comprises organizational commitment, motivation, participation, and work satisfaction, has a considerable impact on employee performance. Employee engagement fosters a supportive, inspiring, and competitive work

environment, allowing people to perform at their best. As a result, firms must emphasize Employee Engagement as part of their human resource management strategy, as well as implement policies and programs that promote continuing employee engagement.

Employee engagement influences employee performance, this is in line with research conducted by: (Aziez, 2022), (Ayu Putu Widani Sugianingrat et al., 2019).

Conceptual Framework

A conceptual framework has been established based on research findings, previous investigations, and the above-mentioned discourse:

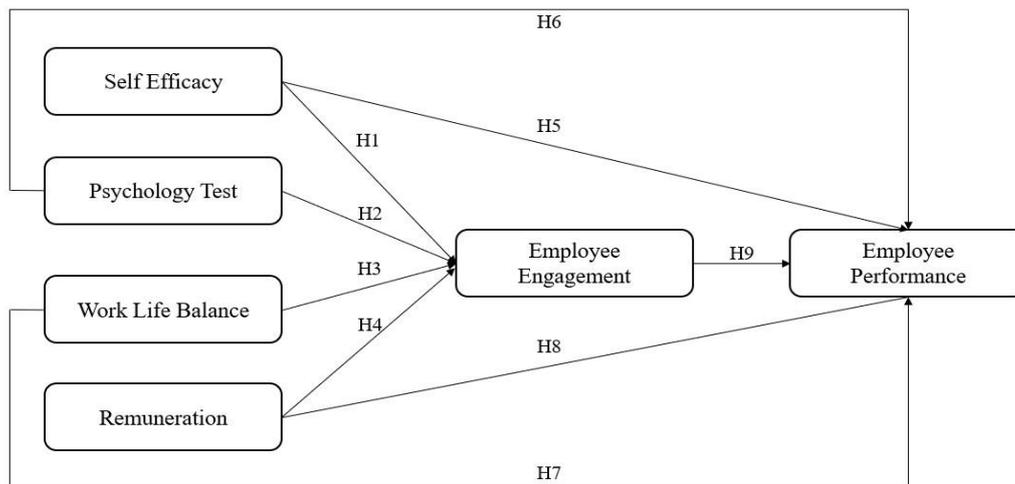


Figure 1. Conceptual Framework

Based on Figure 1 above, self-efficacy, psychological tests, work life balance, remuneration influence employee performance through employee engagement. However, apart from the variables self efficacy, psychological tests, work life balance, remuneration which influence employee performance through employee engagement, there are other variables which influence it, including:

- 1) Workload: (Mahaputra & Saputra, 2021), (Sari & Ali, 2022), (F. Saputra et al., 2023), (Hermawan, 2022). (Ali et al., 2022).
- Leadership Style: (Mahaputra, 2021), , (R. F. A. Saputra et al., 2021)

CONCLUSION

Based on the problem formulation, results and discussion above, the conclusions of this research are:

- 1. The influence of self-efficacy on employee engagement.
- 2. The influence of psychological tests on employee engagement.
- 3. The influence of work life balance on employee engagement.
- 4. The effect of remuneration on employee engagement.
- 5. The influence of self-efficacy on employee performance.
- 6. The influence of psychological tests on employee performance.
- 7. The influence of work life balance on employee performance.
- 8. The effect of remuneration on employee performance.
- 9. The influence of employee engagement on employee performance.

REFERENCES

Algobash, A. (2023). *Tes Psikologi untuk Karyawan: Bagaimana Hal Ini Bisa Membantu HR.*

ALGOBASH INSIGHT.

- Ali, H., & Limakrisna, N. (2013). Metodologi Penelitian (Petunjuk Praktis Untuk Pemecahan Masalah Bisnis, Penyusunan Skripsi (Doctoral dissertation, Tesis, dan Disertasi. In *In Deppublish: Yogyakarta*.
- Ali, H., Sastrodiharjo, I., & Saputra, F. (2022). Measurement of Organizational Citizenship Behavior: Workload, Work Culture and Motivation (Literature Review Study). *Journal of Multidisciplinary Science*, 1(1), 83–93.
- Aslam, M. (2015). Influence of Work Life Balance on Employees Performance : Moderated by Transactional Leadership. *Journal of Resources Development and Management*, 10, 98–103.
- Ayu Putu Widani Sugianingrat, I., Rini Widyawati, S., Alexandra de Jesus da Costa, C., Ximenes, M., Dos Reis Piedade, S., & Gede Sarmawa, W. (2019). The employee engagement and OCB as mediating on employee performance. *International Journal of Productivity and Performance Management*, 68(2), 319–339. <https://doi.org/10.1108/IJPPM-03-2018-0124>
- Aziez, A. (2022). The effect of employee engagement on employee performance with job satisfaction and compensation as mediating role. *Journal of Social Research*, 1(3), 221–230.
- Badrianto, Y., & Ekhsan, M. (2021). Pengaruh Work-life Balance terhadap Kinerja Karyawan yang di Mediasi Komitmen Organisasi. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 4(2), 951–962. <https://doi.org/10.36778/jesya.v4i2.460>
- Bedarkar, M., & Pandita, D. (2014). A Study on the Drivers of Employee Engagement Impacting Employee Performance. *Procedia - Social and Behavioral Sciences*, 133, 106–115. <https://doi.org/10.1016/j.sbspro.2014.04.174>
- Calvin, O. Y. (2017). The impact of remuneration on employees' performance (a study of Abdul Gusau Polytechnic, Talata-Mafara and state college of education Maru, Zamfara State). *Arabian Journal of Business and Management Review (Nigerian Chapter)*, 4(2), 34–43.
- Daniel, L., & Kiky, D. H. S. (2020). *Keterikatan Kerja: Faktor Penyebab & Dampak Pentingnya bagi Dunia Industri & Organisasi*. Penerbit Andi. <https://books.google.co.id/books?id=YiQOEAAAQBAJ>
- Fu'adah, T., Afidah, A., Akbar, M. R. I., Jumiaty⁴, M., & Putra, R. S. (2023). *Systematic Literature Review: Analisa Dampak Penerapan Self-Efficacy terhadap Penilaian Komitmen Organisasi dan Kinerja Karyawan pada PT. Samudera Perdana Selaras*.
- Hermawan, E. (2022). ANALISIS PENGARUH BEBAN KERJA, KONFLIK PEKERJAAN-KELUARGA DAN STRES KERJA TERHADAP KINERJA PT. SAKTI MOBILE JAKARTA. *Jurnal Ilmu Manajemen Terapan*, 3(4), 372–380.
- Kibambila, V., & Ismail, I. (2021). The role of remuneration on employee work engagement in Tanzania. *East Africa Journal of Social and Applied Sciences (EAJ-SAS)*, 3(1).
- Larastri, P. M., & Adnyani, I. G. A. D. (2019). Pengaruh Kepuasan Kerja, Lingkungan Kerja Dan Work – Life Balance Terhadap Loyalitas Karyawan. *E-Jurnal Manajemen Universitas Udayana*, 8(6), 3674–3700. <https://doi.org/10.24843/ejmunud.2019.v08.i06.p14>
- Mahaputra, M. R. (2021). Literature Review The Effect of Organizational Internal Control , Leadership Style and Organizational Commitment on Managerial Performance. *Journal of Law Politic and Humanities*, 1(3), 144–154.
- Mahaputra, M. R., & Saputra, F. (2021). Literature Review the Effect of Headmaster Leadership on Teacher Performance , Loyalty and Motivation. *Journal of Accounting and Finance Management*, 2(2), 103–113.

- Maida, M. T., Riyanto, S., & Ali, H. (2017). Effect of Job Satisfaction and Leadership Style towards Employee Productivity at PT. Asuransi Umum Bumiputera Muda 1967. *Saudi Journal of Business and ...*, 2(3A), 157–168. <https://doi.org/10.21276/sjbms.2017.2.3.7>
- Marasabessy, Z. A., & Santoso, B. (2014). Pengaruh dukungan rekan kerja pada kreativitas karyawan dengan autonomi kerja dan efikasi-diri kreatif sebagai pemoderasi. *Jurnal Siasat Bisnis*, 18(1), 32–44. <https://doi.org/10.20885/jsb.vol18.iss1.art4>
- Mariska, D. D. (2018). Hubungan Antara Employee Engagement Dan Kepuasan Kerja Dengan Kinerja. *Insight: Jurnal Pemikiran Dan Penelitian Psikologi*, 14(1), 91. <https://doi.org/10.32528/ins.v14i1.1161>
- Merdeka, R. M. (2022). *9 Jenis Tes Psikologi dalam Proses Rekrutmen Karyawan*. GreatDayHR.
- Mulang, H. (2022). Analysis of the effect of organizational justice, worklife balance on employee engagement and turnover intention. *Golden Ratio of Human Resource Management*, 2(2), 86–97.
- Muliawan, D. (2017). PENGARUH KETERIKATAN KARYAWAN (EMPLOYEE ENGAGEMENT) TERHADAP KINERJA KARYAWAN DI PT. BADJA BARU PALEMBANG. *Jurnal Ilmiah Manajemen Bisnis Dan Terapan*, 2, 69–78.
- Nurfajar, N., Marzuqi, M. S., & Rohmayati, N. (2018). Pengaruh Employee Engagement Dan Efikasi Diri Terhadap Kinerja Karyawan Pt Nikomas Gemilang Divisi Pci S5 Serang Banten. *Jurnal Pengembangan Wiraswasta*, 20(1), 35. <https://doi.org/10.33370/jpw.v20i1.174>
- Pauzi, A., Mulia Z, F., & Komariah, K. (2022). Pengaruh Efikasi Diri Dan Komunikasi Terhadap Kinerja Karyawan. *COSTING:Journal of Economic, Business and Accounting*, 5(2), 1603–1610.
- Poernamasari, I. O., Muhajirin, A., Ali, H., Bisnis, E., Bhayangkara, U., & Raya, J. (2023). Pengaruh Kepemimpinan , Keseimbangan kehidupan Pengembangan Karir terhadap Kinerja Organisasi kerja. *Jurnal Ilmu Manajemen Terapan (JIMT)*, 5(1), 30–38.
- Pronajaya, G., Anindita, R., & Adi Pamungkas, R. (2021). Self Efficacy Model and Career Development in Increase Employee Engagement and Nurse Performance. *Dinasti International Journal of Education Management And Social Science*, 2(4), 663–675. <https://doi.org/10.31933/dijemss.v2i4.830>
- Pulungan, P. I. S., & Rivai, H. A. (2021). Pengaruh Locus of Control Dan Efikasi Diri Terhadap Kinerja Karyawan Dengan Keterikatan Karyawan Sebagai Variabel Intervening Pada Pt Semen Padang. *Jurnal Menara Ekonomi : Penelitian Dan Kajian Ilmiah Bidang Ekonomi*, 7(1), 54–65. <https://doi.org/10.31869/me.v7i1.2539>
- Pusparani, M., Amin, S., & Ali, H. (2021). the Effect of Work Environment and Job Satisfaction on Employee Performance With Organizational Commitment As an Intervening Variable At the Department of Population Control and Family Planning Sarolangun Regency. *Dinasti International Journal of Management Science*, 3(2), 202–219. <https://doi.org/10.31933/dijms.v3i2.1016>
- Ramadhan, N. D., & Budiono, B. (2023). Pengaruh Self Efficacy dan Work Engagement terhadap Employee Performance melalui Job Satisfaction pada Karyawan PT. X. *Jurnal Ilmu Manajemen*, 783–796.
- Reza Putra, M., & Gupron, G. (2020). EMPLOYEE PERFORMANCE MODELS: COMPETENCE, COMPENSATION AND MOTIVATION (HUMAN RESOURCES LITERATURE REVIEW STUDY). *Dinasti International Journal of Education Management And Social Science*, 2(1). <https://doi.org/10.31933/dijemss.v2i1.629>
- Rimper, R. R., & Kawet, L. (2014). Pengaruh Perencanaan Karir Dan Self Efficacy Terhadap Kinerja Karyawan Pada Pt. Pln (Persero) Area Manado. *Jurnal EMBA: Jurnal Riset*

- Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 2(4), 413–423.
- Riwukore, J. R., Yustini, T., & Likur, A. (2022). Employee Performance Based on Discipline , Workload , and Emotional Intelligence at the Dinas Sosial Kota Kupang. *Enrichment: Journal of Management*, 12(2), 1857–1870. <https://enrichment.iocspublisher.org/index.php/enrichment/article/view/497>
- Riyanto, S., B, S., & Ali, H. (2017). The Influence of Workplace Spirituality and Oganizational Culture on Employee Engagement of Y Generation in PT. Krama Yudha Tiga Berlian Motors (KTB). *The International Journal of Social Sciences and Humanities Invention*. <https://doi.org/10.18535/ijsshi/v4i7.05>
- Rony, Z. T. (2017). The Causes Factors of Employee Turnover Intention. *ADRI International Journal of Psychology*, 1, 1–13.
- Sahat, S. (2023). *Evaluasi Kinerja Karyawan: Tinjauan Pengaruh Kecerdasan Emosional, Komitmen Kerja, dan Pengembangan Karier di PT. Garmino Utama Dharma Medan*. CV. Bintang Semesta Media. <https://books.google.co.id/books?id=rvTKEAAAQBAJ>
- Salehi, M., Ammar Ajel, R., & Zimon, G. (2022). The relationship between corporate governance and financial reporting transparency. *Journal of Financial Reporting and Accounting, ahead-of-p*(ahead-of-print). <https://doi.org/10.1108/JFRA-04-2021-0102>
- Saputra, F., Masyuroh, A. J., Danaya, B. P., Maharani, S. P., Ningsih, N. A., Ricki, T. S., Putri, G. A. M., Jumawan, J., & Hadita, H. (2023). Determinasi Kinerja Karyawan: Analisis Lingkungan Kerja, Beban Kerja dan Kepemimpinan pada PT Graha Sarana Duta. *JURMA: Jurnal Riset Manajemen*, 1(3), 329–341.
- Saputra, R. F. A., Pranoto, C. S., & Ali, H. (2021). FAKTOR PENGEMBANGAN ORGANISASI PROFESIONAL: LEADERSHIP/KEPEMIMPINAN, BUDAYA, DAN IKLIM ORGANISASI (SUATU KAJIAN STUDI LITERATUR MANAJEMEN PENDIDIKAN DAN ILMU SOSIAL). *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 2(2), 629–639.
- Sari, D. P., & Ali, H. (2022). LITERATURE REVIEW MEASUREMENT MODEL OF INDIVIDUAL BEHAVIOR AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR : INDIVIDUAL CHARACTERISTICS , WORK CULTURE AND WORKLOAD. *Dinasti International Journal of Management Science*, 3(4), 647–656.
- Sjarifudin, D., & Ali, H. (2023). Determination of Job Satisfaction: Analysis of Self-Efficacy, Work Motivation and Work Environment (Garment In Indonesia). *Dinasti International Journal of Management Science*, 4(5), 845–853.
- Suwito, E. D., Pamungkas, R. A., & Indrawati, R. (2022). Faktor-Faktor yang Mempengaruhi Work Life Balance Tenaga Kesehatan Di Rumah Sakit Pada Masa Pandemi Covid-19. *Jurnal Health Sains*, 3(3), 377–393.
- Wahdiniawati, S. A., Parmenas, N. H., & Sulisty, S. (2023). Mengukur konsep keterlibatan karyawan : Implementasi Utrecht Work Engagement Scale (UWES) 9S. *Jurnal Pendidikan Dan Kebudayaan Nusantara*, 1(2), 51–58.
- Wijaya, A. C. W., & Dewi, A. . S. K. (2017). Pengaruh keseimbangan kehidupan kerja dan kepuasan kerja terhadap komitmen organisasi karyawan di hotel Mercure Kuta. *Prosiding Seminar Nasional AIMI*, 27–28.
- Zaitul, Rizki Mulyani, S., Ridwan, M., & Ilona, D. (2019). Statistical software adoption behaviour among Indonesia’s undergraduate students. *Journal of Physics: Conference Series*, 1339(1). <https://doi.org/10.1088/1742-6596/1339/1/012125>