

Employee Engagement and Employee Performance; Mediating Knowledge Sharing

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ABSTRACT

This study aims to determine the effect of employee engagement on employee performance with knowledge sharing as a mediating variable. The population in this study were all employees of Perum BULOG Maluku Regional Office, totaling 50 people. The sampling technique was simple random sampling using the Slovin formula and a sample of 44 respondents was obtained. Data analysis was carried out using descriptive analysis and inferential analysis, the analysis tool used was Structural Equation Modeling (SEM) with the partial least squares (PLS) approach and using the SMARTPLS program. The results of this study indicate that there is a positive and significant effect of Employee Engagement on Knowledge Sharing, a positive and significant effect of Knowledge Sharing on Employee Performance,

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1. INTRODUCTION

The success of an organization is greatly influenced by the performance of its employees, this can be seen from the importance of performance according to Pasolong (2013). The achievement of organizational goals cannot be separated from the resources owned by the organization which are driven or run by employees who play an active role as actors in efforts to achieve organizational goals. Employee performance is the result in quality and quantity achieved by an employee in carrying out tasks in accordance with the responsibilities that have been given (Mangkunegara, 2005).

Performance as the results of work functions or activities of a person or group in an organizational activity that is influenced by various factors to achieve organizational goals within a certain period. The function of the activity or work referred to here is the implementation of the results of the work or activities of a person or group which is the authority and responsibility in an organization. Implementation of work results or work performance is directed to achieve organizational goals within a certain period of time. Pabundu (2006) suggests that every organization or company will always try to improve employee performance so that company goals can be achieved. To measure the performance achievements of Perum BULOG using the company's sales and profit achievements.

BULOG is a government agency founded in 1967. This institution was tasked with maintaining the stability of the community's staple food, especially rice, but since 2003 along with the change in status of BULOG to become a public company (Perum). Perum BULOG carries out government duties in the field of logistics management including procurement, inventory management, distribution and price control of rice, as well as conducting business in the commercial sector such as logistics service businesses, transportation services, pest eradication, and rice trading. In this study, researchers focused more on logistics and rice trading.

Currently there are 26 regional offices spread across 33 provinces to support the implementation of BULOG's tasks throughout Indonesia. The Maluku BULOG Regional Office carries out the main duties of Perum BULOG, namely to carry out quality and adequate basic food logistics businesses to meet the needs of the public and in certain cases carry out certain tasks given by the government and distribution of staple food to certain groups of people, especially rice and food other staples determined by the government in the framework of food security.

The distribution of staple food must be carried out based on the principles of efficiency, effectiveness, transparency, openness, competition, fairness or non-discrimination and accountability will increase public confidence in the staple food distribution process carried out by Perum BULOG Maluku regional office, because the results can be accounted for to the public. In an increasingly competitive business environment, an organization is required to be able to empower and optimize all of its resources to achieve company goals.

Employee performance is influenced by several factors, both those related to the workforce itself and those related to the corporate environment of an organization, one of which is employee engagement. Work involvement is the degree of willingness to unite oneself with work, invest time, ability and energy for work and regard work as a major part of one's life. The components of work involvement and social environment that influence performance are camaraderie, namely relationships with colleagues and teamwork (Putri et al., 2015).

The poor performance of employees at Perum BULOG Maluku Regional Office is indicated by the existence of several identified problems, that is, if in completing work there are employees who experience problems, other employees only see without wanting to be involved in solving the problems that occur. There are also employees who only focus on their work and do not help other employees in completing work. In addition, there are employees who only work if there are orders from their superiors, in other words, these employees do not have the initiative to do a job. This is of course very influential on the performance of employees at Perum BULOG Maluku Regional Office. Perum BULOG is a company engaged in logistics affairs. The quite varied work at Perum BULOG requires full employee engagement so that all company agendas can be fulfilled. According to Saks (2006) many claim that employee engagement can predict employee performance, organizational success and financial performance.

Albrecht (2010) suggests: "Engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." Attachment is a positive thing with the characteristics of passion, dedication, and love of work in the company. Employee Engagement is individual involvement with satisfaction and enthusiasm for doing work (Robbins and Judge, 2011). At Perum BULOG, the Maluku Regional Office, there are still many employees who lack enthusiasm for their work, this can be seen by the large number of employees who use Facebook, Twitter and Instagram during working hours. In addition, at Perum BULOG Maluku Regional Office, activities such as meetings are only carried out by certain employees, so there are still many employees who have not been involved in these activities,

In Sakeru et al.'s research, (2019) it was found that employee engagement has no significant effect, but has a positive influence on employee performance. In Suchahyowati's research, Hari & Hendrawan, Andi (2020) found the results of the study that the effect of employee engagement on employee performance is very significant. This means that there is an influence of Employee engagement on Employee performance. However, in the study of Joushan et al., (2015) the results of employee engagement did not have a significant effect on employee performance. Due to the inconsistency of the results of previous research, the authors are interested in this study to use Knowledge Sharing as a Mediating Variable between Employee Engagement (Independent Variable) and its effect on Employee Performance (Dependent Variable).

Apart from employee engagement as a factor affecting employee performance as evidenced by the research of Ramadhan et al., (2014) and Sarinah, Lisa (2020) which state that employee engagement has a positive effect on employee performance, companies also need to optimize the use of knowledge sharing in organization. This is evidenced in the research of Cintya Safitri et al., (2018) which states that knowledge sharing has a significant effect on employee performance, knowledge sharing is one of the methods or one of the steps in knowledge management that is used to provide opportunities for members of a group, organization, agencies, or companies to share their knowledge, techniques, experiences and ideas with other members (Subagyo, 2007).

To optimize the knowledge sharing process within the organization, leaders and employees must jointly start connecting, communicating, sharing and transferring the knowledge they have. In contrast to the problems that occur at Perum BULOG Maluku Regional Office, namely mentoring activities as a means of sharing knowledge between old employees and new employees have not been carried out optimally in the work environment, this is because there is no management policy related to the importance of employees to share their knowledge, so that employees do not have the enthusiasm and willingness to share the knowledge they have. This causes the process of sharing knowledge at Perum BULOG Maluku Regional Office is still low, as stated by (Siemsen et al.,

In addition, the knowledge possessed by old employees has not been fully acquired by new employees, this happens because education and training activities (training) which are mechanisms for accelerating knowledge transfer have not been fully carried out by the management of Perum BULOG Maluku Regional Office. Education and training is only a head office program, so that only certain employees have the opportunity to attend education and training. Knowledge-sharing behavior is generally unnatural because individuals perceive their knowledge as a valuable asset, and open sharing of knowledge with others is limited by their natural tendency to keep information to themselves (Davenport and Prusak, 1998).

The application of knowledge sharing has not been implemented optimally, it can be seen from the low level of knowledge dissemination within the Maluku Regional Office of Perum BULOG, which is due to the knowledge possessed by old employees has not been fully acquired by new employees because new employees are considered to be able to adapt to the work environment. Sharing knowledge is considered an important factor in the functioning of an organization, this has been proven by research by Orlando (2018) which states that knowledge sharing has a positive effect on employee performance. Therefore, effective knowledge sharing behavior is needed so that it can be successfully shared or carried out in an organization.

This study aims to determine the effect of employee engagement on employee performance, Knowledge Sharing at Perum BULOG Maluku Regional Office. To determine the effect of Employee Engagement on Knowledge Sharing among employees at Perum BULOG Maluku Regional Office. To determine the effect of knowledge sharing on employee performance at Perum BULOG Maluku Regional Office. To determine the effect of Employee Engagement on employee performance at Perum BULOG Maluku Regional Office through knowledge sharing as a mediating variable.

Researchers wrote several research hypotheses including:

H1: Allegedly there is a positive and significant effect of employee engagement on employee performance at Perum BULOG Maluku Regional Office.

H2: Allegedly there is a positive and significant effect of Employee Engagement on Knowledge Sharing at Perum BULOG Maluku Regional Office.

H3: It is suspected that there is a positive and significant influence of knowledge sharing on the performance of employees of Perum BULOG Maluku Regional Office.

H4: Allegedly there is a positive and significant effect of Employee Engagement through Knowledge Sharing on the performance of employees of Perum BULOG Maluku Regional Office.

2. RESEARCH METHOD

This study uses a quantitative approach, namely an approach that emphasizes the analysis of numerical data processed by statistical methods. This research will be carried out at the General

Company Logistics Agency for the Maluku Regional Office, which is located at Jalan Pengerang Pantai Waihaong, Ambon.

In this study the population included all employees of Perum BULOG in the Maluku regional office, totaling 50 people and spread across all fields. The number of samples that will be used in this study is 44 employees. In this study, the primary data is social identity and respondent identification, containing respondent data related to identity and social circumstances such as: age, position, last education, and years of service of Perum BULOG employees Maluku regional office related to employee engagement, knowledge sharing, and employee performance.

In this study, the type of data collected was primary data, namely by distributing questionnaires to employees of Perum BULOG, Maluku Regional Office. Secondary data in this study include: relevant documents used as research supporting data, related to the variables to be studied. Perum BULOG Maluku regional office.

Data collection techniques using interviews and questionnaires. Methods of data analysis using qualitative analysis. Data analysis uses Structural Model or Inner Model and Measurement Model or Outer Model.

3. RESULTS AND DISCUSSIONS

3.1 Data analysis

a. Validity test

Table 1. Validity testing

Variable	Indicator	Loading Factor	Ket.
<i>Employee Engagement (X)</i>	X.1	0.767	Valid
	X.2	0.574	Valid
	X.3	0.859	Valid
	X.4	0.771	Valid
	X.5	0.790	Valid
	X.6	0.671	Valid
	X.7	0.552	Valid
	X.8	0.873	Valid
	X.9	0.541	Valid
	X.10	0.638	Valid
	X.11	0.716	Valid
<i>Knowledge Sharing (Z)</i>	Z.1	0.722	Valid
	Z.2	0.837	Valid
	Z.3	0.662	Valid
	Z.4	0.859	Valid
	Z.5	0.718	Valid
	Z.6	0.577	Valid
	Z.7	0.692	Valid
	Z.8	0.713	Valid
	Z.9	0.555	Valid
	Z.10	0.859	Valid
<i>Employee Performance (Y)</i>	Y.1	0.772	Valid
	Y.2	0.739	Valid
	Y.3	0.644	Valid
	Y.4	0.611	Valid
	Y.5	0.779	Valid

The results of processing using SmartPLS can be seen in the table above. The value of the outer model or the correlation between the construct and the variables shows that the overall value of the loading factor is greater than 0.5, so that the constructs for all variables are valid from the model. The following is a structural model of the validity test.

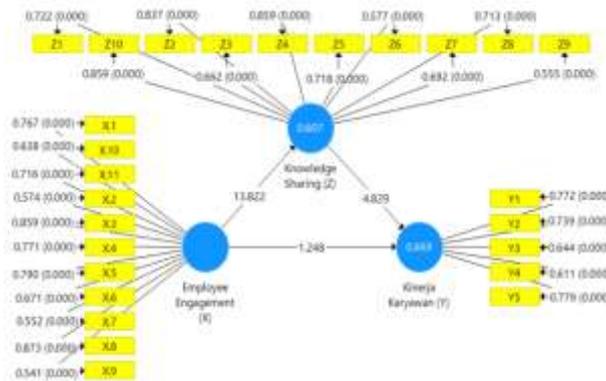


Figure 1. Structural Model of Validity Test

b. Discriminant Validity Testing (Discriminate Validity)

Table 2. Discriminant Validity Test

Variable	Average Variance Extracted(AVE)
Employee Engagement (X)	0.509
Knowledge Sharing (Z)	0.528
Employee Performance (Y)	0.507

This test is conducted to see how big the difference between variables. The value seen in this test is the Average Variance Extracted (AVE) value for all variables obtained as a result of estimation where the value is > 0.50 so that it can be declared valid.

c. Reliability Testing

Table 3. Composite validity test

Variable	Cronbach's Alpha	composite reliability
Employee Engagement (X)	0.899	0.918
Knowledge Sharing (Z)	0.897	0.916
Employee Performance (Y)	0.754	0.836

Based on the table above it can be concluded that all constructs meet the criteria of being reliable. This is indicated by the value of Cronbach's Alpha and composite reliability obtained from the SmartPLS estimation results. The resulting value is > 0.70 as the recommended criteria.

d. Structural Model (Inner Model)

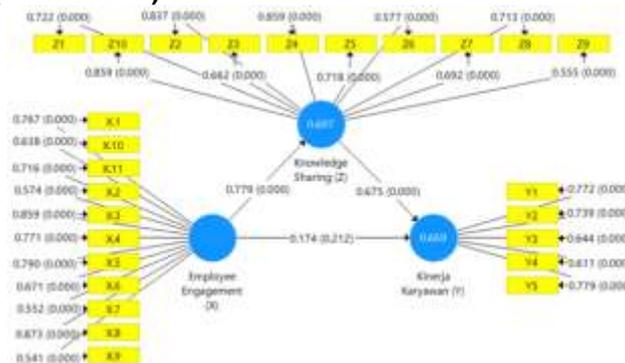


Figure 2. Structural Inner Model

In assessing the model with PLS begins by looking at the R-square for each dependent latent variable. Table 4.4.4 is the result of R-square estimation using SmartPLS.

Table 4.R Square value

Variable	R Square
Knowledge Sharing (Z)	0.607
Employee Performance (Y)	0.669

In principle, this study uses 2 variables that are influenced by other variables, namely the Knowledge Sharing (Z) variable which is influenced by the Employment Engagement (X) variable and Employee Performance (Y) which is influenced by the Employee Engagement (X) and Knowledge Sharing (Z) variables. . Table 4.4.4 shows that the R-square value for the Knowledge Sharing (Z) variable is 0.607. These results indicate that 60.7% of the Knowledge Sharing (Z) variable can be influenced by the Employment Engagement (X) variable, the remaining 39.3% is influenced by other variables not examined. Then the R-square value for the Employee Performance variable (Y) is 0.669. These results indicate that 66.9% of the Employee Performance variable (Y) can be influenced by the Employment Engagement (X) and Knowledge Sharing (Z) variables, the remaining 33,

3.2 Hypothesis test

The following are the results of hypothesis testing obtained in this study through the inner model:

Table 5. Hypothesis Testing

hypothesis	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
H1: Employee Engagement (X) -> Employee Performance (Y)	0.174	0.175	0.139	1,248	0.212
H2: Employee Engagement (X) -> Knowledge Sharing (Z)	0.779	0.787	0.056	13,822	0.000
H3: Knowledge Sharing (Z) -> Employee Performance (Y)	0.675	0.680	0.140	4,829	0.000

Based on table 5 of hypothesis testing, the results of testing the direct effect of each variable can be explained as follows.

1. Hypothesis Testing 1: Employee Engagement on Employee Performance.

Table 6 shows the estimated value of 0.174 (positive), then the value of t-statistics (1.248) < t-table (1.68) and p-values (0.212) > 0.05. So it can be concluded that Employee Engagement has a positive but not significant effect on the Employee Performance variable, H1 is proven to be rejected.

2. Hypothesis 2 Testing: Employee Engagement on Knowledge Sharing.

Table 5 shows an estimated value of 0.779 (positive), then the value of t-statistics (13.822) > t-table (1.68) and p-values (0.000) < 0.05. So it can be concluded that the Employment Engagement variable has a positive and significant effect on the Knowledge Sharing variable, H2 is proven to be accepted.

3. Hypothesis 3 Testing: Knowledge Sharing on Employee Performance.

Table 6 shows the estimated value of 0.675 (positive), then the t-statistics value (4.829) > t-table (1.68) and p-values (0.000) < 0.05. So it can be concluded that Knowledge Sharing has a positive and significant effect on Employee Performance variables, H3 is proven to be accepted.

3.3 Mediation Effect Testing

Based on table 6 of hypothesis testing, it can be explained the results of testing the coefficient of the indirect effect of the Employment Engagement variable through Knowledge Sharing on Employee Performance, it can be concluded as follows:

Table 6 Mediation Effect Test Results

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Employee Engagement (X) -> Knowledge Sharing (Z) -> Employee Performance (Y)	0.526	0.537	0.126	4,182	0.000

1. Testing Hypothesis 4: Employee Engagement on employee performance with knowledge sharing as a mediating variable.

Table 6 shows an estimated value of 0.526 (positive), then the value of t-statistics (4.182) > t-table (1.68) and p-values (0.000) < 0.05. So it can be concluded that the Employment Engagement variable has a positive and significant effect through Knowledge Sharing on Employee Performance variables, H4 is proven to be accepted.

3.4 Discussion

a. The Effect of Employee Engagement on Employee Performance

The results of testing the first hypothesis show that there is a positive but not significant effect of employee engagement on employee performance at Perum BULOG Maluku regional office. Gives the meaning that although employee engagement shows a positive influence on employee performance, it does not necessarily encourage good performance for employees of Perum BULOG Maluku regional office.

These results indicate that there are indicators in the employee engagement variable that have a role that is not too strong, the lowest indicator in the employee engagement variable is in item X9 "I am focused on my work" with a mean value of 4.43. This is because there are still some employees at Perum BULOG Maluku regional office who are still not focused on the work they are doing, such as there are still employees who play social media while working and employees who tell stories to fellow employees during working hours which causes a decrease in performance. employee.

The results of this study contradict the results of research by Sucahyowati, Hari & Hendrawan, Andi (2020) which states that the effect of employee engagement on employee performance is very significant. Empirically the results of this study are in accordance with research conducted by Sakeru et al., (2019) stated that employee engagement has no significant effect, but has a positive influence on employee performance. However, there is a difference in this study with the research conducted by Sakeru et al., (2019), namely there is a difference in the R-Square value where the model obtained in this study is moderate because it has a value > 0.50 whereas in Sakeru et al.'s study, (2019) found that the model is weak because it shows a value below 0.50.

b. The Effect of Employee Engagement on Knowledge Sharing

The results of testing the second hypothesis show that there is a positive and significant effect of employee engagement on knowledge sharing among employees of Perum BULOG, Maluku Regional Office. The results of this study indicate that when Employee Engagement increases it will encourage knowledge sharing behavior among employees. The highest mean value for the employee engagement variable is found in item X2 "I have strong mental resilience at work" which is equal to 4.82. This condition illustrates that the level of mental resilience of some employees of Perum BULOG in the Maluku regional office is very high. This is because some of the employees of Perum BULOG in the Maluku regional office do not feel burdened by the work being done, and they are confident that they can complete the work.

Employees who have strong mental resilience will encourage employees to want to share their knowledge. The highest mean value for the knowledge sharing variable is found in item Z5 "I want to share knowledge with my colleagues." that is equal to 4.77. Thus it can be concluded that employees feel a desire to share knowledge (knowledge sharing) if the level of employee engagement with the company is very high. If employee engagement is not too high, it is feared that

there will be employee behavior that is reluctant to make changes in the organization, employees who are not working effectively and efficiently, or employees who will feel worried about all forms of performance evaluation results.

Empirically the results of this study are in accordance with research conducted by Kim and Jiwon Park (2017) stating that employee engagement has a positive and significant effect on knowledge sharing. Research by Matzler et al., (2008) states that sharing knowledge (knowledge sharing) is very important for individuals in an organization to develop skills and competencies, increase organizational value, and be able to maintain competitiveness because innovation is obtained from sharing interpersonal knowledge within the organization. .

c. The effect of knowledge sharing on employee performance

Resultstesting the third hypothesis shows that there is a positive and significant influence of knowledge sharing on employee performance at Perum BULOG Maluku regional office. The results of this study indicate that if knowledge sharing increases it will encourage employee performance at Perum BULOG Maluku regional office will be good if knowledge sharing behavior among employees is also good.

Knowledge sharing activities carried out by employees of Perum BULOG Maluku regional office will help them improve the quality of existing work and can help improve the performance of each employee, both individually and as a whole for other employees. In addition, the good performance of Perum BULOG employees in the Maluku regional office will increase if employees are able to minimize mistakes at work, this is supported by the X5 indicator on the employee performance variable, namely "I am able to minimize mistakes in completing work" which is indicated by obtaining the highest mean value that is equal to 4.55. Employees who are able to minimize mistakes in completing work are also influenced by knowledge sharing behavior among employees.

Empirically the results of this study are in line with research conducted by Cintya Safitri et al., (2018) and Rudiyanto (2012) which state that knowledge sharing has a significant effect on employee performance. However, this research is not in line with the research conducted by Wahyuni and Kistyanto (2013) which states that knowledge sharing has no significant effect on employee performance.

d. The effect of Employee Engagement on employee performance through Knowledge Sharing as a mediating variable

The results of testing the fourth hypothesis show that there is a positive and significant effect of employee engagement on employee performance through knowledge sharing as a mediating variable at Perum BULOG, Maluku Regional Office. This means that the high level of employee engagement at Perum BULOG Maluku regional office does not necessarily encourage employee performance without knowledge sharing behavior among Perum BULOG Maluku regional office employees. From the results of the hypothesis analysis that has been carried out, the results of this study support the research conducted by Gunawan and Wardana (2018) which states that knowledge sharing is capable of mediating the effect of employee engagement on employee performance.

This research found that there is an indirect effect of employee engagement variable on employee performance variable which is mediated by knowledge sharing variable. The results of this study are in accordance with research conducted by Orlando (2018) which states that knowledge sharing has a strong influence on employee performance. Strong Employee Engagement will encourage employees to feel reluctant to communicate, let alone share knowledge and information with their co-workers, thus encouraging employees to have good knowledge sharing behavior, because in this study it is proven that knowledge sharing can mediate the effect of employee engagement on performance. employee at Perum BULOG Maluku Regional office.

4. CONCLUSION

Based on the results of research on the effect of employee engagement on employee performance with knowledge sharing as a mediating variable at the Public Company Logistics Affairs Office of the Maluku Region, the researchers can provide the following conclusions: There is a positive but not significant effect of employee engagement on employee performance. There is a

positive and significant influence of employee engagement on knowledge sharing among employees of Perum BULOG, Maluku Regional Office. This means that the better the employee engagement, the more it will encourage knowledge sharing behavior among employees. There is a positive and significant effect of knowledge sharing on employee performance. This means that the better the knowledge sharing between employees, the more it will encourage employee performance. Employee Engagement has a positive and significant effect through Knowledge Sharing on employee performance. This means that employee engagement does not necessarily boost employee performance without knowledge sharing among employees. So from the results of this study it is proven that knowledge sharing can mediate the effect of employee engagement on employee performance.

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