

**EMPLOYEE PERFORMANCE IMPROVEMENT STRATEGY THROUGH  
STRENGTHENING EMPLOYEE ENGAGEMENT, ORGANIZATIONAL  
SUPPORT, AND WORK MOTIVATION (RESEARCH USING PATH ANALYSIS  
AND THE SITOREM METHOD ON PERMANENT EMPLOYEES OF PT SUN  
TAK INDONESIA)**



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**Abstract**

The research population was all permanent employees at PT. SUN TAK INDONESIA totaling 148 people, The results of the path analysis show a) there is a positive and significant direct influence of employee engagement and work motivation with a path coefficient value of  $\beta = 0.359$ , b) there is a positive and significant direct influence of organizational support and work motivation with a path coefficient value of  $\beta = 0.633$ , c) there is a positive and significant direct influence of work motivation and employee performance with a path coefficient value of  $\beta = 0.291$ , d) there is a positive and significant direct influence of employee engagement and employee performance with a path coefficient value of  $\beta = 0.303$ , e) there is a positive and significant direct influence of organizational support and employee performance with a path coefficient value of  $\beta = 0.399$ , f) there is a positive and significant indirect influence of employee engagement and performance through work motivation with a Zcount value of  $2.556 > Z_{table} 1.96$  and a path coefficient of  $\beta = 0.104$ , it can be concluded that work motivation plays an effective role as a mediating variable, g) there is a positive and significant indirect influence of organizational support and performance through work motivation with a Zcount value of  $3.049 > Z_{table} 1.96$  and path coefficient of  $\beta = 0.186$ , it can be concluded that work motivation plays an effective role as a mediating variable. The results of Sitorem's analysis show that the indicators of employee performance, employee engagement, organizational support, and work motivation that need improvement are: 1<sup>st</sup>; Providing Justice. 2<sup>nd</sup>; Working Conditions 3<sup>rd</sup>; Rewards from the Organization. 4<sup>th</sup>; Leadership Support. 5<sup>th</sup>; Career Development. 6<sup>th</sup>;Vigor. 7<sup>th</sup>; Concern for Productivity. 8<sup>th</sup>; Dedication. 9<sup>th</sup>; Ownership. 10<sup>th</sup>; Loyalty &

Commitment. 11<sup>th</sup>; Absorption. 12<sup>th</sup>; Responsibility. 13<sup>th</sup>; Compensation. 14<sup>th</sup>; Achievement. 15<sup>th</sup>; Organizational procedures. 16<sup>th</sup>; Recognition. 17<sup>th</sup>; Working conditions. 18<sup>th</sup>; Status. 19<sup>th</sup>; Progress. 20<sup>th</sup>; Quality. 21<sup>st</sup>; Quantity. 22<sup>nd</sup>; Effectiveness. 23<sup>rd</sup>; Efficiency. 24<sup>th</sup>; Punctuality.

**Keywords:** Employee Performance, Employee Engagement, Organizational Support, Work Motivation

## INTRODUCTION

To improve employee performance, companies need to pay attention to several important factors, such as empowerment, work motivation, organizational support, and employee engagement. Employee empowerment is a company's effort to provide freedom and responsibility to employees in carrying out their duties and responsibilities, so that they feel they have control and an important role in the organization. Work motivation, on the other hand, is an important factor that can influence the extent to which employees strive to achieve company goals. Organizational support provided, whether in the form of policies, facilities, or emotional support from superiors and colleagues at work, is also no less important in improving employee performance.

Work motivation is a crucial factor in increasing productivity. High work motivation reflects a strong drive towards completing tasks or work, which in turn has a positive effect on individual and team performance. Therefore, it is important for companies to develop strategies that integrate these factors to improve overall employee performance. This study aims to analyze improvement strategies, employee engagement, organizational support, and work motivation on the performance of permanent employees of PT Sun Tak Indonesia. By using the path analysis method and the SITOREM approach.

PT Sun Tak Indonesia is a manufacturing company engaged in the textile sector. Sun Tak was first established in 1980 on an area of 600,000 m<sup>2</sup> in Shenzhen, China. Then in 2012, PT. Sun Tak Indonesia was established as a second factory located on Jln. Raya Cikuda Kp. Cikuda Desa Wanaherang, Kec. Gunung Putri, Kab. Bogor 16965 covering an area of 85,168 m<sup>2</sup>, with a total of 594 employees. Since the early 90s, Sun Tak has focused on developing and adding product types. This is intended to provide more product choices for customers, such as: Elastic bands, labels and hook & eyes. All production machines at Sun Tak have been equipped with the latest models with leading techniques to achieve high-quality capabilities and capacities. With a position in the middle price segment. Guaranteed quality in Oeko-Tex standards, ISO 9001. The best machines and advanced techniques for perfect clothing comfort. Wide product range such as woven elastic and hook & eyes.

Although the company has tried to increase productivity and efficiency, there is still a fairly high reject rate in the production process. This is a major concern because it not only impacts the quality of the products produced, but also customer satisfaction and profitability.

Given these conditions, this study intends to analyze the effect of employee engagement on the performance of permanent employees at PT Sun Tak Indonesia. By understanding this relationship, it is hoped that the company can identify the right strategy to increase work motivation, which in turn can improve performance and reduce the reject rate. It is hoped that this study can provide a significant contribution to the development of human resources and improvement of work processes in the company.

The preliminary survey results show that there are problems with employee performance related to effectiveness, efficiency, productivity, quality, and quantity. The success of a company is highly dependent on input, process, output and outcome, if all these stages must be carried out optimally in order to produce the expected output.

## **REVIEW OF LITERATURE**

### **Theory Review**

In the Journal of Problems and Perspectives in Management, Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement Setyo Riyanto, Endri and Novita Herlisha (2021). Employee engagement does not directly affect employee performance, but mediating the influence through motivation and job satisfaction can significantly affect employee performance.

### **Employee Performance Description**

Job performance is determined by the quantity and quality of work completed during a specific time period.(Syed, 2020). According to Wellem et al (2020) employee performance is an action, an achievement or what someone shows through real skills. There are five primary performances that can be used to measure performance.

### **Employee Engagement Description**

Ahlowalia, Deepika and Ajeya (2014: 308-312) stated that employee engagement, the level of pleasant conditions (happiness) at work, internal satisfaction felt by employees

### **Organization Support Description**

Organizational support proposes that employees form general perceptions about the extent to which the organization values their contributions and cares about their well-being (perceived organizational support). Organizational support is related to fairness, human resource practices and supervisor support (Kurtessis et al., 2017).

achieved by applying their strengths and abilities. in the workplace.

### **Work Motivation Description**

George & Jones (2016:157-160), describes work motivation as a psychological force that determines the direction of a person's behavior in an organization, the level of effort given, and the level of persistence shown.

### **Path Analysis**

Path analysis is a technique for analyzing causal relationships in multiple regression, where the independent variable affects the dependent variable not only directly, but also indirectly (Setyaningsih S, 2020).

### **SITOREM Analysis**

SITOREM is an abbreviation of “Scientific Identification Theory to Conduct Operation Research in Education Management”, which in general can be interpreted as a scientific method used to identify variables to carry out “Operation Research” in the field of Education Management Hardhienata, S., (2017).

## **RESEARCH METHOD**

The research approaches used in this study will be explained as follows.

1. From the research objectives, this research is descriptive, namely research that aims to explain the characteristics of research variables.
2. From the type of study (type of investigation), this type of research is verification or causality (causal study), because this research wants to find the cause or causal relationship of one or more problems.

Research on employee performance improvement strategies through strengthening employee engagement, organizational support, and work motivation. The research was conducted in 2024, for 4 months from May 2024 to August 2024.

The unit of analysis in this study is permanent employees at PT Sun Tak Indonesia, which is located at JL. Raya Cikuda RT 004 RW 005 Ds. Wanaherang Kec. Gunung Putri, Kab. Bogor, West Java, Telp: [\(021\)8670289](tel:0218670289), <http://www.suntak.com/indonesia/>.

The object of research refers to a particular variable or construct that has characteristics and properties that are the main focus in a study. Based on this understanding, the object of research in this context is the strategy to improve employee performance through strengthening work motivation, organizational support, and employee engagement.

## **RESULTS AND DISCUSSION**

### **Direct Influence of Employee Engagement on Work Motivation**

The findings of this study show the calculation results  $\beta = 0.359$ , which means there is a direct positive influence of employee engagement on work motivation. The t-count value is 3.884 with a t-table value at the sig. = 0.05 level with n-2 or 109-2 = 107. It can be concluded that the t-count value > t-table value or 3.884 > 1.983 or the Sig. 0.000 value < 0.05 means that the direct influence of employee engagement on work motivation is significant.

### **The Direct Influence of Organizational Support on Work Motivation**

The findings of this study show the calculation results  $\beta = 0.633$ , which means there is a positive direct influence of organizational support on work motivation. The t-count value is 6.924 with a t-table value at the sig. = 0.05 level with n-2 or 109-2 = 107. It can be concluded that the t-count value > t-table value or 6.924 > 1.983 or the Sig. 0.000 value < 0.05 means that the direct influence of employee engagement on work motivation is significant.

### **Direct Influence of Work Motivation on Employee Performance**

The findings of this study show the calculation results  $\beta = 0.291$ , which means that there is a direct positive influence of work motivation on employee performance. The t-count value is 3.375 with a t-table value at the sig. = 0.05 level with n-2 or 109-2 = 107. It can be concluded that the t-count value > t-table value or 3.375 > 1.983 or the Sig. 0.000 value < 0.05 means that the direct influence of work motivation on employee performance is significant.

### **Direct Influence of Employee Engagement on Employee Performance**

The findings of this study show the calculation results  $\beta = 0.303$ , which means there is a direct positive influence of employee engagement on employee performance. The t-count

value is 3.476 with a t-table value at the sig. = 0.05 level with  $n-2$  or  $109-2 = 107$ . It can be concluded that the t-count value  $>$  t-table value or  $3.476 > 1.983$  or the Sig. 0.000 value  $< 0.05$  means that the direct influence of employee engagement on employee performance is significant.

### **Direct Influence of Organizational Support on Employee Performance**

employee performance. The findings of this study show the calculation results  $\beta = 0.399$ , which means there is a direct positive influence of organizational support on employee performance. The t-count value is 4.085 with a t-table value at the sig. = 0.05 level with  $n-2$  or  $109-2 = 107$ . It can be concluded that the t-count value  $>$  t-table value or  $4.085 > 1.983$  or the Sig. 0.000 value  $< 0.05$  means that the direct influence of organizational support on employee performance is significant.

### **Indirect Influence of Employee Engagement to Employee Performance Through Work Motivation**

The hypothesis of this study is that there is a positive indirect effect of employee engagement on employee performance through work motivation. The findings of this study indicate that the regression coefficient value of employee engagement on work motivation is 0.359, the standard error value is 0.092 and the sig. value is 0.000. Furthermore, for work motivation on employee performance it is 0.291 with a standard error of 0.086 and a sig. value of 0.000. So that employee engagement has a significant positive indirect effect on employee performance through work motivation with a regression coefficient value of 0.104 and a zcount value of  $2.556 >$  ztable 1.96, meaning that work motivation mediates the effect of employee engagement on employee performance.

### **Indirect Influence of Organizational Support for Employee Performance Through Work Motivation**

The findings of this study indicate that the regression coefficient value of organizational support on work motivation is 0.640, the standard error value is 0.091 and the sig. value is 0.000. Furthermore, for work motivation on employee performance it is 0.291 with a standard error of 0.086 and a sig. value of 0.000. So that organizational support has a significant positive indirect effect on employee performance through work motivation with

a regression coefficient value of 0.186 and a zcount value of 3.049 > ztable 1.96, meaning that work motivation mediates the effect of organizational support on employee performance.

### **SITOREM Analysis**

In this analysis, not only path analysis but also SITOREM analysis is applied. Scientific Identification Theory to Conduct Operation Research in Education Management (SITOREM) is a scientific procedure that aims to identify variables in the context of "Operation Research" research in the field of learning management (Hardhienata, 2017). SITOREM analysis links identification and analysis in 3 aspects: a) the strength of influence between independent and dependent variables; b) the value of research results for each variable marker; and c) the weight of each marker of each variable based on the criteria "Cost, Benefit, Urgency, and Importance".

Based on the identification of the strength of influence between research variables and the weight of each independent variable marker that provides a very significant contribution, a priority order of markers that need to be fixed immediately and those that must be maintained can be arranged. SITOREM analysis is attempted through the following steps.

### **Contribution Analysis (Coefficient of Determination)**

In this session, the analysis of the donation of independent variables to the dependent variable is attempted using the determination coefficient formula. The determination coefficient value is obtained from the square of the correlation coefficient (Supardi, 2013). Based on the design of the path analysis in this research, the donation analysis can be presented as shown in the Table below:

**Table 1.**  
**Analysis of the Contribution of Research Variables**

<b>No</b>	<b>Influence Between Research Variables</b>	<b>Path Coefficient</b>	<b>Coefficient of Determination</b>	<b>Contribution (%)</b>
<b>1</b>	The direct influence between employee engagement (X1) and work motivation (Y)	0.359	0.128881	12.88%
<b>2</b>	The direct influence between organizational support (X2) on work motivation (Y)	0.640	0.4096	40.96%

3	The direct influence between work motivation (Y) and employee performance (Z)	0.291	0.084681	84.68%
4	The direct influence of employee engagement (X1) on employee performance (Z)	0.305	0.093025	93.02%
5	The direct influence of organizational support (X2) on employee performance (Z)	0.404	0.163216	16.32%
6	The indirect effect of employee engagement (X1) on employee performance (Z) through work motivation (Y)	0.104	0.010816	10.81%
7	The indirect effect of organizational support (X2) on employee performance (Z) through work motivation (Y)	0.186	0.034596	34.59%

### Analysis of Research Variable Indicators

As shown in the table below, the analysis of the research result value for each variable indicator is based on the average score for each indicator. This average score reflects the actual condition of the indicator.

**Table 2.**  
**Variable Indicator Score**

No	Indicator	Average Indicator Score
<b>Employee Performance</b>		
1	Quality	3,779
2	Quantity	3,782
3	Punctuality	3,776
4	Effectiveness	3,780
5	Efficiency	3,797
<b>Employee Engagement</b>		
1	Career Development	3,789
2	Concern for Productivity	3,795
3	Ownership	3,772
4	Loyalty (Commitment)	3,767
5	Vigor	3,765

6	Dedication	3,795
7	Absorption	3,774
<b>Organizational Support</b>		
1	Providing Justice (Fairness)	3,782
2	Supervisor Support,	3,790
3	Organizational Rewards	3,801
4	Job Conditions	3,789
<b>Work motivation</b>		
1	Achievement	3,771
2	Confession	3,789
3	Responsibility	3,798
4	Progress	3,769
5	Compensation	3,774
6	Working Conditions	3,787
7	Status (Status)	3,802
8	Organizational Procedure	3,806

Source: Data processed by researchers, 2024

### Research Indicator Weight Analysis

The weight analysis of each marker is determined based on expert evaluations with the criteria of "Cost, Benefit, Urgency, and Importance" for each marker related to its variables. Each variable consists of several markers, namely:

- a. The "Cost" aspect includes payment for time, effort, or energy sources required. Indicators with higher "cost" show a more significant role in the variable.
- b. The "Benefit" aspect includes the use or contribution provided by the indicator. Indicators with higher "benefit" indicate a greater role in the variable.
- c. The "Urgency" aspect shows the level of drive or need for the indicator. Indicators with higher "urgency" mean their role in the variable is also greater.
- d. The "Importance" aspect assesses the level of importance of an indicator. The higher the "importance", the greater the role of the indicator in the variable.

Furthermore, the analysis of indicator weights for research variables is described as follows:

**a. Employee Performance Variable (Z)**

**Table 3.**  
**Employee Performance Variable Indicator Score (Z)**

No	Indicator	Assessment Aspects				Total	Weight (%)
		Cost	Benefits	Urgency	Importance		
1	Quality	3	4	4	5	16	22.86%
2	Quantity	3	4	3	4	14	20.00%
3	Punctuality	3	4	3	3	13	18.57%
4	Effectiveness	3	4	3	4	14	20.00%
5	Efficiency	3	3	3	4	13	18.57
<b>Total</b>						70	100%

Source: Data processed by researchers, 2024

**b. Employee Engagement Variable (X1)**

**Table 4.**  
**Employee Engagement Variable Indicator Score (X1)**

No	Indicator	Assessment Aspects				Total	Weight (%)
		Cost	Benefits	Urgency	Importance		
1	Career Development	3	4	4	5	16	22.86%
2	Concern for Productivity	3	3	3	4	13	18.57%
3	Ownership	3	4	3	3	13	18.57%
4	Loyalty (Commitment)	3	3	3	4	13	18.57%
5	Vigor	3	4	3	4	14	20.00%
6	Dedication	3	3	3	4	13	18.57%
7	Absorption	3	3	3	3	12	17.14%
<b>Total</b>						70	100%

Source: Data processed by researchers, 2024

**c. Organizational Support Variable (X2)**

**Table 5.**  
**Organizational Support Variable Indicator Score (X2)**

No	Indicator	Assessment Aspects				Total	Weight (%)
		Cost	Benefits	Urgency	Importance		
1	Delivering Justice	3	4	4	5	16	22.86%
2	Leadership Support	3	4	3	4	14	20.00%
3	Awards from Organizations	3	4	3	4	14	20.00%
4	Working Conditions	3	4	3	5	15	21.43%
<b>Total</b>						<b>70</b>	<b>100%</b>

Source: Data processed by researchers, 2024

**d. Work Motivation Variable (Y)**

**Table 6.**  
**Work Motivation Variable Indicator Score (Y)**

No	Indicator	Assessment Aspects				Total	Weight (%)
		Cost	Benefits	Urgency	Importance		
1	Achievement achievements	3	4	3	4	14	20.00%
2	Confession	3	3	3	4	13	18.57%
3	Responsibility	3	3	4	4	14	20.00%
4	Progress	3	3	3	3	12	17.14%
5	Compensation	3	4	3	4	14	20.00%
6	Working conditions	3	4	3	3	13	18.57%
7	Status	3	3	3	3	12	17.14%
8	Organizational procedures	3	3	3	4	13	18.57%
<b>Total</b>						<b>70</b>	<b>100%</b>

Source: Data processed by researchers, 2024

**Indicator Classification Determination Analysis**

After obtaining the average research score for each marker and the weight (%) for each marker, the next step is to conduct an analysis to group the research variable indicators.

This marker classification is divided into (a) A group of markers that must be fixed immediately (with a large weight and low score), and (b) A group of markers that need to be maintained or developed (with a large weight and high score).

**a. Employee Performance Variable (Z)**

**Table 7.**

**Determination of Employee Performance Variable Indicator Classification (Z)**

No	Indicator	Expert Assessment Weight (%)	Research Result Score	Determination of Indicator Rankings Within the Variable
1	Quality	22.86%	3,779	(22.86%) (3.779) : Needs to be fixed
2	Quantity	20.00%	3,782	(20.00%) (3.782) : Needs to be fixed
3	Punctuality	18.57%	3,776	(18.57%)(3.776) : Needs to be fixed
4	Effectiveness	20.00%	3,780	(20.00%)(3.780) : Needs to be fixed
5	Efficiency	18.57%	3,797	(18.57%)(3.797) : Needs to be fixed
Amount		100%		

Source: Data processed by researchers, 2024

**b. Employee Engagement Variable (X1)**

**Table 8.**

**Determination of Classification of Employee Engagement Variable Indicators (Y)**

No	Indicator	Expert Assessment Weight (%)	Research Result Score	Determination of Indicator Rankings Within the Variable
1	Career Development	22.86%	3,789	(22.86%)(3.789) : Needs to be fixed
2	Concern for Productivity	18.57%	3,795	(18.57%)(3.795) : Needs to be fixed
3	Ownership	18.57%	3,772	(18.57%)(3.772) : Needs to be fixed
4	Loyalty (Commitment)	18.57%	3,767	(18.57%)(3.767) : Needs to be fixed
5	Vigor	20.00%	3,765	(20.00%)(3.765) : Needs to be fixed
6	Dedication	18.57%	3,795	(18.57%)(3.795) : Needs to be fixed
7	Absorption	17.14%	3,774	(17.14%)(3.774) : Needs to be fixed
Amount		100%		

Source: Data processed by researchers, 2024

**c. Variables Organizational Support (X2)**

**Table 9.**

**Determination of Organizational Support Variable Indicator Classification (X2)**

No	Indicator	Expert Assessment Weight (%)	Research Result Score	Determination of Indicator Rankings Within the Variable
1	Delivering Justice	22.86%	3,782	(22.86%)(3.782) : Needs to be fixed
2	Leadership Support	20.00%	3,790	(20.00%)(3.790) : Needs to be fixed
3	Awards from Organizations	20.00%	3,801	(20.00%)(3.801) : Needs to be fixed
4	Working Conditions	21.43%	3,789	(21.43%)(3.789) : Needs to be fixed
Amount		100%		

Source: Data processed by researchers, 2024

**d. Work Motivation Variable (Y)**

**Table 10.**

**Determination of Classification of Work Motivation Variable Indicators (Y)**

No	Indicator	Expert Assessment Weight (%)	Research Result Score	Determination of Indicator Rankings Within the Variable
1	Achievement achievements	20.00%	3,771	(20.00%)(3.771) : Needs to be fixed
2	Confession	18.57%	3,789	(18.57%)(3.789) : Needs to be fixed
3	Responsibility	20.00%	3,798	(20.00%)(3.798) : Needs to be fixed
4	Progress	17.14%	3,769	(17.14%)(3.769) : Needs to be fixed
5	Compensation	20.00%	3,774	(20.00%)(3.774) : Needs to be fixed
6	Working conditions	18.57%	3,787	(18.57%)(3.787) : Needs to be fixed
7	Status	17.14%	3,802	(17.14%)(3.802) : Needs to be fixed
8	Organizational procedures	18.57%	3,806	(18.57%)(3.806) : Needs to be fixed
Amount		100%		

Source: Data processed by researchers, 2024

## CONCLUSION

According to the results of the variable analysis using the path analysis method, this study succeeded in formulating a strategy to improve employee performance, namely through strengthening work motivation, organizational support, and employee engagement. According to the results of the analysis, discussion, and hypothesis testing, the following conclusions were obtained:

1. There is a direct positive and significant influence of employee engagement on work motivation. This means that to increase work motivation, a sense of employee engagement is needed as a whole from employees, the higher the sense of engagement that employees have, the more it will increase work motivation.
2. There is a direct positive and significant influence of organizational support on work motivation. This means that to increase work motivation, organizational support from the company is needed for employees, the higher the support given by the company, the higher the employee's work motivation in working.
3. There is a direct positive and significant influence of work motivation on employee performance. This means that to improve employee performance, work motivation is needed from employees, the higher the work motivation, the better the employee performance will be.
4. There is a direct positive and significant influence of employee engagement on employee performance. This means that to improve employee performance, a sense of employee engagement is needed as a whole from employees, the higher the sense of engagement that employees have, the more it will improve employee performance.
5. There is a direct positive and significant influence of organizational support on employee performance. This means that to improve employee performance, organizational support from the company is needed for employees, the higher the support given by the company, the better the employee performance will be.
6. There is a positive and significant indirect effect of employee engagement on employee performance through work motivation. This means that work motivation successfully mediates the effect of employee engagement on employee performance.

7. There is a positive and significant indirect effect of organizational support on employee performance through work motivation. This means that work motivation successfully mediates the effect of organizational support on employee performance.

Based on these conclusions, the research model used is proven to be valid and is described in the form of a constellation that has been tested in this study.

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