

# Enhancing Group Leader Work Performance in Mining Company: The Role of Leadership Styles, Work Engagement and Motivation

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## Abstract

The purpose of this study is to investigate the impact of leadership and motivation on the job performance of new group leaders at Pama using work engagement as a moderating variable. A variety of literatures are utilised to describe the interactions between leadership style, work engagement, motivation, and job performance. This is a quantitative research approach, with the study object being a mining business and the unit of analysis being the group leader. Researchers employed the PLS-SEM technique and SMART-PLS software to analyse the data collected from the distribution of the formulary questionnaire. The findings of this investigation demonstrate that a number of hypotheses are validated while others are not. This study's management implication is to advocate the execution of a few supported hypotheses.

*Keywords:* Group Leader, Work Performance, Leadership Style, Work Engagement, Motivation.

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## 1. Introduction

One of the factors that can encourage work performance is leadership, which is a very important factor in influencing work performance because the influence possessed by leaders is the main activity through which organizational goals can be achieved (Hasibuan, 2019). When leaders is accepted by its follower, there will be no boredom when carrying out work, so this will encourage work performance within follower. However, this will be required in a company with intense competition, where quality resources are needed and it is hoped that having good work performance with quality resources can later improve company performance.

Leaders guide and direct and improve employee skills with communication and direction in solving problems that occur in the work environment and hep improve employee work performance. In other words, leadership also influences employee work performance in the company. However, the research gap in this research is shown by several studies which show conflicting results, such as research conducted by Siregar (2019) which shows that leadership has no effect on work performance. Saiba et al (2021) found leadership has no effect on work performance. Meanwhile Kaka et al (2022) shows that leadership and motivation influence Work Performance.

Motivation also influences work performance, in which if fulfilled, will greatly increase employee work performance. (Yuli & Muafi, 2021) Finding motivation has no effect on work performance. Research conducted by (Syamsuri, 2018) shows that work engagement has an effect on work performance, but in this research it is not explained what factors encourage the emergence of work performance. This is different from the results of research conducted by (Kambunawati, 2022) which shows that Work Engagement has no effect on Work Performance.

Leadership is an effort that uses leadership style to influence and not to force individual motivation to achieve goals (Limakrisna et al., 2018). Leaders need to know work performance so that leaders can treat followers fairly in matters such as promotions, salaries/wages, bonuses and so on (Manzoor et.al, 2019). By understanding the work performance of followers, leaders can carry out tasks that are completed according to their abilities. Work performance is the result of a person's work over a period of time compared with various possibilities such as targets, goals with conditions and criteria that have been determined.

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## 2. Literature Review

The influence or attitude of a leader that can be accepted by subordinates is one that does not escalate and there are no misunderstandings or miss communications so that the work can be quickly completed without any interruptions hampering the company's activities, then it will be able to produce maximum output in terms of quantity and quality, then this can increase employee performance (Handoko, 2021). This is also in line with research where the leadership variable has no impact on the work performance (Kaka et al, 2022). Therefore, by implementing leadership in the company, can improve the work performance of employees so that they can achieve business goal.

### *Hypothesis 1: Leadership style positivey influence Work Performance*

Motivation is a process that explains the strength, direction, and competence of a person's in trying to achieve goals. Because Motivation is generally related to the performance of each activity, we have narrowed our focus on the organization's goals and behaviours that have arisen from Rivai's work (2021). One of the ways managements aims to improve work performance is through providing encouragement or motivation (Maartje & Jozef, 2020). If the implementation of motivational policies is correct, both in aspects of fairness and feasibility, then they will be fully motivated to carry out various activities that are related to the achievement of the implementation and will carry out their duties and responsibilities efficiently and efficiently. When the development of motivation runs smoothly and continues with the implementation, the next stage that is expected to occur is an increase in work performance (Mathis & Jackson, 2018). When work performance achieved, the business can proceed to the extent that the performance improvement has been achieved to the maximum and the progress of the business will be achieved (Kambulnawati, 2022).

### *Hypothesis 2: Motivation positivey influence Work Performance*

Increased leadership will have an impact and improvements in work management behavior will be possible. The leader's role in encouraging work involvement. Leadership does not contribute to work engagement significantly, because they do not have comparable motivational and inspirational abilities. Individuals who receive personal support, inspiration and quality of training from their leaders will have a challenging, involved and rewarding work experience (Deculypare & Schaufeli, 2020). Research has already studied the impact of leadership on work management. Research has generally concluded that there is a significant influence of leadership on work organization (Purwanto et al, 2020)

### *Hypothesis 3: Leadership style positivey influence Work Engagement*

Motivation is a process that begins with a physiological or psychological deficiency that stimulates behavior or encouragement which is expressed in goals or incentives. In this way, the key to understanding the Motivation process depends on the understanding and relationship between passion, encouragement, and incentives (Prayetno & Ali, 2021). Motivation that is applied wellll will have a positive influence on work performance. If employees are motivated, employees will be enthusiastic about working so that employee work performance will increase. Research has already studied the influence of motivation on work leadership. Research has generally concluded that there is a significant influence of motivation on work performance (Marina et al., 2020).

### *Hypothesis 4: Motivation positivey influence Work Engagement*

Work engagement refers to an active electrical state of mind characterized by enthusiasm, dedication, and absorption (Borst et.al 2019). Work engagement is a concept of thought where employees who have a sense of engagement, in other words, fee connected to their work, so that when they do their work, they will be more enthusiastic about carrying out their work (Wingerden & Rob 2019; Eguchi et al, 2020).

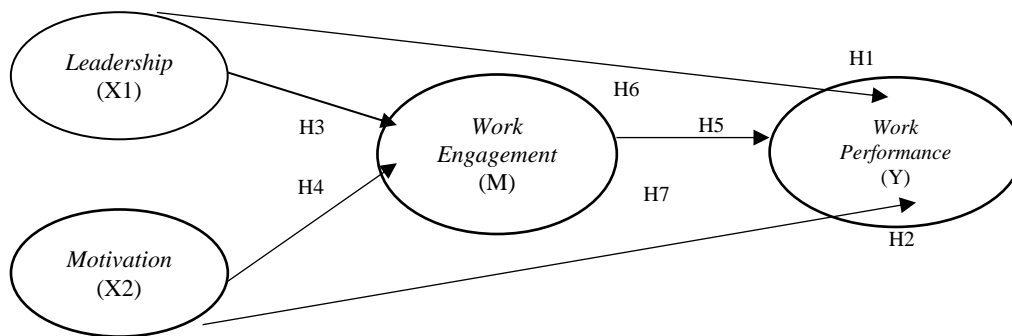
### *Hypothesis 5: Work Engagement positivey influence Work Performance.*

Work engagement can mediate leadership towards work performance. Research has already studied work management and implementation of leadership on work performance (Wood Et.al. 2020). Work employees are a group of business management concepts which state that employees who have high levels of performance are employees who are highly involved and have a high level of work enthusiasm in their work as well as in matters related to work activities. Long term. In other words, the definition of work management refers to the involvement, sincerity and enthusiasm of employees in their work.

### *Hypothesis 6: Work Engagement mediates Leadership style to Work Performance*

Work engagement can mediate leadership for work performance. Research has already studied work engagement and mediation of leadership on work performance. Work Engagement is the level of psychological integration of employees with their work, actively participating in their work, and considering performance in their work to be important for their own good (Robbins & Judge, 2018). Research has previously studied that work management mediates motivation in work performance (Riyanto, 2021).

*Hypothesis 7: Work Engagement mediates Motivation to Work Performance*



**Figure 1.** Research Mode (visualized from hypothesis)

### 3. Research Method

In this research, a hypothesis study is carried out which is the ultimate means of examining whether the statements resulting from the theoretical framework are valid for thorough research. This study type describes the particular link between endogenous and exogenous variables, as well as other Elements that impact one variable with another (Sekaran & Bougie, 2021). Due to this, the research method that will be used in this research (Sekaran & Bougie, 2021). The object of this research is PT Pamapersada Nusantara (PAMA), a subsidiary of PT United Tractors Tbk which operates in the mining contractor services sector, especially coal. The population used in this research is the Group Leaders, in total 281. According to Hair et al. (2019), the maximum number of samples for this study is  $(26+4) \times 5 = 150$  research participants. Accordingly, based on the explanation above, the samples used in this study included 150 respondents, all of whom were allocated as Group Leaders. The results of the assessment of the instrument will be calculated using a Likelihood scale with ratings: (1) very good with a score of 5, (2) very good with a score of 4, (3) neutral with a score of 3, (4) not very good with a score of 2, and (5) very not always with a score of 1.

**Table 1.** Operasionalisation

Variables	Indicators	Items
Work Performance (Permata, 2021)	Quality	I work well to support the business
	Quantity	I finish my work on time
		I understand the responsibility provided.
	Task Accomplishment	I complete the work at the end of the work schedule
		I am ready to help colleagues who have difficulty completing work
Responsibility	I understand what tasks must be done	
Leadership (Liao,dkk, 2018)	Leadership cooperation	I work well to support the business
		I finish my work on time
		I understand the responsibility provided.
	Leadership Support	I always work together with colleagues
		The leader makes accusations and encourages criticism
		Leaders support me in building professional learning, job training
	The leader takes decisions in consultation with the team	

Motivation Herzberg (Rizky, 2018)	Intrinsic	I get meal during rest time.
		I find a comfortable place to rest during break times.
		I am considered a family member in business
	Extrinsic	I received an award for work performance
		I have the ultimate opportunity to work collaboratively.
		I get a guarantee of safety without any insurance from work accidents
Work Engagement (Rožman et.al ,2021).	Vigor	Management provides a platform for me to respond to complaints.
		I carry out my work tasks with full responsibility
	Dedication	I have tried to take part in the work
		I am enthusiastic about my work
	Absorption	I consider that the assigned task must be completed immediately
		I always concentrate on my work
		I contribute to resolving management problems.

## 4. Results and Discussions

### 4.1. Measurement Mode

Each indication of the variables Leadership, Motivation, Work Engagement, and Work Performance has a loading factor value greater than 0.70. This demonstrates that all indicators for each of these variables are legitimate and are still used in the mode. This test is performed by examining the Factor Loading, Cronbach alpha / Composite reliability, AVE, and HTMT values. The loading factor values that have been processed using SmartPLS 3.0 are shown on Table 2.

Based on Table 2, the results of mode measurement calculations show that all the indicators in each variable have a loading factor value of  $> 0.70$ , so this shows that all the indicators for each variable are motivation, leadership, work engagement and work. Performance is valid and remains used in the mode and is not removed from the mode. Next, the test is by looking at the Average variance extracted (AVE) value.

**Table 2.** Outer Loading Factor

Item	Loading Factor	Result
M_1	0.805	Valid
M_2	0.710	Valid
M_3	0.771	Valid
M_4	0.782	Valid
M_5	0.812	Valid
M_6	0.765	Valid
X1_1	0.927	Valid
X1_2	0.775	Valid
X1_3	0.911	Valid
X1_4	0.783	Valid
X1_5	0.861	Valid
X1_6	0.719	Valid
X1_7	0.839	Valid
X2_1	0.745	Valid
X2_2	0.742	Valid
X2_3	0.872	Valid
X2_4	0.909	Valid
X2_5	0.912	Valid
X2_6	0.771	Valid
X2_7	0.847	Valid
Y_1	0.768	Valid

Item	Loading Factor	Result
Y_2	0.896	Valid
Y_3	0.928	Valid
Y_4	0.860	Valid
Y_5	0.912	Valid
Y_6	0.849	Valid

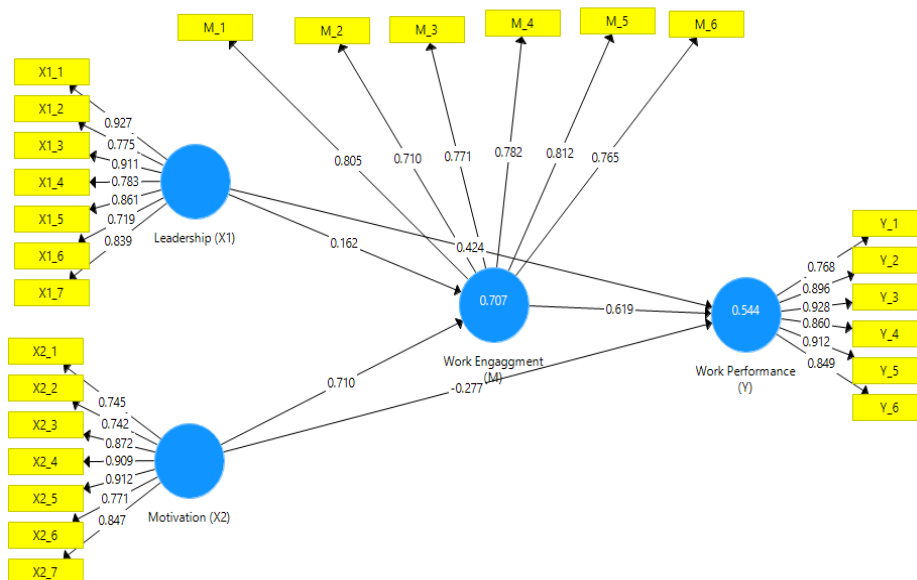
According to the Average Variance Extracted (AVE) value in Table 3, the construct value of each latent variable has satisfied the conditions for the limit value, namely > 0.50. As a result, the latent variable in this study may be considered legitimate. The amount to which a concept is actually different from other constructs (the construct is unique) is referred to as discriminant validity. The Heretroit-Monotrait Ratio (HTMT) value is the best new measuring criterion. A concept has excelent discriminant validity if the HTMT value is 0.90.

**Table 3.** Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)
Motivation (X1)	0.554
Work Engagement (M)	0.580
Leadership (X2)	0.630
Work Performance (Y)	0.576

**Table 4.** Discriminant Validity (HTMT)

	Leadership (X1)	Motivation (X2)	Work Engagement (M)	Work Performance (Y)
Leadership (X1)				
Motivation (X2)	0.830			
Work Engagement (M)	0.781	0.890		
Work Performance (Y)	0.693	0.601	0.746	



**Figure 2.** Measurement Mode (visualized from hypothesis)

All variables have a correlation value of 0.90 based on the measurement findings in Table 4, hence the correlation value of all variables is certified legitimate. Cronbach's Alpha and Composite Reliability tests are also used to guarantee that the measurement is error-free. The Cronbach's Alpha and Composite Reliability tests employ a cut off value of > 0.7. The Cronbach's Alpha and Composite Reliability values after data processing with SmartPLS 3.0 shown on Table 5.

**Table 5.** Construct Reliability

	<b>Cronbach's Alpha</b>	<b>Composite Reliability</b>
Motivation (X1)	0.838	0.881
Work Engagement (M)	0.950	0.956
Leadership (X2)	0.915	0.931
Work Performance (Y)	0.916	0.931

Based on the table 5, the Cronbach's Alpha value for the variables motivation, work engagement, work performance, leadership, and is greater than 0.70, and the Composite Reliability (CR) value for each variable is greater than 0.70, indicating that all variables in this study were declared reliable and there were no measurement issues. The outer mode analysis in this study concluded that all items or indicators fulfilled the validity and reliability standards.

4.2. *Structural Mode*

The structural mode test (inner mode) is performed by assessing F-Square, R-Square, Mode Fit, RSME, and Hypothesis Testing. The graphic below depicts the results of the inner mode calculations performed using SmartPLS software version 3.0. This test is used to determine how much effect external latent factors have on endogenous latent variables.

**Table 6.** F-Square

	<b>Leadership (X1)</b>	<b>Motivation (X2)</b>	<b>Work Engagement (M)</b>	<b>Work Performance (Y)</b>
Leadership (X1)			0.037	0.155
Motivation (X2)			0.702	0.040
Work Engagement (M)				0.246
Work Performance (Y)				

**Table 7.** R-Square

	<b>R Square</b>	<b>Adjusted R Square</b>
Work Performance (Y)	0,844	0,834

**Table 8.** Bootstrapping

		<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Results</b>
H1	Leadership (X1) -> Work Performance (Y)	0.162	0.162	0.114	1.424	0.155	Not supported
H2	Motivation (X2) -> Work Performance (Y)	-0.277	-0.269	0.163	1.703	0.089	Not supported
H3	Leadership (X1) -> Work Engagement (M)	0.424	0.420	0.100	4.249	0.000	Supported
H4	Motivation (X2) -> Work Engagement (M)	0.710	0.711	0.108	6.573	0.000	Supported
H5	Work Engagement (M) -> Work Performance (Y)	0.619	0.616	0.159	3.893	0.000	Supported

The F-Square value category is separated into three parts: 0.02 represents a tiny effect, 0.15 represents a medium effect, and 0.35 represents a significant influence. According to Table 6, the influence of X1 on M includes a modest effect with a magnitude greater than 0.02. The effect of X1 on Y is included in the medium category in the range >0.15. The effect of X2 on M is included in the big effect > 0.35, as is the effect of this test, also known as a determination test, is used to determine the extent of the effect of exogenous factors on endogenous variables. The coefficient of determination (R-Square) should be between 0 and 1.

According to the R-Square value in the table 7, it has a simultaneous or simultaneous affect (Leadership), (Motivation) on (Work Performance) of 0.844 with an adjusted R-Square value of 0.834. As a result, it can be inferred that when all exogenous constructions (X1, and X2) simultaneously impact Y by 0.844 or 84.4%, then the influence of all exogenous constructs X1, beyond those investigated in this study, is significant.

SmartPLS 3.0 was used to test hypotheses using bootstrapping techniques. The data utilised for bootstrapping is data collected during the measurement step. The structural mode includes hypothesis testing, which demonstrates the hypothesised link using simulated practice. The bootstrapping approach is used to identify the direction of the association and its significance for each latent variable. The p-value with the requirements below, or p-value (sig) 0.05, is used to test hypotheses. If it is more than 0.05, the hypothesis is either accepted or rejected. The p-value and Specific Indirect Effects values after data processing using SmartPLS 3.0 are shown on Table 8.

Moreover, the results from specific indirect effects as presented on Table 9.

**Table 9.** Specific Indirect Effects

		<b>Original Sample (O)</b>	<b>Sample Mean (M)</b>	<b>Standard Deviation (STDEV)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>	<b>Results</b>
H6	Leadership (X1) -> Work Engagement (M) -> Work Performance (Y)	0.101	0.101	0.078	1.289	0.198	Not supported
H7	Motivation (X2) -> Work Engagement (M) -> Work Performance (Y)	0.439	0.437	0.132	3.325	0.001	Supported

Source: Data analyses

The research results show that leadership has no effect on work performance. This means that even though the leader's attitude is acceptable to employees, he is not bored and has good communication with subordinates, it is not certain whether or not a new Work Performance group leader will emerge at PAMA. Based on the findings of the above Hypothesis 1 testing, it is obvious that the Leadership variable has no effect on Work Performance. In other words, leadership has an impact on work performance. The findings of this study are confirmed by the findings of prior research done by (Saiba, et al. 2021), who discovered that leadership had no effect on work performance.

According to the findings of the study, motivation has no effect on work performance. This signifies that, while the motivation's implementation went well and was completed, it has not yet come to fruition or not. According to the findings of Hypothesis 2 regarding the effects of Motivation on Work Performance, the Motivation variable had no effect on Work Performance. In other words, motivation has little effect on job performance. The findings of this study were reinforced by the findings of a study done last year by (Yulli & Mulafi, 2021). In its research, it was found that there was no influence of motivation on work performance.

The study's findings revealed that leadership has a substantial influence on work management. This means that those who receive personal support, motivation, and high-quality training from their leaders will engage in a demanding learning experience and fee accomplished. Leadership that can contribute can establish a group of future leaders who will be heavily involved in work because they have motivating and inspiring talents equivalent to the leader's.

As a result, the presence of competent leadership will undoubtedly support the formation of new job management groups at PAMA. According to the findings of Hypothesis 3 on the influence of Leadership on Work Leadership, the variable Leadership has a substantial positive impact on Work Marketing. In other words, leadership has an impact on

work engagement. In this scenario, the leader does not dismiss the difficulties that have arisen, and the leader is willing to take criticism from subordinates. The findings of this study were followed by the findings of a subsequent study conducted by Purwanto et al., 2020. Their research discovered a considerable favourable effect on Leadership on Work Leadership.

According to study, motivation has a substantial influence on work performance. This suggests that well-applied motivation will have a good influence on work performance. If they are motivated, the new employee group at PAMA will be excited to work, increasing employee work experience. As a result, the existence of high motivation will support the formation of new Work Organisations and Leadership Groups at PAMA. Based on the findings of Hypothesis 4 on the influence of Motivation on Work Performance, it was discovered that the variable Motivation had an impact on Work Performance. To put it another way, Motivation influence Work Engagement. The findings of this study were followed by the findings of a recent study conducted by (Marina et al., 2020), which discovered a strong favourable effect on Motivation on Work Performance.

According to the findings of the study, job efficiency has an effect on work performance. This indicates that when new group leaders have a sense of engagement, or feel linked or immersed in their job, they will be more passionate about carrying out the task and encouraging good work. This can affect Group work performance. PAMA has lader barul. Based on the findings of Hypothesis 5 on the effects of Work Elements on Work Performance, it was discovered that the variable Work Elements Ment had no effect on Work Performance. The results of this research were supplemented by the results of the recent research carried out by (Egulchi et al, 2020).

The results of the research showed that Work Management does not mediate leadership towards Work Performance. This means that the new PAMA leadership group has extensive involvement and has a high working spirit in its work as well as in matters related to long-term operational activities, and with the presence of leaders who care about the subordinates' strategic organizations, this will ultimately encourage the emergence or failure of work performance within new Group Leader at PAMA. Based on the research results of Hypothesis 6 above regarding the influence of Leadership on Work Performance which is mediated by Work Leadership, it was found that the variable Work Leadership does not mediate the influence of Leadership on Work Performance. In other words, the Work Management Company does not mediate leadership towards the work performance. The results of this research were supplemented by the results of the recent research carried out by (Kambulnawati, 2022).

The results of the research showed that work engagement mediated motivation towards work performance. This means that when new group leaders have involvement, sincerity and enthusiasm in their work and are accompanied by appropriate motivation, both in aspects of justice and feasibility and will carry out their duties and responsibilities in an efficient and efficient manner, this will encourage the emergence of work performance or work performance, on new Group Leader PAMA. Based on the results of the research on Hypothesis 7 above regarding the influence of Motivation on Work Performance, which is mediated by Work Elements, it was found that the variable Work Elements mediated the influence of Motivation on Work Performance. In other words, motivation is influenced by Work Performance which is mediated by Work Engagement. The results of this research are in conflict with the results of previous research carried out by (Riyanto, 2021).

## 5. Conclusion

This research has the ultimate aim of knowing and analyzing the influence of Leadership and Motivation on the Work of New Leader Group Leaders at PAMA. By carrying out this research, it is hoped that the author will be able to produce several suggestions for the new Group Leader at PAMA, namely with As a result of the implications of this research, the company can implement it as a guide in developing strategy. The first strategy is about Work Performance which is the result of the team's efforts or efforts to carry out the work entrusted to them with the skills, experience and excellence along with the responsibilities that have been given to them. In the loading factor value in the last chapter, it can be seen in the Work Performance variable. In item Y\_3 with the question item "I understand the answers given" the highest score was obtained, namely 4.857. This means that the new management group will understand the responsibility provided by the management. Then, Work Management refers to the level of employee psychological integration with their work, actively participating in their work, and considering performance in their work as important for their own good. In the loading factor values in the previous chapter, it can be seen that in item M\_6 with the question item "I have contributed to solving operational problems" the highest score was obtained, namely 4.738. This means that in this case the new sales group can contribute to solving operational problems. Furthermore, Leadership is the ultimate ability to realize a vision or goal that has been set by mobilizing an individual or a group of people to achieve their goal in full. In the loading factor value in the previous chapter, it can be seen in



the leadership variable, in Item In this case, it means that the new team always carries out work duties with full responsibility. Then finally, motivation is the development of a stimulating force which generates work enthusiasm in individual cells, so that they are willing to work efficiently and are integrated with all their personal strengths and efforts to achieve excellence and achievement. In the loading factor values in the last chapter, it can be seen that item In this case, it means that the new group of employees is considered to be a family member.

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