

The Role Of Employment Engagement As A Mediator in Influence Between Psychological Capital and Social Support to Performance In Employees of PT. Great Adhibaladika

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Abstract — Several studies show that work engagement acts as a mediator between psychological capital and social support on performance (Bakker & Demeuroti, 2019). The aim of this researcher is to determine the role of work engagement as a mediator in the relationship between psychological capital and social support on performance. The subjects in this study were employees of PT. Adhibaladika the Great. From a total population of 311 employees, as many as 175 people were sampled in this study. The data collection technique used in this study was purposive sampling. The analysis technique in this study uses the SmartPLS program and before being analyzed, it is done first to check whether there are operational items that fail or not using Statistical Product and Service Solution (SPSS). The results of this study indicate that all variables have a significant influence or can also be called 7 of 7 accepted research hypotheses. In practice, the seven hypotheses that have been proven to be accepted and show a significant value will certainly be very useful as a reference for companies to increase psychological capital, social support, work engagement and employee performance. Each endogenous variable that wants to be improved is recommended with a different solution in aspects related to its endogenous variable or it can be concluded that t count from H1 is the Psychological Capital variable on Performance = 13,346 (solution: training), H2 is the Social Support variable on Performance = 5,382 (solution: role model), H3 is Psychological Capital variable on Work Engagement = 3,308 (solution: training), H4 is Social Support variable for Work Engagement = 2,397 (solution: role model), H5 is Work Engagement variable on Performance = 7,840 (solution: rewards and punishments). This research also proves that the JD-R Model is still valid today.

Keywords — *Psychological Capital, Social Support, Employee Work Engagement, Performance*

1. Introduction

Improving the quality of employee performance is one of the concentrations in the study of Corporate Entrepreneurship, therefore this research is intended to be a learning material in improving the performance of employees in companies that are included in Corporate Entrepreneurship, whether they are still startups or those that are in the stage of scaling up. Bukit Darmo Golf is one of the successful companies in Indonesia which is a subsidiary of PT. Adhibaladika Agung located in Surabaya. golf alone 70 ha. Bukit Darmo Golf has a total of 311 employees in one department which is under the general manager at Bukit Darmo Golf. The current staff is divided into food & beverage + casual, banquet sales, ME + casual golf cart, housekeeping, housekeeping outsourcing, S&M golf, security, golf course maintenance, outsourcing abhirama, golf operation, permanent GA, GA ladies, HRD & GA, accounting & EDP, purchasing.

The bigger and more developed a company is, the more employees will work in it, so there is a high possibility of problems related to its human resources. To find out the company has qualified and skilled employees in their fields, it can be seen from the results of employee performance. The more employees the company has with good performance, it will accelerate the company in realizing its goals. So the company makes various efforts to improve the performance of its employees in order to contribute to the company.

Employee performance appraisal can be done based on Key Performance Indicators (KPI). Soemohadiwidjojo (2015, p. 28) explains that key performance indicators are a series of key indicators that are measurable and provide information on the extent to which the rates charged to an organization have been successfully achieved. In the Job Demands-Resources (JD-R) model proposed by Bakker & Demeuroti (2007, as

cited in Hardaningtyas, 2020), there are two indicators that affect work engagement, namely organizational resources, job resources and personal resources. According to Bakker & Demeuroti (2007, as cited in Hardaningtyas, 2020), transformational leadership and social support are factors included in job resources that support work engagement, while personal resources can affect work engagement or can also be called psychological capital. In the old theory before the JD-R Model, the predictor of performance is motivation, with high motivation will create a commitment to what is his responsibility in completing each job (McNeese-Smith et al, 1995 as cited in Abu Jahid & Adnyana, 2021). However, the set of motivational predictor variables is an incomplete and detailed predictor for predicting performance. Another theory, namely DCM or demand control model. According to the JD-R model, work engagement is influenced by organizational resources and personal resources, but in DCM there are only organizational resources that affect work engagement.

Alessandri et al. (2018) say that psychological capital is an approach characterized by dimensions that can optimize individual potential so that it can help organizational performance. These dimensions are self-efficacy, hope, optimism, and resilience. In terms of self-efficacy, there is a problem with Bukit Darmo Golf employees in general, as well as in the food and beverages section, namely employees tend to feel inferior when interacting with clients with high levels of success.

2. Literature Review

2.1. Previous Research

Alessandri et al. (2018) said that the JD-R model in 2002 mentions psychological capital as a personal resource that has a very high intrinsic motivation value in influencing performance. Psychological capital is filled with hope, efficacy, resilience, and optimism while work engagement is filled with vigor, dedication, and absorption. Another study was conducted by Bhatti et al. (2018). The results of this study agree that work engagement can be a mediator in the influence between psychological capital and performance. Bakkeret and Demerouti (2017) also found in their study that home care professionals who have multiple sources of work (autonomy, social support, performance feedback, and opportunities for professional development) can buffer the relationship between work demands (emotional demands, patient abuse), workload, and physical demands) and fatigue. The instrument has become very popular over the last 20 years, partly due to enthusiasm about new approaches to positive psychology. Job engagement is a mental state in which employees feel full of physical energy (vigor), are enthusiastic about their work and the things they do (dedication), and are so immersed in their work activities that they seem to fly (absorption). This document is copyrighted by the American Psychological Association or one of its allied publishers.

2.2. Grand Theory

Mangkunegara (2015, p. 67) understanding of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Job engagement is a positive, satisfying mental condition related to work, in the JD-R model of work engagement can be a predictor of performance (Bakker & Demerouti, 2007 as cited id Hardaningtyas, 2020). Based on the JD-R Model proposed by Bakker & Demeuroti (2007, as cited in Hardaningtyas, 2020), performance can be influenced by work engagement directly and indirectly by psychological capital. Researchers conducted research on the role of work engagement as a mediator in the relationship between psychological capital and performance, it was clear that the three variables were related from the chart below.

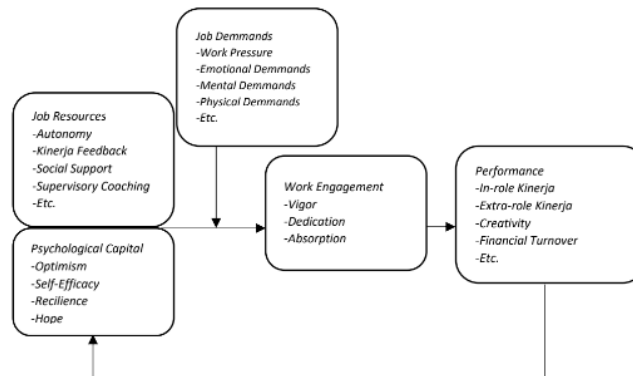


Figure 2.1. Bakker & Demerouti Model JD-R Chart

2.3. Performance

Mangkunegara (2015, p. 67) understanding of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. According to Zameer et al. (2014) performance as one of the quality monitors of individuals is supported by work measurement. The higher the performance, the higher the productivity in the organization. According to Widodo (2015, p. 133) employee performance can be influenced by:

- Quality and ability of employees, matters related to education/training, work ethic, work motivation, mental attitude, and physical condition of employees.
- Supporting facilities, namely matters relating to the work environment (occupational safety, occupational health, production facilities, technology) and matters relating to employee welfare (wages/salaries, social security, job security)
- Supra facilities, namely matters relating to government policies and industrial relations management.

Soemohadiwidjojo (2015, p. 28) explains that key performance indicators are a series of key indicators that are measurable and provide information on the extent to which the rates charged to an organization have been successfully achieved. The results of achieving KPIs become the basis for providing rewards and consequences so that KPIs are also useful for encouraging work motivation and good behavior from employees (Soemohadiwidjojo, 2015, pp. 29–30).

This Performance Aspect is at the same time an indicator that will be in the performance measurement tool. Na-Nan et al. (2018) said that the performance aspect is divided into 3 dimensions, namely:

- Time (Working Time)
- Quality (Quality of Work)
- Quantity (Work Quantity)

2.4. Psychological Capital

Osigweh (1989, as cited in Nurfaizal et al., 2018) states that psychological capital is an approach characterized by dimensions that can optimize the potential of individuals so that they can improve work performance. This aspect of psychological capital is at the same time an indicator of a capital measurement tool psychological. According to Avey et al. (2007, as cited in Xu et al., 2017) psychological capital consists of 4 main aspects, namely:

- Self-efficacy**, namely belief in self-ability and cognitive resources owned.
- Hope**, which is to have positive expectations and plan the steps that must be taken to achieve success.
- Resiliency** is the capacity that a person has to be able to survive and bounce back when faced with negative or positive experiences.
- Optimism** is characterized by individuals who give positive attributions to themselves when they achieve success and view negative events as temporary, external, and situation-dependent.

2.5. Social Support

According to Jacobson (2017) social support is a form of behavior that fosters feelings of comfort and makes individuals believe that they are respected, valued, loved and that others are willing to provide attention and security. Meanwhile, according to Maryam (2017), there are three common sources of social support, namely the use of informal social support networks, the use of formal social systems, and the use of independent groups. In SSI (Social Support Inventory), the aspect of social support has 3 indicators, namely:

1. Emotional Support
2. Informative Support
3. Social Companionship (Social Assistance)
4. Instrumental Support

2.6. Work Attachment

Altinay et al. (2019) say that work engagement is a positive mental condition in fulfilling work activities related to mental status. According to Seijts and Crim (2006, as cited in Rusyandi, 2015) defines employee engagement as someone who is fully involved and enthusiastic about his work. Bonded employees care about the future of the company and want to invest of their own free will for the success of the organization. In the UWES (Utrecht Work Engagement Scale) this aspect of work engagement is at the same time an indicator in the work engagement measuring tool. Altinay et al. (2019) said that the aspects of work engagement were divided into 3, namely vigor, dedication, absorption. Kuok and Taormina (2017) that work engagement has cognitive, emotional and behavioral aspects.

3. Research Methods

3.1. Analysis Model

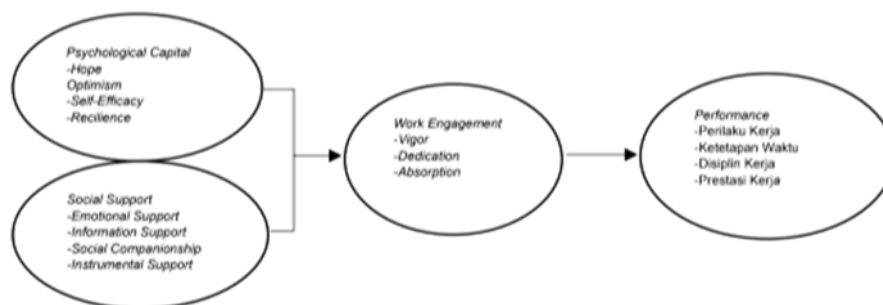


Figure 3.1. JD-R Modification Model
Source: Bakker & Demerouti (2007)

3.2. Hypothesis

Hypothesis 1 = psychological capital can affect employee performance

Hypothesis 2 = social support can affect employee performance

Hypothesis 3 = psychological capital can affect employee work engagement

Hypothesis 4 = social support can affect employee work engagement

Hypothesis 5 = work engagement can affect employee performance

Hypothesis 6 = Job engagement acts as a mediator in the influence between psychological capital and performance

Hypothesis 7 = work engagement acts as a mediator in the effect of social support on performance

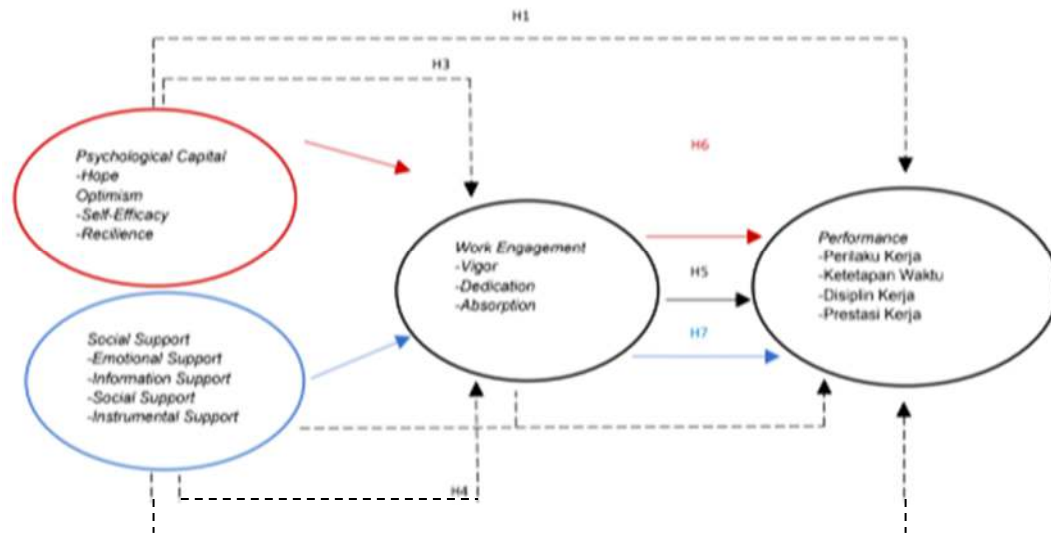


Figure 3.2. Hypothesis Research Model

3.3. Research Approach

This study uses quantitative analysis with the reference variables for data collection. The data obtained from the questionnaire will be analyzed using the Structural Equation Model (SEM), namely Partial Least Square (PLS) using WarpPLS 3.0 software. The population used is Bukit Darma Golf employees, totaling 311 employees. Of the 311 employees, purposive sampling will be conducted. Samples are taken/selected because the sample is at the right place and time. That is sampling at the time the data is distributed and will be taken 175 samples from 311 populations for this study. This number of samples is the result of the slovin sample size test with a standard error of 5%.

3.4. Method of collecting data

One of the data collection methods used in this research is that respondents are asked to fill out online questionnaires by scanning the research barcode to be able to open online questionnaires and can be filled in using their respective gadgets. The scale used in the research instrument is a Likert scale with answer choices and scores as follows:

- Score 1 for the answer choice Never Happened (TPT)
- Score 2 for the answer choice Rarely Occurs (JT)
- Score 3 for answer choices Sometimes (K)
- Score 4 for the answer choice Frequently Occurs (ST)
- Score 5 for the answer choices Always Happens (SLT)

The data collection method which is then used in this study is to use a survey to evaluate employee performance. The results of this survey are in the form of data from the Performance Appraisal Form.

3.5. Data analysis technique

Data analysis in this study used SEM (Structural Equation Model)-PLS (Partial Least Square). SEM-PLS or PLS is a variant-based structural equation analysis that is able to test the measurement model (Outer Model) and structural model (Inner Model) simultaneously.

4. Results and Discussion

4.1. Data analysis

4.1.1. Measuring Instrument Validity Test Results

Table 4.1. Measuring Instrument Validity

	<i>Average variance Extracted (AVE)</i>
<i>Psychological Capital</i>	0.748
<i>Social Support</i>	0.55
<i>Work Engagement</i>	0.751

From the table and chart above, it can be concluded that $AVE > 0.5$ and the measuring instrument of the research tested using SMARPLS is valid.

4.1.2. Measuring Instrument Reliability Test Results

Table 4.2. Measuring Instrument Reliability

	<i>Cronbach's Alpha</i>
<i>Psychological Capital</i>	0.89
<i>Social Support</i>	0.772
<i>Work Engagement</i>	0.835

From the table above, it can be concluded that the value of Cronbach's alpha > 0.5 and the measuring instrument of the research tested using SMARPLS is reliable.

4.1.3. Validity and Reliability Test Results Per Operational Item

Table 4.3. Reliability per Operational Item

Variable		Score
Capital Psychological	Cronbach's Alpha	0.887
	Cronbach's Alpha Based on Standardized Items	0.895
	N of Items	24
SupportSocial	Cronbach's Alpha	0.890
	Cronbach's Alpha Based on Standardized Items	0.891
	N of Items	20
attachment Work	Cronbach's Alpha	0.836
	Cronbach's Alpha Based on Standardized Items	0.845
	N of Items	17
Performance	Cronbach's Alpha	0.828
	Cronbach's Alpha Based on Standardized Items	0.833
	N of Items	8

4.1.4. Number of Respondents in Each Department

Purposive sampling criteria in this study are permanent employees and a minimum of 2 years of work and of course all departments must be represented. For more details, see below :

Table 4.3. Number of Respondents in Each Department

Position	Amount Employee	Respondent	Percentage
<i>F&B casual</i>	42	20	11.43%
<i>Banquet Sales</i>	2	1	0.57%
<i>ME+Casual Golf Cart</i>	9	4	2.29%
<i>Housekeeping</i>	7	3	1.71%

<i>Golf S&M</i>	10	5	2.86%
<i>Security</i>	3	1	0.57%
<i>Golf Course Maintenance</i>	22	11	6.29%
<i>Golf Operation</i>	29	14	8.00%
GA Permanent	58	28	16.00%
GA ladies	20	10	5.71%
<i>HR & GA</i>	75	36	20.57%
<i>Accounting & EDP</i>	83	39	22.29%
<i>Purchasing</i>	7	3	1.71%
Total	311	175	100.00%

4.1.5. Characteristics of Respondents

Table 4.4. Characteristics of Respondents

Variable		Frequency	Percentage
Status Wedding	Married	92	52.57%
	Not married yet	83	47.43%
Age	21-25	11	6.29%
	26-30	41	23.43%
	31-35	70	40.00%
	36-40	27	15.43%
	41-45	22	12.57%
	46-50	3	1.71%
	51-55	1	0.57%
Duration Working	1-5 year	59	33.71%
	6-10 year	82	46.86%
	>10 year	34	19.43%

4.2. Descriptive Analysis of Research Variables

4.2.1. Psychological Capital Variables

The results of the measurement of the Psychological Capital variable have an average value of 3.70, meaning that respondents who fill out this questionnaire on average fill in less (3) and often occur (4). The minimum value is 1 and the maximum value is 5. The standard deviation value is 0.94 and the mean is 3.70, meaning that the data is less varied because the standard deviation value is smaller than the mean.

4.2.2. Social Support Variable

The results of the measurement of the Social Support variable have an average value of 3.62, meaning that respondents who fill out this questionnaire on average fill in less (3) and it often occurs (4). The minimum value is 1 and the maximum value is 5. The standard deviation value is 0.98 and the mean is 3.62, meaning that the data is less varied because the standard deviation value is smaller than the mean.

4.2.3. Job Engagement Variables

The results of the measurement of the Work Engagement variable have an average value of 4.05, meaning that respondents who fill out this questionnaire on average often occur (4). The minimum value is 1 and the maximum value is 5. The standard deviation value is 0.85 and the mean is 4.05, meaning that the data is less varied because the standard deviation value is smaller than the mean.

4.2.4. Performance Variables

The results of the measurement of the Performance variable have an average value of 4.01 which means that respondents who fill out this questionnaire on average often fill out (4). The minimum value is 1 and the maximum value is 5. The standard deviation value is 0.70 and the mean is 4.01 meaning that the data is less varied because the standard deviation value is smaller than the mean.

4.3. Partial Least Square (PLS) Analysis

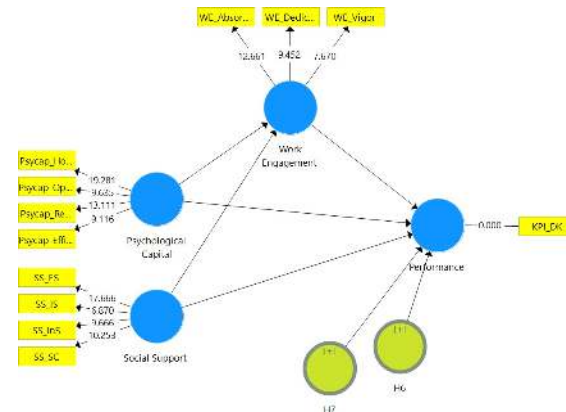


Figure 4.1. Outer Model Test Results

Figure 4.1. shows the Outer Model test results for each statement of the four variables, namely Psychological Capital, Social Support, Work Engagement and Performance. Overall, the next step can be done by testing the Outer Model evaluation as described below.

4.3.1. Validity test

a. Convergent Validity

Table 4.5. Loading Factor AVE

Variable	Indicator	Loading Factor	AVE	Note
Capital Psychological	Hope	19,281	0.652	Valid
	Optimism	9,635		
	Recilience	13.111		
	Efficacy	9.116		
SupportSocial	Emotional Support	17.666	0.731	Valid
	informative Support	6.87		
	Instrumental Support	9.666		
	Social Companionship	10.253		
Work Attachment	Vigor	7.67	0.723	Valid
	Dedication	9.452		
	Absorption	12.661		
Performance	Work Discipline	0.000	1,000	Valid

Based on the results in table 5.11, all variables with reflective constructs are declared valid because they meet the existing requirements, namely $AVE > 0.5$. Therefore, all variables are validly decentralized.

b. Discriminant Validity

Table 4. 6. Cross Loading

	H6	H7	Performance	Psychological Capital	Social Support	Work Engagement
Psycap_Efficacy	-0.080	-0.248	0.678	0.768	0.350	0.303
Psycap_Hope	0.053	-0.077	0.784	0.846	0.485	0.374
Psycap_Optimism	-0.027	0.000	0.567	0.746	0.501	0.177

Psycap_Recillience	-0.039	-0.111	0.689	0.865	0.529	0.372
SS_ES	-0.172	-0.136	0.711	0.566	0.894	0.372
SS_IS	-0.103	-0.035	0.469	0.427	0.818	0.263
SS_InS	-0.109	0.008	0.462	0.437	0.839	0.274
SS_SC	-0.155	-0.033	0.577	0.505	0.867	0.308
WE_Vigor	-0.368	-0.447	0.512	0.276	0.259	0.866
WE_Absorption	-0.406	-0.417	0.564	0.364	0.314	0.823
WE_Dedication	-0.122	-0.262	0.569	0.348	0.344	0.862
KPI_DK	-0.144	-0.264	1,000	0.850	0.666	0.648

It can be seen from table 4.6 that the cross loading results show that the correlation value of the construct with its indicators is greater than the correlation value with other constructs (which are green). Thus, all constructs or latent variables already have good discriminant validity, where indicators in the construct indicator block are better than indicators in other blocks. The next evaluation is by comparing the AVE root value with the correlation between constructs. The recommended result is that the AVE root value should be higher than the correlation between constructs.

c. Reliability Test

Table 4.7. Descriptive Analysis

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>
Capital Psychological	0.822	0.882
SupportSocial	0.879	0.916
Work Attachment	0.809	0.887
Performance	1,000	1,000

Based on the research results listed in table 4.7, the reflective construct is declared reliable because it meets the requirements of composite reliability and Cronbach's alpha.

4.3.2. Structural Model Evaluation (Inner Model Evaluation)

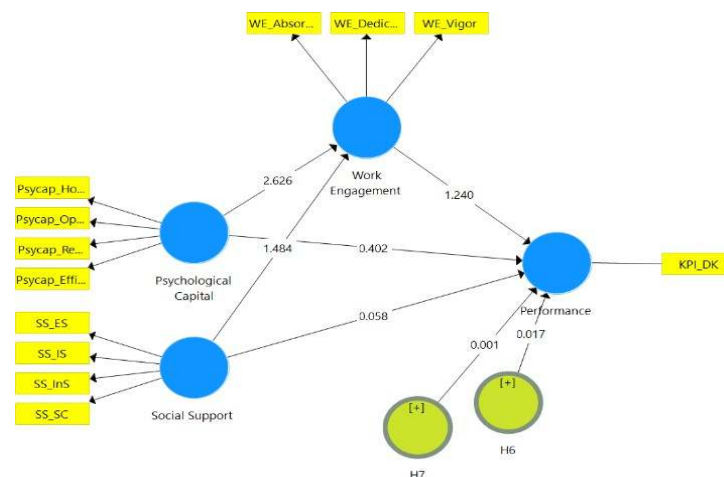


Figure 4.2. Inner Model Test Results

a. Test R^2

Table 4. 8. Descriptive Analysis

Variable Type	Variable	R^2	Influence
endogenous	Performance	0.867	Strong
Exogenous	attachment Work	0.181	No effect

Based on the research results listed in table 4, 8 the value of R² on performance has a strong relationship. Performance can be affected by work engagement. Meanwhile, the work engagement variable is influenced by psychological capital and social support. For work engagement can be seen in table 4.8. that the Job Engagement variable has no effect as an endogenous latent variable from its exogenous latent variable.

b. Test f^2

Table 4.9. f^2

No	Variable	f^2	Note
H1	Capital Psychological - Performance	1,560	Big
H2	Support Social - Performance	0.204	Intermediate
H3	Capital Psychological - attachment Work	0.061	Small
H4	Support Social - attachment Work	0.035	Small
H5	attachment Work - Performance	0.559	Big
H6	Psychological Capital - Work Engagement - Performance	0.016	Not take effect
H7	Social Support - Work Engagement -Performance	0.015	Not take effect

The f^2 test was used to determine the change in R². Therefore, the result of the f^2 test is a reflection of R²

4.3.3. Hypothesis testing

Table 4.10. Patch Coefficient Value

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Significant	Information
H1	0.590	13,346	0.000	Significant	Received
H2	0.212	5.382	0.000	Significant	Received
H3	0.272	3.308	0.002	Significant	Received
H4	0.206	2,397	0.017	Significant	Received
H5	0.335	7,840	0.000	Significant	Received

Psychological capital affects performance because the t-statistic is 13,346 with a p-value of 0.000 and thus H1 is accepted. Social support has an effect on performance because the t-statistic is 5.382 with a p-value of 0.000 and thus H2 is accepted. Psychological capital has an effect on work engagement because the t-statistic is 3.308 with a p-value of 0.002 and thus H3 is accepted. Social support has an effect on work engagement because the t-statistic is 2,397 with a p-value of 0.017 and thus H4 is accepted. Work engagement affects performance because the t-statistic is 7,840 with a p-value of 0.000 and thus H5 is accepted.

4.3.4. Mediation Effect Test

The mediation test shows that Job Engagement acts as a mediator in the influence between Psychological Capital and Social Support on Performance. This is indicated by the value of t - statistic > 1.96 and p-value < 0.05. mediation effect testing is done by bootstrapping using smartpls. The results can be seen in the following table ;

Table 4. 10. Mediation Effect Test

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Significant	Information
H6	0.069	2.184	0.029	Significant	Received
H7	0.091	3.124	0.002	Significant	Received

4.3.4. Moderation Effect Test

The results of the moderating effect test in this study were rejected, this shows that work engagement cannot strengthen the relationship of psychological capital to performance and also cannot strengthen the relationship of social support to performance. More details can be seen in the following table :

Table 4.11. Moderation Effect Test

	Original Sample (O)	T Statistics (O/STDEV)	P Values	Significant	Inform ation
H6	0.069	1.579	0.115	Not Significant	Rejected
H7	0.091	1.392	0.165	Not Significant	Rejected

5. Conclusions and Practical Implication

5.1. Conclusion

The conclusion of this research is that Psychological Capital and Social Support affect Employee Performance. Psychological Capital and Social Support also affect Employee Job Engagement. Job engagement affects employee performance. Job Engagement acts as a mediator in the influence between Psychological Capital and Performance. Engagement acts as a mediator in the influence of Social Support on Performance.

5.2. Practical Implication

In this case, it has been proven that exogenous variables that have a high score will also be in line with high performance. Therefore, I would highly recommend conducting training, giving appropriate rewards and punishments, for example bonuses during overtime or achievements and also warnings if there are problems in performance exogenous variables or providing good figures in matters relating to performance exogenous variables so that Performance in the company can be maintained properly to meet the company's goals in business competition.

The results of this study indicate that all variables have a significant influence or can also be called 7 of 7 accepted research hypotheses. In practice, the five hypotheses that have been proven to be accepted and show a significant value will certainly be very useful as a reference for companies in increasing psychological capital, social support, work engagement and employee performance. Each endogenous variable that wants to be improved is recommended with a different solution in aspects related to its endogenous variable or can be concluded as follows:

- H1. Psychological Capital – Performance (solution: training)
- H2. Social Support – Performance (solution: role model)
- H3. Psychological Capital – Work Engagement (solution: training)
- H4. Social Support – Work Engagement (solution: role model)
- H5. Work Engagement – Performance (solution: reward and punishment)
- H6. Psychological Capital – Work Engagement – Performance (solution: training + reward and punishment)
- H7. Social Support – Work Engagement – Performance (solution: role model + reward and punishment)

The researcher suggests that the above is based on the experience of the researcher in leading the company, although it also does not rule out the possibility that there are other solutions that can be done to improve performance and other variables studied in this study.

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