

# THE INFLUENCE OF EMPLOYEE INVOLVEMENT AND WORK ENVIRONMENT ON EMPLOYEE PERFORMANCE WITH SATISFACTION AS A MODERATION VARIABLE (STUDY OF EMPLOYEE BSI KCP JAKARTA)

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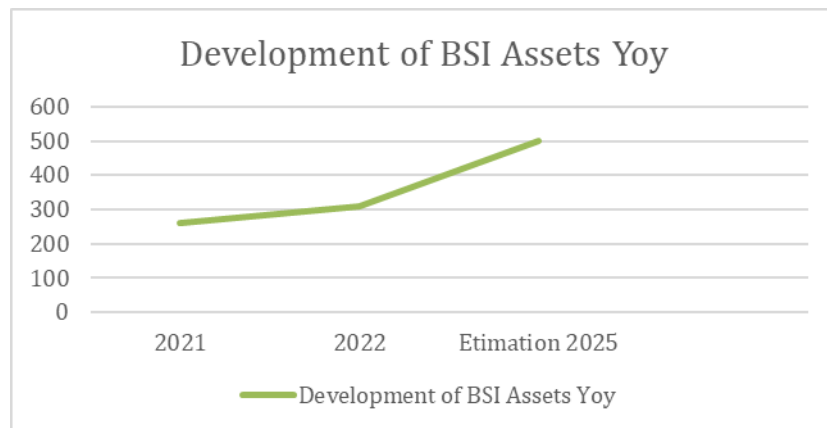
## Abstract

Employee involvement in various work programs and comfort in the work environment has great potential in improving employee work performance due to the emergence of inner and outer satisfaction in the employee. To prove the statement above, this study aims to determine how much influence employee involvement and work environment have on employee performance and indirectly with satisfaction as a moderating variable. This research is quantitative research using techniques *purposive sampling*. The research sample consisted of BSI bank employees in Jakarta. The population in this study was 200 BSI KCP Jakarta bank employees with a minimum criteria having worked for 1 year using a questionnaire and data were analyzed using *Path Anaylisis*. The study results show that employee engagement has a positive direct effect on employee performance. In line with involvement, the work environment also has a significant favorable influence on employee performance. Interestingly, in this study, the effect of these two variables has an increasingly significant increase if tested indirectly or with satisfaction as a moderating variable. The employee involvement variable experienced a significant strengthening, namely from 0.008 direct testing to 0.000 if tested indirectly or with satisfaction as a moderating variable. In contrast to satisfaction, the work environment experienced a more significant increase, from 0.021 if tested directly to 0.000 if tested indirectly or with satisfaction as a moderating variable.

*Keywords: "Employee Performance, Employee Engagement, Work Environment, Satisfaction"*

## INTRODUCTION

The success of a bank in reaching its targets depends on the human resources it has (Vera Parlinda, 2019). BSI or Bank Syaria'h Indonesia is the largest Syaria'h Bank in Indonesia and the seventh largest in the world. As a new player in the world of banking, BSI has a myriad of targets that must be achieved, one of which is assets that reach 500 trillion by 2025 specially at Jakarta region (Risalah, 2023) . In 2021 and 2022 BSI assets will be in the range of 275 trillion and 310 trillion in 2022.



*Source: Data processed by researchers, 2023*

The achievement of these targets must be accompanied by the performance of its employees. To improve employee performance in order to achieve the targets achieved must pay attention to the factors that influence it. Some of these factors include employee involvement in every activity, a safe, comfortable and peaceful work environment for employees, and employee satisfaction in completing work (Putri et al., 2019) & (Munparidi & Sayuti, 2020).

Employee involvement is related to the commitment that employees have to achieve targets owned by the company (Macey & Schneider, 2008). This commitment can make employees work cooperatively and always prioritize the interests of the company over personal interests (Bakker, 2008).

In addition to employee involvement, the work environment is believed to hold the key to employee performance (Syarif Ali, 2017). A comfortable work environment can make employees do their job to the fullest. On the other hand, an uncomfortable work environment can make employees depressed and not optimal in doing their jobs (Hermawan, 2018).

In addition to employee involvement and the work environment, satisfaction also plays an important role in employee performance. Falkenburg states that satisfaction can improve employee performance (Putra, 2014). With satisfaction, employees can do their work wholeheartedly without any burden. The existence of satisfaction can make employees love their work. In the end, this can make employee performance better.

According to (Antonic, n.d.) employee satisfaction has a positive influence on four dimensions of work (general satisfaction with work; employee relations; remuneration, benefits and organizational culture, and employee loyalty),

Several research results show (Macey & Schneider, 2008) employee engagement can improve employee performance. Engaged employees exhibit a variety of productive behaviors that enhance synergistic team efforts toward organizational goals (Bakker, 2008).

(Tri Budiarto, 2019) & (Hermawan, 2018) show that the work environment has a positive and significant influence on employee performance. In line with the results of the research above, research (Kholil et al., 2014) shows that the work environment has an influence on employee performance.

Based on the various views above, this study aims to determine the direct effect of employee performance, work environment, and satisfaction on employee performance directly and the effect of employee performance and work environment on employee performance indirectly with satisfaction as a moderating variable.

## **HYPOTHESIS DEVELOPMENT**

### **Employee Involvement**

According to Born, employees can identify psychologically with the job and consider their work vital to themselves and the organization. Another definition of work involvement, according to Blau and Boal, is the level at which employees immerse themselves in their work, invest time and energy in it, and work see it as the center of their life as a whole. Meanwhile, according to Khaerul Umam, work involvement is defined as the degree to which a person psychologically perceives himself with the job and the level of performance as vital to their pride. Some of the theories above conclude that work involvement is defined as the degree to which individuals actively participate in it, invest time and energy into their work, and consider work as important as an overall self-image (Wahyu Putri Agustin, 2020).

Work involvement can be measured by several dimensions, including: The activeness of a person in his work, a sense of partiality towards work, and regard important work as self-esteem. The measurements used in measuring work involvement, according to some experts: 1). Actively participating in work can show a worker is engaged in work. Actively participating is carrying someone against something. From this level of attention, it can be known how an employee cares, cares, and knows what field comes to his attention. 2). Designate work as the main one shows work as the central one employees who represent the level of work involvement. If employees feel their work is the main thing. Employees who prioritize work will try their best for their work and consider their work an attractive center in life that deserves priority. 3). Sees work as necessary for self-esteem. Work involvement can be seen from the attitude of a worker in mind regarding his work, where an employee considers work important for self-esteem. Pride is a guide to self-confidence and self-respect; having strong self-esteem means feeling fit with life and complete confidence, namely having competence and overcoming life's problems. Self-esteem is liking don't like him. When the job feels significant and very valuable both materially and psychologically the worker, the worker appreciates and will carry out work as well as possible so that work involvement can be achieved, and these employees feel that their work is essential to the price himself (Wahyu Putri Agustin, 2020).

Research states that employee engagement can improve employee performance. Engaged employees demonstrate various productive behaviors and improve synergistic team efforts toward organizational goals. This synergistic effort led to employee performance improvement. The reason behind the action and this performance are the

employees' capabilities to transfer their feelings throughout the organization. As soon as workers react toward goals as a group, their productivity will increase. Engaged employees work cooperatively with teammates, are in charge of assignments, and try to contribute entirely to the purpose and goals organization. Employees involved are more focused on work than employees who do not work. Involvement has a substantial impact on performance work (Septiadi et al., 2017).

Employees who feel engaged are those who feel genuinely involved and enthusiastic about work and organization. Attachment is the will of the ability to contribute to the company's success, visit the condition of employees and discomfort between employees makes a difference in attitude, willing to try hard to complete his work and use all mind and energy to work. Employee engagement is the performance that an organization will have is said to be qualified if human resources do the work have a high engagement both physically, cognitively and emotions towards the performance of an organization will be said qualified if human resources do the work have a high engagement both physical and cognitively, and emotional attachment to work and organization. Proves that employee engagement has an effect significant on employee performance. The research results show that the employee involvement variable has a positive and significant influence on employee performance (Setiani, 2011).

Research conducted by proves that work involvement positively affects performance through commitment organization. stated that job involvement positively affects performance and organizational commitment as a partial mediation. revealed an influence of work involvement and employee performance against mediated medication partial to organizational commitment as a mediator variable. Armanu explained that work involvement affects the performance of employees partially mediated by organizational commitment. Akram stated that there is a positive relationship between work involvement on employee performance which is partially mediated by organizational commitment (Fahrizal et al., 2020).

Khan stated that employee performance could increase when employees feel that they belong more authority to make decisions at work, deliver essential contributions to the success or the failure of their company, and have the power to decide for themselves their work; in other words, if high employee engagement, then it can improve the performance. This theory is supported by previous research, which found that work involvement has a positive effect on the performance of Baitul Maal Wat employees Tamwil (BMT) (Abram, 2022).

Employee involvement is needed by the company considering that the source Quality human resources is one of the keys to creating a competitive advantage company. Employee involvement is also the key to the company's success in the face of business changes and global competition. Related news challenges modernization also demands adaptation and creative innovation from the company to maintain its existence in the worldwide business order. For that, employees must be able always to move actively and not only survive on a given job desk to her. Employees must have the courage to move from their comfort zone by continuing to challenge, innovate and give more to the company. The vital presence of employees within the company participates in thinking and sharing the risk of decisions taken by the company. Reach that point requires a sense of belonging which leads to high employee loyalty to the organization, which can be achieved through employee engagement (Nugroho & Ratnawati, 2021).

Employee engagement has a positive influence on employee performance; one of them is through the creative process produced as a result of the involvement of employees in an

organization. Employee engagement delivers vast space for employees to express themselves at work. The tasks given will bring out the creative thinking of employees. Gheisari also stated that employee engagement positively influences employee performance by emphasizing social factors such as teamwork, decision-making participation, and how much employees support organizational goals (Nugroho & Ratnawati, 2021).

## WORK ENVIRONMENT

The atmosphere of the work environment plays a vital role in the framework implementation of employees' daily tasks. The work atmosphere fun will result in better work productivity. The intended working atmosphere is the condition of the place (workspace), room ventilation, irradiation, and other supporting facilities. Often someone is not motivated to work and sometimes bored with their daily work routine because the atmosphere of the work environment could be more supportive, such as the unavailability of supporting facilities and infrastructure required to carry out the duties and responsibilities of a civil servant. Morale can be stimulated when employees feel their work atmosphere helps increased productivity (ASLIA, 2019).

Nitisemito (Nitisemito, 2012) defines the work environment as everything around the workers that can influence them in carrying out the assigned tasks. In eras of globalization, as it is today, competition in the market will be increasingly stringent. To be superior in the competition, companies must perform better, which depends on how outstanding managers and top decision-makers manage the company. To achieve better performance, the company must be able to take advantage of the resources in it, including maximizing the function of resources man. In general, human resources aims to improve the company's performance by forming reliable human resources. In relationship with human resources, various studies have been carried out; changes in working environment conditions directly or indirectly can indirectly affect the company and employee stress levels, reducing work performance (ASLIA, 2019).

The work environment is a dynamic condition of a work situation can make employees happy and enjoy the work activities carried out so that employees feel that the work environment is very conducive in increasing the motivation for the work done. Besides that, Jackson said the work environment is the internal environment and external from a work service activity that can provide work motivation in carrying out and completing the tasks of employees who are mandated or authorized to employees. Internal environment refers to the ability of service between employees to complete tasks in a consolidated, socialized, and elaborated manner to give the impression of a dynamic and conducive work environment. While the external environment is the internal environment between companies or partnerships between companies. While Sulastiwio gives the interpretation that To create work motivation, it is necessary to have a good work environment support internally and externally. The condition of the internal environment is working relationships between superiors and subordinates, between colleagues in work carry out and complete tasks optimally. Whereas The external environment is a relationship of interrelationships in providing conditions conducive to work between sections/divisions of work tasks with one another in developing work motivation with other agencies according to substantive work environment conditions in providing the process is easy, fast, and accessible under the creation of conditions work environment (ASLIA, 2019).

David in (2019) a work environment assessment seminar, argues that the work environment is a productive condition for create internal and external situations to get optimization work of a performance, so that the creation of internal conditions must be



conducive, fun, and exhilarating work environment automatically and means of playing a role. According to Forehand and Gilmer, the work environment is a set of characteristics that distinguish something company with other companies in the long term and influence human behavior. the great lady states that "the work environment is a set of perceptually measurable characteristics of working conditions together with the members of the company who live and work together in a company"(ASLIA, 2019).

Meanwhile, Lussier means that "The work environment is a company's internal quality that is relatively ongoing continuously felt by its members. Meanwhile, Steers argues that "the work environment is a character in a company that influences behavior worker". Based on the opinions of the experts above, it can be concluded that The work environment is a place where members of the company carrying out their work and is a condition of working conditions that can be measured based on the nature and subjective perceptions shared by its members who live and work together on an ongoing basis continuously and produce memorable actions in carrying out tasks and his job (Nitisemito, 2012).

### **EMPLOYEE PERFORMANCE**

Employee performance, according to Muhammad Zainur Roziqin (Roziqin, 2010), is the whole process of working with individuals whose results can be used as the basis for determining whether the individual's work is good or bad on the contrary. At the same time, (Wirawan, 2009) states that performance is the output produced by the functions or indicators of an occupation or a profession at a particular time. According to (Husein, 2011) performance is the result of work that can be achieved by a person or group of people in an organization according to authority and responsibility, respectively, to achieve the goals of the organization concerned legally, not violating the law, and following morals and ethics. In line with some of the opinions above, (Roziqin, 2010) argued that performance is an embodiment of work apparatus, which will then be used as the basis for evaluating whether or not whether or not the targets and goals of a government organization's performance include the results that have been achieved by employees in carrying out the tasks assigned.

Based on some of the opinions above, it can be concluded that the performance employee is the work of an employee as long as he worked in carry out the primary duties of his position, which can be used as a foundation whether the employee can be said to have good work performance or on the contrary. According to Mohammda Pabundu, the factors that influence employee performance can be divided into two, namely (1) internal factors, such as intelligence, skill, stability, emotion, motivation, role perception, family conditions, a person's physical condition, the characteristics of the workgroup, etc.; (2) external factors include labor regulations, the customer wants, competitors, social values, labor unions, economic conditions, changes in work location and market conditions. In line with some opinions mentioned above, this suggests that performance is influenced by three factors, namely (1) Knowledge, especially related to work that is the responsibility of work; this factor includes the type and the level of education and training that has been attended in the field; (2) Experience, which is not just the amount of time or duration of work, but about the substance that is done if it is carried out in time long enough will improve the ability to do something specific fields; (3) Personality, in the form of a condition within a person facing the field of work, such as interests, talents, abilities cooperation/openness, persistence, work motivation and attitude towards work(Ahmad, 2010).

Based on the opinion of the experts as described above then, the factors that affect the performance of an employee is a factor internal and external factors, where internal factors are innate from the employees themselves, such as interests, talents, knowledge, ethos, work, work motivation, and others. At the same time, external factors originate from outside the employees themselves, such as company regulations, atmosphere employment, economic conditions, infrastructure, and others (Ahmad, 2010).

### SATISFICATION

In accordance with its nature, human needs are very diverse, good type and level, even humans have needs that tend not to limited. Needs always increase occasionally, and humans always try their best to satisfy them. Human needs are defined as everything one wants to be owned, achieved, and enjoyed. According to Davis and Newstrom, job satisfaction is a set of employee feelings about fun or not their work. There is an essential difference between these feelings and two other employee attitudes elements. Satisfaction is a feeling of pleasure or relatively unhappiness, for example, the following statement, "I am happy to perform multiple tasks," that is different from objective thinking, for instance, through reports, "my work is complicated," and behavioral desires, for example, the word "I am planning to no longer do the job in three months". The three parts of attitude help managers understand employees' reactions to their work and think about the impact on future behavior (Danang Saputro, 2022).

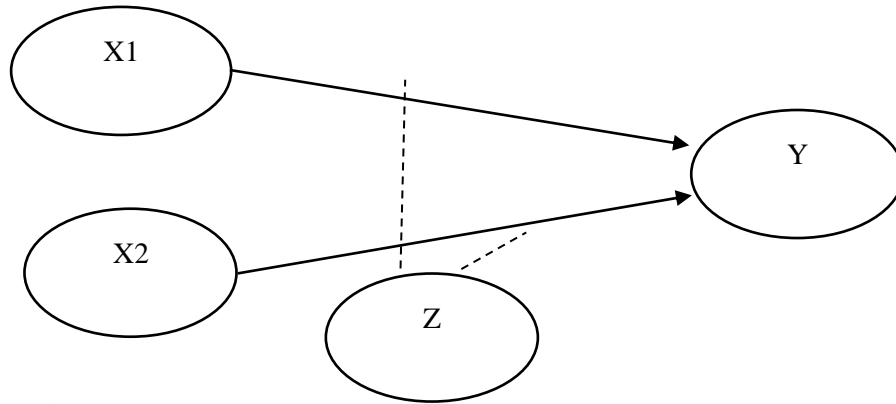
According to Windryanto, job satisfaction is a pleasant or unpleasant emotional state in which employees view their jobs. Satisfaction reflects a person's feelings towards his work, which is shown in the behavior and attitudes of employees in everyday life, usually shown in terms of positive responses at work. It should be realized that satisfaction Work is a factor that encourages employees/employees to work harder and motivates them to work. Job satisfaction at work is job satisfaction that is enjoyed in a career by obtaining praise for work, placement, treatment, equipment, and a good working environment. More like employees who enjoy job satisfaction at work will prioritize work more than remuneration even though remuneration is important (Danang Saputro, 2022).

### RESEARCH METHOD

This research is a quantitative research using an approach *explanatory*. Approach *explanatory* is research that seeks to explain the position and relationship between one variable and another (Sugiyono, 2019) which includes employee involvement and work environment as independent variables, job satisfaction as a moderating variable, and employee performance as the dependent variable. These four variables will be tested with SmartPLS 3.2.8 Software.

Data collection techniques through distributing online questionnaires to BSI employees throughout Indonesia who have positions with minimum work criteria of 1 year (Sehrawat & Giiri, 2017). Sampling technique using *purposive random sampling* totaling 200 employees. Questionnaires distributed using a scale *likert* 1-5 which contains strongly agree, agree, undecided, disagree, and strongly disagree. The list of questions created using the method *multiple choice* (multiple choice) consisting of the letters a, b, c, d, and e. In a questionnaire that has 28 items, a minimum of 150 samples is collected (Hair, 2010). After conducting this research, the researchers succeeded in obtaining 200 samples from 4 BSI KCP Jakarta, which consisted of BSI KCP Ortisita, BS KCP Tebet Barat, BSI KCP Fatmawati, BSI KCP Jakarta Lenteng Agung. This research is analyzed using *path analysis* with the following models:

**Model**



**Information:**

X1: Employee engagement

X2: Work Environment

Z: Satisfaction

Y: Employee Performance

**Hypothesis:**

H1: The relationship between employee engagement and employee performance.

H2: Relationship between work environment and employee performance

H3: Satisfaction moderates employee involvement in employee performance.

H4: Satisfaction moderates employee engagement on employee performance.

**RESULT**

**Convergent Validity**

Convergent validity aims to determine the correlation between constructs and latent variables (Ghozali, 2016). In this study, using 28 question items consisting of 8 question items on employee involvement, 8 work environment items, 6 satisfaction items, and 6 employee performance items with the following details:

**Table 1.1**  
Convergent Validity

Variable	Question Items	Loading Factor
Employee Engagement X1	Employees carry out their duties with full responsibility	0.921
	Employees try hard to take up his tasks	0.912
	Employees consider the task given is important	0.870
	Employees are very good at their jobs	0.813
	Employees consider existing tasks to be completed immediately	0.911



Variable	Question Items	Loading Factor
	The work tries to meet the target to the fullest	0.713
	Employees are willing to sacrifice personal interests with the company	0.845
	Employees are committed to doing the best job possible	0.922
	Employees are ready to commit to the risks they face for the sake of a job well done	0.813
Work environment X2	Facilities at work are adequate	0.912
	The atmosphere at work feels safe	0.810
	The relationship between employees is good	8.821
	Security at work is good	0.758
	There is no unpleasant smell	8.811
	The compensation given is appropriate	0.920
	There was no intimidation from any side	0.945
	Supervision has been carried out properly	0.935
Satisfaction Z	Satisfied with existing facilities	0.835
	Satisfied with salary	0.915
	Satisfied with the superior treatment	0.941
	Satisfied with regulations for employees	0.812
	Satisfied with the bonus when the target is reached	0.780
	Satisfied with the treatment of fellow employees	0.853
Employee performance Y	Employees complete tasks on time	0.919
	Employees are able to innovate	0.945
	Employees are able to	0.913

Variable	Question Items	Loading Factor
	drink mistakes	
	Employees are able to maximize capabilities	0.823
	Employees are fast in making decisions	0.845
	Employees do the job with near perfection	0.956

Source: Data processed by researchers, 2023

Description : Valid >70

### Composite Reliability

A variable is said to be good when the composite reliability value is more than > 0.70 and the Cornbach alpha value > 0.60

**Table 1.2**

Composite Reliability

Variable	Composite Reliability	Alfa Cronbach
Employee Engagement	0.850	0.889
Work environment	0.893	0.895
Satisfaction * Employee Engagement	0.823	0.795
Satisfaction * Work Environment	0.813	0.876

Source; Data processed by researchers, 2023

The table above shows all composite reliability values above 0.70 and Cronbach's alpha values above 0.60. Thus the above variables can be relied upon.

## DISCUSSION

### Path Coefficient

Table 1.3 Path Coefficient

	Variable	T-table	Information
Direct Influence	X1----) Y	0.008	Accepted
	X2----) Y	0.021	Accepted
Moderation	Z--) X1--) Y	0.000	Accepted
	Z--) X2--) Y	0.000	Accepted

Source: Data processed by researchers, 2023

### H1: Relationship between Employee Engagement and Employee Performance

Based on the results of the table above, employee engagement has a positive and significant effect on employee performance because the t-table value of 0.008 is smaller than 0.005. This is in line with the results of research (Macey & Schneider, 2008) & (Bakker, 2008) which state that employee involvement in every work program owned by the company can improve employee performance. With this involvement, employees

become more accustomed and reliable to the work that is done repeatedly. Thus the first hypothesis can be **accepted**.

**H2: Relationship between Work Environment and Employee Performance**

Based on the results above, the work environment has no effect on employee performance because the t-table is smaller than the probability value of 0.021. This is in line with research (Kholil et al., 2014) and in line with research (Tri Budianto, 2019) & (Hermawan, 2018). Comfort, safety, and enjoyment in the work environment can improve employee performance. Thus the second hypothesis as well be **accepted**.

**H3: Satisfaction Moderates Employee Involvement on Work Performance**

From the results of the analysis above, it can be concluded that the value of satisfaction is able to moderate employee involvement in work performance because the t-table value is smaller than the significance value of 0.05, which is equal to 0.000. The effect of employee involvement as expressed by (Macey & Schneider, 2008) & (Bakker, 2008) can generate satisfaction so that it automatically affects employee performance. This is also evidenced by the effect of employee involvement getting stronger after being moderated by satisfaction, namely from 0.008 if tested directly on employee performance and getting stronger to 0.000 if moderated by satisfaction. Thus the third hypothesis can be **accepted**.

**H4: Satisfaction Moderates the Work Environment on Employee Performance**

From the test results above, it can be concluded that the satisfaction variable can moderate the work environment on employee performance because the t-table value is smaller than the 0.05 significance level, which is 0.000. Environmental influences as stated by (Kholil et al., 2014), (Tri Budianto, 2019) & (Hermawan, 2018) can increase satisfaction and ultimately improve employee performance. This is evidenced by the shift in t-statistics which is getting stronger from a direct test of the work environment on employee performance of 0.021 to 0.000 moderated by satisfaction. Thus the fourth hypothesis is also **accepted**.

**R-Square**

Tabel 1.4 R-Square

	R Square	R-Square Adjusted
Employee Peformance	0.889	0.882

The R-Square results in the table above show that employee performance is influenced by employee involvement, work environment, and satisfaction variables of 89%. While the remaining 11% is influenced by other variables. With these results it can be concluded that the variables of employee involvement, work environment, and satisfaction have a strong influence because above 75% (Sarstedt et al., 2014).

**CONCLUSION**

Based on the results and discussions above, it can be concluded that employee involvement and the work environment have a positive effect on employee performance directly. In contrast to the results of previous studies, in this study there were quite interesting results, namely that there was a shift in numbers that became stronger if the influence of employee involvement and the environment was moderated by the satisfaction variable.

Researchers hope that this work can be developed more broadly by increasing the number of variables to find out and find other possible variables that can affect employee performance. In addition, development can also be done to change the satisfaction variable into a mediating variable.

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