Key Drivers of Employee Engagement and Strategic Priorities for Talent Development in an Education Service Company
(Case Study: PT Kreasi Edulab)

Shafina Abdul Aziz Baraba[1]*, Aurik Gustomo[2]

[1] Institut Teknologi Bandung, Indonesia, Email: 29124062@mahasiswa.itb.ac.id
[2] Institut Teknologi Bandung, Indonesia, Email: aurik@itb.ac.id
* Corresponding Author: 29124062@mahasiswa.itb.ac.id

Abstract: Employee engagement is a critical factor influencing workforce performance and retention, particularly in education service companies dominated by Generation Z employees. Based on the company's historical turnover data, the company recorded a high turnover rate of 23% in 2022. Although this decreased significantly to 11% in 2024, it rose again to 19% in 2025, indicating persistent challenges in employee retention and signaling the need for more structured talent development strategies. This study aims to identify the key drivers of employee engagement and determine strategic priorities using Multiple Linear Regression (MLR) and Importance Performance Analysis (IPA) to identify the main focus variable. Using data from 260 employees, five engagement drivers were tested: Job Satisfaction & Meaningfulness (JSM), Leadership & Managerial Support (LMS), Team & Work Environment (TWE), Reward–Recognition & Work-Life Balance (RRWB), and Growth, Development & Enablement (GDE). MLR results reveal that GDE is the strongest predictor of employee engagement, emphasizing the importance of structured capability development for a predominantly Gen Z workforce. IPA further shows that GDE falls into Quadrant I (High Importance – Low Performance), indicating a critical performance gap requiring immediate intervention. To address this, the study proposes a Talent Development Program based on the 70:20:10 learning model, combining formal training, social learning, and on-the-job development. This framework offers a data-driven approach to enhancing employee capability, improving engagement, and mitigating turnover fluctuations, supporting Edulab's long-term organizational sustainability.

Keywords: Education Service Company; Employee Engagement; Talent Development Program; Training; Turnover.

1. Introduction

Employees are one of the most valuable assets of any company. Therefore, it is crucial for organizations across all sectors to maintain their employees' well-being and comfort to ensure they feel safe, appreciated, and possess a sense of belonging ultimately leading to greater loyalty toward the company. In today's fast-paced, technology-driven era, companies must compete not only in the market for customers but also in attracting and retaining top talent by fostering a healthy and supportive work environment. These efforts are essential as preventive measures against high employee turnover rates or turnover intentions.

One effective approach is regularly assessing and evaluating employee engagement. Previous research indicates that higher levels of employee engagement are negatively correlated with turnover intentions, meaning the more engaged employees are, the less likely they are to leave the company (Desiana et al., 2024). Employee turnover has long been a key

concern, especially in the service industry. It threatens organizational performance and profitability due to the loss of valuable human capital and resources (Raza & Hasan, 2021).

Turnover is often characterized by an employee's intention or desire to leave the organization, known as turnover intention (Poola et al., 2025). Several factors contribute to turnover intention, including wages, job satisfaction, workload, work stress, organizational commitment, and employee engagement. Thus, companies must maintain their workforce by developing engagement-focused programs that effectively reduce turnover rates. However, one common mistake is using a one-size-fits-all approach without considering generational differences. For instance, younger employees such as Gen Z often value flexibility, meaningful work, and personal development over purely financial rewards (Saraiva & Nogueiro, 2025).

By addressing these multidimensional factors, companies can cultivate a more engaged workforce that contributes to long-term organizational success and stability. Tailoring engagement strategies based on demographic characteristics such as age, education level, and job seniority can further enhance employee commitment and retention (Raza & Hasan, 2021).

Building on the importance of employee engagement in reducing turnover intention, digital tools now play a critical role in sustaining and enhancing that engagement. Real-time feedback systems, like Net Promoter Score platforms, have been shown to increase participation and awareness among employees (Stanbery et al., 2023). However, engagement strategies must consider generational differences, as younger employees, especially Gen Z, often show lower commitment in digital workspaces. Digital leadership and organizational support are also key, as they foster empowerment and boost engagement, particularly in tech-driven environments (Khan, Wang, Khan, & Ahmad, 2025).

Employees are a critical asset to organizations, playing a pivotal role in driving productivity, innovation, and overall organizational success. Engaged employees demonstrate higher levels of performance, commitment, and satisfaction, contributing directly to the achievement of strategic goals and competitive advantage. Conversely, disengaged employees are more likely to exhibit lower productivity, decreased job satisfaction, and higher turnover intentions, which can result in significant costs related to recruitment, training, and the loss of institutional knowledge.

According to the State of the Global Workplace: 2025 Report by Gallup, global employee engagement fell in the past year, resulting in a staggering $438 billion loss in productivity. A key factor contributing to this decline is the decrease in manager engagement, which has been particularly impacted since the pandemic. Managers have been forced to juggle the increasing demands from executives while trying to meet the evolving expectations of employees, leading to significant strain. This decline in manager engagement has a domino effect, undermining team engagement, which in turn affects overall productivity and business performance. If not addressed, this issue could threaten GDP growth, as the engagement of managers directly influences organizational performance at every level.

In 2024, global employee engagement declined from 23% to 21%, as reported in Gallup's State of the Global Workplace: 2025 Report. This marked only the second decline in employee engagement over the past 12 years, with the previous drop occurring in 2020 during the COVID-19 pandemic. The magnitude of the 2024 decline, equaling the drop observed during global lockdowns, underscores the severity of the current engagement crisis. A detailed analysis reveals that the most significant contributor to this downturn was a reduction in manager engagement, which fell from 30% to 27%. In contrast, engagement levels among individual contributors remained stagnant at 18%. This decline in engagement must be understood within the broader context of systemic disruptions that have reshaped the workplace over the past five years.

Employee engagement has become a strategic priority for organizations aiming to foster productivity, improve retention, and build a positive work culture, particularly in companies like Edulab, where the majority of employees belong to Generation Z. Edulab has conducted an annual Work Engagement Survey (WES) to assess how employees perceive their work experience and overall engagement. However, despite regular implementation, the survey results have not yet been translated into structured engagement programs. Furthermore, the survey process lacks standardized indicators, digital tools, and segmentation by age, job level, or department making it difficult for HR to draw actionable insights. Based on Edulab's historical employee turnover data, the company experienced a high employee turnover rate of 23% in 2022. While improved to 11% in 2024, it rose again to 19% in 2025, indicating ongoing challenges in employee retention. This fluctuation suggests that current employee engagement initiatives may be inadequate or inconsistent. Addressing these challenges

through a structured employee engagement program is critical to improving retention and maintaining organizational performance.

Therefore, the development of a structured work engagement program in comprehensive analysis of employee perception data, is essential to ensure workforce stability and to support Edulab's long-term organizational growth. Accordingly, this study aims to: (1) identify the key factors that influence employee engagement at Edulab, and (2) formulate strategic recommendations to strengthen employee engagement within the organization.

2. Literature Review

Employee engagement is conceptualized as a multidimensional, positive psychological state where employees are mentally and emotionally immersed in their work. Schaufeli et al. (2017) describe engagement as a "positive, fulfilling, work-related state of mind characterized by vigor, dedication, and absorption". These dimensions, vigor (energy), dedication (enthusiasm), and absorption (concentration) underscore how engaged employees bring sustained effort, pride, and deep focus to their roles.

Employee engagement is increasingly recognized as a critical driver of organizational performance, innovation, and employee retention. Organizations with high engagement levels report stronger financial performance, reduced absenteeism, and higher customer satisfaction (Harter et al., 2016). Engagement fosters a sense of ownership, intrinsic motivation, and loyalty, which are essential for maintaining a productive and resilient workforce in today's dynamic business environment (Aon Hewitt, 2018).

Creating an engaged workforce not only reduces turnover rates but also enhances employee advocacy and commitment to organizational goals. As Gallup (2025) highlights, engaged employees are 21% more productive and significantly less likely to leave their organization. Understanding the importance of engagement has led researchers and practitioners to develop models that explain how engagement can be cultivated and measured. These models serve as frameworks for identifying drivers of engagement and crafting targeted strategies; Gallup Q12 Model; Aon Hewitt's Model; Maslow's Hierarchy of Employee Engagement; Deloitte's Employee Engagement Model: The Simply Irresistible Organization

Research highlights that engagement is a multidimensional construct shaped by organizational practices, workplace culture, and individual experiences (Saks, 2019). Identifying the key drivers of engagement is crucial for designing effective strategies that enhance motivation, improve retention, and foster organizational success.

These drivers often vary across industries and generations. For example, Generation Z employees place greater emphasis on meaningful work, career growth, and work-life balance compared to previous generations (Waworuntu, Kainde, & Mandagi, 2022). For Edulab, where the workforce is predominantly young and dynamic, understanding these drivers is essential to address turnover issues and cultivate a supportive, inspiring workplace.

Job Satisfaction and Meaningfulness

Job satisfaction is a critical foundation of employee engagement, as it reflects how employees perceive their roles, responsibilities, and organizational contributions. High job satisfaction correlates strongly with positive emotions, motivation, and reduced turnover intentions (Saks, 2019). Employees who feel content with their job tasks and conditions are more likely to exhibit discretionary effort and a stronger connection to organizational goals.

Meaningfulness adds another dimension to engagement by aligning employees' daily tasks with a greater purpose. Research suggests that employees who see their work as purposeful experience deeper motivation and are more resilient during challenges (Katsaros, 2024). This is particularly relevant for Generation Z employees, who prioritize careers that create impact and align with personal values (Nugroho, Yanti, & Haryanto, 2025). At Edulab, ensuring that employees understand how their work contributes to the company's mission of education and development could significantly strengthen engagement.

Recent studies consistently highlight that meaningful work strongly bolsters employee engagement. A meta-analysis by Albrecht, Green, and Marty (2021) demonstrated a substantial positive correlation between meaningful work and various facets of employee engagement, pointing to a robust link between an individual's perception of their work's significance and their level of engagement. Similarly, Hasan, Nikmah, and Wahyu (2022) found that when employees perceive their work as meaningful, they exhibit heightened dedication, vigor, and performance, key components of engagement.

Similarly, job satisfaction is a well-established predictor of employee engagement, reinforcing the idea that emotional contentment with one's job fuels deeper organizational involvement. Sutiyem, Trismiyanti, Linda, Yonita, and Suheri (2020) emphasized that job satisfaction correlates strongly with engagement and loyalty, defining engagement as a blend of involvement, satisfaction, and enthusiasm for work..

Moreover, emerging studies suggest a synergistic effect between meaningful work and job satisfaction in driving engagement. Rabiul, Gursoy, Mohamed, and Patwary (2023) showed that supervisory support fosters meaningful work, which then translates into higher job engagement. In the public sector, Palumbo (2024) found that perceived discrimination reduces work engagement indirectly by undermining both meaningfulness and job satisfaction, further establishing these two variables as central mediators of engagement.

H1: Job Satisfaction & Meaningfulness has a positive and significant effect on Employee Engagement

Leadership and Managemenet Support

Leadership quality is one of the strongest predictors of employee engagement. Employees look to their leaders for guidance, support, and recognition, and the way managers interact with employees sets the tone for workplace culture (Albrecht et al., 2021). Effective leaders provide clear communication, constructive feedback, and mentorship, which enhances trust and loyalty.

Managerial support also involves empowering employees to take ownership of their work and fostering a sense of autonomy. Research by Kim & Beehr (2018) found that leaders who promote job crafting allowing employees to tailor tasks to their strengths and interests can enhance engagement and job satisfaction. Leadership and managerial support have been consistently identified as pivotal drivers of employee engagement over the past decade. Leadership effectiveness not only impacts employee trust and motivation but also directly influences organizational performance, productivity, and profitability (Martins, 2017; Walker-Schmidt, 2022; Carasco-Saul et al., 2015).

Transformational leadership styles, in particular, have been shown to foster higher engagement compared to transactional approaches, as they inspire employees through vision, encouragement, and personal consideration (Southgate et al., 2023). Authentic leadership also plays a significant role in enhancing engagement, with perceived organizational support serving as a mediating factor in this relationship (Vermeulen & Scheepers, 2020).

Managerial support has emerged as another critical determinant of employee engagement. Managers who provide feedback, foster a fair work environment, and support employees' professional growth significantly enhance engagement levels (Jankelová et al., 2022). Moreover, top leadership's failure to implement interventions at lower organizational levels has been noted as a persistent challenge in maintaining high engagement across the hierarchy (Martins, 2017).

The role of organizational culture, particularly innovation and sustainability practices, has also been emphasized in recent literature. Leaders who cultivate a culture of innovation, encouraging creativity, risk-taking, and continuous learning, can significantly boost employee engagement (Manzoor et al., 2025). Similarly, green human resource management (HRM) practices integrated into organizational strategies have been found to positively impact engagement, particularly in sectors like banking where sustainability values align with employee identity and motivation (Farzana et al., 2025).

Studies indicate that leadership and perceived organizational support influence engagement indirectly by enhancing work satisfaction, which is shaped by job conditions, interpersonal relationships, and career development opportunities (Eviana et al., 2022; Djoemadi et al., 2019). This underscores the importance of a holistic approach to leadership, one that addresses both structural and interpersonal factors to foster a fully engaged workforce.

H2: Leadership and Management Support has a positive and significant effect on Employee Engagement

Growth, Development and Enablement

Opportunities for professional growth are among the most powerful drivers of employee engagement. Employees who perceive that their organization invests in their career development are more likely to remain committed and motivated (Jia-jun & Hua-ming, 2022). This driver is particularly crucial for Gen Z employees, who see continuous learning as a core expectation from employers (Nugroho, Yanti, & Haryanto, 2025).

Career development initiatives, such as structured advancement opportunities, mentoring, and clear career path are shown to have a direct and positive impact on engagement. For example, Prajapati (2022) found that career development significantly increased employee engagement in a large telecommunications organization, while similar findings emerged in the public sector, where career development explained 27.4% of performance variance among employees at the Human Resources Development Center for Air Transportation (Zaini & Kurnianingsih, 2022). Likewise, in Rwanda's public institutions, career development accounted for 42% of performance variation, with a strong coefficient (0.588) indicating a substantial effect size (Doreen, Njenga, & Irechukwu, 2023).

Empirical evidence also suggests that the relationship between growth opportunities and engagement is often mediated by organizational commitment. At PT. Bank Aceh Syariah, career development influenced engagement both directly and indirectly via organizational commitment (Ramli et al., 2022). A broader study involving 400 employees across 21 companies confirmed this pattern, showing that career growth dimensions, such as professional competence development, career goal progress, promotion speed, and reward growth, enhance engagement, with organizational commitment serving as a partial mediator (Xi, 2015).

Training and development initiatives also emerge as critical drivers of engagement. In the Malaysian pharmaceutical industry, training and development programs positively influenced both engagement and organizational performance (Rajendran & Doraisamy, 2022), while research during the COVID-19 pandemic confirmed that such initiatives continued to boost engagement despite challenging circumstances (Mustaffa et al., 2022). Studies emphasize that these programs improve employees' skills, knowledge, and motivation, which in turn enhance job satisfaction and discretionary effort (Vanitha & Sankar Ganesh, 2024; Pandey, 2024). Furthermore, in technology sectors, training fosters efficiency, competitiveness, and satisfaction, and in the banking sector, training design and delivery methods significantly impact both task and contextual performance (Siddiqui & Zamir, 2018).

Recent work has extended these findings to professional development in specialized fields. In veterinary medicine, career ladder advancement programs incorporating professional development were positively associated with engagement among technicians (Fletcher et al., 2025). Human resource development practices, including feedback, counselling, and recognition also contribute to higher engagement and improved organizational outcomes such as productivity, innovation, and retention (Dong & Arokiasamy, 2025). Multilevel evidence shows that development opportunities impact engagement at both the individual and team levels, with personal and team resources mediating these effects (Mazzetti & Schaufeli, 2022).

H3: Growth, Development and Enablement has a positive and significant effect on Employee Engagement

Team and Work Environment

A positive and collaborative team environment contributes significantly to employee engagement by fostering trust, cooperation, and shared responsibility. Employees who feel connected to their peers and supported by their teams are more likely to exhibit higher motivation and a stronger commitment to organizational goals (Hakanen & Roodt, 2016). The work environment, both physical and cultural, also plays an essential role in shaping engagement. A safe, inclusive, and comfortable workspace promotes employee well-being, while an open and respectful culture encourages innovation and participation (Bakker & Demerouti, 2017).

Structured team dialogue sessions have been shown to foster higher engagement in technology firms by improving communication and collaborative problem-solving (Seymour & Geldenhuys, 2018). In the manufacturing sector, team cohesion, managerial support, and role clarity emerged as robust predictors of engagement (Choudhury et al., 2021), while a supportive organizational climate was found to enhance work engagement and indirectly promote innovation via team-level engagement (Song et al., 2024).

Work environment factors also consistently predict engagement outcomes. Organizational support and adequate job resources significantly influence nurses' engagement in private hospitals (Dasgupta, 2016). Job autonomy fosters both engagement and innovative behavior, although the benefits can be reduced under high performance pressure (Jang & Kim, 2025). Knowledge sharing has been identified as a key driver of engagement, especially in knowledge-based industries where collaborative cultures enhance motivation (Juan et al.,

2018). During the COVID-19 pandemic, technology enabled engagement in virtual work environments but also introduced challenges such as digital fatigue (Woods, 2021).

Another recurring theme is the integration of professional growth with engagement strategies. Organizations that invest in employee development alongside engagement initiatives tend to achieve greater productivity and innovation (Shruthi et al., 2025). Furthermore, job satisfaction moderates the relationship between engagement and performance, highlighting the need for engagement strategies to be embedded within broader well-being and retention policies (Raghavendra & Kamaraj, 2024). Collectively, these findings indicate that fostering a supportive team climate, enabling autonomy, encouraging knowledge sharing, and investing in employee growth are among the most consistent levers for enhancing engagement.

H4: Team and Work Environment a positive and significant effect on Employee Engagement

Reward, Recognition and Work-life Balance

Recognition and rewards are powerful motivators that affirm employees' efforts and achievements. Research indicates that employees who feel recognized are more likely to remain engaged, as recognition boosts morale and reinforces desired behaviors (Saks, 2019). Studies have shown that organizations that prioritize work-life balance experience higher retention, lower burnout, and greater employee satisfaction (Nugroho, Yanti, & Haryanto, 2025).

Employee engagement has emerged as a critical determinant of organizational success, with extensive research demonstrating that engaged employees significantly outperform their disengaged counterparts in productivity, retention, and overall contribution to organizational goals (Yadav et al., 2022). The business case for investing in these engagement drivers is compelling, as organizations implementing comprehensive approaches experience substantial improvements in workforce productivity and retention rates (Gulati, 2023).

Research consistently demonstrates that effective reward and recognition programs have significant positive impacts on employee engagement across diverse industries and organizational contexts. Keerthy (2020) found "an immediate and positive relationship between rewards and recognition and job satisfaction and motivation" at Signode India Limited, establishing clear causal relationships between recognition practices and enhanced employee performance and productivity. A comprehensive study by Kayalvizhi (2018) involving 120 employees demonstrated that "*reward and recognition have greater impact on work motivation and job satisfaction*," with statistical analysis revealing significant correlations between various dimensions of work motivation, job satisfaction, and employee willingness to remain with organizations. Furthermore, Konovalova (2021) synthesized extensive research evidence supporting "*positive effects of recognition on variables such as employee productivity and retention, morale, motivation, job satisfaction, happiness and positive mood, organizational and professional commitment and engagement*," indicating that the benefits extend beyond immediate performance improvements to encompass broader employee well-being and organizational attachment.

Pathak (2021) emphases that "*work-life balance activities at workplace not just has effects on an employee's life but also improves the overall performance of an employee towards his work*," demonstrating significant improvements in employee morale, retention, and organizational performance across various organizational contexts. Research specifically conducted on dual career couples in the banking sector by Rankapuge and Jayasinghe (2015) found "a significant impact of work-life balance on employee engagement," with positive significant relationships between work-life balance dimensions including personality factors, job stress management, and spousal support with overall engagement levels. Research specifically focused on Generation Z employees demonstrated that work-life balance, along with internal communication and rewards, have positive and significant effects on employee engagement, highlighting the particular importance of these factors for younger workforce demographics who increasingly prioritize work-life integration in their career decisions (Ambalika & Azzahra, 2023).

The most significant organizational benefits emerge when rewards, recognition, and work-life balance initiatives are implemented as integrated, comprehensive strategies rather than isolated interventions. Research by Ahmed et al. (2024) demonstrated how employee engagement effectively mediates the relationship between training and development, work-life balance, and job performance in private banking sectors, establishing clear pathways through which these factors contribute to organizational success. Putri et al. (2024) found that work-life balance and reward systems significantly impact turnover intention, with

employee engagement serving as a crucial intervening variable that amplifies the positive effects of both factors.

Gulati (2023) provided compelling evidence that organizations implementing healthy workplace environments with proper work-life balance policies experience "productivity increased by three times" and "workforce engagement is five times more," demonstrating the multiplicative effects of comprehensive approaches.

Employee engagement is shaped by multiple factors that influence how employees connect with their work and organization. Identifying key drivers is essential to create strategies that boost motivation, retention, and overall performance. For Edulab, where most employees are Gen Z, the focus is on five critical drivers: job satisfaction and meaningfulness, leadership and managerial support, growth and development, team and work environment, and reward, recognition, and work-life balance. By addressing these drivers, Edulab can develop a targeted engagement program to improve employee well-being and organizational outcomes.

H5: Reward, Recognition and Work-life Balance a positive and significant effect on Employee Engagement

The proposed research model posits that all five key drivers positively influence employee engagement.
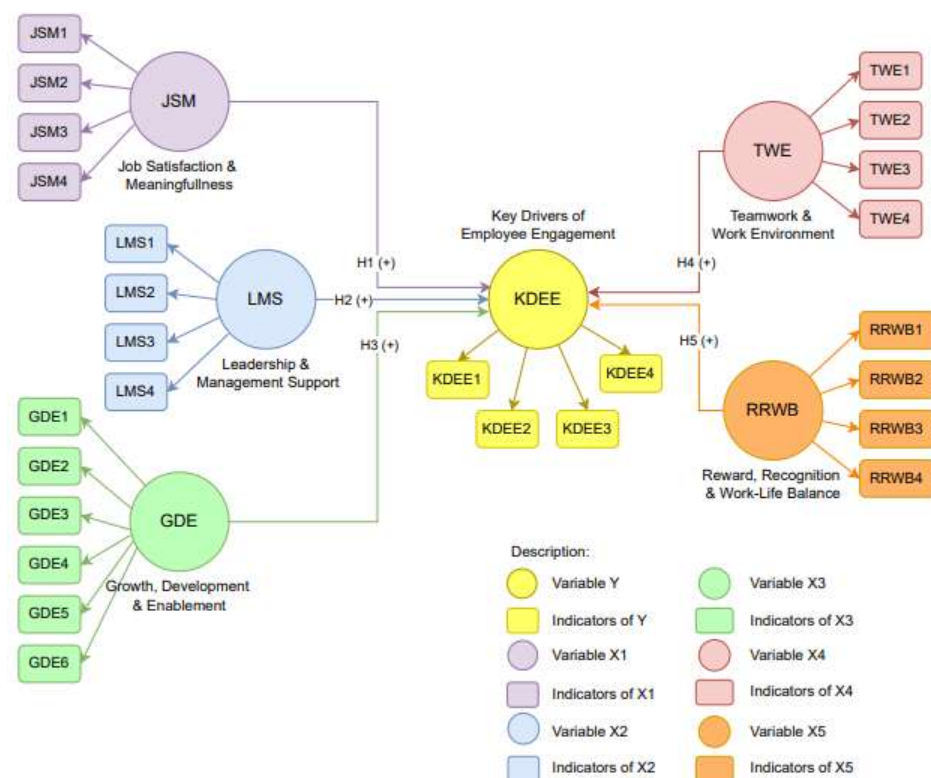

Figure 1. Initial Conceptual Model.

This model will be tested using Multiple Linear Regression to identify which factors have the strongest effect on engagement, guiding the design of company's engagement program.

3. Methodology

This study employs both primary and secondary data to enable a comprehensive and triangulated analysis of employee engagement at Edulab. Primary data were collected through a structured Work Engagement Survey (WES) designed to measure five engagement drivers: Job Satisfaction & Meaningfulness, Leadership & Managerial Support, Growth & Development, Team & Work Environment, and Reward, Recognition & Work-Life Balance. Items were constructed using a 5-point Likert scale and supplemented with open-ended questions to capture qualitative insights.

The survey was administered online, and the resulting dataset forms the basis for statistical analysis, including Multiple Linear Regression and Importance Performance Analysis to identify the most influential predictors of employee engagement. Secondary data, including turnover statistics, exit interview summaries, and internal HR documents.

The questionnaire was developed by integrating Edulab's existing survey practices with established theoretical frameworks such as the Utrecht Work Engagement Scale (UWES) and engagement models from Aon Hewitt, Gallup, and Deloitte.

The sample size for this study was calculated using Slovin's formula, which is appropriate when the population size is known but variance is undetermined. With a total population of 476 Edulab employees and a 5% margin of error, the required minimum sample size was determined to be 218 respondents. This sample ensures adequate representation at a 95% confidence level. Sampling was carried out using proportionate stratified random sampling to ensure fair representation across divisions and job levels, thereby improving generalizability and reducing sampling bias.

4. Results and Discussion

The study required a minimum based on Slovin' Formula of 216 respondents from a total population of 467 employees of PT Kreasi Edulab, using a 5% margin of error. Data were collected online via Google Forms with the total of 260 respodents. The demographic profile of respondents includes gender, education level, length of service, and generational cohort. The sample consists of 135 female (51.92%) and 125 male (48.08%) employees. In terms of generational distribution, the workforce is dominated by Generation Z (1997–2012), with 183 respondents, followed by 70 Millennials (1981–1996), while Generation X (1965–1980) represents the smallest group with only seven respondents.

The distribution of respondents based on tenure further indicates that PT Kreasi Edulab Indonesia has a largely young and newly hired workforce. A total of 102 respondents have worked for less than one year, followed by 46 employees with 1–2 years of tenure and 53 employees with 2–3 years of service. Meanwhile, 37 respondents have been with the company for 3–5 years, and only 22 employees have served for more than five years. This demographic pattern suggests ongoing expansion or a high turnover rate, emphasizing the need for strong onboarding, engagement, and retention strategies to support workforce stability and long-term organizational commitment.

Validity Testing

The validity test was conducted to determine whether each questionnaire item was able to accurately measure the construct of employee engagement. The analysis was performed using the Pearson Product Moment correlation by comparing the obtained r-value of each item with the critical r-table value. The results show that all items have r-values greater than the r-table threshold and a significance value below 0.05. These findings indicate that every question item is valid and appropriately represents the dimensions being measured, allowing the instrument to be used confidently in subsequent analyses.

Reliability Testing

The reliability test conducted using Cronbach's Alpha produced a coefficient value of 0.759, indicating that the measurement instrument used in this study meets the acceptable level of internal consistency. A Cronbach's Alpha value above 0.70 generally signifies that the items within the questionnaire measure the same underlying construct in a stable and consistent manner. Therefore, the employee engagement survey instrument employed in this research can be considered sufficiently reliable and suitable for further statistical analysis.

Classical Assumption Testing

Before conducting Multiple Linear Regression analysis, this study performed a Classical Assumption Test to ensure that the regression model meets the statistical requirements for producing valid and unbiased estimates.

Normaltity Test

At this stage, the normality test aims to determine whether the confounding variables or residuals in the regression model have a normal distribution. A good regression model has a normal or nearly normal distribution. Based on the results of the Kolmogorov-Smirnov

International Journal of Economics and Management Research 2024 (August), vol. 3, no. 2, Baraba, et al.

476 of 484

normality test, a significance value of 0.20 was obtained, which is greater than 0.05. Therefore, it can be concluded that the data is normally distributed.

Multicollinearity Test

The purpose of the multicollinearity test in this study was to determine whether there was a correlation between the independent variables in the regression model. In this SPSS data processing, multicollinearity was determined by examining the Tolerance and VIF values. If the Tolerance value is greater than 0.1 and the VIF value is less than 10, it can be concluded that multicollinearity does not occur in the regression model. The results of the multicollinearity test in this study are:

Table 1. Multicollinearity Test Result.

| Variable | Collinearity Statistics | | Description |
	Tolerance	VIF	
Job Satisfaction and Meaningfulness	0.747	1.339	There is no multicollinearity
Leadership and Management Support	0.706	1.416	There is no multicollinearity
Growth, Development and Enablement	0.593	1.687	There is no multicollinearity
Team and Work Environment	0.814	1.229	There is no multicollinearity
Reward, Recognition and Work-life Balance	0.655	1.526	There is no multicollinearity

The table above shows that all VIF values are <10. This indicates the absence of multicollinearity, thus concluding that the multicollinearity test is met.

Heteroscedasticity Test

The heteroscedasticity test used in this study utilizes a statistical approach through the Spearman test, using a 5% significance level. Results of the heteroscedasticity test as follows:

Table 2. Heteroscedasticity Test Result.

Variable	Significance	Correlation Coefficient
Job Satisfaction and Meaningfulness	0.010	-0.185
Leadership and Management Support	0.104	0.120
Growth, Development and Enablement	0.803	-0.20
Team and Work Environment	0.447	0.052
Reward, Recognition and Work-life Balance	0.922	-0.07

From the output above, it can be seen that the significance values for all variables are greater than 0.05, and one variable, namely JSM, has a moderate significance value. However, it can be concluded that there is no heteroscedasticity problem for all variables in the regression model, indicating that the respondents in this study are relatively homogeneous.

Multiple Linear Regression

Based on the results of data processing using the SPSS version 27 program, a table of the relationship between dependent an independent variable can be created. Belos is the result of Coefficient test of Determination/R Square dan Hypotheses test that already being conducted in this research.

Coefficient test of Determination/R Square

The R-square number indicates the extent to which independent variable in the equation explain the dependent variable. The results of the determination test displayed in table below:

Table 3. Coefficient test of Determination/R Square Result.

Variable	R-square
Key Drivers of Employee Engagement (KDEE)	0,553

Based on the result of coefficient determination test results the R-square value for the key drivers of employee engagement variable is 0,553, indicating that 55,3% of the key drivers of employee engagement is influenced by the job satisfaction and meaningfulness, leadership

management and support, growth, development and enablement, team work and environment, and rewards, recognition and work-life balance. On the other hand, 44,7% is influenced by the variables beyond the scope of the study.

Hypotheses Test

This study uses the t-statistics, and p-values for hypothesis testing. Using SPSS software, 260 respondents were subjected to hypothesis testing. T-statistic > 1.96 or p-value < 0.05 (5%), and F statistics > 2.25 which can indicate a significant influence between the indecent variable and dependent variable partially and simultaneously. Below is the result of the hypotheses test.

Table 4. Hypotheses Test Result.

Path	Regression Coefficient	T Statistics	P Values	F Stastitics	Conclusion
Job Satisfaction and Meaningfulness	0.196	2.608	0.010		**H1 accepted**
Leadership and Management Support	0.112	1.701	0.090	29.137	*H2 rejected*
Growth, Development and Enablement	0.252	4.169	0.001		**H3 accepted**
Team and Work Environment	0.212	3.077	0.002		**H4 accepted**
Reward, Recognition and Work-life Balance	0.170	2.226	0.027		**H5 accepted**

In this procedure, decision is based on the computed t value. Where t count is derived from the route analysis t vales and t table is derived from t distribution percentage point table base on significance level and degree of freedom. Therefore, the multiple linear regression formulation will be stated as:

$$Y = 1.496 + 0.196X_1 + 0.252X_3 + 0.212X_4 + 0.170X_5 \qquad (1)$$

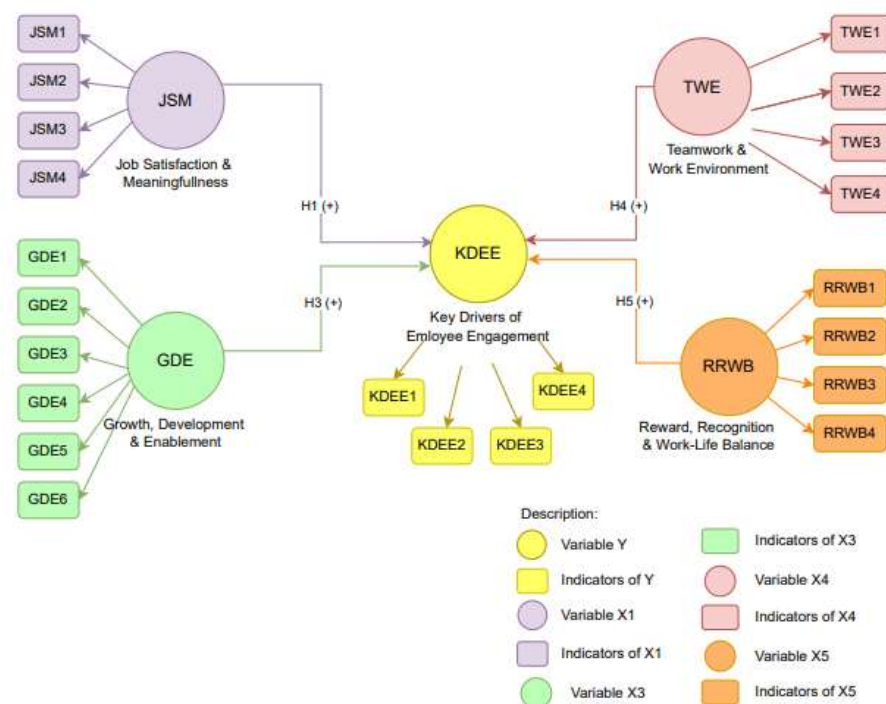Therefore the proposed concpetual model of this research as stated in the figure below.

Figure 2. Proposed Conceptual Model.

Considering the data processing results in the table and the decision-making basis. The finding of this study can be described as follows:

Job Satisfaction and Meaningfulness has a positive and significant effect on Employee Engagement

The first hypothesis was developed based on prior research suggesting that personal job satisfaction and perceived meaningfulness are significant determinants of employee engagement in the workplace. Accordingly, this study proposed that job satisfaction and

meaningfulness have a positive and significant effect on employee engagement. The analysis results show a path coefficient of 0.196, with a computed t-value of 2.608 (> 1.96) and a p-value of 0.010 (< 0.05). Therefore, Hypothesis 1 (H1) is accepted, confirming that job satisfaction and meaningfulness exert a positive and significant influence on employee engagement. This finding implies that employees who experience higher levels of job satisfaction and meaningfulness are more likely to demonstrate stronger engagement toward their organization.

Leadership and Management Support has a positive and significant effect on Employee Engagement

The second hypothesis proposed that leadership and managerial support have a positive influence on employee engagement. The analysis results indicate a path coefficient of 0.112, with a computed t-value of 1.701 (< 1.96) and a p-value of 0.090 (> 0.05). Based on these results, as presented in Table 4, Hypothesis 2 (H2) is rejected. Therefore, it cannot be confidently concluded that leadership and managerial support have a significant positive influence on employee engagement. This finding suggests that, within the context of this study, leadership and managerial support may not play a decisive role in driving engagement levels. When viewed through a generational lens, these results may reflect differences in expectations and perceptions across age groups, particularly among younger employees who may value autonomy, open communication, and recognition over traditional forms of managerial support.

This is supported by previous research indicating that Generation Z employees tend to prefer autonomy, flexibility, and opportunities for personal growth rather than traditional hierarchical support from leaders or managers (Francis & Hoefel, 2018; Seemiller & Grace, 2019). Consequently, the limited impact of leadership and managerial support on employee engagement in this study may reflect a generational shift in workplace expectations, where intrinsic motivators, such as meaningful work, development opportunities, and recognition, play a more substantial role in fostering engagement among younger employees (Ng, Lyons, & Schweitzer, 2017).

Growth, Development and Enablement has a positive and significant effect on Employee Engagement

The third hypothesis proposed that growth, development and enablement have a positive influence on employee engagement. The analysis indicates a path coefficient 0.252 with a computed statistics of 4.196>1.96 and p-value 0.001<0.05. Therefore, the H3 is accepted, confirming that growth, development and enablement is one of variables that drives employee to engage in a company. These findings confirm H3, suggesting that when employees perceive opportunities for learning, career progression, and empowerment, their level of engagement increases.

This aligns with prior studies showing that career growth and development opportunities act as strong predictors of engagement because they enhance employees' sense of purpose, capability, and long-term commitment (Jia-jun & Hua-ming, 2022; Kraimer et al., 2020). Employees who feel supported in upgrading their skills and expanding their roles tend to demonstrate higher intrinsic motivation and stronger psychological attachment to the organization. Thus, growth, development, and enablement represent essential levers for cultivating a highly engaged workforce.

Team and Work Environment has a positive and significant effect on Employee Engagement

The fourth hypothesis proposed that team and work environment has a positive influence on employee engagement. The result indicates a path coefficient of 0.212 with a computed t 3.077>0.002 and p-value of 0.002<0.005. Therefore, H4 is accepted, confirming that this variables of team and work environment have a positive impact on employee engagement. A positive, collaborative, and trust-based environment encourages employees to invest emotionally and cognitively in their work.

These results reinforce earlier research emphasizing that social support, teamwork, and a psychologically safe environment contribute meaningfully to employee engagement (Bakker & Demerouti, 2017). When employees work in supportive teams and feel comfortable expressing ideas, they experience higher levels of belonging and enthusiasm at work. Thus, team dynamics and a conducive work atmosphere play a critical role in sustaining engagement.

Reward, Recognition and Work-life Balance has a positive and significant effect on Employee Engagement

The fifth hypothesis proposed that reward, recognition and work life balance has a positive impact on employee engagement. The result indicates a path coefficient of 0.170 with computed t 2.226>1.96 and p-value 0.027<0.05. Therefore, H5 is accepted, confirming that reward, recognition and work life balance have a positive and significant on employee engagement. This confirms that meaningful rewards, appreciation, and a healthy balance between personal and professional life can substantially strengthen engagement.

This aligns with previous findings that employees who feel valued and supported in managing life demands are more motivated, loyal, and emotionally connected to their organization (Alghamsah et al., 2025). Recognition signals appreciation, while work–life balance reduces stress and burnout, both of which are crucial for maintaining sustained engagement.

To gain a comprehensive understanding of the factors affecting employee engagement at PT Kreasi Edulab, the Importance-Performance Analysis (IPA) method was utilized. IPA is a widely recognized strategic tool that allows organizations to identify which attributes are most valued by employees and to evaluate whether the organization's performance aligns with their expectation. Below is the figure of Importance Performance Analysis:
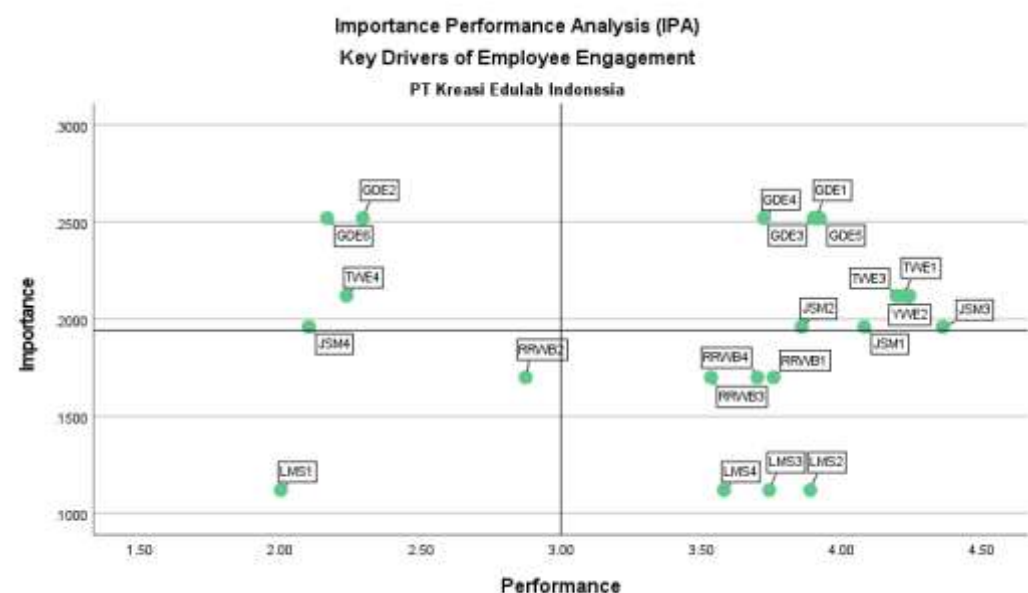

Figure 3. Importance Performance Analysis Key Drivers of Employee Engagement.

By mapping the attributes into four IPA quadrants, PT Kreasi Edulab can clearly identify priority areas for improving employee engagement. The most critical focus lies in Quadrant I ("*Concentrate Here*"), which includes attributes from the Growth, Development, and Enablement (GDE) variable, factors that employees consider highly important but currently underperforming. These attributes require immediate attention, as strengthening GDE is essential for enhancing employees' capability, confidence, and long-term commitment.

Meanwhile, attributes in Quadrant II ("*Keep Up the Good Work*") remain organizational strengths that should be maintained, while those in Quadrants III and IV represent lower priorities or potential areas of overinvestment. Guided by these findings, the business solution emphasizes targeted improvements in the GDE variable as the primary lever for boosting engagement across PT Kreasi Edulab.

The proposed business solution emphasizes strengthening the key attributes positioned in Quadrant A while preserving the organizational strengths found in Quadrant B. Supported by a structured 70:20:10 learning framework, the three-month onboarding program integrates practical experience, social learning, and formal instruction to build employees' foundational competencies. By the end of the program, new employees are expected to demonstrate a solid understanding of Edulab's culture, systems, and role expectations, enabling them to perform core tasks independently and assume greater responsibilities. This approach is designed to reinforce overall employee engagement and contribute to sustained organizational effectiveness at PT Kreasi Edulab.

5. Conclusion

The findings of this research indicate that four variables; H1, H3, H4, and H5, serve as significant drivers of employee engagement at PT Kreasi Edulab, while H2 does not exhibit a meaningful influence. The Importance–Performance Analysis further identifies Growth, Development, and Enablement (specifically GDE2 and GDE6) as the most urgent areas requiring improvement, reinforcing employees' expressed need for stronger development opportunities and reduced capability gaps.

Accordingly, the study recommends implementing a standardized and structured On-the-Job Training (OJT) program supported by coaching mechanisms and clear competency expectations to ensure consistent and relevant skill development across the organization. To strengthen engagement sustainably, PT Kreasi Edulab is advised to institutionalize comprehensive internal and external training programs and conduct periodic engagement evaluations to monitor progress.

Future research should explore longitudinal approaches, compare engagement patterns across organizational segments, and investigate moderating factors such as leadership style, organizational culture, digital transformation, or workload distribution. These efforts will further refine employee engagement strategies and support the development of more adaptive, evidence-based frameworks for Edulab and similar education service organizations.

References

Ahmed, S., Ashrafi, D. M., Ahmed, R., & Ahmed, E. (2024). How employee engagement mediates the training and development and work–life balance towards job performance of the private banks? Total Quality Management & Business Excellence, 35(7–8), 892–912.

Albrecht, S. L., Green, C. R., & Marty, A. (2021). Meaningful work, job resources, and employee engagement. Sustainability, 13(7), 1–14.

Alghamsah, M. H., Rahayu, S., Fitrianty, R., & Sundjoto, S. (2025). The influence of activity-based workplace, work–life balance, and employee engagement on performance. Research Horizon, 5(3), 663–674. https://doi.org/10.54518/rh.5.3.2025.595

Ambalika, N. K. A. D., & Azzahra, H. A. S. (2023). The effect of work-life balance, internal communication, and rewards on employee engagement and employee performance: A study on Generation Z. International Journal of Business, Law, and Education, 4(2), 703–718.

Aon Hewitt. (2018). 2018 trends in global employee engagement. Publication Manual of Aon Hewitt.

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. Journal of Occupational Health Psychology, 22(3), 274–285. https://doi.org/10.1037/ocp0000056

Carasco-Saul, M., Kim, W., & Kim, T. (2015). Leadership and employee engagement: Proposing research agendas through a review of literature. Human Resource Development Review, 14(1), 38–63.

Choudhury, S., Mohapatra, A. K. D., & Mohanty, M. K. (2021). Factors predicting employee engagement in Indian manufacturing sector. International Journal of Services and Operations Management, 38(1), 17–35.

Dasgupta, P. (2016). Work engagement of nurses in private hospitals: A study of its antecedents and mediators. Journal of Health Management, 18(4), 555–568.

Deloitte. (2015). A new model for employee engagement: Employee engagement strategies. Deloitte Insights. Retrieved from https://www.deloitte.com/us/en/insights/topics/talent/employee-engagement-strategies.html

Dent, R. I. (2024). Employee engagement in public sector organizations (Doctoral dissertation, Liberty University).

Desiana, P. M., Andrias, M. S., & Ahyinaa, G. S. (2024). The mediating effect of employee engagement and well-being on turnover intention in Indonesia. Problems and Perspectives in Management, 22(2), 477–487. https://doi.org/10.21511/ppm.22(2).2024.37

Djoemadi, F. R., Setiawan, M., Noermijati, N., & Irawanto, D. W. (2019). The effect of work satisfaction on employee engagement. Polish Journal of Management Studies, 20(1), 65–74.

Dong, L., & Arokiasamy, A. R. A. (2025). The impact of human resource development practices on employee engagement and organizational outcomes. International Journal of Human Resource Studies, 15(1), 45–62.

Doreen, K., Njenga, G., & Irechukwu, N. (2023). Career development and employee performance in public institutions in Rwanda. Journal of Human Resource & Leadership, 7(2), 76–85. https://doi.org/10.53819/81018102t5199

Eviana, N., Achmadi, R., Yusrini, L., & Maeenuddin. (2022). Fostering employee engagement through leadership and perceived organizational support: Mediating role of employee satisfaction in travel companies. African Journal of Hospitality, Tourism and Leisure, 11(5), 1562–1575.

Farzana, S., Sameena, S., Banu, R., & Siddiq, I. (2025). Sustainability in HR: Analyzing green HRM and employee engagement in Chennai's banking sector. AIP Conference Proceedings, 3002(1), 050007.

Fletcher, J., Moore, S., & Grant, T. (2025). Career ladder advancement and engagement among veterinary technicians. Journal of Veterinary Medical Education, 52(1), 35–44.

Francis, T., & Hoefel, F. (2018). True Gen: Generation Z and its implications for companies. McKinsey & Company.

Gallup. (2025). State of the global workplace: Understanding employees, informing leaders. Gallup.

Given, L. M. (2021). The SAGE encyclopedia of qualitative research methods. SAGE Publications.

Gulati, R. (2023). Healthy workplaces: Offices that support employee health and well-being. International Journal for Science Technology and Engineering, 10(4), 1242–1248.

Hakanen, J. J., & Roodt, G. (2016). The job demands–resources model: Development, use, and future challenges. In M. P. Leiter, A. B. Bakker, & C. Maslach (Eds.), Burnout at work: A psychological perspective (pp. 119–141). Psychology Press.

Harter, J. K., Schmidt, F. L., Agrawal, S., Plowman, S. K., & Blue, A. (2016). The relationship between engagement at work and organizational outcomes: 2016 Q12® meta-analysis (9th ed.). Gallup.

Hasan, H., Nikmah, F., & Wahyu, E. E. (2022). The impact of meaningful work and work engagement on bank employees' performance. Journal of Business and Management Studies.

Jang, E., & Kim, Y. C. (2025). Autonomy constrained: The dynamic interplay among job autonomy, work engagement, and innovative behavior under performance pressure. Administrative Sciences, 15(1), 12.

Jankelová, N., Joniaková, Z., & Puhovichová, D. (2022). Factors influencing employee engagement in public administration. Public Administration Issues, 6, 7–23.

Jia-jun, Z., & Hua-ming, S. (2022). The impact of career growth on knowledge-based employee engagement. Frontiers in Psychology, 13, 805208. https://doi.org/10.3389/fpsyg.2022.805208

Juan, S. H., Ting, I. W. K., Kweh, Q. L., & Yao, L. (2018). How does knowledge sharing affect employee engagement? Institutions and Economies, 10(4), 51–72.

Kang, J., Zahid, H., Gohar, M., Qamar, A., & Ahsan, A. (2024). Hierarchical multiple regression analysis in social science research: A methodological review. SAGE Open, 14(2).

Katsaros, K. K. (2024). Gen Z employee adaptive performance: The role of inclusive leadership and workplace happiness. Administrative Sciences, 14(8), 163. https://doi.org/10.3390/admsci14080163

Kayalvizhi, K. (2018). A study on the impact of reward and recognition on work motivation and job satisfaction. International Journal for Research in Applied Science and Engineering Technology, 6(5), 1947–1952. https://doi.org/10.22214/ijraset.2018.5320

Keerthy, B. (2020). Impact of reward and recognition policies on employees at Signode India Limited. Journal of Emerging Technologies and Innovative Research, 7(10), 279–285.

Khan, A. N., Wang, Y., Khan, N. A., & Ahmad, A. (2025). Digital leadership enhances employee empowerment, techno work engagement, and sustainability. Inquiry: The Journal of Health Care Organization, Provision, and Financing, 62. https://doi.org/10.1177/00469580251317653

Khusanova, R., Kang, S., & Choi, S. B. (2021). How a supportive work environment can predict employee engagement, work–life balance, and psychological empowerment. Frontiers in Psychology, 12, 679447.

Konovalova, V. (2021). Employee recognition programs: Experience and new reality. Management of the Personnel and Intellectual Resources in Russia, 10(3), 25–30. https://doi.org/10.12737/2305-7807-2021-10-3-25-30

Manzoor, M., Dhand, S., & Pandey, A. (2025). The role of innovation culture in enhancing employee engagement: Evidence from selected IT firms. Journal of Neonatal Surgery, 14(3), 78–86.

Martins, N. (2017). The role of leaders in creating engaged employees. In Proceedings of the 5th International Conference on Management Leadership and Governance (pp. 195–202).

Mazzetti, G., & Schaufeli, W. B. (2022). The impact of engaging leadership on work engagement and team effectiveness. Career Development International, 27(1), 36–54.

Mustaffa, M., Rahman, N. A., & Zainal, H. (2022). Training and development as drivers of employee engagement during the COVID-19 pandemic. Journal of Workplace Learning, 34(7), 563–578.

Ng, E. S., Lyons, S. T., & Schweitzer, L. (2017). Managing the new workforce: International perspectives on the millennial generation. Edward Elgar Publishing.

Nugroho, Y. A. W., Yanti, B. E. D., & Haryanto, F. (2025). A systematic literature review on workplace expectations and behavioral characteristics of Generation Z employees. Psikostudia: Jurnal Psikologi, 14(3), 367–375. http://dx.doi.org/10.30872/psikostudia.v14i3.19486

Palumbo, R. (2024). Turning into disengaged public servants: The effects of discrimination on work engagement, mediated by meaningfulness and job satisfaction. Public Organization Review.

Pandey, R. (2024). Training, motivation, and employee engagement: An empirical study. Asian Journal of Management, 15(2), 155–165.

Pathak, K. (2021). Work life balance major key driver for employee engagement. Turkish Journal of Computer and Mathematics Education, 12(5), 1756–1761.

Poola, K., Sahana, B. S., & Vani, A. (2025). Optimizing HR decisions with machine learning: Predicting employee attrition. In Technological enhancements for improving employee performance, safety, and well-being (pp. 1–12). IGI Global. https://doi.org/10.4018/979-8-3693-9631-5.ch015

Prajapati, R. (2022). The impact of career development on employee engagement. Journal of Business and Social Sciences Research, 7(2), 23–35.

Putri, R. F., Soetjipto, B. E., & Churiyah, M. (2024). The effect of work-life balance and reward system on turnover intention with employee engagement as an intervening variable. JMKSP, 9(1), 234–251.

Rabiul, M. K., Gursoy, D., Mohamed, A. E., & Patwary, A. K. (2023). Job meaningfulness, employee engagement, supervisory support and job performance. Journal of Hospitality and Tourism Management.

Raghavendra, R., & Kamaraj, M. (2024). Impact of employee engagement on organizational performance – Moderating role of job satisfaction. International Research Journal of Multidisciplinary Scope, 5(2), 45–54.

Rajendran, T., & Doraisamy, R. (2022). The relationship between training and development and employee engagement in the pharmaceutical industry. International Journal of Human Resource Studies, 12(2), 205–219.

Ramli, A., Muda, I., & Syahputra, A. (2022). Career development, organizational commitment, and employee engagement. Journal of Management Development, 41(5), 367–381.

Rankapuge, J. K. K., & Jayasinghe, J. A. C. B. (2015). Impact of work-life balance on employee engagement of dual career couples in the banking sector. Kelaniya Journal of Human Resource Management, 10(1), 1–16.

Raza, D. M., & Hasan, F. (2021). Employee engagement and turnover utilizing logistic regression. In 2021 IEEE 8th UPCON (pp. 1–6). https://doi.org/10.1109/UPCON52273.2021.9667566

Saks, A. M. (2019). Antecedents and consequences of employee engagement revisited. Journal of Organizational Effectiveness, 6(1), 19–38. https://doi.org/10.1108/JOEPP-06-2018-0034

Saraiva, M., & Nogueiro, T. (2025). Perspectives and realities of disengagement among younger Generation Y and Z workers. Administrative Sciences, 15(4), 133. https://doi.org/10.3390/admsci15040133

Schaufeli, W. B. (2017). Applying the Job Demands Resources (JD-R) model: A how-to guide. Utrecht University. Retrieved from https://www.wilmarschaufeli.nl/publications/Schaufeli/476.pdf

Seemiller, C., & Grace, M. (2019). Generation Z: A century in the making. Routledge.

Seymour, M. A. W., & Geldenhuys, D. J. (2018). The impact of team dialogue sessions on employee engagement. SA Journal of Human Resource Management, 16, a967.

Shruthi, G., Prathap, B. N., Srinivasa, G., & Nandini, L. (2025). The synergistic impact of employee development and engagement. In Proceedings of the 3rd IEEE ICKECS (pp. 456–461).

Siddiqui, M. N., & Zamir, S. (2018). Impact of training design and delivery style on employee engagement. European Journal of Training and Development, 42(1/2), 191–206.

Song, L., Inmor, S., & Cuijten, N. (2024). The influence of supportive organizational climate on employees' innovation behavior. WSEAS Transactions on Business and Economics, 21, 123–135.

Southgate, G., Aderibigbe, J. K., Balogun, T. V., & Mahembe, B. (2023). Leadership styles as predictors of employee engagement. SA Journal of Human Resource Management, 21, a2117.

Sutiyem, Trismiyanti, Linda, Yonita, & Suheri. (2020). The impact of job satisfaction and employee engagement on organizational commitment. International Journal of Research in Business and Social Science.

Vanitha, S., & Sankar Ganesh, S. (2024). Employee engagement through training and motivation: A sectoral analysis. International Journal of Organizational Behavior and Management Perspectives, 13(1), 11–22.

Vermeulen, T., & Scheepers, C. B. (2020). Mediating effect of perceived organisational support on authentic leadership and work engagement. SA Journal of Human Resource Management, 18, a1333.

Walker-Schmidt, W. (2022). Leader effects on engagement. In Interdisciplinary and Practical Approaches to Managerial Education and Training (pp. 142–158).

Waworuntu, E. C., Kainde, S. J. R., & Mandagi, D. W. (2022). Work life balance, job satisfaction and performance among millennial and Gen Z employees: A systematic review. Society, 10(2), 286–300. https://doi.org/10.33019/society.v10i2.464

Woods, M. (2021). Technology impacts on employee engagement during COVID-19. In Springer Proceedings in Complexity (pp. 215–228).

Xi, L. (2015). The influence of career growth on employee engagement: The mediating role of organizational commitment. Open Journal of Social Sciences, 3(4), 110–115.

Yadav, M., Bhakar, S., & Upadhyay, Y. (2022). Impact of HRM practices on employee engagement and employee performance. International Journal of Health Sciences, 6(S3), 5443–5456. https://doi.org/10.53730/ijhs.v6nS3.7144

Zaini, M., & Kurnianingsih, F. (2022). Career development and employee performance: A study at the Human Resources Development Center for Air Transportation. Jurnal Manajemen Transportasi & Logistik, 9(3), 245–256.