



Learning Organization Intervention In Social Co-Workers, Innovative Behaviors, Work Environments And Influence On Work Engagement In Supervisors (Study At Pt. Acs Surabaya)

Hepiyanto¹, Arif Hidayat²

^{1,2}Management Department, STIE YAPAN, Surabaya, 60294, Indonesia

ARTICLE INFO

Keywords:

Social Co-Worker,
Innovative Behavior,
Work Environment,
Learning Organization,
Work Engagement

ABSTRACT

Having an engaged supervisor is a great asset to the organization, this trait requires a learning process in the organization that is supported by mutually supportive, innovative behavior and a conducive work environment. For this reason, this study aims to measure the influence of social co-workers, innovative behavior, and work environment on work engagement with learning organizations as an intervening variable. This study took a sampling technique with a total population study or saturated sample of 68 employees at the Supervisor level at PT. ACS Surabaya, and data analysis are carried out using a path analysis model. The results of the study obtained the value of $t = 6.545$; $p = 0.000$ ($p < 0.05$), which means that social co-workers have a positive and significant effect on the supervisor's work engagement; innovative behavior has a positive and significant effect on the supervisor work engagement with a value of $t = 3.120$ and $p = 0.027$ ($p < 0.05$); Social co-workers have a positive effect on work engagement intervened by supervisor learning organization with a value of $t = 5.134$ with $p = 0.000$ ($p < 0.05$); Innovative behavior has a positive effect on work engagement which is intervened by supervisor learning organization with a value of $t = 2.782$ and $p = 0.007$ ($p < 0.05$). While the work environment factors either directly or intervened by the learning organization did not affect the work engagement of the supervisors at PT. ACS Surabaya

E-mail:

hepiyanto@stieyapan.ac.id

Copyright © 2022 Enrichment : Journal of Management.
All rights reserved.

1. Introduction

The report submitted by PT. ACS Surabaya from 2020-2022 experienced a decrease in the number of semi-experts holding positions as supervisors. This condition is due to changes in company policies and standardization of HR competencies as well as health problems during the 2 years of the pandemic, so one of the initial efforts made by PT. ACS Surabaya is recruiting contract or outsourcing workers. The status of employees at the supervisor level who are still in the work contract period makes the level of engagement of supervisors with contract status not as strong as those of supervisors with permanent employee status. The phenomenon that can also be observed is that some supervisors work to meet the work standards set by PT. ACS Surabaya, are less attached to their work. Supervisors do not volunteer to do extra activities at work and do not provide creative ideas that can be contributed to the progress of the organization. Then it is easy to find behavior that is easy to complain about and not willing to try new things or new ideas that can speed up work, not wanting to give the best for the organization. The existence of this behavior will certainly affect the work behavior of innovation in the organization.

Referring to these problems, the researcher considers it necessary to examine more deeply through research relating to the level of social coworker support, innovative behavior and the work environment as possible factors that will contribute to the improvement of work engagement directly or intervened by the conditions of the learning organization at PT. ACS Surabaya. The learning organization factor is deemed necessary to be included as an intervening variable as well as a variable that influences employee engagement because learning organization is part of the conditions or climate in the organization at PT. ACS Surabaya.

Proposed method, work engagement reflects the personality that employees bring into their work so that employees can be energetic for their work or lead to employee performance [1]. For this reason, engagement is the target of work behavior expected by management to supervisors through several treatments, so that all employees at the supervisor level have an equal standard of engagement. The model that is seen as urgent as a process is formed in the following framework.

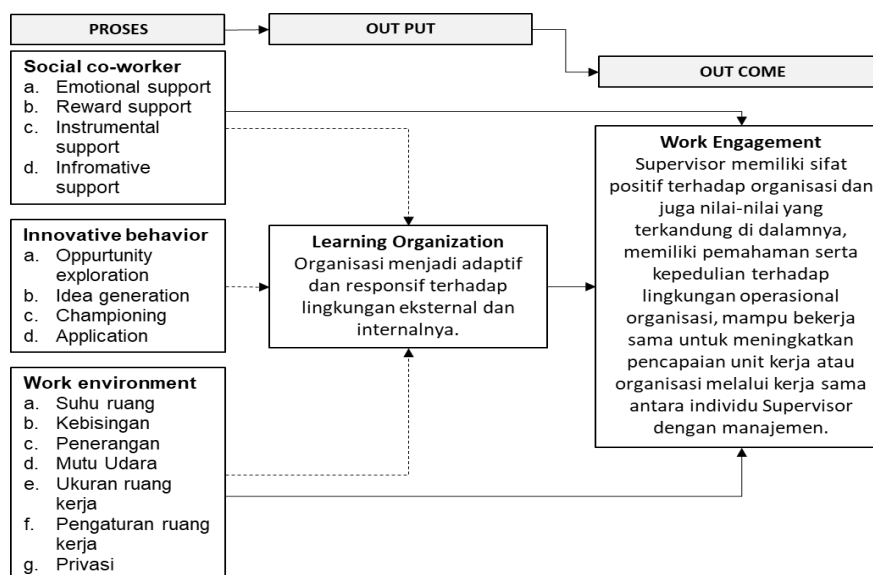


Figure. 1. Model framework constructed by PT. ACS Surabaya

Social co-workers, innovative behavior and work environment are conditioned by the management of PT. ACS Surabaya through several activities, in the form of publishing leaflets, pamphlets, and briefing supervisors routines. The target output is observed, namely the formation of learning behavior in the organization. The process output is measured, assessed and then used as feedback to all supervisors. The output as feedback encourages the improvement of social co-workers and innovative behavior, as well as the redesign of the work environment within a certain period. The output is re-examined as a learning cycle, the ultimate target of which is for supervisors to have increased engagement.

Research on social coworkers has a relationship with the work engagement of employees in a company. Research conducted by [2]; [3]; [4], provide the same conclusion, that the higher the social support felt by a worker, the higher the work attachment to a worker. [5], said that family support and work relations received by employees can affect the emotional aspect where employees will feel encouraged, as well as instrumental aspects where employees will feel provided with facilities to facilitate their work. An employee who has emotional and instrumental support obtained from family and coworkers can concentrate more on their duties and responsibilities.

In a situation like this, they feel energized, dedicated and immersed in their work, and employees tend to go beyond breaks and end of work hours. Other than social co-worker support, another factor that has a role in increasing employee engagement is innovative behavior. Research as reported by [6];

[7], gives the same picture that works engagement can be a mechanism for the relationship between psychological contracts and innovative behavior. Research by [8], also concludes that when employees feel they have an attachment to their organization, they will have an intention to do something more than just their responsibilities, namely innovative behavior. Based on the organizational innovation theory proposed by Woodman, et, al [9], that individual innovative behavior does not stand alone but is a function of the continuous interaction process between the individual and the situation at hand. The situation can be in the form of support from relationships with the organization and from social relationships.

2. Method

The population of this research is the Supervisors at PT. ACS totals 68 employees at the Supervisor level. Considering the number of Supervisor population at PT. ACS, the sampling technique used is the total study population or saturated sample [9]; [10]. The data collection technique in this study used a questionnaire in the form several written questions with a Thurstone scale model. The collected data is tested for validity using Pearson's construct validity, which refers to the extent to which an instrument can measure the understanding contained in the material to be measured [10], with a limited number of sampling, the researcher can compare the calculated value of r 0.300 [5], to find out the amount of contribution given by each indicator in constructing the variables.

Table 1.
Summary of validity and reliability test results

Variable	r value	α value
X1 Social Co-worker	0,444 – 0,745	0,796
X2 Innovative behavior	0,328 – 0,760	0,779
X3 Lingkungan Kerja	0,332 – 0,763	0,798
Z Learning organization	0,404 – 0,511	0,683
Y Work engagement	0,700 – 0,755	0,858

The results of the validity test can also be seen that on the social co-worker scale, coefficient values are obtained between 0.444 - 0.745, and all statements have a value of more than 0.30 so all of them are considered valid. The results of the validity test of the innovative behavior scale obtained a coefficient value between 0.328 – 0.760, all statements have a value of more than 0.30 so all of them are classified as valid. The results of the validity test of the work environment scale obtained a coefficient value between 0.332 – 0.763 which of the 7 indicators proposed some statements obtained a value of 0.094 (X3.6) so that all statements having a value of more than 0.30 there were 6 valid indicators and 1 indicator failed. For this reason, the indicators that fall are not included in the calculation of the hypothesis testing analysis. The results of the learning organization scale validity test obtained a coefficient value between 0.404 – 0.511 all statements have a value of more than 0.30 so all of them are classified as valid. The results of the validity test of the work engagement scale obtained a coefficient value between 0.700 – 0.755 all statements have a value of more than 0.30 so all of them are valid.

3. Result and Discussion

The results of the analysis of the reliability test of the measuring instrument were carried out through Cronbach's Alpha formula. The high and low reliability is empirically indicated by a number called the value of the reliability coefficient. Reliability is considered satisfactory if 0.700 [11]. The table of reliability test results shows that each variable has a Cronbach's Alpha value of more than 0.700 so all measuring instruments used in this study are reliable.

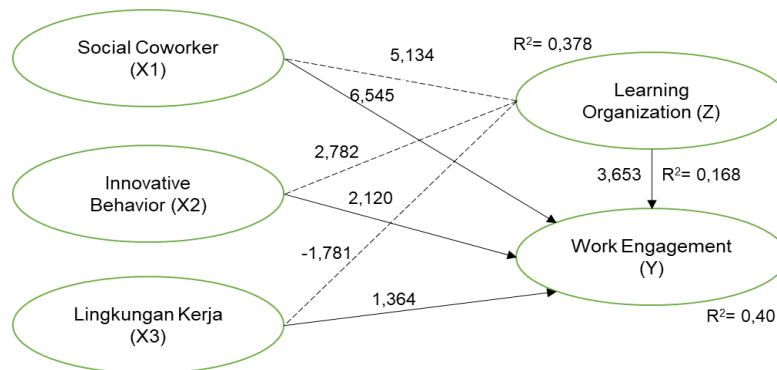


Figure. 2. Path analysis result

The results of the path analysis can be seen in full in the following table.

Table 2. Summary of Hypothesis Testing

Variable	Hypothesis	t value	Sig
Social co-worker	X1 → Y	6,545	0,000
Innovative behavior	X2 → Y	2,120	0,027
Work environment	X3 → Y	-1,364	0,178
Abs_Social co-worker	X1 → Z → Y	5,134	0,000
Abs_Innovative behavior	X2 → Z → Y	2,782	0,007
Abs_Work environment	X3 → Z → Y	-1,781	0,080
Learning organization	Z → Y	3,653	0,001

The results of the analysis of hypothesis testing as shown in table 3 can be explained. The influence of social co-workers on work engagement is obtained by the value of $t = 6.545$ with $p = 0.000$ ($p < 0.05$), which means that there is a significant effect. It can be said that the hypothesis which states that there is a positive influence of social coworkers on the work engagement of Supervisors at PT ACS is acceptable. The proof of the hypothesis in this study is following the research proposed by [2]; [9], who concluded that the support of co-workers (social co-workers) contributed quite well to increasing employee job engagement. Work engagement is a concept of thinking where employees who have a sense of engagement in other words feel bound to their work so that when they work they will be more enthusiastic about doing their work [12]. Research reported by [4], explains that it is not uncommon for Supervisor’s families or co-workers to suspect that the work engagement of family members is influenced by friends in their work environment, due to the support and motivation of their co-workers.

The influence of innovative behavior on work engagement is obtained by the value of $t = 3.120$ with $p = 0.027$ ($p < 0.05$) which means that there is a significant influence. It can be said that the hypothesis which states that there is a positive effect of innovative behavior on the work engagement of Supervisors at PT ACS is acceptable. The proven hypothesis in this study supports previous research, as stated by [13]; [14], provide an explanation that innovative behavior contributes to increasing employee engagement. Similarly, research reported by [15], explains that employee work engagement is more easily characterized by innovative behavior, efforts to develop work creativity, willingness to design work, and level of participation in job enrichment. [16] revealed that one of the factors that had a significant impact on the level of work engagement was innovative behavior. Innovative behavior can encourage the formation of an attractive work climate. Supervisors will feel comfortable and happy in carrying out their work so that they can increase work engagement [15].

The influence of the work environment on work engagement is obtained by a value of $t = -1.364$ with $p = 0.178$ ($p > 0.05$), which means that there is no significant influence. It can be said that the hypothesis which states that there is a positive influence of the work environment on the work engagement of Supervisors at PT. ACS Surabaya is rejected. The rejection of the hypothesis in this

study is inconsistent and inconsistent with several previous studies, as reported by [17]; and [18], which prove that several factors influence employee (job) engagement, namely the work environment, team relations with colleagues, training and career development, compensation, welfare policies. However, it is different from the research of [19], whose conclusion is by the results of this study, that the work environment does not affect the increase in employee work engagement, even though the work environment is conceptually one of the contributing factors. Likewise, the research report by [20], cannot prove the influence of the work environment on increasing employee work engagement.

In addition to these two studies, [21], submitted their research report that companies that have fully engaged employees are the key to achieving a competitive advantage that is difficult for competitors to imitate. However, employees who have high engagement are not formed automatically because of a conducive work environment, but many other factors are more capable of influencing. [22] explains that engagement is the involvement, satisfaction, and enthusiasm of individuals with the work they do. Meanwhile, Branham & Hirschfeld [23], put forward two definitions of employee engagement, namely: 1). Increasing the emotional and intellectual relationship of the Supervisor to his job, his organization, his leadership, or his co-workers so that it influences him to give additional effort to his work; 2) Increased commitment of Supervisors to something or someone in their organization and how seriously they work and how long they last as a form of commitment.

The influence of social co-workers on work engagement that is intervened by learning organizations is obtained by the value of $t = 5.134$ with $p = 0.000$ ($p < 0.05$), which means that there is a significant influence. It can be said that the hypothesis which states that there is a positive influence of social co-workers on work engagement which is intervened by the learning organization Supervisor at PT ACS is acceptable. The acceptance of the hypothesis in this study is appropriate and supports previous research, as reported in the study of Koyuncu, Burke and Fiksenbaum [24]; as well as the results of Putri's research [25], which explains that good social support in the work environment and learning process supported by learning organizations that are conditioned to foster work engagement in employees. Employee engagement is an internal state of the organization where employees have an emotional connection to the organization where they work, including their views on their work, responsibilities, social support (social co-workers), and learning conditions that reflect the employee's relationship with superiors, and colleagues. This can illustrate that the achievement of the feeling of engagement (engage) has a strong correlation with social support from work relations, and learning (learning organization) that shapes the work climate. Likewise, research by Mandala and Nurendra [26], provides suggestions to explore the relationship between the support of co-workers (team) and increased employee engagement that is intervened by the learning climate in the organization (learning organization).

The influence of innovative behavior on work engagement that is intervened by a learning organization is obtained by the value of $t = 2.782$ with $p = 0.007$ ($p < 0.05$), which means that there is a significant influence. It can be said that the hypothesis which states that there is a positive effect of innovative behavior on work engagement that is intervened by the learning organization Supervisor at PT ACS Surabaya is acceptable. The acceptance of the hypothesis in this study is appropriate and supports the research reported by Guan and Frenkel [26], that employee innovation behavior fosters job engagement and in the process, the role of learning in the organization has a relatively sufficient contribution. The research reported by Firdausi [26], that innovative behavior has a close relationship with organizational learning and job engagement, and the three are mutually influencing. Several other studies also provide conclusions and explanations that innovative behavior intervened by organizational learning affects on employee engagement. To the results of research presented by Permatasari [7], the way to build employee engagement in various forms of tasks or jobs that you want to know and learn is to build a learning organizational culture that can support creative and innovative behavior. Hisel's research [27], also explains that increasing employee innovative potential can be done based on curiosity or motivation to learn through the organization to find out different and challenging jobs.

The influence of the work environment on work engagement that is intervened by the learning organization is obtained by a value of $t = -1.781$ with $p = 0.080$ ($p > 0.05$), which means there is no

significant influence. It can be said that the hypothesis which states that there is a positive effect of the work environment on work engagement is intervened by the learning organization Supervisor at PT. ACS Surabaya is rejected. The rejection of the hypothesis in this study is classified as less supportive and not per some previous researchers, such as Vance [7] who concluded that organizational learning interferes with work environment factors and has an impact on the formation of employee engagement. Similarly, the research of [28]; [17]; and [29], proves that there is an influence between the work environment and employee engagement, and the work environment provides an overview of organization learning, about how employees learn which is a form of organizational culture.

The results of hypothesis testing in this study which are different from some previous studies are classified as less consistent, however, the research reported by Putra, Abdurrahman, and Frenrika [30], provides the same conclusion as this study, that the work environment does not affect work engagement when it is intervened by the learning organization, while the learning organization independently has a direct influence on work engagement. Silva, Syahrul, and Rivai [31], and Zaitouni and Ouakouak [31], mentioned that there are factors that influence work engagement, namely the work itself, work environment, leadership, opportunities for self-development, and opportunities to contribute. A less conducive work environment that is not conditioned as an organizational environment that has hidden knowledge or does not support learning will encourage employee engagement to decrease. Research reported by [31], also explains that learning behavior has an intercorrelation and intervenes in the work environment to shape employee engagement. If the interrelation between the work environment and the learning organization is not supportive, then engagement needs to be fostered through other factors. According to Sedarmayanti [12], the work environment is all the conditions that exist around the workplace that will affect the Supervisor either directly or indirectly. This means that the condition of the work environment needed is an environment that supports the growth of a learning organization that can increase the psychological atmosphere in employees so that they have more work engagement. According to the explanation in the research of Aryateja, Susita, & Sebayang [20], job resources and personal resources have a positive impact on work engagement mediated by learning organizations. When the job has high demands. Job resources refer to environmental aspects, namely physical, social or organizational aspects derived from work.

The influence of learning organization on work engagement is obtained by the value of $t = 3.653$ with $p = 0.001$ ($p < 0.05$) which means there is a significant influence. It can be said that the hypothesis which states that there is a positive effect of a learning organization on the work engagement of Supervisors at PT. ACS Surabaya is acceptable. The acceptance of this hypothesis supports several previous studies, as stated by [32]; [7]; and [25], provide the same picture that learning of organization has a direct or indirect impact on increasing work engagement and employee performance appraisal. Saks [33] also concluded that the higher the company's awareness of increasing the learning capacity of employees, the higher the employee engagement will be

Table 3.
Coefficient determination of the direct influence

	Direct influence			Influence on intervention		
	β value	r value	SE	β value	r value	SE
Social coworker	0,664	0,601	0,399	0,520	0,418	0,218
Innovative behavior	0,317	0,373	0,118	0,320	0,333	0,107
Work environment	0,013	-0,039	-0,001	-0,207	-0,257	0,053
R ² Value			0,516			0,378
R ² Learning organization			0,168			

The results of the coefficient of determination test simultaneously show that social co-workers, innovative behavior and work environment contribute to work engagement by 40.1% for Supervisors at PT. ACS Surabaya. The value of the coefficient of determination shows that social co-workers can contribute effectively to work engagement with Supervisors at PT. ACS Surabaya of 39.9. Innovative behavior can provide an effective contribution to the work engagement of Supervisors at PT. ACS

Surabaya of 11.8%. The work environment can provide an effective contribution to the work engagement of Supervisors at PT. ACS Surabaya of 0.1%. Learning organization directly or as an independent variable learning organization can contribute 16.8% to the work engagement of Supervisors at PT. ACS Surabaya. Simultaneously, social co-workers, innovative behavior and the work environment intervened by the learning organization were able to contribute to the work engagement of the Supervisor by 37.8%. As with the path analysis scheme, the value of the social co-worker variable intervened by the learning organization can provide an effective contribution to the work engagement of Supervisors at PT. ACS Surabaya of 21.8%. Innovative behavior that is intervened by a learning organization can provide an effective contribution to the work engagement of Supervisors by 10.7%. The work environment that is intervened by the learning organization can provide an effective contribution to work engagement by 5.3%.

4. Conclusion

Considering the results of the analysis of hypothesis testing which shows that the work environment directly or intervened by a learning organization does not affect work engagement, it is recommended for researchers that choose a similar theme to take a sample from a large population with the same sampling character. It is also recommended for researchers to try to do multiple regression analysis or use the model structure test when using the work environment as an independent variable or placing it as an intervening variable.

References

- [1] A. M. Saks, "Antecedents and consequences of employee engagement," *J. Organ. Eff. People Perform.*, vol. 21, no. 7, pp. 19–38, Oct. 2006, doi: 10.1108/02683940610690169.
- [2] N. Septiani and H. Nurtjahjanti, "Hubungan Antara Dukungan Sosial Pasangan Dengan Keterikatan Kerja Pada Aparat Pemerintah Desa Di Kecamatan X,Y,Z Kabupaten Batang," *J. EMPATI*, vol. 6, no. 4, pp. 157–162, Mar. 2018, doi: 10.14710/EMPATI.2017.20005.
- [3] U. Ahmed, A. H. A. Majid, L. A. Al-Aali, and S. Mozammel, "Can meaningful work really moderate the relationship between supervisor support, coworker support and work engagement?," *Manag. Sci. Lett.*, vol. 9, no. 2, pp. 229–242, 2019, doi: 10.5267/J.MSL.2018.11.016.
- [4] G. F. Ramdhani and D. R. Sawitri, "Hubungan Antara Dukungan Organisasi Dengan Keterikatan Kerja Pada Karyawan PT. X Di Bogor," *J. EMPATI*, vol. 6, no. 1, pp. 199–205, Jan. 2017, doi: 10.14710/EMPATI.2017.15211.
- [5] M. R. Aziz and I. Noviekayati, "Dukungan Sosial, Efikasi Diri dan Resiliensi Pada Karyawan yang Terkena Pemutusan Hubungan Kerja," *Pers. Psikol. Indones.*, vol. 5, no. 01, Jan. 2016, doi: 10.30996/PERSONA.V5I01.742.
- [6] D. . Prakoso, "Pengaruh Learning Organization Terhadap Innovative Behavior Dengan Work Engagement Sebagai Mediator," Universitas Airlangga, 2017.
- [7] S. . Permatasari, "Pengaruh Learning Organization Terhadap Innovative Work Behaviour Melalui Work Engagement Sebagai Mediasi Di Divisi Desain Perusahaan PT. PAL Indonesia," Universitas Airlangga, 2019.
- [8] E. R. Pradana and F. Suhariadi, "The Effect Of Job Crafting On Innovative Behavior Through Mediation Work Engagement," *Airlangga J. Innov. Manag.*, vol. 1, no. 1, pp. 77–91, Jun. 2020, doi: 10.20473/AJIM.V1I1.19402.
- [9] B. Wulandari, E. D. J. Ginting, and Hasnida, "The Effect of Perceived Organizational Support and Employee Engagement on Readiness to Change," *Int. J. Progress. Sci. Technol.*, no. 2002, pp. 24–27, 2020, [Online]. Available: <http://ijpsat.ijsht-journals.org>.
- [10] I. Ghozali, *Aplikasi Analisis Multivariete dengan Program IBM SPSS 23 (VIII)*. Semarang: Universitas Diponegoro, 2016.
- [11] Sugiyono, *Metode Penelitian Kuantitatif Kualitatif dan R & D (Edisi Revisi)*. Bandung: Alfabeta, 2020.
- [12] Sedarmayanti, *Manajemen Perancangan dan Pengembangan Sumber Daya Manusia. Edisi Revisi*,

- Cetakan Kelima*. Bandung: PT Refika Aditama, 2017.
- [13] T. P. Astuti, R. Sitawati, and Tukijan, "Pengaruh Kreativitas dan Perilaku Inovatif Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Mediasi (Studi Pada Hotel Pandanaran Semarang)," *J. Ekon. Manaj. dan Akunt.*, no. 47, pp. 53–64, 2019.
- [14] F. F. Dewi Tri Resky Yanti, Fuad Nashori, "Pengaruh Pelatihan Efikasi Diri terhadap Keterikatan Kerja Perawat Rumah Sakit Umum Daerah di Sulawesi Selatan," *JIP (Jurnal Interv. Psikologi)*, vol. 10, no. 2, pp. 103–114, Dec. 2018, doi: 10.20885/INTERVENSIPSIKOLOGI.VOL10.ISS2.ART3.
- [15] A. L. Babu, A. C. Mohan, and S. K. Manivannan, "Impact of Work Culture on Employee Engagement," *Test Eng. Manag.*, vol. March – Ap, no. 83, pp. 9758–9764, 2020, [Online]. Available: <https://www.researchgate.net/publication/343280483>.
- [16] C. Bailey, A. Madden, K. Alfes, and L. Fletcher, "The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis," *Int. J. Manag. Rev.*, vol. 19, no. 1, pp. 31–53, Jan. 2017, doi: 10.1111/IJMR.12077.
- [17] J. Psikologi *et al.*, "Persepsi Lingkungan Kerja Fisik dengan Employee Engagement pada Karyawan," *Psychopolytan J. Psikol.*, vol. 4, no. 1, pp. 11–16, Aug. 2020, doi: 10.36341/PSI.V4I1.1232.
- [18] R. Gunawan, S. H. Senen, and E. Tarmedi, "Analisis Kondisi Lingkungan Kerja dalam Meningkatkan Employee Engagement pada Karyawan Bagian Produksi Industri Manufaktur di Cimahi," *J. Bus. Manag. Educ.*, vol. 4, no. 1, pp. 88–99, May 2019, doi: 10.17509/JBME.V4I1.21986.
- [19] I. Ahakwa, J. Yang, E. Agba Tackie, and S. Atingabili, "The Influence of Employee Engagement, Work Environment and Job Satisfaction on Organizational Commitment and Performance of Employees: A Sampling Weights in PLS path Modelling," *SEISENSE J. Manag.*, vol. 4, no. 3, pp. 34–62, 2021, doi: 10.33215/sjom.v4i3.641.
- [20] K. D. A. Aryateja, K. B., Susita, D., & Sebayang, "The Influence of Work-Life Balance and Work Environment on Employee Commitment," *Int. J. Soc. Sci. World*, vol. 3, no. 2, pp. 152–168, 2021, doi: <https://doi.org/10.5281/zenodo.5214804>.
- [21] S. M. Sari and D. Ranihusna, "Build the Positive Work Environment with Work Engagement," *Manag. Anal. J.*, vol. 8, no. 3, pp. 340–349, Sep. 2019, doi: 10.15294/MAJ.V9I3.34664.
- [22] T. . Robbins, S.P. and Judge, "Essentials of Organizational Behavior," in *14th Edition, Pearson Education*, London, 2018.
- [23] D. Sunyoto, D. Sunyoto, H. K. Tjahjono, Z. M. El Qodric, W. Prajogo, and S. Hadi, "Group Engagement Based On Social Exchange Theory: Antecedents And Consequences," *J. Leadersh. Organ.*, vol. 3, no. 1, pp. 43–57, Mar. 2021, doi: 10.22146/jlo.57001.
- [24] A. A. Riswan, C. Salsabila, D. Puspita, R. Mulya, and N. Saputra, "Innovative Work Behavior pada Pegawai di DKI Jakarta: Pengaruh Learning Agility, Work Engagement, dan Digital Readiness," *Stud. Ilmu Manaj. dan Organ.*, vol. 2, no. 2, pp. 151–165, Oct. 2021, doi: 10.35912/SIMO.V2I2.833.
- [25] S. . Putri, "Pengaruh Learning Organization Terhadap Kinerja Karyawan Melalui Work Engagement Pada Karyawan Bank Bukopin Jember," Universitas Jember, 2019.
- [26] C. I. Mandala and A. M. Nurendra, "Tuntutan Pekerjaan dan Keterikatan Kerja pada Karyawan Bank: Peran Efikasi Diri sebagai Moderator," *Psikologika J. Pemikir. dan Penelit. Psikol.*, vol. 25, no. 2, pp. 291–304, Jul. 2020, doi: 10.20885/PSIKOLOGIKA.VOL25.ISS2.ART9.
- [27] M. E. Hisel, "Measuring work engagement in a multigenerational nursing workforce," *J. Nurs. Manag.*, vol. 28, no. 2, pp. 294–305, Mar. 2020, doi: 10.1111/JONM.12921.
- [28] jurnalpps pps, D. R. Thesiasari, I. Prasetyo, and F. Riswati, "Pengaruh Kepemimpinan, Lingkungan Kerja Dan Kompensasi Terhadap Kinerja Karyawan Melalui Employee Engagement Pada CV. Perjuangan Steel Surabaya," *J. Manajerial Bisnis*, vol. 2, no. 03, pp. 243–252, Jul. 2019, doi: 10.37504/MB.V2I03.181.
- [29] A. Hidayat, "Work Engagement: Main Factors and Supporting Factors (Study at PT. ACS Surabaya)," vol. 12, no. 2, pp. 1299–1308, 2022.

- [30] P. Lingkungan *et al.*, "Pengaruh Lingkungan Kerja dan Organisasi Pembelajaran Terhadap Komitmen Organisasi di Bank BJB Kantor Cabang Pembantu Cicadas Bandung," *Pros. Manaj.*, vol. 6, no. 2, pp. 1004–1010, Aug. 2020, doi: 10.29313/V6I2.24299.
- [31] M. Silva, L. Syahrul, and H. A. Rivai, "Analysis Of The Effect Of Job Insecurity And Work Environment Psychology On Turnover Intention," *JBTI J. Bisnis Teor. dan Implementasi*, vol. 13, no. 1, pp. 24–37, Apr. 2022, doi: 10.18196/JBTI.V13I1.14178.
- [32] S. Sholikhah, R. N. Marbun, and W. Parimita, "The Influence of Learning Organization and Employee Resilience on Work Engagement at Bumn Bank Branch Office in Bogor," *IJHCM (International J. Hum. Cap. Manag.)*, vol. 5, no. 2, pp. 11–25, Nov. 2021, doi: 10.21009/IJHCM.05.02.2.
- [33] A. M. Saks, "Antecedents and consequences of employee engagement revisited," *J. Organ. Eff. People Perform.*, vol. 6, no. 1, pp. 19–38, Feb. 2019, doi: 10.1108/joepp-06-2018-0034.