

Improving Human Resource Performance Through Retention-Mediated Employee Engagement

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Abstract. *This study aims to examine employee engagement and retention that affects human resource performance. The population in this study were all human resources in the North Arut, Pangkalan Banteng and Kotawaringin Lama District Offices of West Kotawaringin Regency totaling 60 people, using a questionnaire distributed directly via google forms to obtain objective data as well as a research instrument. Data analysis using Partial Least Square (PLS) version 3.2.9 with a structural equation model and factor analysis and path analysis to test hypotheses and assess the mediation effects of variables. The results of this study indicate that employee engagement has a positive and significant effect on human resource performance of 2.224 > t-table (1.671) with a P-Value of 0.027 < 0.05. Retention has a positive and significant effect on human resource performance of 3.298 > t-table (1.671) with a P-Value of 0.001 < 0.05 and employee engagement has a positive and significant effect on retention of 6.214 > t-table (1.671) with a P-Value of 0.000 < 0.05. The indirect effect of the employee engagement variable on human resource performance with the mediation of the retention variable is known to be 0.226. The Sobel test produces a t-count of 3.214 > t-table (1.671) with P Values of 0.001 < 0.05. This means that the proposed retention as a variable to mediate between employee engagement and human resource performance makes a strong contribution.*

Keywords: *Employee Engagement; Human Resource Performance; Retention.*

1. Introduction

The era of globalization has forced rapid development in various fields. This development forces organizations to improve their human resources to be competitive (Hersona, Martini, & Alamsyah, 2013). Zulkarnain (2011) stated that the importance of the human element in running the wheels of an organization because workers or organizational members are the main driving force in both public and private organizations. This makes human resources one of the important assets for every company. It can be said that human resources are one

of the important factors in determining the realization of a company's goals. To achieve optimal goals, of course, the company requires the performance of human resources.

Human resource performance is a key factor in achieving success and achieving organizational goals. Improving human resource performance is a continuous effort that requires a deep understanding of the factors that influence motivation, competence, and human resource development. The basic concept of human resource performance is a framework for understanding and assessing individual performance within an organizational context. This involves assessing the contribution and achievements of human resources in achieving organizational goals and their ability to carry out assigned tasks and responsibilities (Lestari, 2023). Human resource management is an organizational activity aimed at attracting, developing, and maintaining more effective performance to achieve desired goals. Human resources are the most important asset in a company, so the office retains employees so that the company can retain quality employees to achieve company goals. One factor influencing employee retention is the creation of good performance. Employee retention has a positive and significant impact on human resource performance (Arwiyah, 2019).

Retention is a company's ability to retain its potential human resources and keep them loyal to the company. Retention refers to a company's policy to prevent employees from leaving the company. Retaining competent employees is crucial for companies because retaining employees is better than finding new ones (Ahlrichs, 2000). The relationship between retention and employee engagement is very close. Employee engagement reflects the level of employee commitment and enthusiasm for their work, which directly influences their desire to remain with the company.

According to Putri (2014), employee engagement is defined as an attitude that reflects employee loyalty to their organization and is an ongoing process in which organizational members express their concern for the organization which continues to achieve success and well-being.

Dalain his research, GSM Daulay (2023) stated that there is a significant influence between the employee engagement variable and employee performance, meaning that employees who are engaged with the company where they work will provide good performance for the company where the respondent works. However, research from Aprilian (2013) found that employee engagement had no significant effect on employee performance. Given this research gap, the solution is mediated by the retention variable.

KaWest Kotawaringin Regency has an accountability target of A or 90 points, based on the 2017-2022 Regional Medium-Term Development Plan (RPJMD). The internet-based E-Sakip program was presented to assist ASN in reporting every achievement and obstacle in the implementation of the Action Plan (RA) in accordance with the Work Agreement (PK). However, until the end of its implementation, West Kotawaringin Regency was only able to achieve Government Performance Accountability (AKIB) B or below 90 points. SKPD that did not achieve the SAKIP target with the same characteristics and values in the same range were Arut Utara District with a score of 69.85 points, Pangkalan Banteng District with a

score of 59.85 points and Kotawaringin Lama District with a score of 71.4 points. If averaged the SAKIP score is 67.03 points for the three districts. Several factors that influence the failure to achieve performance targets are: 1) Employee engagement has not been able to motivate human resources to achieve targets in improving their performance, and 2) Low employee retention has not been able to make civil servants stay working to implement program targets.

2. Research Methods

This research is explanatory research. Singarimbun and Effendi (2011) state that explanatory research is research that explains the relationships between research variables through hypothesis testing. This research then explains the relationships and influences of the variables. The research will determine whether the relationships between variables strengthen or weaken the proposed hypothesis. These variables include: Human Resource Performance, Employee Engagement, and Retention.

3. Results and Discussion

3.1. Descriptive Analysis of Research Data

Research data description is a crucial first step in the data analysis process. It provides an overview of the characteristics of respondents and how they responded to items that serve as indicators for measuring the variables being studied. This analysis aims to identify patterns or trends in respondent responses and determine the status of the variables being studied at the research site. By describing the data, researchers can gain a deeper understanding of the characteristics of the respondent sample and the validity of the collected data. This provides an important foundation for subsequent data analysis stages in the research.

Through established survey response procedures, the weighting of each statement in the questionnaire can be determined based on the respondents' responses. The weightings assigned to each type of response are as follows:

1. Strongly Agree (SS) Answer: Score 5
2. Agree Answer (S): Score 4
3. Uncertain Answer (R): Score 3
4. Disagree Answer (TS): Score 2
5. Strongly Disagree (STS) Answer: Score 1

By applying these rating weights, you can calculate a total or average score from respondents' responses to each statement in the questionnaire. This allows for analysis of respondents' level of agreement or disagreement with a given statement and provides insight into their views on the research topic. Furthermore, using uniform rating weights facilitates comparison of respondents' responses across groups or across time periods and allows tracking of changes in respondents' views over time. This can provide valuable

insights into understanding the variability and dynamics in respondents' responses to a research topic.

In this study, using five answer choices on a scale of 1-5, the score for each statement was calculated as follows:

1. The maximum score that can be given by a respondent is 5, which is the answer "Strongly Agree".
2. The minimum score that can be given is 1, which is the answer "Strongly Disagree".
3. The possible score range is $5 - 1 = 4$

The research level criteria are calculated using the following calculative formula (Van

The following is a data categorization to provide an overview of the variables studied:

1. Low = 1.00 – 2.33
2. Currently = 2.34 – 3.67
3. Tall = 3.68 – 5.00

In accordance with these calculations, the results of the descriptive analysis of the variables are obtained as explained below:

3.1.1. Employee Engagement

Measuring employee engagement variables using these four indicators—work environment, leadership, compensation, and morale—can provide a more comprehensive understanding of respondents' levels of employee engagement within their work context. This can help understand how engaged respondents are in carrying out their work tasks and provide insight into specific aspects of employee engagement that may contribute to human resource performance. The following table displays a description of respondents' responses and a statistical description of the employee engagement variable data.

Descriptive Statistics of Employee Engagement Variables

Indicator		Min	Max	Mean	Elementary School
KK1	Work environment	2.0	5.0	3.82	0.67
KK2	Leadership	2.0	5.0	3.70	0.61
KK3	Compensation	3.0	5.0	3.80	0.57
KK4	Spirit at work	3.0	5.0	3.72	0.68
Mean Variable				3.76	

Source: Processing of questionnaire data processed in 2025.

According to Table, it is known that the mean data for the overall employee engagement variable is 3.76, which is in the high range. This means that respondents generally gave good or high responses to the employee engagement variable. The results of the data description on the employee engagement variable showed the highest Mean value in the work environment indicator with a score of 3.82, which means that respondents considered that human resources with employee engagement obtain a good work environment. Meanwhile, the indicator that received the lowest score was leadership with a score of 3.70, which means that respondents wanted human resources with employee engagement with leadership that needed to be improved.

3.1.2. Retention

The retention variable is measured using four indicators: career opportunities, rewards, work, and employee relations. The following table displays a description of respondent responses and statistical data on the retention variable.

Descriptive Statistics of Retention Variables

Indicator		Min	Max	Mean	Elementary School
RE1	Career Opportunities	2.0	5.0	3.80	0.68
RE2	Award	2.0	5.0	3.87	0.72
RE3	Work	2.0	5.0	3.77	0.74
RE4	Employee Relations	2.0	5.0	3.92	0.71
Mean Variable				3.84	

Source: Processing of questionnaire data processed in 2025.

According to Table, it is known that the overall mean data for the retention variable is 3.80, which is in the high category range.. This means that respondents generally gave good or high responses to the retention variable. The results of the data description on the organizational commitment variable showed the highest Mean value in the employee relationship indicator with a score of 3.92, which means that respondents considered that human resources with retention had good employee relationships with the organization. Meanwhile, the indicator that received the lowest score was work towards the organization with a score of 3.77, which means that respondents wanted human resources with retention to have work towards the organization that needed to be improved.

3.1.3. Human Resource Performance

The Human Resources Performance variable is measured using four indicators: quality, punctuality, reliability, and teamwork. The following table displays a description of respondents' responses and statistical data for the Human Resources Performance variable.

Descriptive Statistics of Human Resource Performance Variables

Indicator		Min	Max	Mean	Elementary School
K1	Quality	3.0	5.0	4.03	0.63
K2	Punctuality	3.0	5.0	3.90	0.60
K3	Reliability	3.0	5.0	4.35	0.54
K4	Ability to Work Together	3.0	5.0	4.28	0.75
Mean Variable				4.14	

Source: Processing of questionnaire data processed in 2025.

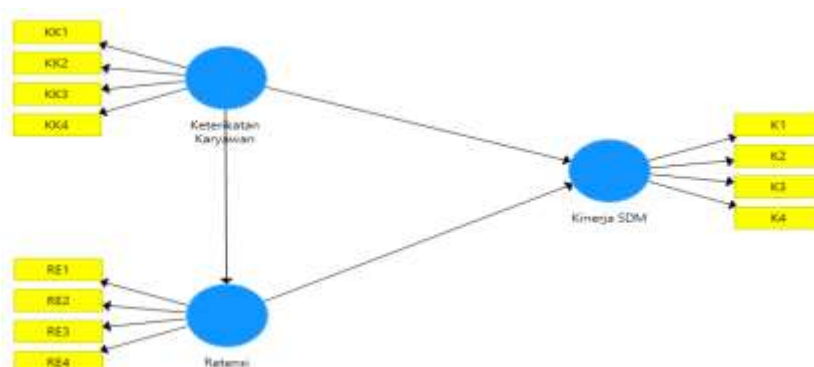
Based on Table, it is known that the mean data for the Human Resource Performance variable as a whole is 4.11, which is in the high category range. This means that respondents generally gave good or high responses to the Human Resource Performance variable. The results of the data description on the Human Resource Performance variable show the highest Mean value in the Reliability indicator with a score of 4.35, which means that respondents consider that human resources that have good performance apply high reliability. Meanwhile, the indicator that gets the lowest score is punctuality with a score of 3.90, which means that respondents want human resources to have good performance and have punctuality that needs to be improved.

3.1.4. Statistical Data Analysis

This research was analyzed using the Structural Equation Modeling technique based on Partial Least Square (SEM-PLS) version 3.2.9 to facilitate processing the obtained data. In analyzing the data, validity (discriminant validity and convergent validity) and reliability were first tested using Partial Least Square (PLS).

3.1.5. Partial Least Square (PLS) Modeling

The PLS model of this research makes it easy to explain the relationship between each research variable as follows:



PLS Analysis Model of Research

The model above shows that the employee engagement variable uses four indicators (KK1–KK4), the retention variable uses four indicators (RE1–RE4), and the human resource

performance variable uses four indicators (K1–K4). The PLS model was analyzed through outer and inner model analysis. The equations for these models are as follows:

Model 1

$$Y1 = b_1X1 + b_2Y2$$

Model 2

$$Y2 = b_3X1$$

Information :

X1 : Employee Engagement (KK)

Y1: Human Resources Performance (KSDM)

Y2 : Retention (RE)

b1 : Path Coefficient of Employee Engagement to HR Performance

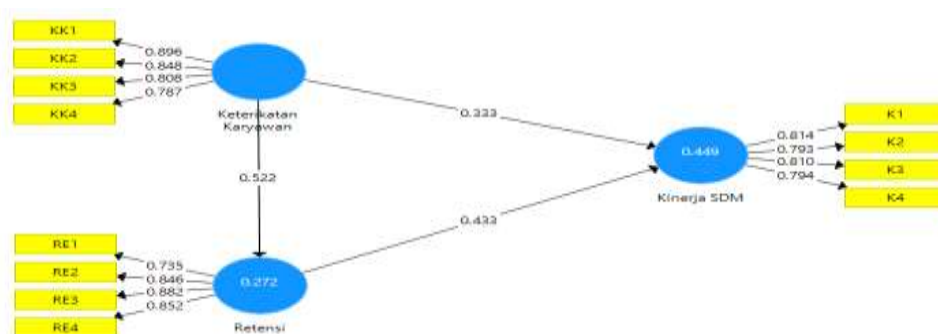
b2 : Path Coefficient of Retention Engagement to HR Performance

b3 : Path Coefficient of Employee Engagement to Retention

3.1.6. Measurement Quality Analysis (Outer Model)

The purpose of Outer Model Analysis is to assess the measurement construct of latent variables and to test the validity and reliability of the indicators. latent variable compiler. According to Ghozali (2014), validity testing is conducted to measure the extent to which research indicators are able to reveal what they measure (latent variables).

The results of the equation for the outer and inner model values in the research are described in the following chart:



According to Figure, the outer model equation model produces 2 equation results as follows:

Model 1

$$Y1 = b_1X1 + b_2Y2$$

$$Y1 = 0.333 X_1 + 0.433 Y_2$$

Model 2

$$Y2 = b_3X1$$

$$Y2 = 0.522 X_1$$

Information :

X1 : Employee Engagement (KK)

Y1: Human Resources Performance (KSDM)

Y2 : Retention (RE)

b1 : Path Coefficient of Employee Engagement to HR Performance

b2 : Path Coefficient of Retention Engagement to HR Performance

b3 : Path Coefficient of Employee Engagement to Retention

3.1.7. Discriminant Validity Analysis

The discriminant validity analysis of this study is seen from the results of comparing the loading factor values with the cross-loading. The results of the discriminant validity test analysis are shown below:

Results of Discriminant Validity Test Analysis

Construct Indicators	Employee Engagement	HR Performance	Retention
K1	0.445	0.814	0.471
K2	0.566	0.793	0.324
K3	0.340	0.810	0.602
K4	0.459	0.794	0.531
KK1	0.896	0.437	0.471
KK2	0.848	0.493	0.635
KK3	0.808	0.448	0.307
KK4	0.787	0.495	0.231
RE1	0.152	0.325	0.735
RE2	0.322	0.471	0.846
RE3	0.546	0.608	0.882
RE4	0.547	0.526	0.852

Source: Processing of questionnaire data processed in 2025.

According to Table it can be seen that the loading factor values of all constructs (marked in bold) are higher than the cross-loading values. The indicator value is above 0.70, thus it is declared valid. Therefore, it is concluded that all indicators used to measure the construct (variable) values did not encounter discriminant validity issues, so all indicators are proven to have good discriminant values in measuring the research constructs.

3.1.8. Convergent Validity Analysis

The convergent validity analysis in this study is indicated by the outer loading value and the average variance extracted (AVE). The following table shows the results of the convergent validity analysis:

Results of Convergent Validity Test Analysis

Construct Indicators	Employee Engagement	HR Performance	Retention
K1		0.814	
K2		0.793	
K3		0.810	
K4		0.794	
KK1	0.896		
KK2	0.848		
KK3	0.808		
KK4	0.787		
RE1			0.735
RE2			0.846
RE3			0.882
RE4			0.852

Source: Processing of questionnaire data processed in 2025.

According to Table, it can be seen that the outer loadings value for each construct is higher than 0.5, and the AVE value obtained is also proven to be greater than 0.5. Therefore, it can be concluded that all construct indicators are proven to meet the validity elements or can accurately describe each research construct.

A. Structural Model Analysis (Inner Model)

The inner model analysis in this study includes determination coefficient testing and hypothesis testing.

b. Coefficient of Determination

The coefficient of determination analysis in this study is indicated by the Adjusted R-Square value. The following table shows the results of the coefficient of determination test:

Results of the Determination Coefficient Test

Construct	R Square	R Square Adjusted
Retention (Y1)	0.272	0.260
HR Performance (Y2)	0.449	0.430

Source: Processing of questionnaire data processed in 2025.

Table shows that the Adjusted R-Square value for regression model 1 is 0.26, or 26%. This means that the employee engagement variable is able to explain and predict retention values by 26%, while the remaining 74% is explained and predicted by other variables outside the research conducted. The Adjusted R-Square value for regression model 2 is 0.430, or 43%. This means that the employee engagement and retention variables are able to explain and predict human resource performance values by 43%, while the remaining 57% is explained and predicted by various other factors outside the research.

c. Hypothesis Test (t-Statistic Test)

The hypothesis test analysis (t-test) in this study is indicated by the calculated t-value and the significance value of the t-test (Sig. t-test/P-Value). The following table shows the results of the research hypothesis test analysis:

Hypothesis Test Results

Hypothesis	Regression Coefficient	t-count	t-table	P-Value	Information
H1: Employee engagement influences human resource performance	0.333	2,224	1,671	0.027	H1 accepted
H2: Employee engagement has an impact on retention	0.522	6,214	1,671	0,000	H2 accepted
H3: Retention has an impact on human resource performance	0.433	3,298	1,671	0.001	H3 is accepted

Source: Processing of questionnaire data processed in 2025.

In accordance Table can identify the results of the research hypothesis test as follows:

d. Employee engagement influences human resource performance

The regression coefficient of employee engagement on human resource performance is 0.333, thus stating that employee engagement has a positive effect. The calculated t-value of employee engagement on human resource performance is $2.224 > t\text{-table} (1.671)$ with a P-Value of $0.027 < 0.05$. Therefore, employee commitment is proven to have a positive and significant effect on human resource performance, so the hypothesis stating that if employee engagement increases, human resource performance will increase can be accepted.

e. Employee engagement influences retention

The regression coefficient of employee engagement on retention is 0.522, thus stating that employee engagement has a positive effect. The t-value of employee engagement on retention is $6.214 > t\text{-table} (1.671)$ with a P-Value of $0.000 < 0.05$. Therefore, employee engagement is proven to have a positive and significant effect on retention, so the hypothesis stating that if employee engagement increases, retention will increase can be accepted.

f. Retention affects human resource performance

The regression coefficient of retention on human resource performance is 0.433, thus stating that retention has a positive effect. The t-value of retention on human resource performance is $3.298 > t\text{-table} (1.671)$ with a P-Value of $0.001 < 0.05$. Therefore, retention is proven to have a positive and significant effect on human resource performance, so the hypothesis stating that if retention increases, human resource performance will increase can be accepted.

3.2. The Impact of Employee Engagement on Retention

According to the results of the hypothesis analysis or t-test, employee engagement has been shown to have a positive and significant impact on retention at the Arut Utara, Pangkalan Banteng, and Kotawaringin Lama District Offices in West Kotawaringin Regency. These results indicate that the higher the employee engagement, the higher the retention rate.

The influence of employee engagement on retention, each of which has measurement indicators, can be related to the fact that the better the work environment, leadership,

compensation and work spirit, the better the career opportunities, rewards, work and employee relationships.

The results of the employee engagement variable loading factors showed that the highest loading value was for the work environment, while the retention variable loading factor showed that the highest loading value was for the employee relations indicator. These results indicate that a conducive work environment can have a positive impact on employee relations. A more conducive work environment tends to increase comfort in employee relations, which helps achieve goals or perform tasks better.

The results of the employee engagement variable loading factors showed that the lowest loading value was for the leadership indicator, while the results of the retention variable loading factors showed that the lowest loading value was for the job indicator. These results indicate that good leadership can have a positive impact on work. Strong leadership tends to improve employees' ability to carry out their duties better.

These results support previous research by Lamtioma et al. (2023), which found a significant and positive relationship between employee engagement and employee retention. Pratama's (2020) study found a positive relationship between employee engagement and employee retention.

3.2.1. The Impact of Retention on Human Resource Performance

According to the results of the hypothesis analysis or t-test, retention has been shown to have a positive and significant impact on human resource performance at the North Arut District Office, West Kotawaringin Regency. These results indicate that higher retention rates result in higher performance.

The influence of retention on human resource performance, each of which has its own measurement indicators, can be linked to the fact that increasing career opportunities, awards, work and employee relations will increase the quality, punctuality, reliability and ability of human resources to work together.

The results of the retention variable loading factor showed the highest loading value for the employee relations indicator, while the results of the human resource performance variable loading factor showed the highest loading value for the reliability indicator. These results indicate that strong employee relations can have a positive impact on reliability. Employee relations tend to increase the reliability of human resources to achieve goals or perform tasks better.

The results of the retention variable loading factor showed that the lowest loading value was for the work indicator, while the results of the human resource performance variable loading factor showed that the lowest loading value was for the punctuality indicator. These results indicate that increased workload can have a positive impact on punctuality. High-task workloads tend to improve punctuality.

The results of this study support the results of the Previous research entitled "The Effect of Talent Management Through Employee Retention on the Performance of Generation Z Employees (Study at Pajajaran Department Store, Banjar City)" conducted by Muhammad

Yazif Nabhan Akmal (2023) showed that employee retention has a positive and significant direct effect on employee performance.

3.2.2. The Influence of Employee Engagement on Human Resource Performance

According to the results of the hypothesis analysis or t-test, employee engagement has been shown to have a positive and significant impact on human resource performance at the North Arut District Office, West Kotawaringin Regency. These results indicate that the higher the employee engagement, the higher the human resource performance.

The influence of employee engagement on human resource performance, each of which has measurement indicators, can be linked to the fact that the higher the work environment, leadership, compensation and work spirit, the higher the quality, punctuality, reliability and ability to cooperate of human resources.

The results of the employee engagement variable loading factors showed that the highest loading value was for the work environment indicator, while the results of the human resource performance variable loading factors showed that the highest loading value was for the reliability indicator. These results indicate that a conducive work environment can have a positive impact on reliability. A conducive work environment tends to increase the reliability of human resources to achieve goals or perform tasks better.

The results of the employee engagement variable loading factor showed that leadership had the lowest loading value, while the results of the human resource performance variable loading factor showed that punctuality was the lowest loading indicator. These results indicate that strong leadership can have a positive impact on punctuality. Leadership tends to improve punctuality, leading to better task performance.

The results of this study support the results of previous research by GSM Daulay (2023) which stated that the variable of employee engagement has a significant influence on employee performance, which means that employees who are attached to the company where they work will provide good performance for the company where the respondent works.

3.2.3. The influence of employee engagement on human resource performance mediated by retention

Indirect effect testing is carried out to see the effect given by an exogenous (independent) variable on an endogenous (dependent) variable through an intervening variable, namely the retention variable.

It is known that the indirect effect path coefficient of employee engagement on human resource performance through retention is 0.226. This figure is the result of multiplying the path $X1 - Y1$ by $Y1 - Y2$, namely $0.522 \times 0.433 = 0.226$.

It is known that the indirect effect coefficient of employee engagement variable on human resource performance with retention variable mediation is known to be 0.226. The Sobel test produces a t-count of $3.214 > t\text{-table of } 1.661$ with P Values of $0.001 < 0.05$. This test means that retention is an intervening variable that mediates the influence of employee

engagement on human resource performance. So the higher the employee engagement, the higher the retention value, which will then increase the value of human resource performance produced for the agency.

4. Conclusion

The problem of this research begins with the gap phenomenon, namely that West Kotawaringin Regency has an accountability target of A or 90 points, based on the 2017-2022 Regional Medium-Term Development Plan (RPJMD). The E-Sakip internet-based program was presented to assist ASN in reporting every achievement and obstacle in the implementation of the Action Plan (RA) in accordance with the Work Agreement (PK). However, until the end of its implementation, West Kotawaringin Regency was only able to achieve Government Performance Accountability (AKIB) B or below 90 points. SKPDs that did not achieve the SAKIP target with the same characteristics and values in the same range were North Arut District, Pangkalan Banteng District, and Kotawaringin Lama District with a CC value of 60 points. Several factors that influenced the failure to achieve performance targets were: 1) Employee engagement has not been able to mobilize human resources to achieve targets in improving their performance, and 2) Low employee retention has not been able to make civil servants stay working to implement program targets. This has a significant impact on the less than optimal performance of targeted human resources. Then there are research gaps or controversial studies that produce conflicting results regarding the influence of employee engagement on human resource performance. The research proposed retention as a variable to optimize human resource performance, which is influenced by employee engagement. Some conclusions in an effort to provide a solution to this gap are as follows: human resource performance will improve with increasing employee engagement. Human resources will become more loyal as their retention increases. Furthermore, retention serves as a mediating variable between employee engagement and human resource performance.

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