

DAFTAR PUSTAKA

- Aboramadan, M., Hamid, Z., Kundi, Y. M., & El Hamalawi, E. (2022). The effect of servant leadership on employees' extra-role behaviors in NPOs: The role of work engagement. *Nonprofit Management and Leadership*, 33(1), 109–129. <https://doi.org/10.1002/nml.21505>
- Adam, N., & Alfawaz, A. (2025). Enhancing organizational performance: how gender diversity enhances employee engagement and commitment. *Humanities and Social Sciences Communications*, 12(1), 1–11. <https://doi.org/10.1057/s41599-025-04441-7>
- Ahmad, R., Nawaz, M. R., Ishaq, M. I., Khan, M. M., & Ashraf, H. A. (2023). Social exchange theory: Systematic review and future directions. *Frontiers in Psychology*, 13(January), 1–13. <https://doi.org/10.3389/fpsyg.2022.1015921>
- Alam, M. J., Shariat Ullah, M., Islam, M., & Chowdhury, T. A. (2024). Human resource management practices and employee engagement: the moderating effect of supervisory role. *Cogent Business and Management*, 11(1), 1–19. <https://doi.org/10.1080/23311975.2024.2318802>
- Al-Haidan, S. A., Azazz, A. M. S., & Elshaer, I. A. (2022). Social Disconnectedness and Career Advancement Impact on Performance: The Role of Employees' Satisfaction in the Energy Sector. *Energies*, 15(7). <https://doi.org/10.3390/en15072599>
- Almulaiki, W. A. (2023). The Impact of Performance Management on Employee Performance. *Saudi Journal of Business and Management Studies*, 8(02), 22–27. <https://doi.org/10.36348/sjbms.2023.v08i02.002>
- Alnagbi, M. A., Aldabbas, H., Gernal, L., Elamin, A. M., & Ahmed, A. Z. E. (2025). Work engagement and individual work performance in the UAE: the mediating role of work-life balance. *Frontiers in Sociology*, 10. <https://doi.org/10.3389/fsoc.2025.1567207>
- Alnehabi, M., & Al-Mekhlafi, A. B. A. (2023). The Association between Corporate Social Responsibility, Employee Performance, and Turnover Intention Moderated by Organizational Identification and Commitment. *Sustainability (Switzerland)*, 15(19). <https://doi.org/10.3390/su151914202>
- Alshaabani, A., Hamza, K. A., & Rudnák, I. (2022). Impact of Diversity Management on Employees' Engagement: The Role of Organizational Trust and Job Insecurity. *Sustainability (Switzerland)*, 14(1). <https://doi.org/10.3390/su14010420>
- Ariati, D., Hamid, N., & Kusumawati, A. (2023). Non-Physical Work Environment, Career Development, and Work Motivation on Employee Performance. *Ilomata International Journal of Management*, 4(3), 356–367. <https://doi.org/10.52728/ijjm.v4i3.806>
- Arifin, Z., Marzuki Husein, N., Jihadi, M., Prima Rini, H., Prasada, D., & Wijoyo, H. (2021). The Role Of Employees Engagement And Self-Efficacy On Employee Performance: An Empirical Study On Palm Oil Company. *Volatiles & Essent. Oils*, 8(4), 10177–10190.

- Arikunto, S. (2020). *Prosedur Penelitian Suatu Pendekatan Praktik*. Rineka Cipta.
- Bello, S. (2021). Effects of Remuneration System on Employees ' Performance in Federal Polytechnic , Mubi. *International Journal of Advances in Engineering and Management*, 3(7), 3792–3804. <https://doi.org/10.35629/5252-030737923804>
- Chaiyapruksayanonde, C., & Ponchaitiwat, K. (2025). Supportive Work Environments, Innovative Work Behavior, and Job Performance in the Hospitality Industry: Empirical Evidence from Thailand. *Tourism and Hospitality*, 6(1). <https://doi.org/10.3390/tourhosp6010020>
- Chen, J. K. C., & Sriphon, T. (2022). Authentic Leadership, Trust, and Social Exchange Relationships under the Influence of Leader Behavior. *Sustainability (Switzerland)*, 14(10). <https://doi.org/10.3390/su14105883>
- Diana, I. N., Supriyanto, A. S., Ekowati, V. M., & Ertanto, A. H. (2021). Factor Influencing Employee Performance: The Role of Organizational Culture. *Journal of Asian Finance, Economics and Business*, 8(2), 545–553. <https://doi.org/10.13106/jafeb.2021.vol8.no2.0545>
- Dumitriu, S., Bocean, C. G., Vărzaru, A. A., Al-Floarei, A. T., Sperdea, N. M., Popescu, F. L., & Băloi, I. C. (2025). The Role of the Workplace Environment in Shaping Employees' Well-Being. *Sustainability (Switzerland)*, 17(6). <https://doi.org/10.3390/su17062613>
- Ezzeddine, A. H., Ahmad, Y., & Elmetwaly, A. A. (2023). Effect of transformational and transactional leadership style on employees' performance in Lebanese universities. *REVENUE: Jurnal Manajemen Bisnis Islam*, 4(2), 167–188. <http://ejournal.radenintan.ac.id/index.php/RJMBI/article/view/18205%0Ahttp://ejournal.radenintan.ac.id/index.php/RJMBI/article/viewFile/18205/6803>
- Ghozali, I., & Latan, H. (2020). *Partial Least Squares: Konsep, Teknik, dan Aplikasi Menggunakan Program SmartPLS 3.0*. Badan Penerbit Universitas Diponegoro.
- Guo, Y., Xiong, G., Shaw, K. H., Liao, J., Zhang, Z., & Yi, F. (2023). Why Does Developmental Feedback Foster Employee Job Performance? The Mediating Role of Job Crafting. *SAGE Open*, 13(3), 1–9. <https://doi.org/10.1177/21582440231185523>
- Hosen, S., Hamzah, S. R. ah, Arif Ismail, I., Noormi Alias, S., Faiq Abd Aziz, M., & Rahman, M. M. (2024a). Training & development, career development, and organizational commitment as the predictor of work performance. *Heliyon*, 10(1). <https://doi.org/10.1016/j.heliyon.2023.e23903>
- Hosen, S., Hamzah, S. R. ah, Arif Ismail, I., Noormi Alias, S., Faiq Abd Aziz, M., & Rahman, M. M. (2024b). Training & development, career development, and organizational commitment as the predictor of work performance. *Heliyon*, 10(1), e23903. <https://doi.org/10.1016/j.heliyon.2023.e23903>

- Jin, M., & Kim, B. (2022). The Effects of ESG Activity Recognition of Corporate Employees on Job Performance: The Case of South Korea. *Journal of Risk and Financial Management*, 15(7). <https://doi.org/10.3390/jrfm15070316>
- Jo, H., & Shin, D. (2025). The impact of recognition, fairness, and leadership on employee outcomes: A large-scale multi-group analysis. *PLoS ONE*, 20(1). <https://doi.org/10.1371/journal.pone.0312951>
- Jun, M., & Eckardt, R. (2023). Training and employee turnover: A social exchange perspective. *BRQ Business Research Quarterly*. <https://doi.org/10.1177/23409444231184482>
- Karami, M., & Ahmadzadeh Nobari Azar, N. (2025). Global Research Trends in the Beauty Salon Industry: A 35-Year Bibliometric Study (1990–2024). *The Proceedings of the International Conference on Business, Management and Economics*, 2(1). <https://doi.org/10.33422/icbmeconf.v2i1.1382>
- Kim, W., Kim, A. R., Ock, M., Jeon, Y. J., Lee, H., Kim, D., Kim, M., & Yoo, C. (2023). Effects of a supportive workplace environment on the success rate for smoking cessation camp. *Annals of Occupational and Environmental Medicine*, 35(1). <https://doi.org/10.35371/aoem.2023.35.e48>
- Kohnen, D., De Witte, H., Schaufeli, W. B., Dello, S., Bruyneel, L., & Sermeus, W. (2024). Engaging leadership and nurse well-being: the role of the work environment and work motivation—a cross-sectional study. *Human Resources for Health*, 22(1), 1–12. <https://doi.org/10.1186/s12960-023-00886-6>
- Kusnadi, K., Sitaniapessy, A., & Rismawati, R. (2025). The Influence of Workload and Performance Allowances on Employees Performance through Work Motivation. *Innovation Business Management and Accounting Journal*, 4(1), 100–113. <https://doi.org/10.56070/ibmaj.2025.010>
- Lawler, E. J., & Thye, S. R. (1999). Bringing Emotions into Social Exchange Theory. *Annu. Rev. Sociol.*, 25, 217–261. www.annualreviews.org
- Lee, D., Trees, K., & Eyisi, A. (2024). The Use of Social Exchange Theory in Exploring Residents' Perceptions of Tourism. *Tourism*, 72(4), 635–647. <https://doi.org/10.37741/t.72.4.9>
- Leonard, A. N., Sari, E. J., & Hanifah. (2021). Pengaruh Kompensasi Terhadap Kinerja Karyawan DM Beauty Klinik Salon dan Spa di Banjarmasin. *Jurnal Spread*, 10(1), 22–27.
- Nauman, S., Bhatti, S., Jalil, F., & Bint E Riaz, M. (2021). How training at work influences employees' job satisfaction: roles of affective commitment and job performance. *International Journal of Training Research*, 19(1), 61–76. <https://doi.org/10.1080/14480220.2020.1864444>
- Nguyen, C. M. A., & Ha, M. T. (2023). The interplay between internal communication, employee engagement, job satisfaction, and employee loyalty in higher education institutions in Vietnam. *Humanities and Social Sciences Communications*, 10(1), 1–13. <https://doi.org/10.1057/s41599-023-01806-8>

- Nikander, J. A. O., Ronkainen, N. J., Korhonen, N., Saarinen, M., & Ryba, T. V. (2022). From athletic talent development to dual career development? A case study in a Finnish high performance sports environment. *International Journal of Sport and Exercise Psychology*, 20(1), 245–262. <https://doi.org/10.1080/1612197X.2020.1854822>
- Nusraningrum, D., Rahmawati, A., Wider, W., Jiang, L., & Udang, L. N. (2024). Enhancing employee performance through motivation: the mediating roles of green work environments and engagement in Jakarta's logistics sector. *Frontiers in Sociology*, 9. <https://doi.org/10.3389/fsoc.2024.1392229>
- Puspitasari, M. D. (2024). Effects of Financial Incentives, Performance Appraisal, and Employee Recognition on Work Motivation of Start-Up Employee. *International Journal of Business, Law, and Education*, 5(2), 1812–1823. <https://doi.org/10.56442/ijble.v5i2.742>
- Rasool, S. F., Mohelska, H., Rehman, F. U., Raza, H., & Asghar, M. Z. (2025). Exploring the Nexus Between a Supportive Workplace Environment, Employee Engagement, and Employee Performance in the Kingdom of Saudi Arabia. *Administrative Sciences*, 15(6). <https://doi.org/10.3390/admsci15060230>
- Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International Journal of Environmental Research and Public Health*, 18(5), 1–17. <https://doi.org/10.3390/ijerph18052294>
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. In *Problems and Perspectives in Management* (Vol. 19, Number 3, pp. 162–174). LLC CPC Business Perspectives. [https://doi.org/10.21511/ppm.19\(3\).2021.14](https://doi.org/10.21511/ppm.19(3).2021.14)
- Roche, M., & Haar, J. (2020). Motivations, work–family enrichment and job satisfaction: an indirect effects model. *Personnel Review*, 49(3), 903–920. <https://doi.org/10.1108/PR-06-2019-0289>
- Rusin, N., & Szandala, T. (2025). The power of peer recognition points: does it really boost employee engagement? *Strategic HR Review*, 24(1), 2–10. <https://doi.org/10.1108/shr-06-2024-0040>
- Shadiya, M. (2022). The Influence of Performance Appraisal System on Employees from Work Motivation and Satisfaction. *Journal of Global Economy, Business and Finance*, 4(10). [https://doi.org/10.53469/jgebf.2022.04\(10\).34](https://doi.org/10.53469/jgebf.2022.04(10).34)
- Siraj, N., Hågen, I., Cahyadi, A., Tangl, A., & Desalegn, G. (2022). Linking Leadership to Employees Performance: The Mediating Role of Human Resource Management. *Economies*, 10(5). <https://doi.org/10.3390/economies10050111>
- Song, X., Khosa, M., Ahmed, Z., Faqera, A. F. O., Nguyen, N. T., Rehman, S. U., & He, Y. (2022). Linking Transformational and Despotic Leadership to Employee Engagement: Unfolding the

Role of Psychological Distress as a Mediator. *Sustainability (Switzerland)*, 14(14). <https://doi.org/10.3390/su14148851>

Sugiyono. (2022). *Metode penelitian kuantitatif* (Edisi 3). Alfabeta.

Sulyantie, A. F., & Gani, A. N. (2023). The Influence of Emotional Intelligence and Work Motivation on Employee Performance Mediated by Employee Engagement. *Human Capital and Organizations*, 1(1), 1–11. <https://doi.org/10.58777/hco.v1i1.89>

Surugiu, C., Surugiu, M. R., Grădinaru, C., & Grigore, A. M. (2025). Factors Motivating Generation Z in the Workplace: Managerial Challenges and Insights. *Administrative Sciences*, 15(1). <https://doi.org/10.3390/admsci15010029>

Susanto, P., Hoque, M. E., Jannat, T., Emely, B., Zona, M. A., & Islam, M. A. (2022). Work-Life Balance, Job Satisfaction, and Job Performance of SMEs Employees: The Moderating Role of Family-Supportive Supervisor Behaviors. *Frontiers in Psychology*, 13(June), 1–12. <https://doi.org/10.3389/fpsyg.2022.906876>

Virtanen, J., Penttinen, M. A., Laaksonen, M., Erkkola, M., Vepsäläinen, H., Kautiainen, H., & Korhonen, P. (2022). The Relationship between Dietary Habits and Work Engagement among Female Finnish Municipal Employees. *Nutrients*, 14(6), 1–11. <https://doi.org/10.3390/nu14061267>

Wang, J., van Woerkom, M., Breevaart, K., Bakker, A. B., & Xu, S. (2023). Strengths-based leadership and employee work engagement: A multi-source study. *Journal of Vocational Behavior*, 142(June 2022), 103859. <https://doi.org/10.1016/j.jvb.2023.103859>

Xuecheng, W., Iqbal, Q., & Saina, B. (2022). Factors Affecting Employee's Retention: Integration of Situational Leadership With Social Exchange Theory. *Frontiers in Psychology*, 13(July), 1–13. <https://doi.org/10.3389/fpsyg.2022.872105>

Yang, T., Jiang, X., & Cheng, H. (2022). Employee Recognition, Task Performance, and OCB: Mediated and Moderated by Pride. *Sustainability (Switzerland)*, 14(3). <https://doi.org/10.3390/su14031631>