

## **High Performance of Human Resource Practice Towards Work Engagement: A Practice at a Government Public Office**

**Agung Prasetyo<sup>1</sup>, Majang Palupi<sup>2\*</sup>**

<sup>2\*</sup>Correspondence Author : [majang\\_palupi@uii.ac.id](mailto:majang_palupi@uii.ac.id)

<sup>1,2</sup> Universitas Islam Indonesia, Sleman, Indonesia

---

### **INFO**

#### **Article History**

Received:

2023-04-10

Revised:

2023-04-19

Accepted:

2023-04-27

### **ABSTRACT**

This study aims to examine and analyze the effect of high-performance human resource practice on work engagement in the Secretary Office of the Regional House of the Representatives City of Dumai by using indicators of high-performance human resource practices, which consist of extensive training, employment security, participation and communication, selection and recruitment, and reward and compensation as independent variables. This quantitative research had a total sampling technique of 100 respondents. Data was collected by distributing questionnaires which were then processed using the IBM SPSS 26 application. The results indicated that the variables of extensive training, selection and recruitment, and reward and compensation had a positive and significant impact on work engagement. At the same time, the variable employment security had a positive but insignificant impact on work engagement. The variable of participation and communication had a negative but insignificant impact on work engagement.



This work is licensed under [Attribution-NonCommercial-NoDerivatives 4.0 International](https://creativecommons.org/licenses/by-nc-nd/4.0/)

**Keywords:** High-performance human resource practices; Job training; Selection and recruitment; Reward and compensation; Work engagement

---

## **INTRODUCTION**

Human Resource Management (HRM) practices are one of the essential components for companies. It will be challenging for companies to continue their business operations if they do not have adequate human resources (HR). Therefore, companies must consider HR practices (Tjahjono, 2015b). Previous research found that HR practices are an essential component that can improve company performance and finances through employee innovation (Nieves & Osorio, 2017; Palupi & Tjahjono, 2021). In addition, systematically managed HR management can increase employee productivity, competence, and motivation (Ananthram et al., 2018; Edgar et al., 2021). Goyal and Patwardhan (2021) stated that well-managed HR could be an advantage for the company.

In HR literature, a set of HR practices contributing to company performance is often called high-performance human resource practices (HPHRP). According to Kataria et al. (2019), HPHRP is a set of HR practices that are unified/aligned and can contribute to organizational performance. HPHRP is a form of advancement in human resource management, which also refers to the method by which human resources determine the quantity, quality, and timing of labor used to achieve organizational goals (Jain et al., 2023). Research on HPHRP often only connects HPHRP with employee performance and productivity (Bartel, 2004; Wright et al.,

2004). Only some studies still discuss the direct influence of HPHRP on individual employees (Hai et al., 2020). Therefore, this study explores the influence of HPHRP on individual employees. This study will focus on discussing the relationship between HPHRP and work engagement.

This study used work engagement as the dependent variable because work engagement (WE) or employee involvement with their work is a crucial factor in HR management that may provide a competitive advantage for the company (Albrecht et al., 2015). Work engagement could be defined as a drive or motivation that mediates the relationship between work and the employee himself (Silva & Lopes, 2021). On the other hand, Schaufeli et al. (2002) mentioned that work engagement is a positive thought characterized by passion, dedication, and absorption (focus on work). Employees engaged with their work tend to feel passionate about it and are willing to continue spending their time at work, resulting in improved organizational performance (Goyal & Patwardhan, 2021).

Previous research on the relationship between HPHRP and work engagement has shown a positive and significant relationship between the two variables (Kataria et al., 2019) because HPHRP that runs well will accommodate employee psychology and the company's performance which also increases. HPHRP is a system designed to help improve employee engagement and create a good working environment by paying attention to employee work psychology to produce good behavior (Yunus et al., 2023). HPHRP in companies can also increase work engagement directly and indirectly through the psychological state of employees (Rabiul et al., 2021). In addition, HPHRP in companies can provide a supportive environment for workers and reduce anxieties (Agarwal & Farndale, 2017), increasing work engagement.

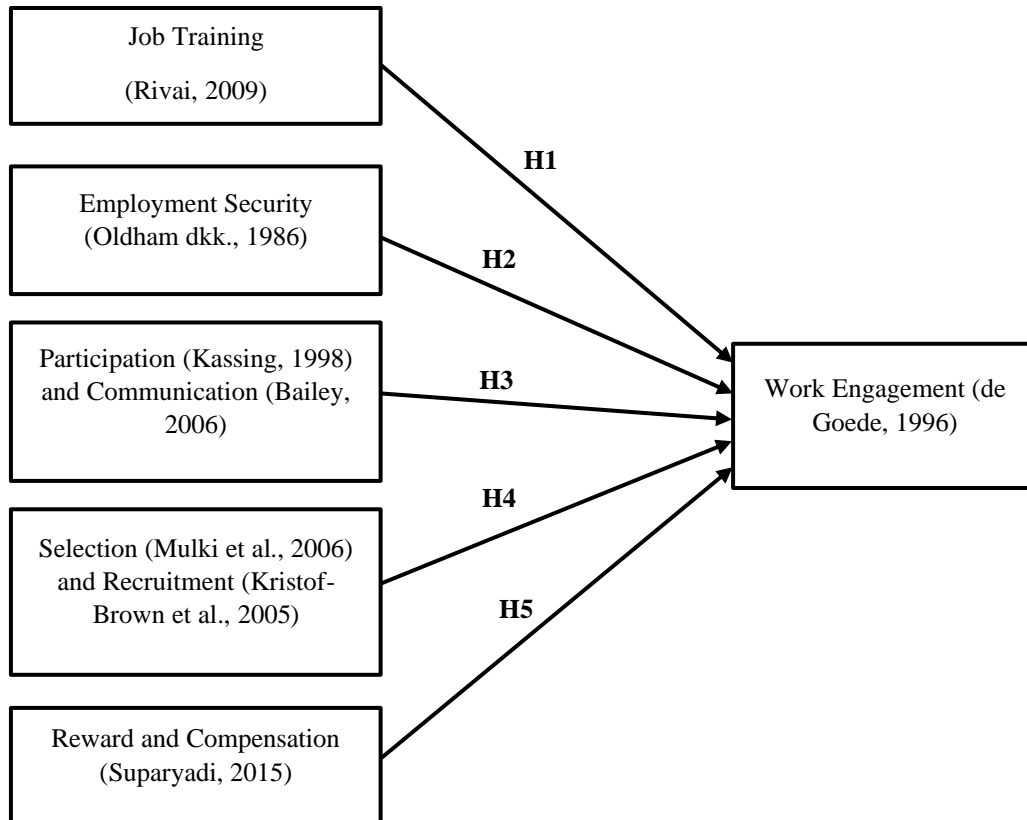
Previous research on HPHRP tends to make HPHRP in a bundle of variables, which is making a set of HR practices in one variable that affects other variables (Ananthram et al., 2018; Hai et al., 2020; Mostafa, 2017; Rabiul et al., 2021; Uppal, 2020). In this study, HPHRP will present six human resource practice variables that Goyal and Patwardhan (2021) suggested. The purpose of separating each aspect of human resource practice into several variables is to reveal which HR practices influence employee work engagement (Palupi & Tjahjono, 2008). The High-Performance Human Resource Practices examined in this study include training, security, participation and communication, selection, and compensation. An explanation of each independent variable in this study will be explained in the next section.

This study attempts to explore the effect of each HPHRP practice on work engagement and observe the effect of a set of HPHRPs on work engagement. Several previous studies related to this study include research conducted by Goyal and Patwardhan (2021), Katarepe and Olugbade (2016), and Hai et al. (2020). Goyal and Patwardhan (2021) found that the five HPHRPs positively affected employee work engagement, while internal career opportunities negatively impacted work engagement. Katarepe and Olugbade (2016) found that selective staffing, job security, teamwork, and career opportunities could be indicators of HPWPs, and HPWPs had a positive and significant effect on employee work engagement. While Hai et al. (2020) found that HPHRP positively influenced employee work engagement, transformational

leadership could strengthen the relationship between HPHRP and work engagement and organizational citizenship behavior (OCB).

This research was conducted on HR working in the Dumai city secretariat office. This research is essential, considering that work engagement in human resources working in government offices is crucial (Tafsir et al., 2021). Arifin (2007) showed that local government performance is a crucial factor that ensures democratic, accountable, transparent, and efficient governance where performance improvement is closely related to work engagement.

The format of this journal is as follows. A review of the literature relating to HPHRP and WE are presented in the following section. The description of the methodology, which includes data collection and analysis, is provided in the next part. The analysis's findings are then presented, followed by a section with the discussion, its limits, recommendations for the future, and its conclusion.



**Figure 1. Resource Framework**

*Source: (Primary data processed, 2023)*

Based on the literature and research framework, the present study proposes a positive relationship between HPHRP and WE, which can be hypothesized as follows.

*H<sub>1</sub>: Job training has a positive and significant effect on work engagement.*

*H<sub>2</sub>: Employment security has a positive and significant effect on work engagement.*

*H<sub>3</sub>: Participation and communication have a positive and significant effect on work*

*Engagement.*

*H<sub>4</sub>: Selection and recruitment have a positive and significant effect on work engagement.*

*H<sub>5</sub>: Reward and compensation have a positive and significant effect on work engagement.*

**RESEARCH METHOD**

The research method was data collection techniques of numbers through a Likert scale. The research location was conducted at the Dumai City DPRD Secretariat Office, with the research population being all employees of the Dumai City DPRD Secretariat Office, and using total sampling techniques. The data type used was primary data obtained directly from respondents through questionnaires. The data collection used a survey method by distributing questionnaires filled out by respondents. Each respondent’s answer was determined by a Likert scale of 1-6 because when faced with an odd scale, Asians more often choose the mid-point option or the “neutral” answer. According to Wong et al. (2009), there were higher mean results when using an even scale than an odd scale. The research instrument test was conducted with a validity test using the Pearson Product Moment Correlation Test by IBM SPSS 26.

**Instrument Validity Test**

*Validity test*

A validity test measures whether a questionnaire data is valid in research (Tjahjono, 2015a). In this study, the calculation used a significance of 5%. The value of  $r_{table}$  in this study is 0.1966, which is obtained from looking at the value of  $r_{table}$  in table r with  $N = 98$ , where  $N = 98$  is obtained from the  $N-2$  formula, where the value of  $N$  in this study is 100. The research instrument will be said to be valid when the  $r_{count} > r_{table}$  (0.1966) and the significance value is less than five percent. Based on the data processed, all research indicators show valid results, where all statements have a  $r_{count} > r_{Table}$  value and have a significant value smaller than 0.05.

*Reliability Test*

**Table 1. Reliability Test Result**

No	Variable	N	Cronbach’s Alpha	Sig.	Result
1	Job Training (X1)	10	0,749	>0,6	Reliable
2	Employment Security (X2)	10	0,831	>0,6	Reliable
3	Participation and Communication (X3)	7	0,712	>0,6	Reliable
4	Selection and Recruitment (X4)	7	0,791	>0,6	Reliable
5	Reward and Compensation (X5)	7	0,749	>0,6	Reliable
6	Work Engagement (Y)	7	0,730	>0,6	Reliable

*Source: (Primary data processed, 2023)*

The reliability test measures how the measurement results with the same object will produce the same data. This test was carried out using the Alfa Cronbach method. When the Cronbach Alpha value is above 0.6, the respondent’s answer in the questionnaire is reliable. The

statements of all variables in this study show reliable data with a Cronbach Alpha value greater than 0.6.

**Data Analysis Method**

*Heteroscedasticity Test*

**Table 2. Heteroscedasticity Test Result**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	0,565	0,223		2,532	0,013
Job Training	0,000	0,050	0,000	-0,001	0,999
Employment Security	-0,019	0,042	-0,079	-0,458	0,648
Participation and Communication	-0,032	0,060	-0,092	-0,523	0,603
Selection and Recruitment	-0,053	0,045	-0,169	-1,172	0,244
Reward and Compensation	0,028	0,043	0,101	0,644	0,521

a. Dependent Variable: ABS\_RES

*Source: (Primary data processed, 2023)*

The heteroscedasticity test measures the regression model to determine whether there is an inequality of variance from the residuals of one observation to another. The result that shows the variance of the residuals of one observation to another is fixed, called homoscedasticity. The significance values of the variables of training, job security, participation and communication, selection and recruitment, and rewards and compensation show results greater than 0.05. Each independent variable in this study does not occur heteroscedasticity.

*Multicollinearity Test*

A multicollinearity test is conducted to test the regression model regarding whether there is a correlation between variables. Multicollinearity testing in this study uses Tolerance and Variance Inflation Factor (VIF) value analysis. The test results show that all independent variables do not occur in multicollinearity because all of these variables have a VIF value below 10.00 and a tolerance value above 0.1.

**Table 3. Multicollinearity Test Result**

	Collinearity Statistics	
	Tolerance	VIF
Job Training	0,591	1,693
Employment Security	0,339	2,947
Participation and Communication	0,326	3,063
Selection and Recruitment	0,484	2,066
Reward and Compensation	0,406	2,464

a. Dependent Variable: Work Engagement

*Source: (Primary data processed, 2023)*

*Normality Test*

The normality test is carried out to test the regression model to determine whether residuals or confounding variables have a normal distribution. The t and F tests can be assumed to be residual values following a normal distribution. Normality testing in this study used Kolomogorov-Smirnov analysis. The data testing results show that the data used in this study are average because they have a significance value of more than 0.05, namely 0.153.

**Table 4. Normality Test Result**

		Unstandardized Residual
N		100
Normal Parameters <sup>a,b</sup>	Mean	0,000
	Std. Deviation	0,210
Most Extreme Differences	Absolute	0,077
	Positive	0,077
	Negative	-0,063
Test Statistic		0,077
Asymp. Sig. (2-tailed)		0,153

*Source: (Primary data processed, 2023)*

*Multiple Linear Regression Analysis*

In this multiple linear regression, this research used independent variables of training; job security; participation and communication; selection and recruitment; and rewards and compensation. Meanwhile, employee work engagement is the dependent variable in this multiple linear regression. The results of the multiple coefficients of determination show that the Adjusted R square value is 0.655, meaning that together the variables of job training; job security; participation and communication; selection and recruitment; and rewards and compensation have an influence of 65.5 percent on the dependent variable, namely employee work engagement. Meanwhile, the other 34.5 percent is explained by variables outside the regression model.

**Table 5. Multiple Linear Regression Analysis Result**

		Coefficients			t	Sig.
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	0,949	0,365		2,597	0,011
	Job training → Work Engagement	0,228	0,082	0,213	2,779	0,007
	Employment Security → Work Engagement	0,101	0,069	0,149	1,471	0,145
	Participation and Communication → Work Engagement	-0,011	0,099	-0,011	-0,111	0,912
	Selection and Recruitment → Work Engagement	0,275	0,074	0,315	3,707	0,000
	Reward and Compensation → Work Engagement	0,245	0,071	0,321	3,465	0,001

a. Dependent Variable: Work Engagement

*Source: (Primary data processed, 2023)*

## RESULTS AND DISCUSSION

### *Characteristics of Respondents*

This study involved 100 employees at the Dumai City DPRD Secretariat Office. The majority of respondents in this study were 77 males. The majority had an age range of 31-40 years, with 39 people, with most respondents being married. The last education of the majority of research respondents was Bachelor (S1), with 43 people, most respondents worked for less than five years, 51 people, and the majority of employees' income was Rp.2,500,000-Rp.4,000,000 with 78 people.

### *Descriptive Analysis of Research Variables*

This research categorizes that the variables of job training, participation and communication, selection and recruitment, rewards and compensation, and employee involvement are very high. At the same time, job security is in the high category, proved by job training with an average score of 5.291 in the very high category, job security with an average score of 5.12 in the high category, participation and communication with an average score of 5.33 in the very high category, selection and recruitment with an average score of 5.28 in the very high category, reward and compensation with an average score of 5.189 in the very high category, and employee involvement with an average score of 5.33 in the very high category.

### *Hypothesis Test*

Hypothesis testing in this study used the t and F tests to determine the role of all independent variables on the dependent variable, namely employee work engagement. This test used a 0.05 or 5% significance level to decide whether the hypothesis was rejected or accepted.

#### *T-test*

H1 - The results of hypothesis testing showed a significance value of  $0.007 < 0.05$ , and the  $t_{count}$  value =  $2.779 > 1.986$  with a B value of 0.228; thus, job training had a positive and significant effect on work engagement, so hypothesis 1 was proven.

H2 - The results of hypothesis testing showed a significance value of  $0.145 > 0.05$ , and the  $t_{count}$  value =  $1.471 < 1.986$  with a B value of 0.101; thus, job security did not have a positive and significant effect on work engagement, so hypothesis 2 was not proven.

H3 - The results of hypothesis testing showed a significance value of  $0.912 > 0.05$ , and  $t_{count}$  value =  $-0.111 < 1.986$  with a B value of -0.011; thus, participation and communication did not have a positive and significant effect on work engagement, so hypothesis 3 was not proven.

H4 - The results of hypothesis testing showed a significance value of  $0.000 < 0.05$ , and the  $t_{count}$  value =  $3.707 < 1.986$  with a B value of 0.275; thus, selection and recruitment had a positive and significant effect on work engagement, so hypothesis 4 was proven.

H5 - The results of hypothesis testing showed a significance value of  $0.001 < 0.05$ , and the  $t_{count}$  value =  $3.465 < 1.986$  with a B value of 0.457; thus, compensation had a positive and significant effect on work engagement, so hypothesis 5 was proven.

*F test*

The F test can be carried out by looking at the Fcount in the ANOVA table. The following ANOVA table is presented.

**Table 6. Variance Analysis Results**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8,954	5	1,791	38,594	0,000
	Residual	4,362	94	0,046		
	Total	13,315	99			

a. Dependent Variable: Work Engagement  
 b. Predictors: (Constant), Reward and Compensation, Job training, Selection and Recruitment, Employment Security, Participation and Communication

*Source: (Primary data processed, 2023)*

1. Criteria

- a. If the sig value.  $< 0.05$  or  $F_{count} > F_{table}$ , then there is a simultaneous influence of the independent variable on the dependent variable.
- b. If the sig value.  $> 0.05$  or  $F_{count} < F_{table}$ , then there is no simultaneous influence of the independent variables on the dependent variable.
- c.  $F_{table} = F(k; n-k) = F(5; 95) = 2.31$

2. Results

- a. The results of hypothesis testing showed a significance value of  $0.000 < 0.05$  and the value of  $F_{count} = 38.594 > 2.31$ .

3. Conclusion

- a. Based on the F test, the independent variables simultaneously influenced the dependent variable.

**Table 6. Hypothesis Test Result**

Hypothesis	Description
H1: It is assumed that there is a positive and significant influence between training and work engagement.	Accepted
H2: It is assumed that there is a positive and significant influence between job security and work engagement.	Rejected
H3: It is assumed that there is a positive and significant influence between participation and communication on employee work engagement.	Rejected
H4: It is assumed that there is a positive and significant influence between selection and recruitment on work engagement.	Accepted
H5: It is assumed that there is a positive and significant influence between compensation on work engagement.	Accepted

*Source: (Primary data processed, 2023)*

*Effect of Job Training on Work Engagement*

Based on the data processed, job training had a positive and significant effect on work engagement, indicated by a significance value of 0.011 (less than 0.05) and a positive B value



of 0.228, so H1 was accepted. Ngai et al. (2016) stated that training could increase a person's involvement in work. In addition, this research is supported by Guan & Frenkel (2019), showing that training significantly positively affected work engagement.

#### *Effect of Employment Security on Work Engagement*

Based on the data processed, job security had a positive effect on work engagement of 0.101 or smaller than the effect of job training. However, the regression results showed that the significance value of the effect of job security on work engagement was more than 0.05, namely 0.145, so H2 was rejected. Although the significance value was insignificant, the job security variable did not significantly affect work engagement. Roll et al. (2015) revealed that job security did not significantly affect work engagement in HR in China. The results showed that the research object could affect the study's results. The culture and rules that were in the two places were different.

#### *Effect of Participation and Communication on Work Engagement*

Based on the data processed, participation and communication had a negative but insignificant effect on work engagement, indicated by an immense probability value close to 1, namely 0.912, and a negative B value of -0.101, so H3 is rejected. Participation and communication did not influence work engagement. This finding aligns with research conducted by Sumarno & Iqbal (2022), showing that communication could not affect work engagement because the way communication did not support the formation of work engagement. The communication has been using automated messages, so it is less able to build employee emotions which is also the case in the Dumai City DPRD Secretariat Office. Human resources working in government usually do their work in a manner that is more formal than human resources working in other organizations.

#### *Effect of Selection and Recruitment on Work Engagement*

Based on the data processed, participation and communication had a significant positive effect on work engagement, indicated by a significance value of  $0.000 < 0.05$  and a positive B value of 0.275, so H4 is accepted. Every score increase in the selection and recruitment variables would increase the work engagement score by 0.275. These results also showed that the selection and recruitment variables had the most significant influence value among other variables on work engagement. Similarly, Kong et al. (2021) revealed that compatibility would increase work engagement. Bui et al. (2017) showed that employee compatibility with work positively and significantly affects work engagement.

#### *Effect of Reward and Compensation on Work Engagement*

Based on the data processed, rewards and compensation significantly positively affect work engagement, indicated by a significance value of  $0.001 < 0.05$  and a positive B value of 0.245, slightly lower than the effect of selection and recruitment on work engagement, so H5 is accepted. Gulyani & Sharma (2018) showed that employee perceptions of total rewards

significantly impact employee engagement and happiness at work. Other research also conducted by Che Ahmat et al. (2019) revealed that compensation positively and significantly affected employee work engagement.

## **CONCLUSION**

This study concluded that job training, selection and recruitment, rewards and compensation positively and significantly influenced work engagement. Meanwhile, job security had a positive but insignificant influence, and participation and communication had a negative but insignificant influence. Based on the analysis results, the researcher recommends that the Dumai City DPRD Secretariat Office continue to improve the three HRM practices that positively and significantly influence work engagement. In addition, the Dumai City DPRD Secretariat Office should increase job security and work engagement by improving employee psychological conditions and improving the way managers provide feedback to employees. Future studies can use a qualitative approach and consider mediator variables to obtain more representative results. Limitations of this study include limited use of respondents and limited secondary data.

### *Recommendation*

The Dumai City DPRD Secretariat Office should maintain and improve the quality of the three HR practices (training, selection and recruitment, and rewards and compensation), which positively and significantly influenced work engagement in this study. Job security is expected to be an evaluation material for the Dumai City DPRD Secretariat Office. Although this variable had no significant influence, the score was the lowest compared to others. The Dumai City DPRD Secretariat Office should appreciate selection and recruitment, which had the most significant influence on work engagement, by maintaining the quality of selection and recruitment of existing human resources.

The indicator of job security that was very low compared to the average in other indicators is that workers feel that their jobs will be immediately deleted when the company experiences financial problems. For this reason, organizations should be aware of this and improve the psychological condition of workers in this regard. The lowest participation and communication indicator is how managers provide employee feedback. Therefore, this needs to be considered for the Dumai City Council Secretariat office. Managers need to increase their reciprocity towards the workers who are there. Thus, workers can be more involved with their work. In addition to the Dumai City DPRD Secretariat Office, the results can be applied to similar organizations. For example, government offices in Dumai City tend to have similar cultures and government offices in Indonesia.

### *Limitation*

Two of the five hypotheses proposed in this study were not proven due to errors in adopting indicators that only partially represented the situation. In addition, in the model summary table, simultaneously, the independent variables in this study only contributed an

influence of 65.5% to the dependent variable. Thus, there is still 34.5% more influence from other variables not explained in this study.

## REFERENCES

- Agarwal, P., & Farndale, E. (2017). High-performance work systems and creativity implementation: the role of psychological capital and psychological safety. *Human Resource Management Journal*, 27(3), 440–458. <https://doi.org/10.1111/1748-8583.12148>
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7–35. <https://doi.org/10.1108/joepp-08-2014-0042>
- Ananthram, S., Xerri, M. J., Teo, S. T. T., & Connell, J. (2018). High-performance work systems and employee outcomes in Indian call centres: a mediation approach. *Personnel Review*, 47(4), 931–950. <https://doi.org/10.1108/pr-09-2016-0239>
- Arifin, S. (2007). Upaya Penyelenggaraan Pemerintahan Daerah dalam Membangun Ekonomi untuk Menghadapi Era Globalisasi. *Jurnal Dinamika Ekonomi dan Bisnis*, 4(2). <https://doi.org/10.34001/jdeb.v4i2.77>
- Babakus, E., Yavas, U., & Karatepe, O. M. (2017). Work engagement and turnover intentions. *International Journal of Contemporary Hospitality Management*, 29(6), 1580–1598. <https://doi.org/10.1108/IJCHM-11-2015-0649>
- Bailey, C., Soane, E., Edwards, C., Wisdom, K., Croll, A., & Burnett, J. (2006). *Working life: employee attitudes and engagement 2006*.
- Bao, P., Xiao, Z., Bao, G., & Noorderhaven, N. (2022). Inclusive leadership and employee work engagement: a moderated mediation model. *Baltic Journal of Management*, 17(1), 124–139. <https://doi.org/10.1108/bjm-06-2021-0219>
- Bartel, A. P. (2004). Human Resource Management and Organizational Performance: Evidence from Retail Banking. *Industrial and Labor Relations Review*, 57(2), 181–203. <https://doi.org/10.2307/4126616>
- Che Ahmat, N. H., Arendt, S. W., & Russell, D. W. (2019). Examining work factors after Malaysia's minimum wage implementation. *International Journal of Contemporary Hospitality Management*, 31(12), 4462–4481. <https://doi.org/10.1108/ijchm-10-2018-0827>
- Chen, S.-L. (2018). Cross-level effects of high-commitment work systems on work engagement: the mediating role of psychological capital. *Asia Pacific Journal of Human Resources*, 56(3), 384–401. <https://doi.org/10.1111/1744-7941.12144>
- Edgar, F., Zhang, J. A., & Blaker, N. M. (2021). The HPWS and AMO: a dynamic study of system- and individual-level effects. *International Journal of Manpower*, 42(5), 794–809. <https://doi.org/10.1108/ijm-12-2019-0541>
- de Goede, M. P. M. (1996). *Youth: Unemployment, Identity and Policy*. Avebury. <https://books.google.co.id/books?id=rDC7AAAAIAAJ>

- Goyal, C., & Patwardhan, M. (2021). Strengthening work engagement through high-performance human resource practices. *International Journal of Productivity and Performance Management*, 70(8), 2052–2069. <https://doi.org/10.1108/ijppm-03-2020-0098>
- Guan, X., & Frenkel, S. (2019). How perceptions of training impact employee performance: Evidence from two Chinese manufacturing firms. *Personnel Review*, 48(1), 163–183. <https://doi.org/10.1108/pr-05-2017-0141>
- Gulyani, G., & Sharma, T. (2018). Total rewards components and work happiness in new ventures: The mediating role of work engagement. *Evidence-based HRM*, 6(3), 255–271. <https://doi.org/10.1108/ebhrm-12-2017-0063>
- Hai, S., Wu, K., Park, I. J., Li, Y., Chang, Q., & Tang, Y. (2020). The role of perceived high-performance HR practices and transformational leadership on employee engagement and citizenship behaviors. *Journal of Managerial Psychology*, 35(6), 513–526. <https://doi.org/10.1108/jmp-03-2019-0139>
- Jain, K. R., Verma, N., & Jain, S. (2023). Evaluation Of High-Performance Human Resource Practices In The Indian Telecom Sector Through Affective Commitment. *resmilitaris*, 13(2), 6593-6599.
- Junça Silva, A., & Lopes, C. (2021). Cognitive and affective predictors of occupational stress and job performance: the role of perceived organizational support and work engagement. *Journal of Economic and Administrative Sciences*. <https://doi.org/10.1108/jeas-02-2021-0020>
- Kataria, A., Garg, P., & Rastogi, R. (2019). Do high-performance HR practices augment OCBs? The role of psychological climate and work engagement. *International Journal of Productivity and Performance Management*, 68(6), 1057–1077. <https://doi.org/10.1108/ijppm-02-2018-0057>
- Kong, M., Xin, L., Chen, M., & Li, H. (2021). Select the Mr. Right: the interaction effect between implicit leadership and implicit followership on employees' workplace behaviors. *Personnel Review*, 50(3), 845–864. <https://doi.org/10.1108/pr-01-2019-0005>
- Kraimer, M. L., Wayne, S. J., Liden, R. C., & Sparrowe, R. T. (2005). The Role of Job Security in Understanding the Relationship Between Employees' Perceptions of Temporary Workers and Employees' Performance. *Journal of Applied Psychology*, 90(2), 389–398. <https://doi.org/10.1037/0021-9010.90.2.389>
- Lee, C., Bobko, P., Ashford, S., Chen, Z. X., & Ren, X. (2008). Cross-Cultural Development of an Abridged Job Insecurity Measure. *Journal of Organizational Behavior*, 29(3), 373–390. <https://doi.org/10.1002/job.513>
- Mostafa, A. M. S. (2017). High-performance HR practices, positive affect and employee outcomes. *Journal of Managerial Psychology*, 32(2), 163–176. <https://doi.org/10.1108/jmp-06-2016-0177>
- Mulki, J. P., Jaramillo, F., & Locander, W. B. (2006). Emotional exhaustion and organizational deviance: Can the right job and a leader's style make a difference?. *Journal of Business Research*, 59(12), 1222–1230. <https://doi.org/10.1016/j.jbusres.2006.09.001>

- Ngai, S. S. yum, Cheung, C. kiu, & Yuan, R. (2016). Effects of vocational training on unemployed youths' work motivation and work engagement: Mediating roles of training adequacy and self-actualization. *Children and Youth Services Review*, 63, 93–100. <https://doi.org/10.1016/j.chilyouth.2016.02.020>
- Nieves, J., & Osorio, J. (2017). Commitment-based HR systems and organizational outcomes in services. *International Journal of Manpower*, 38(3), 432–448. <https://doi.org/10.1108/ijm-09-2015-0144>
- Palupi, M. & Tjahjono, H.K. (2021). Apakah keadilan formal penilaian kinerja menjadi determinan kepuasan kerja dan komitmen continuance. *MIX: Jurnal Ilmiah Manajemen*, 11(1): 121–135. <http://dx.doi.org/10.22441/mix.2021.v11i1.009>
- Palupi, M. & Tjahjono, H.K. (2008). Aplikasi technology acceptance model (TAM) dengan mempertimbangkan gender pada perilaku penggunaan internet. *Jurnal Ekonomi dan Bisnis*, 9(2): 147-153.
- Rabiul, M. K., Mohamed, A. E., Patwary, A. K., Yean, T. F., & Osman, S. Z. (2021). Linking human resources practices to employee engagement in the hospitality industry: the mediating influences of psychological safety, availability and meaningfulness. *European Journal of Management and Business Economics*. 32(2), 223-240. <https://doi.org/10.1108/ejmbe-12-2020-0347>
- Rai, A., Ghosh, P., & Dutta, T. (2019a). Total rewards to enhance employees' intention to stay: does perception of justice play any role?. *Evidence-based HRM*, 7(3), 262–280. <https://doi.org/10.1108/ebhrm-07-2018-0045>
- Rai, A., Ghosh, P., & Dutta, T. (2019b). Total rewards to enhance employees' intention to stay: does perception of justice play any role? *Evidence-based HRM*, 7(3), 262–280. <https://doi.org/10.1108/ebhrm-07-2018-0045>
- Rivai, V. (2009). *Manajemen sumber daya manusia untuk perusahaan: dari teori ke praktik*. Rajawali Pers. <https://books.google.co.id/books?id=Rb7qZwEACAAJ>
- Robbins, S. P., & A. Judge, T. (2008). *Perilaku Organisasi* (R. C. dan A. R. Diana Angelica, Ed.; 12 ed.). Salemba Empat.
- Roll, L. C., Siu, O. ling, Li, S. Y. W., & Witte, H. De. (2015). Job insecurity: Cross-cultural comparison between Germany and China. *Journal of Organizational Effectiveness*, 2(1), 36–54. <https://doi.org/10.1108/joepp-01-2015-0002>
- Ruck, K., Welch, M., & Menara, B. (2017). Employee voice: An antecedent to organisational engagement?. *Public Relations Review*, 43(5), 904–914. <https://doi.org/10.1016/j.pubrev.2017.04.008>
- Schaufeli, W. B., Salanova, M., González-romá, V., & Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3(1), 71–92. <https://doi.org/10.1023/A:1015630930326>
- Strazdins, L., D'Souza, R. M., Lim, L. L.-Y., Broom, D. H., & Rodgers, B. (2004). Job Strain, Job Insecurity, and Health: Rethinking the Relationship. *Journal of Occupational Health Psychology*, 9(4), 296–305. <https://doi.org/10.1037/1076-8998.9.4.296>

- Sumarno, A., & Iqbal, M. A. (2022). The Effect of Internal Communication and Employee Well-Being on Employee Performance, Mediated through Employee Engagement (Study at PT Wuzu). *Dinasti International Journal of Management Science*, 3(6), 1015–1031. <https://doi.org/10.31933/dijms.v3i6>
- Suparyadi. (2015). *Manajemen Sumber Daya Manusia, Menciptakan Keunggulan Bersaing Berbasis Kompetensi SDM* (P. Christian, Ed.; 1 ed.). Andi.
- Tafsir, M., Kamase, J., Sukmawati, S., & Arfah, A. (2021). Pengaruh Kepemimpinan transformasional, Iklim Organisasi, Perilaku Inovatif dan Employee Engagement Terhadap Kinerja Pegawai Dengan Kepuasan Kerja Sebagai Intervening Variable Di Lingkup Pemerintah Daerah Kabupaten Bantaeng. *Jurnal Sosio Sains Vol. 8*(1), 55-71. <http://journal.lldikti9.id/sosiosains>
- Tjahjono, H.K. (2015a). *Metode Penelitian Bisnis*. VSM MM UMY
- Tjahjono, H.K. (2015b). *Manajemen Sumberdaya Manusia*. VSM MM UMY
- Uppal, N. (2020). Mediating effects of person–environment fit on the relationship between high-performance human resource practices and firm performance. *International Journal of Manpower*, 42(3), 356–371. <https://doi.org/10.1108/ijm-10-2019-0476>
- Welch, M. (2011). The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*, 16(4), 328–346. <https://doi.org/10.1108/13563281111186968>
- Wong, C. S., Peng, K. Z., Shi, J., & Mao, Y. (2011). Differences between odd number and even number response formats: Evidence from mainland Chinese respondents. *Asia Pacific Journal of Management*, 28, 379-399. <https://doi.org/10.1007/s10490-009-9143-6>
- Wright, P., Gardner, T., Moynihan, L., Allen, M., Gardner, P., & Moynihan, T. (2004). The relationship between HR practices and firm performance: Examining causal order. *CAHRS Working Paper Series. Paper, 13*.
- Yunus, S., Whitfield, K., & Sayed Mostafa, A. M. (2023). High-performance HR practices, job demands and employee well-being: The moderating role of managerial support. *Stress and Health*. <https://doi.org/10.1002/smi.3252>