

## DAFTAR PUSTAKA

- Ababneh, O. M. A. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 64(7), 1204–1226. <https://doi.org/10.1080/09640568.2020.1814708>
- Achievers Workforce Institute. (2021). *Engagement and retention report*.
- Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied Psychology*, 90(5), 945–955. <https://doi.org/10.1037/0021-9010.90.5.945>
- Akhtar, H. (2018). Translation and validation of the Ten-Item Personality Inventory (TIPI) into Bahasa Indonesia. *International Journal of Research Studies in Psychology*, 7(2), 59–69. <https://doi.org/10.5861/ijrsp.2018.3009>
- Akhtar, H., & Azwar, S. (2019). Indonesian adaptation and psychometric properties evaluation of the Big Five Personality inventory: IPIP-BFM-50. *Jurnal Psikologi*, 46(1), 32. <https://doi.org/10.22146/jpsi.33571>
- Akhtar, R., Boustani, L., Tsivrikos, D., & Chamorro-Premuzic, T. (2015). The engageable personality: Personality and trait EI as predictors of work engagement. *Personality and Individual Differences*, 73, 44–49. <https://doi.org/10.1016/j.paid.2014.08.040>
- Al-Tit, A. A., & Hunitie, M. F. W. (2015). The mediating effect of employee engagement between Its antecedents and consequences. *Journal of Management Research*, 7(5), 47. <https://doi.org/10.5296/jmr.v7i5.8048>
- Albrecht, S. L. (2010). *Handbook of employee engagement: Perspective, issues, research and practice*. Edward Elgar Publishing Limited.
- Albrecht, S. L., & Andreetta, M. (2011). The influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers: Test of a model. *Leadership in Health Services*, 24(3), 228–237. <https://doi.org/10.1108/17511871111151126>
- Alfes, K., Truss, C., Soane, E. C., Rees, C., & Gatenby, M. (2010). *Creating an engaged workforce: Findings from the Kingston employee engagement consortium project*. <https://doi.org/10.1111/j.1467-9639.1993.tb00256.x>
- Alotaibi, S. M., Amin, M., & Winterton, J. (2020). Does emotional intelligence and empowering leadership affect psychological empowerment and work engagement? *Leadership and Organization Development Journal*, 41(8), 971–991. <https://doi.org/10.1108/LODJ-07-2020-0313>
- Amir, F., Naz, F., Qasim Hafeez, S., Ashfaq, A., & Hameed Dogar, Y. (2014). Measuring the effect of Five Factor Model of personality on team performance with moderating role of employee engagement. *Journal of Psychology and Behavioral Science*, 2(2), 221–255. [www.szabist-isb.edu.pk](http://www.szabist-isb.edu.pk)
- Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *Leadership Quarterly*, 25(3), 487–511. <https://doi.org/10.1016/j.leaqua.2013.11.009>

- Andrew, O. C., & Sofian, S. (2011). Engaging people who drive execution and organizational performance. *American Journal of Economics and Business Administration*, 3(3), 569–575.
- Andrew, O. C., & Sofian, S. (2012). Individual Factors and Work Outcomes of Employee Engagement. *Procedia - Social and Behavioral Sciences*, 40, 498–508. <https://doi.org/10.1016/j.sbspro.2012.03.222>
- Angela, & Sudibjo, N. (2020). Menakar kemampuan empowering leadership, job crafting, dan work engagement dalam mempengaruhi komitmen organisasi. *Jurnal Ilmiah Pendidikan Dan Pembelajaran*, 4(3), 442–454.
- Aninkan, D. O., & Oyewole, A. A. (2014). The influence of individual and organizational factors on employee engagement. *International Journal of Development and Sustainability*, 3(6), 1381–1392. [www.isdsnet.com/ijds](http://www.isdsnet.com/ijds)
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- Ansari, J. A. N. (2020). Driving employee engagement through Five Personality Traits: An exploratory study. *Metamorphosis: A Journal of Management Research*, 19(2), 94–105. <https://doi.org/10.1177/09726225211007247>
- AON Hewitt. (2015). *Aon Hewitt's model of employee engagement* (Issue January). <https://www.aonhewitt.co.nz/getattachment/77046028-9992-4d77-868a-32fbf622fec6/file.aspx?disposition=inline>
- Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice* (13th Ed). Kogan Page Limited. <https://doi.org/10.1177/030913258901300105>
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21(3), 249–269. [https://doi.org/10.1002/\(sici\)1099-1379\(200005\)21:3<249::aid-job10>3.0.co;2-%23](https://doi.org/10.1002/(sici)1099-1379(200005)21:3<249::aid-job10>3.0.co;2-%23)
- Association, A. P. (n.d.). *Personality*. <https://www.apa.org/topics/personality/>
- Attridge, M. (2009). Measuring and managing employee work engagement: A review of the research and business literature. *Journal of Workplace Behavioral Health*, 24(4), 383–398. <https://doi.org/10.1080/15555240903188398>
- Aydogmus, C., Camgoz, S. M., Ergeneli, A., & Ekmekci, O. T. (2018). Perceptions of transformational leadership and job satisfaction: The roles of personality traits and psychological empowerment. *Journal of Management and Organization*, 24(1), 81–107. <https://doi.org/10.1017/jmo.2016.59>
- Azeem, M. F., Rubina, & Paracha, A. T. (2013). Connecting training and development with employee engagement: How does it matter? *World Applied Sciences Journal*, 28(5), 696–703. <https://doi.org/10.5829/idosi.wasj.2013.28.05.1230>
- Azka, G., Tahir, M. Q., M, A. K., & Syed, T. H. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. *African Journal of Business Management*, 5(17), 7391–7403. <https://doi.org/10.5897/ajbm11.126>
- Azmy, A. (2019). *Employee engagement factors in a higher education institution*.

- 10(November), 187–200. <https://doi.org/10.21512/bbr.v10i3.5857>
- Azwar, S. (1993). Kelompok Subjek Ini Memiliki Harga Diri Yang Rendah"; Kok, Tahu...? *Buletin Psikologi*, 2, 13–17. <https://doi.org/10.22146/bpsi.13160>
- Babcock-Roberson, M. E., & Strickland, O. J. (2010). The relationship between charismatic leadership, work engagement, and organizational citizenship behaviors. *Journal of Psychology: Interdisciplinary and Applied*, 144(3), 313–326. <https://doi.org/10.1080/00223981003648336>
- Bakar, R. A. (2013). Understanding factors influencing employee engagement: A Study of the financial sector in Malaysia. In *The International Journal of Human Resource Management* (Vol. 22, Issue 1).
- Bakker, A. B., & Albrecht, S. (2018). Work engagement: Current trends. *Career Development International*, 23(1), 4–11. <https://doi.org/10.1108/CDI-11-2017-0207>
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology*, 10(2), 170–180. <https://doi.org/10.1037/1076-8998.10.2.170>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and Work Engagement: The JDR Approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 389–411. <https://doi.org/10.1146/annurev-orgpsych-031413-091235>
- Bakker, A. B., Hakanen, J. J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99(2), 274–284. <https://doi.org/10.1037/0022-0663.99.2.274>
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173–1182.
- Barrick, M. R., & Mount, M. K. (1991). The Big Five personality dimensions and job performance: a meta-analysis. *Personnel Psychology*, 44(1), 1–26. <https://doi.org/10.1111/j.1744-6570.1991.tb00688.x>
- Barrick, M. R., Stewart, G. L., & Piotrowski, M. (2002). Personality and job performance: Test of the mediating effects of motivation among sales representatives. *Journal of Applied Psychology*, 87(1), 43–51. <https://doi.org/10.1037/0021-9010.87.1.43>
- Baumruk, R. (2004). The missing link: The role of employee engagement in business success. *Workspan*, 11(04), 48–52.
- Bersin, J., Agarwal, D., Pelster, B., & Schwartz, J. (2015). *Global Human Capital Trends 2015. Leading in the New World of Work*.
- Blume, B. D., Ford, J. K., Baldwin, T. T., & Huang, J. L. (2010). Transfer of Training: A Meta-Analytic Review. *Journal of Management*, 36(4), 1065–1105. <https://doi.org/10.1177/0149206309352880>
- Brewster, C., Higgs, M., Holley, N., & McBain, R. (2007). *Employee engagement: Report from HR Centre of Excellence Research and members meeting*.
- Cai, D., Cai, Y., Sun, Y., & Ma, J. (2018). Linking empowering leadership and

- employee work engagement: The effects of person-job fit, person-group fit, and proactive personality. *Frontiers in Psychology*, 9(July), 1–12. <https://doi.org/10.3389/fpsyg.2018.01304>
- Carter, D., & Baghurst, T. (2014). The influence of servant leadership on restaurant employee engagement. *Journal of Business Ethics*, 124(3), 453–464. <https://doi.org/10.1007/s10551-013-1882-0>
- Chandel, J. K., Sharma, S. K., & Bansal, S. P. (2011). Linking the “Big Five” personality domains to organizational commitment. *International Journal of Ressearch in Commerce, IT & Management*, 1(3), 19–24.
- Chen, G., Sharma, P. N., Edinger, S. K., Shapiro, D. L., & Farh, J. L. (2011). Motivating and demotivating forces in teams: Cross-Level influences of empowering leadership and relationship conflict. *Journal of Applied Psychology*, 96(3), 541–557. <https://doi.org/10.1037/a0021886>
- Chen, H., & Chen, Y. (2008). The impact of work redesign and psychological empowerment on organizational commitment in a changing environment: An example from Taiwan’s State-Owned Enterprises. *Public Personnel Management*, 37(3), 279–302.
- Cheong, M., Spain, S. M., Yammarino, F. J., & Yun, S. (2016). Two faces of empowering leadership: Enabling and burdening. *Leadership Quarterly*, 27(4), 602–616. <https://doi.org/10.1016/j.leaqua.2016.01.006>
- Cheong, M., Yammarino, F. J., Dionne, S. D., Spain, S. M., & Tsai, C. Y. (2019). A Review of the effectiveness of empowering leadership. *Leadership Quarterly*, 30(1), 34–58. <https://doi.org/10.1016/j.leaqua.2018.08.005>
- Chin, W. W. (1998). The Partial Least Squares approach to Structural Equation Modeling. In G. A. Marcoulides (Ed.), *Modern methods for business research* (pp. 295–336). Lawrence Erlbaum Associates.
- CIPD. (2009). *An HR director’s guide to employee engagement: What is employee engagement?* [http://www.digitalopinion.co.uk/files/documents/An\\_HR\\_Directors\\_Guide\\_to\\_Employee\\_Engagement.pdf](http://www.digitalopinion.co.uk/files/documents/An_HR_Directors_Guide_to_Employee_Engagement.pdf)
- Colquitt, J. A., Lepine, J. A., & Noe, R. A. (2000). Toward an integrative theory of training motivation: A meta-analytic path analysis of 20 years of research. *Journal of Applied Psychology*, 85(5), 678–707. <https://doi.org/10.1037//0021-9010.85.5.678>
- Conger, J. A., & Kanungo, R. N. (1988). The empowerment process: integrating theory and practice. *Academy of Management Review*, 13(3), 471–482. <https://doi.org/10.5465/amr.1988.4306983>
- Costa, P. T., & McCrae, R. R. (1992). Normal personality assessment in clinical Ppractice: The NEO personality inventory. *Psychological Assessment*, 4(1), 5–13. <https://doi.org/10.1037/1040-3590.4.1.5>
- Costa, P. T., & McCrae, R. R. (2008). The NEO Inventories. In *The SAGE Handbook of Personality Theory and Assessment: Volume 2 - Personality Measurement and Testing* (pp. 223–256). <https://doi.org/10.4135/9781849200479.n9>
- Curtis, B., Hefley, W. E., & Miller, S. A. (2010). *People CMM: A framework for human capital management* (2nd Editio). Person Education, Inc.
- Dale Carnegie. (2017). *Employee engagement in Indonesia*. <https://www.dalecarnegie.id/sumberdaya/unduh/employee->

- infographic/employee-engagement-in-indonesia-with-2016-update/
- De Klerk, S., & Stander, M. W. (2014). Leadership empowerment behaviour, work engagement and turnover intention: The Role of psychological empowerment. *Journal of Positive Management*, 5(3), 28. <https://doi.org/10.12775/jpm.2014.018>
- De Raad, B., & Mlačić, B. (2015). Big Five Factor Model, theory and structure. In *International Encyclopedia of the Social & Behavioral Sciences* (Vol. 2, pp. 559–566). Elsevier. <https://doi.org/http://dx.doi.org/10.1016/B978-0-08-097086-8.25066-6>
- de Sousa, M. J. C., & van Dierendonck, D. (2014). Servant leadership and engagement in a merge process under high uncertainty. *Journal of Organizational Change Management*, 27(6), 877–899. <https://doi.org/10.1108/JOCM-07-2013-0133>
- Deci, E. L., & Ryan, R. M. (1987). The support of autonomy and the control of behavior. *Journal of Personality and Social Psychology*, 53(6), 1024–1037. <https://doi.org/10.1037/0022-3514.53.6.1024>
- Dessler, G. (2013). *Human resource management* (13th Ed). Pearson.
- Dewettinck, K., & Van Ameijde, M. (2011). Linking leadership empowerment behaviour to employee attitudes and behavioural intentions: Testing the mediating role of psychological empowerment. *Personnel Review*, 40(3), 284–305. <https://doi.org/10.1108/00483481111118621>
- Donnellan, M. B., Oswald, F. L., Baird, B. M., & Lucas, R. E. (2006). The Mini-IPIP scales: Tiny-yet-effective measures of the Big Five factors of personality. *Psychological Assessment*, 18(2), 192–203. <https://doi.org/10.1037/1040-3590.18.2.192>
- Erder, M., & Pureur, P. (2016). Role of the architect. In *Continuous Architecture* (pp. 187–213). <https://doi.org/10.1016/b978-0-12-803284-8.00008-7>
- Erdheim, J., Wang, M., & Zickar, M. J. (2006). Linking the Big Five personality constructs to organizational commitment. *Personality and Individual Difference*, 41, 959–970. <https://doi.org/10.1016/j.paid.2006.04.005>
- Erkutlu, H., & Chafra, J. (2013). Empowering leadership and work engagement: The roles of self-efficacy and identification with leader. *The 2nd Multidisciplinary Academic Conference in Prague, December 6-7*. <https://doi.org/10.13140/RG.2.1.3311.1125>
- Ferguson, A., & Carstairs, J. (2005). “Employee engagement”: Does it exist, and if so how does it relate to performance, other constructs and individual differences? June, 1–17.
- Ford, R. C., & Fottler, M. D. (1995). Empowerment: A matter of degree. *Academy of Management Executive*, 9(3), 21–29. <https://doi.org/10.5465/ame.1995.9509210269>
- Fraenkel, J. R., & Wallen, N. E. (2009). How to design and evaluate research in education. In *Ivey Business Journal* (7th Ed). McGraw-Hill. <http://www.hrpld.ca/newsletters/May2007/EEEngagement.pdf%5Cnhttp://jse.dres.sepmonline.org/content/23/3/143.abstract>
- Frank, F. D., Finnegan, R. P., & Taylor, C. R. (2004). The race for talent: Retaining and engaging workers in the 21st century. *The Race for Talent: Retaining and Engaging Workers in 21st Century*, 27(3), 12–25.
- Gallup. (2013). *State of the global workplace: Employee engagement insights for*

- business leaders worldwide*. papers2://publication/uuid/4F576D34-017E-4BC6-8B6E-E3760C5FCD5E
- Gallup. (2016). *Employee engagement hierarchy*.
- Gallup. (2017). *State of the global workplace: Employee Engagement Insights for Business Leaders Worldwide*. papers2://publication/uuid/4F576D34-017E-4BC6-8B6E-E3760C5FCD5E
- Gallup. (2021). *State of the global workplace: 2021 report. Discover how employees around the world experienced life and work in 2020*. <https://www.gallup.com/workplace/insights.aspx>
- Ghadi, M. Y., Fernando, M., & Caputi, P. (2013). Transformational leadership and work engagement: The mediating effect of meaning in work. *Leadership and Organization Development Journal*, 34(6), 532–550. <https://doi.org/10.1108/LODJ-10-2011-0110>
- Ghani, U., Masood, M. ammad T., & Zia Ur Rehman. (2018). Empowered leadership and employee outcomes: Mediating role of employee engagement. *Global Social Sciences Review*, III(II), 301–318. [https://doi.org/10.31703/gssr.2018\(iii-ii\).17](https://doi.org/10.31703/gssr.2018(iii-ii).17)
- Gibbons, J. (2006). *Employee engagement- A review of current research and its implications: The conference board research report*.
- Gibson, J. L., Ivancevich, J. M., Donnelly Jr, J. H., & Konopaske, R. (2012). *Organizations behavior, structure, processes* (14th Editi). McGraw-Hill.
- Goldberg, L. R., Johnson, J. A., Eber, H. W., Hogan, R., Ashton, M. C., Cloninger, C. R., & Gough, H. G. (2006). The international personality item pool and the future of public-domain personality measures. *Journal of Research in Personality*, 40(1), 84–96. <https://doi.org/10.1016/j.jrp.2005.08.007>
- Gosling, S. D., Rentfrow, P. J., & Swann, W. B. (2003). A very brief measure of the Big-Five personality domains. *Journal of Research in Personality*, 37(6), 504–528. [https://doi.org/10.1016/S0092-6566\(03\)00046-1](https://doi.org/10.1016/S0092-6566(03)00046-1)
- Guay, R. P., & Choi, D. (2015). To whom does transformational leadership matter more? An examination of neurotic and introverted followers and their organizational citizenship behavior. *Leadership Quarterly*, 26(5), 851–862. <https://doi.org/10.1016/j.leaqua.2015.06.005>
- Gully, S., & Chen, G. (2010). Individual differences, attribute–Treatment interactions, and training outcomes. In *Learning, Training, and Development in Organizations* (pp. 3–64). Routledge, Taylor & Francis Group.
- Gully, S. M., Payne, S. C., Koles, K. L. K., & Whiteman, J.-A. K. (2002). The impact of error training and individual differences on training outcomes: An attribute – treatment interaction perspective. *Journal of Applied Psychology*, 87(1), 143–155. <https://doi.org/10.1037//0021-9010.87.1.143>
- Gulyani, G., & Sharma, T. (2018). Total rewards components and work happiness in new ventures: The mediating role of work engagement. *Evidence-Based HRM: A Global Forum for Empirical Scholarship*, 6(3), 255–271. <https://doi.org/10.1108/EBHRM-12-2017-0063>
- Gyu Park, J., Sik Kim, J., Yoon, S., & Joo, B.-K. (2017). The effects of empowering leadership on psychological well-being and job engagement: the mediating role of psychological capital. *Leadership and Organization Development Journal*, 38(3). <https://doi.org/http://dx.doi.org/10.1108/LODJ-08-2015-0182>
- Haar, J., Brougham, D., Roche, M., & Barney, A. (2017). Servant leadership and

- work engagement: The mediating role of work-life balance. *NZJHRM*, 17(2), 56–72.
- Hackman, J. R. (1980). Work redesign and motivation. *Professional Psychology*, 11(3), 445–455.
- Hadziahmetovic, N., & Mujezinovic, M. (2021). The Role of the Big Five Personality Profiles in Employee Affective Commitment and Engagement: Case of Small and Medium Enterprises. *International Journal of Business and Administrative Studies*, 7(2), 74–88. <https://doi.org/10.20469/ijbas.7.10003-2>
- Hair, Joe F., Celsi, M., Monery, A., Samouel, P., & Page, M. (2016). *Essentials of business research methods* (Third Ed). Routledge, Taylor & Francis Group. <https://doi.org/10.4324/9780429203374>
- Hair, Joe F., Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109(August 2019), 101–110. <https://doi.org/10.1016/j.jbusres.2019.11.069>
- Hair, Joe F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–152. <https://doi.org/10.2753/MTP1069-6679190202>
- Hair, Joe F., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. G. (2014). Partial least squares structural equation modeling (PLS-SEM): An emerging tool in business research. *European Business Review*, 26(2), 106–121. <https://doi.org/10.1108/EBR-10-2013-0128>
- Hair, Joe F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2018). When to use and how to report the result of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Hair, Joseph F, Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2014). *A primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)*. Sage Publications, Inc.
- Hair Jr., Joe F., Matthews, L. M., Matthews, R. L., & Sarstedt, M. (2017). PLS-SEM or CB-SEM: updated guidelines on which method to use. *International Journal of Multivariate Data Analysis*, 1(2), 107. <https://doi.org/10.1504/ijmda.2017.10008574>
- Hair Jr, Joseph F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook. In *Springer*.
- Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology*, 43(6), 495–513. <https://doi.org/10.1016/j.jsp.2005.11.001>
- Hakimi, N., van Knippenberg, D., & Giessner, S. (2010). Leader empowering behaviour: The leader's perspective. *British Journal of Management*, 21(3), 701–716. <https://doi.org/10.1111/j.1467-8551.2010.00703.x>
- Halbesleben, J. R. B., Harvey, J., & Bolino, M. C. (2009). Too engaged? A conservation of resources view of the relationship between work engagement and work interference with Family. *Journal of Applied Psychology*, 94(6), 1452–1465. <https://doi.org/10.1037/a0017595>
- Handa, M., & Gulati, A. (2014). Employee engagement: Does individual personality matter. *Journal of Management Research*, 14(1), 57–67. <https://doi.org/10.4135/9781412950589.n521>

- Harter, J. K., Schmidt, F. L., Agrawal, S., Blue, A., Plowman, S. K., Josh, P., & Asplund, J. W. (2020). *The relationship between engagement at work and organizational outcomes. 2020 Q12 Meta-Analysis: 10th edition* (Vol. 10, Issue October). [http://strengths.gallup.com/private/resources/q12meta-analysis\\_flyer\\_gen\\_08\\_08\\_bp.pdf](http://strengths.gallup.com/private/resources/q12meta-analysis_flyer_gen_08_08_bp.pdf)
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279. <https://doi.org/10.1037/0021-9010.87.2.268>
- Harter, J. K., Schmidt, F. L., Killham, E. A., & Agrawal, S. (2009). *Q12 meta-analysis: The relationship between engagement at work and organizational outcomes* (Issue August). <http://www.gallup.com/services/177047/q12-meta-analysis.aspx>
- Haryono, S. (2016). *Metode SEM untuk penelitian manajemen dengan Amos, Lisrel, PLS (Pertama)*. PT. Intermedia Personalia Utama.
- Hasibuan, M. S. P. (2005). *Manajemen sumber daya manusia* (p. 202).
- Hayes, M., Fran, C., Wright, C., & Buckingham, M. (2018). *The global study of engagement: Technical report*. [https://www.adpri.org/wp-content/uploads/2020/07/14215554/R0101\\_0718\\_v2\\_GE\\_ResearchReport.pdf](https://www.adpri.org/wp-content/uploads/2020/07/14215554/R0101_0718_v2_GE_ResearchReport.pdf)
- Helland, E., Christensen, M., & Innstrand, S. T. (2020). The relationship between empowering leadership, work characteristics, and work engagement among academics: A SEM mediation analysis. *Scandinavian Journal of Work and Organizational Psychology*, 5(1), 1–13. <https://doi.org/10.16993/SJWOP.84>
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. *Advances in International Marketing*, 20, 277–319. [https://doi.org/10.1108/S1474-7979\(2009\)0000020014](https://doi.org/10.1108/S1474-7979(2009)0000020014)
- Henseler, Jörg, Hubona, G., & Ray, P. A. (2016). Using PLS path modeling in new technology research: Updated guidelines. *Industrial Management and Data Systems*, 116(1), 2–20. <https://doi.org/10.1108/IMDS-09-2015-0382>
- Hewitt, A. (2015). *2015 Trends in global employee engagement: Making engagement happen*. <http://www.aon.com/attachments/human-capital-consulting/2015-Trends-in-Global-Employee-Engagement-Report.pdf>
- Hewitt, A. (2018). *2018 trends in global employee engagement: Global employee engagement rebounds to match its all-time high*.
- Hoque, A. S. M. M., Awang, Z. Bin, Siddiqui, B. A., & Sabiu, M. S. (2018). Role of employee engagement on compensation system and employee performance relationship among telecommunication service providers in Bangladesh. *International Journal of Human Resource Studies*, 8(3), 19. <https://doi.org/10.5296/ijhrs.v8i3.13081>
- Hulkko-nyman, K., Sarti, D., Hakonen, A., & Sweins, C. (2012). Total rewards perceptions and work engagement in elder-care organizations. *International Studies of Management & Organization*, 42(1), 24–49. <https://doi.org/10.2753/IMO0020-8825420102>
- Hung, D. Y., Harrison, M. I., Truong, Q., & Xue, D. (2018). Experiences of primary care physicians and staff following lean workflow redesign. *BMC Health Services Research*, 18(1), 1–8. <https://doi.org/10.1186/s12913-018-3062-5>



- Inceoglu, I., & Warr, P. (2011). Personality and job engagement. *Journal of Personnel Psychology*, 10(4), 177–181. <https://doi.org/10.1027/1866-5888/a000045>
- Indriyani, A. U., & Heruwasto, I. (2017). Effect of compensation and benefit to employee engagement through organisation brand in Indonesia' s startup company. *Jurnal Manajemen Teori Dan Terapan*, 10(1), 83–92.
- Janicijevic, N. (2013). Matching compensation system with the type of organizational culture. In *Ekonomika preduzeca* (Vol. 61, Issues 5–6, pp. 309–324). <https://doi.org/10.5937/ekopre1306309j>
- Jansriboot, P. (2016). *Employee engagement of private sector employee in Southern Thailand: Personality, transformational leadership and psychological safety*. Universiti Utara Malaysia.
- Janssens, H., Zutter, P. De, Geens, T., & Vogt, G. (2019). Do personality traits determine work engagement ? Results from a Belgian study. *JOEM*, 61(1), 29–34. <https://doi.org/10.1097/JOM.0000000000001458>
- Jarvis, C. B., Mackenzie, S. B., & Podsakoff, P. M. (2003). A critical review of construct indicators and measurement model misspecification in marketing and consumer research. *Journal of Consumer Research, Inc.*, 30(2), 199–218. <https://doi.org/10.1086/376806>
- Jeung, C.-W. (2011). The concept of employee engagement: A comprehensive review from a positive organizational behavior perspective. *International Society for Performance Improvement*, 24(2), 49–69. <https://doi.org/10.1002/piq>
- John, O. P., Robins, R. W., & Pervin, L. A. (2008). Handbook of personality. In *The Journal of Private Equity* (3rd Editio). The Guilford Press. <https://doi.org/10.3905/jpe.2000.319978>
- Johnson, J. A. (2017). Big Five Model. *Encyclopedia of Personality and Individual Differences*. [https://doi.org/10.1007/978-3-319-28099-8\\_1212-1](https://doi.org/10.1007/978-3-319-28099-8_1212-1)
- Joo, B. K. B., & Mclean, G. N. (2006). Best employer studies: A conceptual model from a literature review and a case study. *Human Resource Development Review*, 5(2), 228–257. <https://doi.org/10.1177/1534484306287515>
- Joseph, D. L., & Newman, D. A. (2010). Emotional Intelligence: An integrative meta-analysis and cascading model. *Journal of Applied Psychology*, 95(1), 54–78. <https://doi.org/10.1037/a0017286>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>
- Kalshoven, K., Den Hartog, D. N., & De Hoogh, A. H. B. (2011). Ethical leader behavior and Big Five factors of personality. *Journal of Business Ethics*, 100, 349–366. <https://doi.org/10.1007/s10551-010-0685-9>
- Karthikeyan, P., Devi, N., & Mirudhubashini, J. (2013). A study on employee engagement in construction firms with special reference to Coimbatore City. *International Journal of Human Resource Management and Research (IJHRMR)*, 3(1), 17–26. <https://doi.org/10.1080/09585199500000064>
- Kartono, Hilmiana, & Muizu, W. O. Z. (2017). The influence of personality on employee engagement and emotional intelligence (an empirical study on employees of rural banks in West Java, Indonesia). *South East Asia Journal of Contemporary Business, Economics and Law*, 12(2), 54–66.

- Khalid, A., & Khalid, S. (2015). Relationship between organizational commitments, employee engagement and career satisfaction. A Case of University of Gujrat, Pakistan. *Journal of South Asian Studies*, 3(3), 323–330.
- Khosa, M., Ishaq, S., & Kamil, B. A. M. (2020). Antecedents of employee engagement with the mediating effect of occupational stress in the banking sector of Pakistan. *International Journal of Management Studies and Social Science Research*, 2(1), 63–79.
- Kim, H. J., Shin, K. H., & Swanger, N. (2009). Burnout and engagement: A comparative analysis using the Big Five personality dimensions. *International Journal of Hospitality Management*, 28(1), 96–104. <https://doi.org/10.1016/j.ijhm.2008.06.001>
- Kim, K., Oh, I., Chiaburu, D. S., & Brown, K. G. (2009). Does positive perception of oneself boost learning motivation and performance? *International Journal of Selection and Assessment*, 20(3), 257–271. <https://doi.org/doi:10.1111/j.1468-2389.2012.00598.x>
- Kim, M., & Beehr, T. A. (2017). Self-efficacy and psychological ownership mediate the effects of empowering leadership on both good and bad employee behaviors. *Journal of Leadership and Organizational Studies*, 24(4), 466–478. <https://doi.org/10.1177/1548051817702078>
- Kim, S. M., Um, K. H., Kim, H. Y., & Kim, Y. H. (2014). Hospital career management systems and their effects on the psychological state and career attitudes of nurses. *Service Business*, 10(1), 87–112. <https://doi.org/10.1007/s11628-014-0257-7>
- Kompaso, S. M., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International Journal of Management*, 5(12), 89–96. <https://doi.org/10.34218/IJM.11.4.2020.013>
- Konczak, L. J., Stelly, D. J., & Trusty, M. L. (2000). Defining and measuring empowering leader behaviors: Development of an upward feedback instrument. *Educational and Psychological Measurement*, 60(2), 301–313. <https://doi.org/10.1177/00131640021970420>
- Kulikowski, K., & Sedlak, P. (2020). Can you buy work engagement? The relationship between pay, fringe benefits, financial bonuses and work engagement. *Current Psychology*, 39(1), 343–353. <https://doi.org/10.1007/s12144-017-9768-4>
- Kumar, K., Bakhshi, A., & Rani, E. (2009). Linking the “Big Five” personality domains to organizational citizenship behavior. *International Journal of Psychological Studies*, 1(2), 73–81.
- Langelaan, S., Bakker, A. B., Van Doornen, L. J. P., & Schaufeli, W. B. (2006). Burnout and work engagement: Do individual differences make a difference? *Personality and Individual Differences*, 40, 521–532. <https://doi.org/10.1016/j.paid.2005.07.009>
- Lee, A., Willis, S., & Tian, A. W. (2018). *When empowering employees works, and when it doesn't*.
- Lee, J., Lee, H., & Park, J.-G. (2014). Exploring the impact of empowering leadership on knowledge sharing, absorptive capacity and team performance in IT service", *Information Technology & People*. *Information Technology & People*, 27(3), 366–386. <https://doi.org/10.1108/ITP-10-2012-0115>
- Lee, M. C. C., Idris, M. A., & Delfabbro, P. H. (2016). The linkages between

- hierarchical culture and empowering leadership and their effects on employees' work engagement: Work meaningfulness as a mediator. *International Journal of Stress Management*, 24(4), 392–415. <https://doi.org/http://dx.doi.org/10.1037/str0000043>
- Li, N., Chiaburu, D. S., & Kirkman, B. L. (2017). Cross-level influences of empowering leadership on citizenship behavior: organizational support climate as a double-edged sword. *Journal of Management*, 43(4), 1076–1102. <https://doi.org/10.1177/0149206314546193>
- Li, S.-L., & Qi, J. (2015). Power sharing and task performance: The role of work engagement and traditionality. *Social Behavior and Personality: An International Journal*, 43(5), 767–776. <https://doi.org/http://dx.doi.org/10.2224/sbp.2015.43.5.767>
- Linggiallo, H. D., Riadi, S. S., Hariyadi, S., & Adhimursandi, D. (2021). The effect of predictor variables on employee engagement and organizational commitment and employee performance. *Management Science Letters*, 11, 31–40. <https://doi.org/10.5267/j.msl.2020.8.033>
- Liu, D., Wong, C., & Fu, P.-P. (2012). Team leaders' emotional intelligence, personality, and empowering behavior: An investigation of their relations to team climate. In *Advances in Global Leadership* (pp. 77–104). Emerald Group Publishing Ltd. [https://doi.org/10.1108/S1535-1203\(2012\)0000007008](https://doi.org/10.1108/S1535-1203(2012)0000007008)
- Liu, W., Lepak, D. P., Takeuchi, R., & Sims, H. P. (2003). Matching leadership styles with employment modes: Strategic human resource management perspective. *Human Resource Management Review*, 13(1), 127–152. [https://doi.org/10.1016/S1053-4822\(02\)00102-X](https://doi.org/10.1016/S1053-4822(02)00102-X)
- Lorinkova, N. M., Pearsall, M. J., & Sims, H. P. (2013). Examining the differential longitudinal performance of directive versus empowering leadership in teams. *Academy of Management Journal*, 56(2), 573–596. <https://doi.org/10.5465/amj.2011.0132>
- Lucy, D., Poorkavoos, M., & Wellbelove, J. (2014). *The management agenda 2014 About Roffey Park*.
- Ludviga, I., & Kalvina, A. (2016). Exploring the relationships between job satisfaction, work engagement and loyalty of academic staff. *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering*, 10(1), 99–105. <http://waset.org/Publication/exploring-the-relationships-between-job-satisfaction-work-engagement-and-loyalty-of-academic-staff/10003355>
- Lunenburg, F. C. (2012). Power and leadership: An influence process. *International Journal of Management, Business, and Administration*, 15(1), 185–202. <https://doi.org/10.1177/001872678303600207>
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3–30. <https://doi.org/10.1111/j.1754-9434.2007.0002.x>
- Macey, W. H., Schneider, B., Barbera, K. M., & Young, S. A. (2009). *Employee engagement, tools for analysis, practice, and competitive advantage* (1st Edition (ed.)). A John Wiley & Sons, Ltd.
- Macleod, D., & Clarke, N. (2009). Engaging for success: Enhancing performance through employee engagement. A report to government. In *Department for Business Innovation & Skills* (Vol. 1).

- <http://www.bis.gov.uk/files/file52215.pdf>
- Magem, I. H. (2017). A review of the antecedents and consequences of employee engagement. *International Journal of Economics and Management Engineering*, 11(4), 794–801.
- Major, D. A., Turner, J. E., & Fletcher, T. D. (2006). Linking proactive personality and the Big Five to motivation to learn and development activity. *Journal of Applied Psychology*, 91(4), 927–935. <https://doi.org/10.1037/0021-9010.91.4.927>
- Mangundjaya, W. L. (2017). Charismatic leadership and work ethics on employee engagement. *Proceedings of the International Management Conference*, 878–886. <https://econpapers.repec.org/RePEc:rom:mancon:v:11:y:2017:i:1:p:878-886>
- Manuel, F. D. (2014). *The effect of training and development and employee engagement on perceived business performance* (Issue November). <http://hdl.handle.net/2263/44214>
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). *Job burnout*. 397–422.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77, 11–37. <https://doi.org/10.5301/ijao.5000431>
- McBain, R. (2007). The practice of engagement, research into current employee engagement practice. *Journal of the American Medical Informatics Association*, 6(6), 16–20.
- McCrae, R. R., & Costa, P. T. (1997). Personality trait structure as a human universal. *American Psychologist*, 52(5), 509–516.
- McCrae, R. R., & John, O. P. (1992). An introduction to the Five-Factor Model and its applications. *Journal of Personality*, 60(2), 175–215. <https://doi.org/https://doi.org/10.1111/j.1467-6494.1992.tb00970.x>
- Mendes, F., & Stander, M. W. (2011). Positive organisation: The role of leader behaviour in work engagement and retention. *SA Journal of Industrial Psychology*, 37(1), 1–13. <https://doi.org/10.4102/sajip.v37i1.900>
- Mhlanga, T. S., Mjoli, T. Q., & Chamisa, S. F. (2019). Personality and job engagement among municipal workers in the Eastern Cape province, South Africa. *SA Journal of Human Resource Management*, 17, 1–11. <https://doi.org/10.4102/sajhrm.v17i0.1188>
- Milhem, M., Muda, H., & Ahmed, K. (2019). The Impact of transformational leadership style on employee engagement: Using Structural Equation Modeling (SEM). *International Journal of Modern Trends in Social Sciences*, 162–173. <https://doi.org/10.35631/ijmtss.280016>
- Mokaya, S. O., & Kipyegon, M. J. (2014). Determinants of employee engagement in the banking industry in Kenya: Case of cooperative bank. *Journal of Human Resources Management and Labor Studies*, 2(2), 187–200.
- Mondy, R. W., & Martocchio, J. J. (2016). *Human resource management* (14th Edition). Pearson Ed.
- Mooradian, T. A., & Nezelek, J. B. (1996). Comparing the NEO-FFI and Saucier's mini-markers as measures of the Big Five. *Personality and Individual Differences*, 21(2), 213–215. [https://doi.org/10.1016/0191-8869\(96\)00057-8](https://doi.org/10.1016/0191-8869(96)00057-8)
- Nawaz, M. S., Hassan, M., Hassan, S., Shaukat, S., & Asadullah, M. A. (2014).

- Impact of employee training and empowerment on employee creativity through employee engagement : empirical evidence from the manufacturing sector of Pakistan. *Middle-East Journal of Scientific Research*, 19(4), 593–601. <https://doi.org/10.5829/idosi.mejsr.2014.19.4.13618>
- Nguyen, Q. K. (2015). *The relationship between leader's behavior and employee resilience: The moderating roles of personality traits* (Vol. 7, Issue 1) [University of Canterbury]. [https://www.researchgate.net/publication/269107473\\_What\\_is\\_governance/link/548173090cf22525dcb61443/download%0Ahttp://www.econ.upf.edu/~renyal/Civil\\_wars\\_12December2010.pdf%0Ahttps://think-asia.org/handle/11540/8282%0Ahttps://www.jstor.org/stable/41857625](https://www.researchgate.net/publication/269107473_What_is_governance/link/548173090cf22525dcb61443/download%0Ahttp://www.econ.upf.edu/~renyal/Civil_wars_12December2010.pdf%0Ahttps://think-asia.org/handle/11540/8282%0Ahttps://www.jstor.org/stable/41857625)
- Niswaty, R., Wirawan, H., Akib, H., Saggaf, M. S., & Daraba, D. (2021). Investigating the effect of authentic leadership and employees' psychological capital on work engagement: evidence from Indonesia. *Heliyon*, 7(5), e06992. <https://doi.org/10.1016/j.heliyon.2021.e06992>
- Novikova, I. A. (2013). Big Five (The Five-Factor Model and The Five-Factor Theory). *The Encyclopedia of Cross-Cultural Psychology*, 136–138. <https://doi.org/10.1002/9781118339893.wbecp054>
- Odai, L. A., Yang, J., Ahakwa, I., Mohammed, S. I., & Dartey, S. (2021). Determining the impact of supervisory support on employee engagement in the telecommunication sector of Ghana: The role of supportive organizational culture. *SEISENSE Business Review*, 1(2), 15–31. <https://doi.org/10.33215/sbr.v1i2.588>
- Offerhaus, J. (2013). The type to train? Impacts of personality characteristics on further training participation. *SOEP Papers on Multidisciplinary Panel Data Research*, 531. <https://doi.org/10.2139/ssrn.2205028>
- Ongore, O. (2014). A study of relationship between personality traits and Job engagement. *Procedia - Social and Behavioral Sciences*, 141, 1315–1319. <https://doi.org/10.1016/j.sbspro.2014.05.226>
- Organ, D. W. (1994). Personality and organizational citizenship behavior. *Journal of Management*, 20(2), 465–478.
- Orvis, K. A., Brusso, R. C., Wasserman, M. E., & Fisher, S. L. (2010). Enabled for E-learning? The moderating role of personality in determining the optimal degree of learner control in an E-learning environment. *Human Performance*, 24(1), 60–78. <https://doi.org/10.1080/08959285.2010.530633>
- Othman, R. B., Rapi, R. B. M., Alias, N. E. B., Jahya, A. B., & Loon, K. W. (2019). Factors affecting employee engagement : A study among employees in the Malaysian construction industry. *International Journal of Academic Research in Business and Social Sciences*, 9(7), 784–797. <https://doi.org/10.6007/IJARBSS/v9-i7/6178>
- Otieno, B. B. A., Waiganjo, E. W., & Njeru, A. (2015). Effect of employee engagement on organisation performance in Kenya's horticultural sector. *International Journal of Business Administration*, 6(2), 77–86. <https://doi.org/10.9790/487x-180803139142>
- Palm, S. I. J. L. M. (2007). *The relation between Leadership and Outcome Variables Follower Personality as a moderator The relation between Leadership and Outcome Variables Follower Personality as a moderator*. 0031445.

- Panaccio, A., & Vandenberghe, C. (2012). Five-factor model of personality and organizational commitment: The mediating role of positive and negative affective states. *Journal of Vocational Behavior*, 80(3), 647–658. <https://doi.org/10.1016/j.jvb.2012.03.002>
- Patki, S. M., & Abhyankar, S. C. (2016). Big Five personality factors as predictors of organizational citizenship behavior: A complex interplay. *The International Journal of Indian Psychology*, 3(2), 136–146.
- Pearce, C. L., & Sims, H. P. (2002). Vertical versus shared leadership as predictors of the effectiveness of change management teams: An examination of aversive, directive, transactional, transformational, and empowering leader behaviors. *Group Dynamics*, 6(2), 172–197. <https://doi.org/10.1037/1089-2699.6.2.172>
- Perrin, T. (2003). *Working today: Understanding what drives employee engagement*.
- Priyono, & Marnis. (2008). *Manajemen Sumber Daya Manusia*. Zifatama Publisher.
- Purnamasari, N. P. L., & Netra, I. G. S. K. (2020). The effect of compensation and internal communication on employee engagement and turnover intention in Sankara Ubud Resort and Spa, Gianyar, Bali. *American Journal of Humanities and Social Sciences Research (AJHSSR)*, 4(1), 353–359.
- Qatrunnada, R. Z., & Parahyanti, E. (2019). Empowering leadership and work engagement: The role of psychological empowerment as a mediator. *Advances in Social Science, Education and Humanities Research*, 229(Iciap 2018), 954–964. <https://doi.org/10.2991/iciap-18.2019.78>
- Rammstedt, B., & John, O. P. (2007). Measuring personality in one minute or less: A 10-item short version of the Big Five Inventory in English and German. *Journal of Research in Personality*, 41(1), 203–212. <https://doi.org/10.1016/j.jrp.2006.02.001>
- Rao, M. S. (2017). Innovative tools and techniques to ensure effective employee engagement. *Industrial and Commercial Training*, 49(3), 127–131. <https://doi.org/10.1108/ICT-06-2016-0037>
- Rattanasirivilai, S., Somjai, S., & Deeprasert, D. (2021). The role of gender as a moderator linking Corporate Social Responsibility perception to employees engagement: A study in the services sector of Thailand. *International Journal of Crime, Law and Social Issues*, 7(2), 49–62.
- Raza, S., Ansari, N. ul ain, Humayon, A. A., Sajjad, M., & Aziz, K. (2017). Factors affecting millennials employee engagement in government sector. *International Journal of Management Excellence*, 10(1), 1195–1200.
- Reilly, P., & Brown, D. (2008). *Employee engagement, what is the relationship with reward management?* <https://doi.org/10.1177/0886368713497546>
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on Job performance. *Academy of Management Journal*, 53(3), 617–635.
- Ringle, C. M. (2017). <https://forum.smartpls.com/>.
- Ringle, C. M., Wende, S., & Becker, J.-M. (2015). *Model Fit*. <https://www.smartpls.com>.  
<https://www.smartpls.com/documentation/algorithms-and-techniques/model-fit/>

- Riyanto, S., Pratomo, A., & Ali, H. (2017). Effect of compensation and job insecurity on employee engagement (Study on employee of business competition supervisory commission secretariat). *International Journal of Advanced Research*, 5(5), 516–528. <https://doi.org/10.21474/ijar01/4139>
- Robbins, S. P., & Judge, T. A. (2013). *Organizational behavior* (15th Editi). Pearson Education.
- Roberts, Z., Rogers, A., Thomas, C. L., & Spitzmueller, C. (2018). Effects of proactive personality and conscientiousness on training motivation. *International Journal of Training and Development*, 22(2), 126–143. <https://doi.org/10.1111/ijtd.12122>
- Robertson-Smith, G., & Markwick, C. (2009). *Employee engagement A review of current thinking*.
- Robinson, D. (2007). *IES Opinion - Employee engagement*. <http://www.employment-studies.co.uk/pdflibrary/op11.pdf>
- Robinson, D., Perryman, S., & Hayday, S. (2004). *The drivers of employee engagement* (Vol. 408). [http://www.managingpeople4profit.com/uploads/2/8/1/6/2816853/www-employment-studies-co-uk\\_drivers\\_of\\_engagement.pdf](http://www.managingpeople4profit.com/uploads/2/8/1/6/2816853/www-employment-studies-co-uk_drivers_of_engagement.pdf)
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family roles. *Administrative Science Quarterly*, 46(4), 655–684. <https://doi.org/10.2307/3094827>
- Rothwell, W. J., & Kazanas, H. C. (2003). *Planning and managing human resources* (2nd Editio). Human Resource Development Press, Inc.
- S, A. (2019). Pengaruh lingkungan kerja, kepemimpinan, kompensasi dan pelatihan kerja pada keterikatan karyawan Hotel Berbintang di Batam. *Jesya (Jurnal Ekonomi & Ekonomi Syariah)*, 2(1), 96–107. <https://doi.org/10.36778/jesya.v2i1.34>
- Saifuddin, A. (2020). *Penyusunan skala psikologi*. Prenada Media.
- Saks, A. M., & Rotman, J. L. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217–1227. <https://doi.org/10.1037/0021-9010.90.6.1217>
- Sanneh, L., & Taj, S. A. (2015). Employee engagement in the public sector: A Case Study of Western Africa. *International Journal of Human Resource Studies*, 5(3), 70–101. <https://doi.org/10.5296/ijhrs.v5i3.8088>
- Sarstedt, M., Hair, J. F., Cheah, J. H., Becker, J. M., & Ringle, C. M. (2019). How to specify, estimate, and validate higher-order constructs in PLS-SEM. *Australasian Marketing Journal*, 27(3), 197–211. <https://doi.org/10.1016/j.ausmj.2019.05.003>
- Sarstedt, M., Ringle, C. M., & Hair, J. F. (2017). Partial Least Squares Structural Equation Modeling. In *Handbook of Market Research* (Issue September, pp. 1–40). Springer International Publishing. <https://doi.org/10.1007/978-3-319-05542-8>
- Saucier, G. (1994). Mini-markers: A brief version of Goldberg Unipolar Big-Five Markers. *Journal of Personality Assessment*, 63(3), 506–516.

- Saucier, G. (2020). *Lewis R. Goldberg. 1*, 63–65.
- Schaufeli, W. B. (2013). What is engagement? In *Employee Engagement in Theory and Practice* (pp. 15–35). Routledge. <https://doi.org/10.1515/9781400835423.25>
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In *Work Engagement: A Handbook of Essential Theory and Research* (pp. 10–24). Psychology Press.
- Schaufeli, W. B., & Salanova, M. (2008). Enhancing work engagement through the management of human resources. In *The individual in the changing working life* (pp. 380–402). <https://doi.org/10.1007/s11262-004-5626-1>
- 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>
- Schmidt, F. L., Shaffer, J. A., & Oh, I. (2008). Increased accuracy for range restriction corrections: Implications for the role of personality and general mental ability in job and training performance. *Personnel Psychology*, 61, 827–868.
- Scott, D., McMullen, T., Royal, M., & Stark, M. (2010). *The impact of rewards programs on employee engagement* (Issue June).
- Scott, K. D., McMullen, T., & Royal, M. (2010). The role of rewards in building employee engagement: A survey of Rewards Professionals. *Worldatwork Journal*, 19(4), 29–40.
- Sendawula, K., Kimuli, S. N., Bananuka, J., & Muganga, G. N. (2018). Training, employee engagement and employee performance: Evidence from Uganda's health sector. *Cogent Business and Management*, 5(1), 1–12. <https://doi.org/10.1080/23311975.2018.1470891>
- Setiaman, S. (2021). *Tutorial analisa parsial model persamaan struktural dengan Software SMART-PLS Versi 3* (Kedua).
- Shaban, S. (2018). Predicting Big-Five personality traits relation with employees' engagement in public sector in Egypt. *Journal of Chemical Information and Modeling*, 53(9), 1689–1699.
- Shantz, A., Alfes, K., & Arevshatian, L. (2016). HRM in healthcare: the role of work engagement. *Personnel Review*, 45(2), 1–42.
- Sharma, P N, & Kirkman, B. L. (2015). Leveraging leaders: A literature review and future lines of inquiry for empowering leadership research. *Group & Organization* .... <https://doi.org/10.1177/1059601115574906>
- Sharma, Payal Nangia, & Kirkman, B. L. (2015). Leveraging leaders: A literature review and future lines of inquiry research. *Group and Organization Management*, 40(2), 193–237. <https://doi.org/10.1177/1059601115574906>
- Shooraj, F. (2016). Studying the relationship between charismatic leadership, self-leadership, and work engagement in healthcare sector. *International Journal of Health System and Disaster Management*, 4(1), 41. <https://doi.org/10.4103/2347-9019.175675>
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89–110. <https://doi.org/10.1177/1534484309353560>
- Shukla, S., Adhikari, B., & Singh, V. (2015). Employee engagement-Role of



- demographic variables and personality factors. *Amity Global HRM Review*, 5(May), 65–73.
- Siddiqui, D. A., & Sahar, N. (2019). The impact of training & development and communication on employee engagement – A study of banking sector. *Business Management and Strategy*, 10(1), 23–40. <https://doi.org/10.5296/bms.v10i1.14592>
- Siegrist, J. (1996). Adverse health effects of high-effort / low-reward conditions. *Journal of Occupational Health Psychology*, 1(1), 27–41. <https://doi.org/https://psycnet.apa.org/doi/10.1037/1076-8998.1.1.27>
- Sinambela, L. P. (2016). *Manajemen Sumber Daya Manusia. Membangun Tim Kerja Yang Solid Untuk Meningkatkan Kinerja*. (1st ed.). PT Bumi Aksara.
- Srivastava, A., Bartol, K. M., & Locke, E. A. (2006). Empowering leadership in management teams: Effects on performance. *Academy of Management Journal*, 49(6), 1239–1251. <https://doi.org/10.5465/amj.2006.23478718>
- Stairs, M., & Galpin, M. (2009). Positive engagement: From employee engagement to workplace happiness. In *Oxford Handbook of Positive Psychology and Work* (Issue April 2018). <https://doi.org/10.1093/oxfordhb/9780195335446.013.0013>
- Stockemer, D. (2019). Quantitative methods for the social sciences: A practical introduction with examples in SPSS and Stata. In *Quantitative Methods for the Social Sciences*. Springer International Publishing. <https://doi.org/10.1007/978-3-319-99118-4>
- Suan, C. L., & Nasurdin, A. M. (2014). An empirical investigation into the influence of human resource management practices on work engagement: The case of customer-contact employees in Malaysia. *International Journal of Culture, Tourism, and Hospitality Research*, 8(3), 345–360. <https://doi.org/10.1108/IJCTHR-12-2013-0083>
- Sugiyono. (2014). *Metode penelitian pendidikan: Pendekatan kuantitatif, kualitatif, dan R&D* (19th ed.). Alfabeta.
- Sugiyono. (2017). *Metode penelitian bisnis: pendekatan kuantitatif, kualitatif, kombinasi, dan R&D*. Alfabeta.
- Sulea, C., Van Beek, I., Sarbescu, P., Virga, D., & Schaufeli, W. B. (2015). Engagement, boredom, and burnout among students : Basic need satisfaction matters more than personality traits. *Learning and Individual Differences*, 42(4), 132–138. <https://doi.org/10.1016/j.lindif.2015.08.018>
- Suls, J., Green, P., & Hillis, S. (1998). Emotional reactivity to everyday problems, affective inertia, and neuroticism. *Personality and Social Psychology Bulletin*, 2(2), 127–136.
- Susanto, F., Suryamarchia, G., & Widjaja, D. C. (2016). Faktor-faktor yang mempengaruhi employee engagement di Hotel Ibis Style di Surabaya. *Jurnal Manajemen Perhotelan*, 552–566.
- Sze, C. C., & Angeline, T. (2011). Engaging employees to their jobs : Role of exchange ideology as a moderator. *African Journal of Business Management*, 5(May), 3986–3994. <https://doi.org/10.5897/AJBM11.215>
- Tampubolon, M. P. . (2012). *Perilaku Keorganisasian (Organization Behaviour) Perspektif Organisasi Bisnis* (Edisi Kedu). Bogor: Ghalia Indonesia.
- Taufek, F. H. B. M., Zulkifle, Z. B., & Sharif, M. Z. B. M. (2016). Sustainability in employment : reward system and work engagement. *Procedia Economics and*

- Finance*, 35(October 2015), 699–704. [https://doi.org/10.1016/S2212-5671\(16\)00087-3](https://doi.org/10.1016/S2212-5671(16)00087-3)
- Tekleab, A. G., Sims, H. P., Yun, S., Tesluk, P. E., & Cox, J. (2008). Are we on the same page? Effects of self-awareness of empowering and transformational leadership. *Journal of Leadership & Organizational Studies*, 14, 185–201. <https://doi.org/10.1177/1071791907311069>
- Tewal, B., Adolfina, Pandowo, M. H. C., & Tawas, H. N. (2017). *Perilaku organisasi* (Pertama). CV Patra Media Grafindo.
- Thavakumar, D. (2018). The Impact of personality traits on cognitive engagement: The study on financial institution in Tricomalee District. *Journal of Management*, 14(1), 24–31.
- Thavakumar, D., & SJ, E. (2016). The influence of involvement and participation, compensation, communication and work-life balance on employee engagement: A case of insurance companies in Batticaloa District. *International Journal of Multidisciplinary Studies (IJMS)*, 3(1), 71–80.
- Topolewska, E., Skimina, E., Strus, W., Ciecuch, J., & Rowiński, T. (2014). The short IPIP-BFM-20 questionnaire for measuring the big five. *Roczniki Psychologiczne*, 17(2), 367–402.
- Tornroos, M., Hintsanen, M., Hintsu, T., Jokela, M., Pulkki-Raback, L., Kivimäki, M., Hutri-Kahonen, N., & Keltikangas-Järvinen, L. (2012). Personality traits of the Five-Factor Model are associated with effort – Reward imbalance at work. *JOEM*, 54(7), 875–880. <https://doi.org/10.1097/JOM.0b013e31824fe0e4>
- Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2014). Human resource management. In *ABB Review* (9th Edition). Pearson.
- Truss, C., Soane, E., & Edwards, C. (2006). *Working life: Employee attitudes and engagement 2006* (CIPD Report). <http://www.hawkinsbrown.com/projects/kingston-business-school>
- Tuckey, M. R., Bakker, A. B., & Dollard, M. F. (2012). Empowering leaders optimize working conditions for engagement: A multilevel study. *Journal of Occupational Health Psychology*, 17(1), 15–27. <https://doi.org/10.1037/a0025942>
- Turkalj, Ž., & Miklošević, I. (2017). Factors which affect managers' on delegation in companies. *Interdisciplinary Management Research XIII, May*, 17–35.
- Vance, R. J. (2006). Engagement and commitment. *SHRM Foundation's Effective Practice Guidelines*, 1–45. <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Employee-Engagement-Commitment.pdf>
- Vincent-Höper, S., Muser, C., & Janneck, M. (2012). Transformational leadership, work engagement, and occupational success. *Career Development International*, 17(7), 663–682. <https://doi.org/10.1108/13620431211283805>
- Vu, H. M. (2020). Employee empowerment and empowering leadership: A literature review. *Technium: Romanian Journal of Applied Sciences and Technology*, 2(7), 20–28. <https://doi.org/10.47577/technium.v2i7.1653>
- Walumbwa, F. O., Wang, P., Wang, H., Schaubroeck, J., & Avolio, B. J. (2010). Psychological processes linking authentic leadership to follower behaviors. *Leadership Quarterly*, 21(5), 901–914. <https://doi.org/10.1016/j.leaqua.2010.07.015>

- Wang, D.-S., & Hsieh, C.-C. (2013). The effect of authentic leadership on employee trust and employee engagement. *Social Behavior and Personality*, *41*(2), 613–624.
- Watson, T. (2012). *Global workforce study. Engagement at risk: Driving strong performance in a volatile global environment.*
- Welch, J. (2015). *Three ways to take your company's pulse.* <https://jackwelch.strayer.edu/winning/three-ways-take-company-pulse/>
- Wellins, R. S., Bernthal, P., & Phelps, M. (2008). Employee engagement: The key to realizing competitive advantage. In *Development Dimensions international.*
- Wibawa, W. M. S., & Takahashi, Y. (2021). The effect of ethical leadership on work engagement and workaholism: Examining self-efficacy as a moderator. *Administrative Sciences*, *11*(2). <https://doi.org/10.3390/admsci11020050>
- Wibowo. (2007). *Manajemen Kinerja* (Cet 10). Rajawali Press.
- Wildermuth, C. de M. e S. (2008). *Engaged to serve: The relationship between employee engagement and the personality of human services professionals and paraprofessionals.*
- Woods, S. A., Patterson, F. C., Koczwara, A., & Sofat, J. A. (2016). The value of being a conscientious learner examining the effects of the Big Five from training. *Journal of Workplace Learning*, *28*(7), 424–434. <https://doi.org/10.1108/JWL-10-2015-0073>
- Xu, J., & Thomas, H. C. (2011). How can leaders achieve high employee engagement. *Leadership and Organization Development Journal*, *32*(4), 399–416. <https://doi.org/10.1108/01437731111134661>
- Yamkovenko, B., & Holton, E. (2010). Toward a theoretical model of dispositional influences on transfer of learning: A test of a structural model. *Human Resource Development Quarterly*, *21*(4), 381–410. <https://doi.org/10.1002/hrdq>
- Young, H. R., Glerum, D. R., Wang, W., & Joseph, D. L. (2018). Who are the most engaged at work? A meta-analysis of personality and employee engagement. *Journal of Organizational Behavior*, *39*(10), 1330–1346. <https://doi.org/10.1002/job.2303>
- Yulk, G. (2013). *Leadership in organizations* (8th Ed). Pearson Ed.
- Yun, S., Cox, J., & Sims, H. P. (2006). The forgotten follower: A contingency model of leadership and follower self-leadership. *Journal of Managerial Psychology*, *21*(4), 374–388. <https://doi.org/10.1108/02683940610663141>
- Zarutskie, R. (2012). The role of human capital in venture capital. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.1726038>
- Zeeshan, S., Imm Ng, S., Ho, J. A., & Jantan, A. H. (2021). Assessing the impact of servant leadership on employee engagement through the mediating role of self-efficacy in the Pakistani banking sector. In *Cogent Business & Management* (Vol. 8, Issue 1, pp. 1–19). <https://doi.org/https://doi.org/10.1080/23311975.2021.1963029>
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Development and Learning in Organizations: An International Journal*, *53*(1), 107–128. <https://doi.org/10.1108/dlo.2010.08124ead.007>
- Zhu, W., Avolio, B. J., & Walumbwa, F. O. (2009). Moderating role of follower

characteristics with transformational leadership and follower work engagement. *Group & Organization Management*, 34(5), 590–619.

