



# Analysis Of the influence of work life balance, leadership, religiosity and high performance work practices on employee performance mediated by employee engagement

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## ABSTRACT

This study to test and analyze can affect work life balance, leadership, religiosity, and high performance work practices to employee engagement. The population in this study are employees from logistics companies that focus on providing transportation services and the number of samples used 185 respondents. The research method used in this study is a quantitative method using smart PLS 3.0 for data processing. The results showed that leadership and religiosity had a significant positive effect on employee engagement, leadership style, work life balance, high performance work practices had a significant positive effect on employee performance. leadership and religiosity have a significant positive effect on employee performance which is mediated by employee engagement while high work performance and work life balance have no significant effect on employee performance which is mediated by employee engagement.

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## INTRODUCTION

The development of the group had a huge impact during Covid 19 where the government issued Government Regulation No. 21 of 2020 issued on large-scale social restrictions (PSBB). With the enactment of the PSBB, it certainly has an impact in on all industries, including the logistics industry. This was done to break the chain of the spread of Covid 19 so that it had an impact on the company's operations. By implementing the restrictions, the company carries out a work from home system in order the company's operations can be run. Even though the employees continue to work, this greatly affects employee performance because the communication amount the employee and with the superiors was not effective and the goals achievements not achieve well.

Employee performance plays an important role in organizational performance. Furthermore, in organizational performance and growth, employee appreciation plays an important role because it can improve the quality of employee work and avoid misunderstanding or miscommunication about the problems expected by the company (Aguinis, 2012). Rewards for employees are a major tool to increase motivation among employees and no organization can

imagine achieving their goals and objectives without motivating their employees (Kumari & Pattanayak, 2014). (Saeed et al., 2013), performance measurement is an activity in measuring the quality, quantity and timeliness of continuation as well as indicators of both superiors and subordinates. Employee performance is very important for an organization to be more innovative and successful. As a result, many successful companies care about developing an engaged employee culture.

Employee performance can be defined as how a person fulfills and carries out the work tasks they need (Pangarso et al., 2014) Employee performance also refers to their quality and effectiveness. Employee performance is not only beneficial for the organization but can also increase the potential and quality of the work produced. With this we can judge how important an employee is for an organization.

Individual work-life balance strategies are important for managing health and well-being issues at work (Zheng et al., 2015) Work life balance political really need to be evaluated because employee benefits can affect employee and organizational performance in work life balance. Work-life balance is one of the important variables of turnover intention. The development of work-life balance demonstrates how important the organization believes work-life balance is. Leadership is the combination of a leader's attitudes and behaviors that lead the leader to take certain actions when dealing with subordinates (Akdogan & Demirtas, 2014). In an organization, a good leader knows how to encourage employees to achieve organizational goals by rewarding them.

Religiosity is the extent to which an employee believes or believes in glorifying the founder, god, or goddess of a religion, a direct practice.(Iddagoda & Opatha, 2017) . In their study they discuss about the relation between hpwp and employee engagement (Appelbaum et al., 2011). A conceptual model that research the relation between employee engagement and hpwp. " virtue", which has another meaning, useful for ourself and others, which is a good moral and attribute (Opatha & Teong, 2014).

Employee engagement can be defined as how an employee can be loyal at work and a way to understand the relationship between the organization and employees (Federman, 2009) . In an organization it is not only about completing the tasks that have been given, but good quality and happiness as well as employees are also important. Employee engagement makes employees aware of their role in the company, so they can continue to feel passionate about their work. Employees have a sense that they are contributing to the company's collective goals.

Work-life balance is described as balancing an employee's family or personal life with their work life (Jyoti, 2012) .The concept of life balance is built for work life and personal life to complement each other to present a perfect life. Society adopts flexible working in a various ways with varying outcomes in terms of well-being and work-life balance (Chung & van der Lippe, 2020)(López-Igual & Rodríguez-Modroño, 2020). Individuals experience stress when they lack the necessary resources to fulfill work and family roles. Previous research has shown that work-life balance is positively associated with job satisfaction (Jackson & Fransman, 2018).

Efforts to improve employee performance is have a leader who has a good leadership spirit can support the organization in achieving common goals, (Abouriaia & Othman, 2017). Leadership is a way for an individual or superior to lead employee members in achiwving company goals together (Northouse, 2018).Leadership is the job of a superior who leads at all levels of the group, be it institutions or industries. success in the group is determined by how the leader oversees the group to move forward and achieve common goals (Insan et al., 2021). ((Avolio et al., 2004). (Sule & Priansah 2018) explains, Transformational leadership supports subordinates by giving trust, certainty to subordinates in carrying the job that have been given in order to improve the employee morale.

Religiosity has been linked with employee engagement (Opatha & Iddagoda, 2017) , (Gallup, 2010), (Truss et al, 2014). Religion is a major determinant of employee behavior. In addition, related to employee job satisfaction (King & Williamson, 2005). In individualistic and

collectivist cultures, religious beliefs are often associated with interdependence and collectivism (Saroglou & Cohen, 2011). Religious beliefs have predicted many organizational outcomes, one of which is employee performance (Osman-Gani et al, 2013). (Roof, 2015) shed light on the relationship between religion, spirituality, and employee engagement. Overall, with the contribution of this relationship, this study aims to summarize the empirical evidence on the relationship between religious affiliation and employee engagement.

The impact of hpwp on organizational performance is also evident. (Appelbaum et al., 2011) provides theoretical evidence for the relationship between HPWP and employee engagement . (Kroon et al, 2013) states that HPWP is one of the implementation of human resource management which aims to improve and develop the performance of employees and organizations. (Appelbaum et al., 2011) stated that HPWP can increases employee motivation and commitment, creating an organizational environment and workforce management that encourages and supports employee participation in problem solving and improved performance.

Based on (Karatepe, Yavas et al., 2018) and (Macey & Schneider, 2008) , Employee engagement refers to the degree to which employees are fully committed to their work to increase their responsibility to the job and the enterprise. Engagement is strength that the employees need to put into their work in order to make the performance great. (Rich, 2010) Employee Engagement According to (Bakker, 2011) Engagement is the process of creating employee personas to get work done. In employee engagement, employees use and express themselves physically, cognitively and emotionally.

(Saks, 2006) stated that Employee Engagement Predicts Job Satisfaction, Organizational Commitment, and Organizational Citizenship Behavior. business leaders understand that high levels of employee performance are important for the growth and sustainability of their organizations. The word des engagement, on the other hand and the promise of a willingness to replace and exercise discretion to help entrepreneurs succeed (Rai & Beck, 2012).

Employee performance can be described as a response in the form of behavior that reflects what the employee has learned or the type of training the employee has received; it includes outcomes of mental and psychological abilities (Ahmad et al., 2015). Employee performance is an increasingly popular concept among management due to the employee performance was important to the individuals and organizations. Employee performance assist to improve relatively organizational process, especially in terms of efficiency and productivity (Abualoush et al.,, 2018).

Based on the data from BPS, the exports imports in Batam are the largest compared to other cities in Kepri Ilands. Total exports in the Riau Islands Province in 2021 were recorded at US\$16,019.12 million while total imports during 2021 reached US\$14,515.85 million. This growth result in export import was increase in investment services, especially in the logistics sector. The role of Logistics plays an important role because the logistics sector is considered very potential during the Covid-19 period. Logistics currently tends to still exist and serve consumers well. The logistics industry must remain vigilant because demand of export import still high. During Covid period in 2019-2021 for Import and Import in Batam City also has the potential to decrease because many countries are in lockdown and are prohibited from sending goods.

Based on the research conducted by the Transportation Research and Development Agency from Ministry of Transportation that the logistics activity has a positive growth. Based on the result shown that the Indonesian Logistics Association was increase growth up to 40%, which is a good thing for the company. And The role of Logistics plays an important role because the logistics sector is considered very potential during this period. Logistics currently tends to exist and serve consumers well. The logistics industry must remain vigilant because not everyone can change their spending habits. After post Covid, imports and export in Batam have the high demand and makes employees unable to handle the work properly and makes the work balance irregular, so we want to raise issues regarding this so employees can work well. The demand for high export imports makes employees have to make extra effort so that the work balance is

reduced. the impact of work life balance can interfere with employee performance. Seeing the problems related to the factors that affect the performance above, the researcher is interested in conducting a study entitled : how the work life balance, leadership, religiosity, and high performance work practices to employee engagement.

## RESEARCH METHOD

The data collection used is a quantitative analysis method which is by distributing questionnaires to employee that work at logistics industries in Batam. The questionnaire that use in this analysis is 32 questions. Number minimum sample is 5 times of indicator and the total sample is 160 sample. (Hair et al, 2017). To anticipate the existence of a sample that cannot be used, the total of respondents is 185 sample. This research uses quantitative research where samples are collected by collecting secondary data using research measuring instruments so that they can test and analyze hypotheses in the research that has been done. The population used is employees who work in Logistics Companies in the field of export and import. Data analysis that we use for analysis Smart PLS 3.0 was used for data processing. which examines is there significant relationship between variables

## RESULTS AND DISCUSSIONS

### Statistics Descriptive

The questionnaires that have been distributed to 185 respondent and all data have been processing and found all questionnaires can be used. All the data from the respondent have been tested and analyzed using SPSS 25 and Smart PLS 3.0.

**Table 1.** Total of Respondents Questionnaires

Information	Total of Respondents
Distributed Questionnaires	185
Questionnaire No Received	0
Analyzed Questionnaires	185

Based on data that has been collected from the results of gender from respondents, male are 42.2% or 78 people from 185 respondents. While female respondents were 57.8% or 107 people from 185 respondents. It can be concluded that the majority of respondents are women.

**Table 2.** Respondents Based On Gender

Gender	Totals	Percentage
Male	78	42,2
Female	107	57,8
Total	185	100,0

Based on the division by age, it consists of 3.8% or 7 people aged 18-20 years, 79.5% or 147 people aged 21-25 years, 16.2% or 30 people aged 26-31 years.

**Table 3.** Respondents Based On Age

Age	Totals	Percentage
18-20 Age	7	3,8
21-25 Age	147	79,5
26-31 Age	30	16,2
Total	186	100,0

Based on the results obtained from the respondents, it showed that SMA consisted of 97 respondents with 52.4%, then in the Diploma there were 41 people with 22.2%, and Bachelors as many as 47 people with 25.4%

**Table 4.** Respondents Based on Education

Education	Totals	Percentage
SMA	97	52,4
Diploma	41	22,2
Bachelor	47	25,4
Degree		
Total	185	100,0

Based on the data that has been collected from the results of the respondents, there are 80.5% or 149 people who work 1-3 years, 17.8% or 33 people who work 4-6 years, 1.6% or 3 people who work 7-10 years .

**Table 5.** Respondents Based on Length of Work

Length of Work	Totals	Percentage
1-3 Year	149	80,5
4-6 Year	33	17,8
7-9 Year	3	1,6
Total	185	100,0

Based on the data that has been collected from the results of the respondents, there are 12,9% or 24 people who is supervisor, or 16,7% or 31 people who is sales and marketing, 31,8 or 59 person who is export import officer, 38,6% or 71 people who is customer service.

**Table 6.** Respondents Based on Position in company

Position	Totals	Percentage
Supervisor	24	12,9
Sales & Marketing Representative	31	16,7
Export Imports Officer	59	31,8
Customer service	71	38,6
Total	185	100,0

### Validity Test

The value of Outer Loadings aims to test the validity of the questionnaire that has been collected. The value of Outer Loading must exceed 0.6 (by Hair et al. ,2007)to be declared as valid data. The following is the outer loading output based on the processed multidimensional model :

**Table 7** Outer Loadings

Variable	Value	Result
EE 1	0,767	Valid
EE 2	0,689	Valid
EE 3	0,772	Valid
EE 4	0,774	Valid
EE 5	0,783	Valid
EP 1	0,712	Valid
EP 2	0,731	Valid
EP 3	0,756	Valid
EP 4	0,818	Valid
EP 5	0,759	Valid
HPWP 1	0,854	Valid

HPWP 2	0,821	<i>Valid</i>
L 1	0,756	<i>Valid</i>
L 2	0,713	<i>Valid</i>
L 3	0,608	<i>Valid</i>
L 4	0,764	<i>Valid</i>
R 1	0,889	<i>Valid</i>
R 2	0,716	<i>Valid</i>
R 3	0,794	<i>Valid</i>
WLB 1	0,980	<i>Valid</i>
WLB 2	0,615	<i>Valid</i>
WLB 3	0,611	<i>Valid</i>

### Average Variance Extracted (AVE)

The value of AVE when it passes 0.5, it is said to be valid (according to Ghozali & Latan, 2015). The AVE test conducted by the author showed valid results on all variables which can be seen in the table presented as follows:

**Table 8.** Test Result of *Average Variance Extracted (AVE)*

Variable	Value	Result
EE	0,574	<i>Valid</i>
EP	0,572	<i>Valid</i>
HPWP	0,567	<i>Valid</i>
L	0,508	<i>Valid</i>
R	0,644	<i>Valid</i>
WLB	0,669	<i>Valid</i>
EE	0,574	<i>Valid</i>

### Discriminant Validity Test

The Discriminant Validity value where the value must exceed 0.7 will be declared valid (according to Ghozali & Latan 2015). The test results show that the value is above 0.7 which we can conclude is Valid. The following are valid variable results as follows :

**Table 9** Test Result of *Discriminant Validity*

Variable	EE	EP	HPWP	L	R	WLB
EE	0,758					
EP	0,585	0,756				
HPWP	0,066	-0,029	0,753			
L	0,251	0,238	0,182	0,713		
R	-0,168	-0,050	0,120	0,145	0,803	
WLB	0,136	0,045	0,143	0,170	0,056	0,8

### Reliability Test

The value of Cronbach alpha and composite reliability when it passes 0.6 is said to be reliable ( Ghozali, 2018). The Cronbach alpha test conducted by the author shows reliable results on all variables which can be seen in the table presented as follows:

**Table 10** Test Result of *Cronbach Alpha*

Variable	Cronbach's Alpha	Composite Reliability	Result
EE	0,815	0,871	<i>Reliable</i>
EP	0,816	0,870	<i>Reliable</i>

HPWP	0,676	0,791	Reliable
L	0,698	0,804	Reliable
R	0,756	0,844	Reliable
WLB	0,617	0,794	Reliable
EE	0,815	0,871	Reliable

### Direct Effect

The test results on the direct effect word are declared significant if the t-statistic value is greater than 1.96 and if the p-value is less than 0.05 (Hair et al., 2014). The results of this study indicate what is positive is significant. Here are the results of the direct impact test :

**Table 11.** Test Result of *Indirect Effect*

Variable	T statistics	P Value	Result
L → EE	0,110	0,002	Significant
EE → EP	0,576	0,000	Significant
R → EE	0,215	0,000	Significant
WLB → EP	0,266	0,000	Significant
HPWP → EP	0,112	0,844	Significant

### Hypothesis 1

The results in table 11 describe the direct influence test which summarizes that leadership has a direct impact on work involvement which can be seen in the T-statistics column with the number 0.576 and the P-values column 0.002 which means that the relationship between leadership has a significant effect on employee engagement. Which implies that leadership can create employee engagement in a work environment that can encourage employees to work better and be more effective at work and the results of this test are similar to the results of previous studies that have been conducted by (Sugianigrat et al., 2019), (Rudy Max, 2020).

### Hypothesis 2

The results in table 11 describe the direct effect test. It summarizes that work involvement has a direct impact on employee performance, which can be seen in the T-statistics column with the number 0.576 and the P-values column 0, which means that the relationship between work involvement has a significant effect on employee performance. Which implies that employees who are engaged in their work can enjoy their work and duties, which makes them think creatively and are motivated. The results of this test are similar to previous studies that have been conducted by (Ismail et al., 2019), (Grace et al., 2018).

### Hypothesis 3

The results in table 11 describe the direct effect test in summarizing that religiosity has a direct impact on employee performance which can be seen in the T-statistics column with the number 0.215 and the P-values column 0.012 which means that the relationship between religiosity has a significant effect on employee performance. Which implies that the company has great respect for religiosity and a high level of trust is able to feel the involvement of employees. The results of this test are similar to the results of previous studies that have been conducted by (Raksayudha & Agustina, 2019), (Iga et al., 2022).

Hypothesis 4

The results contained in table 11 describe the direct effect test summarizing that work life balance has a direct impact on employee performance which can be seen in the T-statistics column with the number 0.266 and the P-values column 0 which means that the relationship between work life balance has a significant effect on performance employee. Which implies work-life balance practices that direct employees and the company to mutually benefit each other. Basically, employees benefit by reducing stress and being happier at work or at home. The results of this test are similar to the results of previous research conducted by (Mendis & Weerakkody, 2018) and (Bataineh, 2019).

Hypothesis 5

The results contained in table 11 describe the direct effect test. It summarizes that high performance work has a direct impact on employee performance which can be seen in the T-statistics column with the number 0.112 and the P-values column 0, which means that the relationship between work life balance has a significant effect on performance employee. Which implies that the existence of appreciation, development, performance appraisal and employee participation in the work adjustment process can motivate employees and can improve the quality of employee work. The results of this test are similar to the results of previous studies that have been carried out by (Hiadar, 2021), (Opatha, 2020).

**Indirect Effect**

The results of the direct effect test are explained as significant if the t-statistic value is greater than 1.96 and if the p value is less than 0.05 (Hair et al, 2014). The results of the study show that there are still several indirect influence variables that are not significant :

**Table 12.** Test Result of Indirect Effect

Variable	T statistics	P Value	Result
L →EE→EP	0,161	0,002	Significant
R→ EE→EP	-0,127	0,016	Significant
WLB → EE → EP	0,062	0,253	Not Significant
HPWP→ EE → EP	0,017	0,742	Not Significant

Hypothesis 6

The indirect influence test presented in table 12 is leadership on employee involvement mediated by employee performance which has a T statistics value of 0.161 with a P value of 0.002 which has passed the requirements with a value of 0.05 thus proving that leadership has a positive and significant influence on employee engagement mediated by employee performance. This shows that strong engagement causes employee responsibility towards the company, so that when leadership is increased it will increase employee engagement so that in the end it improves employee performance. The results of this test are similar to the results of previous studies that have been carried out by (Sharon, 2021), (Purba, 2021).

Hypothesis 7

The indirect effect test is presented in table 12, namely high performance work on employee involvement mediated by employee performance which has a T statistics value of 0.017 with a P

value of 0.742 which does not pass the required value of 0.05, thus proving that high performance work has an insignificant negative effect on employee engagement mediated by employee performance. This shows that high performance work is still unable to influence employee performance by giving the company a competitive advantage in the local, international and global environment. They can help employee job satisfaction, increase company success and reduce employee intention to leave. The results of this test are similar to the results of previous studies that have been carried out by (Hiadar, 2021), (Appelbaum, 2011).

#### Hypothesis 8

The indirect effect test is presented in table 12, namely Religiosity on employee involvement mediated by Employee Performance which has a T statistics value of -0.127 with a P value of 0.016 which has passed the requirements with a value of 0.05 thus proving that Religiosity has a positive and significant influence on engagement employees mediated by employee performance. This shows that increasing employee religiosity can have an impact by increasing employee honesty, discipline and loyalty. The results of this test are similar to the results of previous research conducted by (Sunanda, 2020), (Pratiwi et al., 2020).

#### Hypothesis 9

The indirect effect test is presented in table 12, namely work life balance on employee involvement mediated by employee performance which has a T statistics value of 0.062 with a P value of 0.253 which does not pass the required value of 0.05 thus proving that high performance work has an insignificant negative effect on employee engagement mediated by employee performance. This suggests that organizational and employee goal disagreements overlap and differ as well as employee diversity issues. The results of this test are similar to the results of previous research conducted by (Agus Frianto, 2020), (Nawaz et al., 2014).

## CONCLUSION

The role of Logistics plays an important role because the logistics sector is considered very potential during the Covid-19 period. Logistics currently tends to exist and serve consumers well. The logistics industry must remain vigilant because not everyone can change their spending habits. Based on the results of the research conducted by researchers, several points can be concluded as follows: Leadership and Religiosity have a significant positive effect on employee engagement, Employee engagement, Work Life balance, High performance work have a significant positive effect on employee performance. Leadership and religiosity have a significant positive effect on employee performance which is mediated by Employee engagement while High work Performance and work life balance have no significant effect on employee performance which is mediated by Employee engagement.

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