

American Journal of Humanities and Social Sciences Research (AJHSSR)

e-ISSN : 2378-703X

Volume-4, Issue-12, pp-135-142

[www.ajhssr.com](http://www.ajhssr.com)

Research Paper

Open Access

## EFFORTS TO IMPROVE EMPLOYEE PERFORMANCE IN FRESH PRODUCT MANAGEMENT SECTION AT AGRIBUSINESS AND TECHNOLOGY PARK

Alatas Tamiyah\*, Syamsul Maarif, Anggraini Sukmawati

*School of Business, Bogor Agricultural University*

**ABSTRACT:** Based on sales data for the last few years, Agribusiness And Technology Park (ATP) is currently not optimal in fulfilling orders for horticultural products. Human resource management is one of the things that needs to be studied by ATP with a focus on employee management, especially their performance in order to produce quality and quantity of work in accordance with organizational expectations. This study aims to analyze the competency, job demand, and job resource through work engagement on employee performance. The questionnaire was distributed to 38 respondents by census method. The analytical method in this study used Structural Equation Model (SEM) analysis with Partial Least Square (PLS) approach. The results showed that competency and job resource had an effect on employee work engagement, while job demand had no effect on employee work engagement. Furthermore, work engagement had an effect on employee performance.

**KEYWORDS:** *competency, employee performance, job demand, job resource, work engagement*

### I. INTRODUCTION

Horticulture has a contribution to humans and the environment, namely as a food ingredient, aesthetic taste, national culture, and income for farmers and the country (Ashari 1995). In 2012-2017, the development of the number of horticultural products in Indonesia was dominated by imported products where this situation made it possible for domestic horticultural products to lose competitiveness and result in a downturn for farmers.

Agribusiness and Technology Park (ATP) is an institution under the Teaching Farm Sub-Directorate for Business Development and Entrepreneurship, Bogor Agricultural University. ATP is a development of the Agribusiness Development Station (ADS) which previously only focused on vegetable and fruit horticulture agribusiness into a center for innovation and more business than that, which includes agroedutourism and training, aquaculture, and nurseries.

One of the ATP activities is disseminating science and technology innovations in the horticultural agribusiness sector with the final product being fresh products in the form of fresh vegetables and fruits. During 2017, the fulfillment of orders was fresh product not optimal. From the data on sales orders for fresh products in 2017, the average order sent according to orders is around 44% and the rest cannot fulfill orders. Based on the results of interviews with management in the fresh product management section, there are many factors that can influence the above conditions, namely the factors of pests, weather, the sorting process, the techniques used, and human resource who manage in these activities.

Santosa (2012) states that human resource are the most potential factor of all existing business factors to provide a competitive advantage in a business. According to Fahmi (2016), an organization that wants to build good quality job will not be achieved without support from the performance of its employees. The performance of employees in the fresh product management section in producing products is a part that needs to be studied in order to produce quality and quantity of work according to organizational expectations.

In producing fresh products, there are eight core activities that employees must carry out in accordance with their field of work. To make every core activity successful, employees must have competence. One component of competence according to Spencer and Spencer (1993) is intellectual competence. Robbins (2008) defines intellectual competence as the ability needed to carry out mental activities, such as numeracy, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, spatial visualization and memory. The competence of employees in the fresh product management section is a challenge for management because of a number of employees who are given directions at work, the results of their work will remain

unchanged. Employees already feel comfortable with their own way of working and think their way is the best way to work to get good results. Employee competency conditions that are not in accordance with organizational expectations need to be a concern so that employees can develop and innovate in carrying out their duties according to the needs of the organization.

Employees who contribute to fresh products management section are divided into two groups, management staff and operational staff, where the operational staff consists of ATP operational staff and daily staff. Approximately 76% of employees in the fresh product management section are operational staff in the production department with the task of managing four vegetable and fruit demonstration plots. The management feels that operational staff who are in this land management are less enthusiastic in working because they are often found lazing around during the day. But actually, they don't necessarily show a bad attitude. The job demand of operational staff on the ground cannot be equated with other employees in the organization. They use more physical strength in doing their jobs than other employees in fresh product management section, making it possible for them to pause to gather energy for complete other work. The job demand of operational staff, especially those working on the land, also make them work earlier and finish later because they are related to agricultural activities.

Xanthopoulou et al. (2007) stated that one of the components of job resource is development opportunities. Currently there are no job resource for employees in the fresh product management section that are related to development opportunities, especially those that can increase employee competence because management initially thought that low employee performance was caused by low employee enthusiasm for work. Based on that, organization make efforts to improve job resource by increasing salaries which increase the support system of the organization in the form of delivering job directions, and implementing a performance appraisal system with awards for employees who get the best performance results. Performance appraisal system made by the organization is carried out through piloting of operational staff both in the land management and packing sections because employees in both divisions are considered to have poor job attitudes. However, performance appraisal with this appreciation is no longer done because it has no impact on changes in their attitudes and work results. Differences in the job demand of employees within the organization make competencies, tasks and job requirements different. ATP manager who is supported by management staff in the fresh product management section must be able to understand and analyze every job in each field based on duties, authorities and responsibilities, as well as work needs to be able to design good job resource.

Schaufeli and Bakker (2004) suggested that job demand and job resource are the main factors forming work management. Schaufeli and Bakker (2010) state that employees who have work engagement can perform well because they consistently practice positive emotions, including happiness, joy, and enthusiasm. ATP Manager who is supported by management staff in the fresh product management section needs to strengthen employee work engagement because employees who are not engaged will become the center of the problem where employees will lose commitment and motivation, as well as increase the tendency to leave the organization, lower attendance levels, and reduce employee performance. (Caldwell et al. 1990).

Based on this background, researchers are interested in raising it in a study to analyze the influence of competence, job demand, and job resource on employee performance through work engagement in the fresh product management section at ATP. The purposes of this study are: 1) Analyze the effect of competence on work engagement; 2) Analyze the effect of job demand on work engagement; 3) Analyze the effect of job resource on work engagement; 4) Analyze the effect of work engagement on employee performance.

## II. LITERATURE REVIEW

Employee performance is the level of success of a person in a certain period in carrying out their roles and duties compared to certain work standards, targets, targets, or criteria that have been predetermined and agreed upon together (Mangkuprawira 2009). High performance that can be achieved by someone depends on cooperation, personality, intelligence, skills, leadership, safety, work knowledge, attendance, enthusiasm, loyalty, toughness, and initiative (Sari 2012). Mathis and Jackson (2011) suggested several indicators in employee performance, work quantity, work quality, timeliness of results, attendance, and ability to cooperate.

Schaufeli and Bakker (2004) define work engagement as a positive thing, self satisfaction, work-related matters and thoughts that have several characters such as vigor, dedication and absorption. Robbins and Judge (2016) define work engagement as individual engagement, satisfaction, and enthusiasm in the work they do. This is consistent with the previous explanation by Kahn (1990) which explains work engagement as a condition in which organizational members identify themselves with their work by working and expressing themselves physically, cognitively, and emotionally during performance shows. Schaufeli and Bakker (2010) also stated that employees who have work engagement can perform well because they consistently perform the following behaviors: (1) often experience positive emotions, including happiness, joy, and enthusiasm; (2) experience better psychological and physical health; (3) creating their own work and personal resource (for example, support from others); and (4) transferring their involvement to others.

Posuma (2013) describes competence as the ability to do work based on work skills and knowledge. This explanation was re-developed by Wibowo (2014) which stated competencies as characteristics of the knowledge and skills possessed or needed by each individual that enabled them to carry out their duties and responsibilities effectively and raise professional quality standards in individual work. According to Salmah (2012), competency standards are needed for each field of work, with the competency standard being mastered by employees, the person concerned will be able to do a task or work, manage the work to be carried out, know what to do if the work is not according to plan, and use their ability to solve problems or carry out tasks with different conditions and to find out the level of performance expected by the organization of employees. Spencer and Spencer (1993) state that competence has several components, namely motives, character, self-concept, knowledge, and expertise.

Schaufeli and Bakker (2004) explain that job demand refer to the physical, psychological, social and organizational aspects of work that require ongoing physical and or psychological costs. Quantitatively, job demand are defined as the amount of work that must be completed with available work time; whereas qualitatively, job demand are interpreted as employee reactions when getting the job. According to Xanthopoulou et al. (2007), job demand have several aspects of workload, emotional demand, emotional dissonance, and organizational change.

Job resource refer to the physical, social or organizational aspects of work that can help individuals in three different ways, namely: (1) achieving work goals, (2) reducing job demand and the physical and psychological aspects that accompany it, (3) stimulating development and learning (Bakker and Demerouti, 2014). A variety of job resource objectives show that they function as a buffer for the demand set by the job, but also function to motivate employees to get involved with their work. Xanthopoulou et al. (2007) suggested that autonomy, social support, direction from superiors, and professional development are components of job resource.

### III. METHODS OF RESEARCH

This research was conducted at ATP located on Jl. Cangkrang No.1, Cikarawang, Dramaga, Bogor, West Java 16680. The time of the study began from July to October 2018. The population in this study were employees in the fresh product management section at ATP. This study uses a census method of all employees in that section, amounting to 38 people. Data collected using likert scale, second and third part of questionnaire using measurement scale 5 (strongly disagree, disagree, neutral, agree, strongly agree). Analysis of the data in this study used SEM analysis of PLS. The next analysis is SEM PLS analysis using SmartPLS statistical program version 3.2.4 which is used to see the effect of work engagement on employee performance based on competence, job demand, and job resource. The results of these analyzes used as the basis for recommendations of organization on work engagement and employee performance. The recommendations were also based on literature studies related to research. The conceptual framework of this research can be seen in Figure 1.

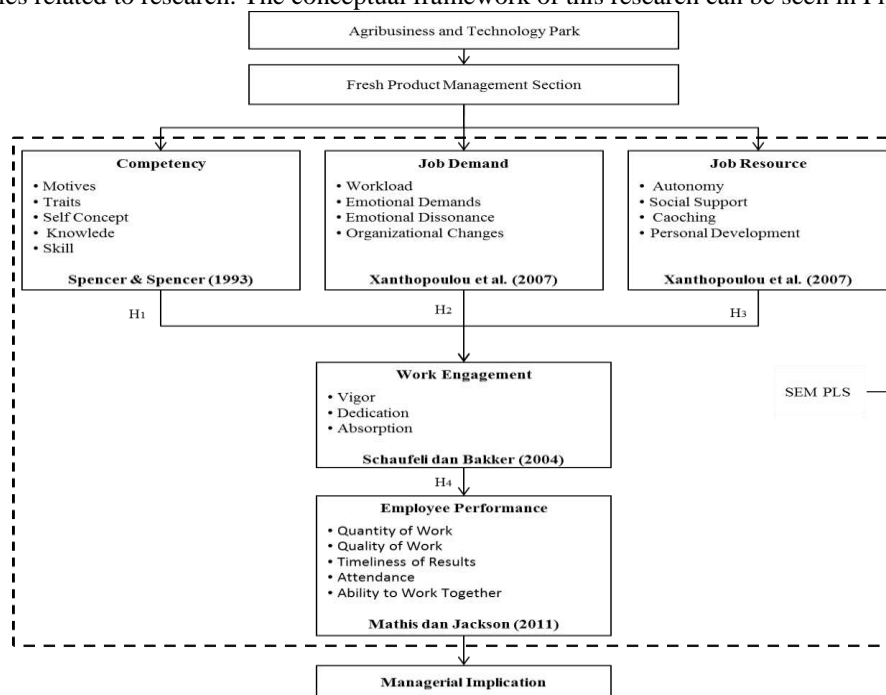


Figure 1 Conceptual framework of the research

Based on the conceptual framework above, the proposed research hypotheses are:

- H<sub>1</sub>: Competency has a significant effect on work engagement.
- H<sub>2</sub>: Job demand has a significant effect on work engagement.
- H<sub>3</sub>: Job resource has a significant effect on work engagement.
- H<sub>4</sub>: Work engagement has a significant effect on employee performance.

#### IV. RESULTS AND DISCUSSION

##### Responden Characteristic

The first characteristic is age. The age range of employees in fresh product management section who are 20-30 years old and 31-40 years old has the same percentage with a total of 73.68% where the age range is still in the productive age range which is expected to contribute positively to the organization. The second characteristic is gender. About 50% of employees at fresh product management section are male and the other 50% are female, so that means that the organization does not differentiate between the sex of employees, even though the majority of work is needed for work in the field, the organization only looks for employees who have genuine intentions to work. The third characteristic is educational background. Approximately 42.10% educational background of employees is senior high school, 26.31% junior high school, 15.71% SI, 13.16% elementary school, and 2.63% DIII. Employees who have an undergraduate educational background are only found in the office section where they are management staff who work behind the desk, but not all of the management staff have an undergraduate education background, but some have a DIII and high school education background. Meanwhile, operational staff and daily staff employees have a high school education background or below so this can be a challenge in optimizing their competence. The fourth characteristic is years of service. Approximately 47.37% of employees have a service period of 1-5 years, then 42.10% of employees have a service period of 6-10 years, 5.26% have worked tenure under one year, and another 5.26% have a service period of more than ten years. The reason employees stay at ATP for up to 5 years is due to the proximity of the work location to their residence and the work environment that makes them comfortable because some of the employees there are still in the neighborhood and family.

##### Measurement Model Results

The exogenous variables consist of competence (X1), job demand (X2), and work resource (X3). The latent competency variable (X1) has 5 indicators, namely motives (X11), traits (X12), self concept (X13), knowledge (X14), and skills (X15). The latent variable of job demand (X2) has 4 indicators, namely workload (X21), emotional demand (X22), emotional dissonance (X23), and organizational changes (X24). The latent variable of work resource (X3) has 4 indicators, namely autonomy (X31), social support (X32), coaching (X33), and personal development (X34). Meanwhile, endogenous variables consist of work engagement (Y1) and employee performance (Y2). The latent variable work engagement (Y1) has 3 indicators, namely vigor (Y11), dedication (Y12), and absorption (Y13). Employee performance latent variables (Y2) have 5 indicators, namely quantity of work (Y21), quality of work (Y22), timeliness of results (Y23), attendance (Y24), and ability to work together (Y25). Here is a hypothetical model or a PLS SEM model design:

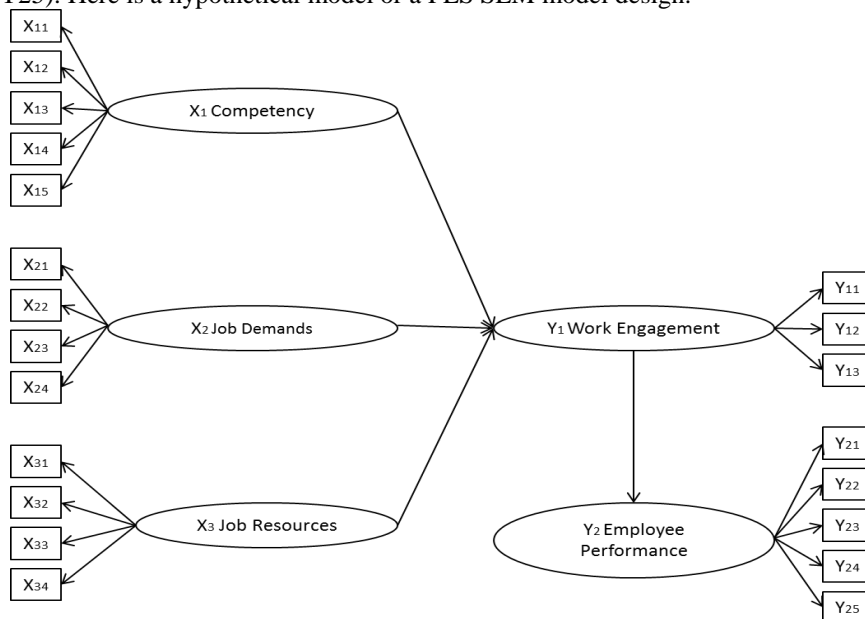


Figure 2 PLS SEM model design

**a. Evaluation of Measurement Model (Outer Model)**

Competency variable has manifest indicators, namely motives, self concept, knowledge, and skills. Figure 3 shows the competency variable, the self concept aspect (X13) has the highest loading factor value of 0.800. This indicates that self-concept is the most calculated factor in measuring employee. This shows that increasing the competence of employees in fresh product management section can be implemented by improving self-concepts first then followed by skills, knowledge, and motives.

Job demand variable has manifest indicators, namely workload and emotional dissonance. Figure 3 shows the variable of job demand, the emotional dissonance aspect (X23) has the highest loading factor value of 0.976. This indicates that emotional dissonance is the most calculated factor in measuring job demand. This shows that an increase in employee job demand in fresh product management section can be implemented by improving emotional dissonance first then followed by workload.

Jobresource variables has manifest indicators, namely autonomy, social support, and coaching. Figure 3 shows the variable of jobresource, the autonomy aspect (X31) has the highest loading factor value of 0.856. This indicates that autonomy is the most taken into account in measuring jobresource. This shows that increasing work resource in fresh product management section can be implemented by improving autonomy first, followed by coaching and social support.

Work engagement variable has manifest indicator, namely dedication and absorption. Figure 3 shows the work engagement variable, the dedication aspect (Y12) has the highest loading factor value of 0.873. This indicates that dedication is the most calculated factor in measuring work engagement. This shows that the increase in employee work engagement in fresh product management section can be carried out by improving dedication first, then absorption.

Employee performance variable has manifest indicators, namely the quantity of the results, the quality of the results, the timeliness of the results, and the ability to work together. Figure 3 shows the employee performance variable, the aspect of the ability to work together (Y25) has the highest loading factor value of 0.855. This indicates that the ability to work together is the most calculated factor in measuring employee performance. This shows that improving employee performance in fresh product management section can be implemented by improving the ability to work together first, then followed by the quality of the results, the quantity of the results, and the timeliness of the results.

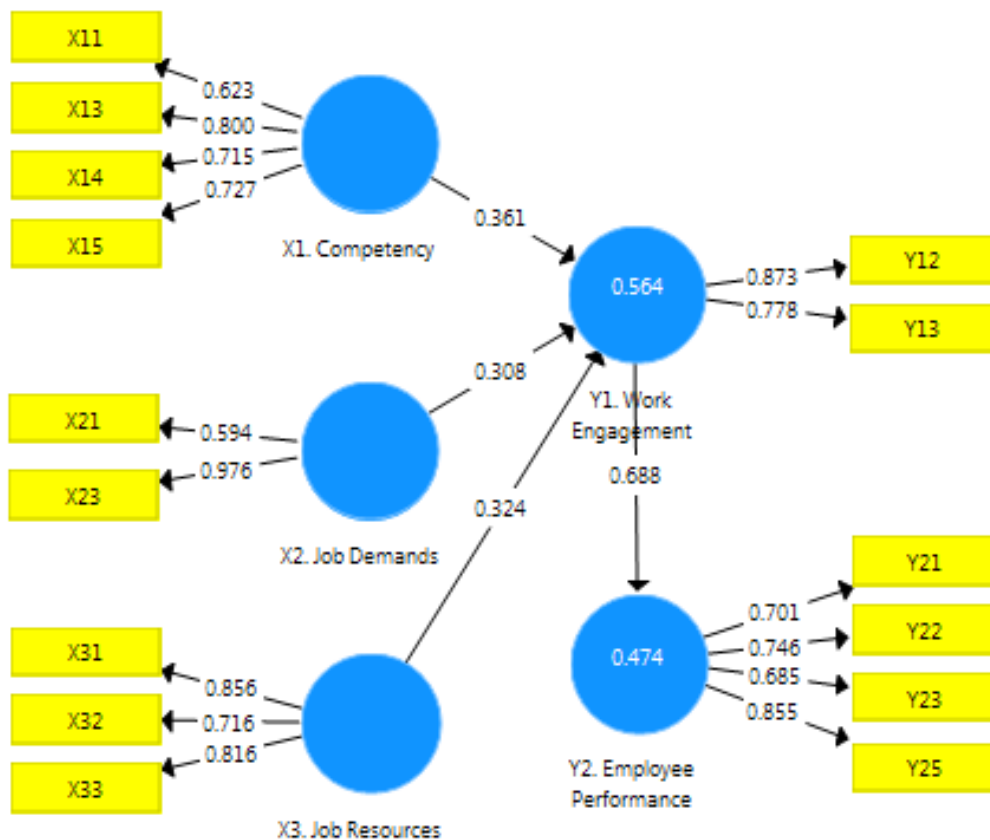


Figure 3 Loading factor in the final measurement model

Reliability testing of the model used to prove the accuracy, consistency, and accuracy of the instrument in measuring the construct. Table 1 shows that all latent constructs have good, accurate and consistent reliability because they meet the requirements with composite reliability values for each latent construct > 0.7.

Table 1 Average variance extracted (AVE) values, composite reliability

	AVE	Composite Reliability
X1.Competency	0.517	0.810
X2.Job demand	0.653	0.780
X3.Job resource	0.637	0.840
Y1.Work Engagement	0.683	0.811
Y2.Employee Performance	0.562	0.836

The second test for convergent validity is to look at the Average Variance Extracted (AVE) value in the reflective indicator model. The results of the analysis shown in Table 1, the AVE value of each latent variable has a value > 0.5 and it can be said that the PLS model meets the requirements of good convergent validity. The next test is the discriminant validity by looking at  $\sqrt{\text{AVE}}$ . Table 2 shows that the  $\sqrt{\text{AVE}}$  value is greater than the correlation value between the latent variables, meaning that the model has met the discriminant validity.

Table 2 Correlation values between latent variables and  $\sqrt{\text{AVE}}$  values

	X1. Competency	X2. Job demand	X3. Job resource	Y1. Work Engagement	Y2. Employee Performance
X1. Competency	$\sqrt{\text{AVE}}=0.719$				
X2.Job demand	0.370	$\sqrt{\text{AVE}}=0.808$			
X3.Job resource	0.390	0.301	$\sqrt{\text{AVE}}=0.798$		
Y1.Work Engagement	0.602	0.539	0.558	$\sqrt{\text{AVE}}=0.827$	
Y2.Employee Performance	0.658	0.476	0.421	0.688	$\sqrt{\text{AVE}}=0.750$

#### b. Evaluation of Structural Model (Inner Model)

Measuring the structural model first is to look at the R-square value. The structural work engagement model produces an R-square value of 56.4% meaning that the diversity of work engagement that can be explained by the model is 56.4% while the remaining 43.6% is explained by other factors outside the model. Structural model of employee performance produces an R-square value of 47.4% meaning that the diversity of employee performance that can be explained by the model is 47.4% while the remaining 52.6% is explained by other factors outside the model.

Table3 T-statistic dan R-square values

	T-statistic	R-square
X1.Competency -> Y1.Work Engagement	2.987*	0.564
X2.Job Demand -> Y1.Work Engagement	1.763	
X3.Job Resource -> Y1.Work Engagement	2.516*	
Y1.Work Engagement -> Y2.Employee Performance	5.305*	0.474

Note: \*) significant influence on the level of 5% (T-statistics > T-table (1.96))

Competence has a significant effect on work engagement. A positive value (2.987) shows that employee work engagement with the organization can be improved through increasing employee competence. The results of this study are in line with research conducted by Utami and Sukmawati (2018) which states that competence affects work engagement. Gagne (2014) suggests that competence can increase engagement in doing work. Employees in the fresh product management section have a perception that they have skills and knowledge at work. Both of these are supported by the existence of self-concepts and motives in employees that make them love their work and they are happy to be productive at work.

Job demand has no significant effect on work engagement. The results of this study are in line with research conducted by Coetzer and Rothmann (2007) which states that job demand has no effect on work engagement. In the case of employees in the fresh product management department, the increase or decrease in job demand does not have a significant effect on work engagement. Employees look forward to going to work because the number of days they come to work also affects the income they will receive. Employees are happy

to be productive at work, employees feel that they have a lot of tasks to complete, which means they are trusted more by the organization. For some employees, the number of tasks they do does not make them have to do it in a hurry where they can still go home according to the time that has been applied. The feeling of holding back resentment and staying positive at work is considered normal because they already love and enjoy their work.

Job resource has a significant effect on work engagement. A positive value (2.516) indicates that employees' work engagement with the organization can be improved by increasing work resource. The results of this study are in line with research conducted by Alzyoud et al. (2015) which states that job resource has an effect on work engagement. The perception of employees in the fresh product management section where they have the freedom to do their own way of working, a comfortable work environment with co-workers who always provide support, and superiors who use their influence to solve problems in their work lead to work engagement on the employees themselves. Employees are happy to be productive at work, love, and enjoy their work.

Work engagement has a significant affects on employee performance. A positive value (5,305) shows that employee performance towards the organization can be improved through increased work engagement. The results of this study are in line with research conducted by Yongxing et al. (2017) which states that work engagement affects employee performance. Employees who have work engagement will be more fully involved and have high morale at work and in matters related to organizational activities. Employees in the fresh product management section work indiscriminately where when their main job is finished and they see that there are colleagues who haven't, they will take the initiative to help complete their tasks. Macey et al. (2009) stated that one of the important areas of work engagement is behavioral energy where one of the employees will think and work proactively, will anticipate opportunities to take action and will take action in a manner consistent with organizational goals.

### **Managerial Implication**

Based on the results of the analysis above, work engagement can be improved through competence and work resource. Furthermore, employee performance can be improved with work engagement. Several ways that can be done to increase employee engagement are as follows:

1. The most important thing for competency based on self-concept factors is conducting training. Management can apply the experimental learning model where the learning process occurs from experience and the training participants are given the opportunity to find their own learning outcomes and test the validity of their experiences. After the training activities are completed, management needs to conduct an evaluation to see the effectiveness of the training activities.
2. The most important thing for job resource based on autonomy factors is to give employees the freedom to do their jobs in their own way. Organizations can also provide freedom for employees to do tasks in their own way so that employees are more motivated to work while being accompanied by coaching and counseling activities. Employees who are given freedom of work are not just let go, in addition to being accompanied by coaching and counseling, at the end of their work, employees need to be asked to make a work report that can be used by their superiors as material for providing feedback on their work.
3. The most important thing for work engagement based on the dedication factor can be started from making a survey by including questions about how to improve employee attitudes and morale and their satisfaction at work. Employees are permitted to complete surveys anonymously so that they can answer honestly and openly. Second, holding joint celebrations at work sites to increase employee enthusiasm for work towards their work achievements. Third, provide awards and recognition for the work of employees.

### **V. CONCLUSION**

The results showed that competency and work resource had a significant effect on work engagement. Organizations can organize training so that employees as participants will gain experience, increase abilities, and can achieve self-actualization which can later improve employee competencies. Organizations can also provide freedom for employees to do tasks in their own way so that employees are more motivated to work while being accompanied by coaching and counseling activities.

The results also show that job demand does not has a significant effect on work engagement. In the case of employees in the fresh product management section, the increase or decrease in job demand does not has a significant effect on work engagement. Employees look forward to going to work because the number of days they come to work also affects the income they will receive. Employees are happy to be productive at work, employees feel that they have a lot of tasks to complete, which means they are trusted more by the organization.

The latest research results show work engagement has an effect on employee performance. Organizations can create surveys by including questions about how to improve employee attitudes and morale and their satisfaction at work and hold joint celebrations at work locations to increase employee enthusiasm for work towards their work achievements and also reward employee work results.

## VI. RECOMMENDATION

For further research, it can be done prior competency differentiation between management staff and operational staff so that the managerial implications differ according to the conditions of their respective needs. The performance improvement efforts given in this study are still limited so that further research can develop alternative strategies using process hierarchical analysis. Furthermore, in an effort to improve employee performance, not only the factors that have been discussed in the study are used, but there are other factors. Because of this, researchers provide advice in considering other factors that affect employee performance such as motivation, job satisfaction, and leadership.

## REFERENCES

- [1]. Alzyoud AAY, Othman SZ, Isa MFM. 2015. Examining the Role of Job Resources on Work Engagement in the Academic Setting. *Journal Asian Social Science*. 11(3):103-110.
- [2]. Ashari S. 1995. Hortikultura aspek budidaya. Jakarta (ID): UI Press.
- [3]. Bakker AB, Damerouti E. 2014. *Work and Wellbeing: Wellbeing: A Complete Reference Guide, Volume III*. Peter YC dan Cary LC, editor. John Wiley & Sons, Inc.
- [4]. Caldwell D, Chatman J, O'Reilly C. 1990. Building Organizational Commitment: a Multiform Study. *Journal Occupational Psychology*. 63:245-261.
- [5]. Coetzer CF, Rothmann. 2007. Job Demand, Job Resources, and Work Engagement of Employees in A Manufacturing Organisation. *Southern African Business Review*. 11(3):17-32.
- [6]. Fahmi I. 2016. *Pengantar Manajemen Sumber Daya Manusia Konsep & Kinerja*. Jakarta (ID): Mitra Wacana Media Penerbit.
- [7]. Gagné M. 2014. *The Oxford Handbook of Work Engagement, Motivation, and Self-Determination Theory*. New York (US): Oxford University Press.
- [8]. Khan WA. 1990. Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*. 33:692-724.
- [9]. Macey WS, Schneider B, Babera KM, Young SA. 2009. *Employee Engagement: Tools for Analysis, Practice and Competitive Advantage*. United Kingdom (UK): Wiley-Blackwell Pr.
- [10]. Mangkuprawira TS. 2009. *Bisnis, Manajemen, dan Sumberdaya Manusia*. Bogor (ID): IPB Press.
- [11]. Mathis RL, Jackson JH. 2011. *Manajemen Sumber Daya Manusia Edisi 10*. Jakarta (ID): Salemba Empat.
- [12]. Posuma CO. 2013. Kompetensi, Kompensasi, dan Kepemimpinan Pengaruhnya Terhadap Kinerja Karyawan pada Rumah Sakit Ratumbuang Manado. *Jurnal EMBA*. 1(4):646-656.
- [13]. Robbins. 2008. *Perilaku Organisasi Buku 1*. Jakarta (ID): Salemba Empat.
- [14]. Robbins SP, Judge TA. 2016. *Perilaku Organisasi Edisi 16*. Jakarta (ID): Salemba Empat.
- [15]. Salmah NNA. 2012. Pengaruh Program Pelatihan dan Pengembangan Karyawan Terhadap Kompetensi Karyawan pada PT MUBA Electric Power Sekayu. *Jurnal Ekonomi dan Informasi Akuntansi (JENIUS)*. 2(3):278-279.
- [16]. Santosa. 2012. Memahami dan Mendorong Terciptanya Employee Engagement dalam Organisasi. *Jurnal Manajemen*. 11(2):207-213.
- [17]. Sari R. 2012. Pengaruh Kepemimpinan, Motivasi, dan Stres Kerja Terhadap Kinerja Karyawan Divisi Pemberitaan (News) pada PT XYZ. [tesis]. Bogor (ID): Institut Pertanian Bogor.
- [18]. Schaufeli WB, Bakker AB. 2004. Tuntutan kerja, Sumber daya kerja, and Their Relationship With Burnout and Engagement: A Multi-Sample Study. *Journal of Organizational Behavior*. 25:293-315.
- [19]. Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. In A. B. Bakker (Ed.) & M. P. Leiter, *Work engagement: A handbook of essential theory and research*. Psychology Press.
- [20]. Spencer LM, Spencer SM. 1993. *Competence at work: Models for Superior Performance*. New York (US): Wiley & Sons.
- [21]. Utami A, Sukmawati A. 2018. Pengaruh Kompetensi Terhadap Kepuasan Kerja dan Work Engagement Karyawan UKM Kluster Hasil Pengolahan Perikanan di Bogor. *Jurnal Manajemen dan Organisasi*. 9(1):10-21.
- [22]. Wibowo. 2014. *Manajemen Kinerja Edisi Keempat*. Jakarta (ID): Rajawali Pers.
- [23]. Xanthopoulos D, Bakker AB, Damerouti E, Schaufeli WB. 2007. The Role of Personal Resource in the Tuntutan kerja-Resource Model. *International Journal of Stress Management*. 14(2):121-141.
- [24]. Yongxing G, Hongfei D, Baoguo X, Lei M. 2017. Work Engagement and Job Performance: The Moderating Role Of Perceived Organizational Support. *Anales De Psicología*. 33(3):708-713.