

## **Linking Training, Work Motivation, And Job Satisfaction To Employee Performance Through Work Engagement**

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### **ABSTRACT**

Employee performance is a key factor in organizational success. This study aims to examine the effects of training, work motivation, and job satisfaction on employee performance, mediated by work engagement, at LPP TVRI Nusa Tenggara Timur. The research adopts a quantitative, explanatory approach using a sample of 73 employees selected through non-probability sampling. Data were collected via questionnaires and analyzed using Partial Least Squares (PLS) with War PLS software. The results reveal that training, work motivation, and job satisfaction have significant positive impacts on employee performance. Moreover, work engagement significantly mediates the relationship between training and employee performance. These findings highlight the importance of improving employee competencies and creating an engaging work environment to enhance organizational performance.

**Keywords:** training, work motivation, job satisfaction, work engagement, employee performance

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## INTRODUCTION

Employee performance constitutes a pivotal determinant of organizational effectiveness, as it encapsulates both the quality and quantity of outputs delivered in alignment with institutional goals and strategic priorities (Kuruja, 2013 dalam Alfian, 2019). Performance outcomes are shaped not solely by individual competencies, but also by organizational policies, workplace climate, managerial support systems, and the capacity of employees to adapt to ongoing technological advancements. Within the broadcasting sector, the rapid pace of digital transformation has exacerbated competition, as audiences increasingly migrate toward online streaming services and social media platforms, thereby eroding the viewership base of conventional television broadcasting (Nielsen, 2020 dalam Oleh & Karinasari, 2021). Public broadcasting entities such as LPP TVRI Nusa Tenggara Timur (NTT) face particularly acute challenges in this environment, given their limited operational resources and infrastructural constraints, underscoring the necessity of enhancing internal human capital to sustain relevance and competitiveness.

As Indonesia transitions from analog to digital broadcasting technology, TVRI NTT is tasked with improving signal quality, broadening service coverage, and delivering compelling, high-quality content that addresses the increasingly diverse needs of its audience. This digital shift exerts implications not only for technical operations but also for administrative and creative divisions, compelling personnel in finance, human resources, production, and marketing to embrace digital systems and adapt to innovative work practices (LPP TVRI NTT, 2023). Accordingly, the development of human resources emerges as a strategic priority, particularly through systematic training initiatives aimed at upgrading employees' skillsets (Guan & Frenkel, 2019), fostering intrinsic motivation to maintain productivity amid change and uncertainty (Berman et al., 2019 dalam Idris & Wahyudi, 2021), and nurturing job satisfaction to reinforce positive work attitudes (Hidayat & Agustina, 2020; M. Idris et al., 2024).

Empirical studies across various sectors consistently highlight the beneficial effects of training, motivation, and job satisfaction on employee performance (Mira & Odeh, 2019; Bakker, 2011; Abdelaziz et al., 2020). Moreover, work engagement has been increasingly recognized as a critical psychological mechanism mediating these relationships, as it embodies employees' vigor, dedication, and enthusiasm even when confronted with organizational challenges (Wang et al., 2024)). Nevertheless, much of the existing research predominantly focuses on private sector organizations in advanced economies, leaving a gap in understanding the unique dynamics within public broadcasting institutions situated in regions characterized by digital infrastructure disparities and resource limitations. Furthermore, empirical evidence on how work engagement mediates the links between training, motivation, job satisfaction, and performance remains scarce within such contexts.

In response to these research gaps, the present study aims to advance knowledge by examining how training, work motivation, and job satisfaction influence employee performance, with work engagement serving as a mediating variable, in the specific context of LPP TVRI Nusa Tenggara Timur. This research contributes novel insights by contextualizing these relationships within a public broadcasting organization navigating digital transformation, offering valuable implications for policy formulation and managerial practice in comparable settings.

Accordingly, the objective of this study is to investigate the extent to which training, work motivation, and job satisfaction impact employee performance, both directly and

indirectly through the mediating role of work engagement, within LPP TVRI Nusa Tenggara Timur.

## LITERATURE REVIEW

Employee performance is widely understood as a multifaceted construct that captures both behavioral manifestations and tangible outcomes, serving as key indicators of work effectiveness. Theoretically, performance arises from the dynamic interaction among individual capabilities, motivational conditions, and the organizational systems that supply essential resources and support (Alfian, 2019). To explain the mechanisms through which organizational practices shape individual performance, this study draws on two complementary theoretical perspectives: Human Resource Management (HRM) Strength Theory and Work Engagement Theory.

HRM Strength Theory argues that consistent, transparent, and legitimate human resource practices help establish shared perceptions among employees regarding what the organization expects and how it supports its workforce. These practices not only send clear signals about desirable behaviors but also provide the resources employees need to achieve organizational objectives, thus fostering higher engagement and better performance outcomes (Guan & Frenkel, 2019). The effectiveness of HRM, however, does not depend solely on the quality of its practices but also on how consistently those practices are implemented and on how employees perceive the organization's commitment to their development and well-being.

Work Engagement Theory complements this perspective by elucidating the psychological processes that link HRM practices to performance. Engagement refers to a positive, work-related psychological condition characterized by vigor—marked by high levels of energy and resilience—dedication, which entails meaningful involvement and pride in one's work, and absorption, reflecting deep immersion and focus (Bakker, 2011). Employees who experience this state are more likely to exert discretionary effort, persist in the face of challenges, and produce superior performance results.

In organizational practice, training represents a deliberate investment in human capital, aimed at enhancing both technical skills and behavioral competencies required for effective job execution. Contemporary approaches to training highlight the importance of aligning individual learning needs with broader organizational goals and adapting to environmental demands to maximize relevance and impact (Mira & Odeh, 2019). Research consistently demonstrates a positive link between high-quality training and improvements in both individual productivity and overall organizational capability. Nonetheless, the strength of this relationship is influenced by factors such as how training is designed and delivered, the characteristics of the participants, and the degree of organizational support provided after training has been completed (Guan & Frenkel, 2019).

Motivation also plays a pivotal role in shaping performance by driving, guiding, and sustaining goal-directed behavior in the workplace. Employees who are highly motivated tend to persist longer when facing obstacles, devote greater effort to completing tasks, and demonstrate greater creativity in solving problems. Motivation further facilitates concentration and focus on performance-relevant activities while helping minimize distractions and counterproductive behaviors (I. Idris & Wahyudi, 2021). A substantial body of empirical evidence confirms the positive association between work motivation and various performance measures, although this relationship can be moderated by task complexity, environmental constraints, and individual differences such as cognitive abilities and personality traits. Thus, organizations that successfully align their motivational systems with specific performance demands are better positioned to achieve optimal results.

Job satisfaction, defined as employees' affective evaluation of their work experiences—including job characteristics, the work environment, interpersonal relationships, and organizational policies—also influences performance outcomes. Satisfaction reflects the extent to which employees' expectations align with their workplace reality and consequently shapes their attitudes and behaviors (Hidayat & Agustina, 2020). Social Exchange Theory helps explain this relationship by positing that employees who perceive fairness and organizational support tend to reciprocate with greater effort and commitment, creating a positive cycle in which organizational support fuels satisfaction, which in turn fosters improved performance (M. Idris et al., 2024). Nevertheless, empirical findings on the satisfaction–performance link are mixed, as the strength of this relationship varies depending on organizational context, job characteristics, and individual work values and expectations.

Work engagement emerges as a critical psychological state that connects HRM practices with employee performance. Unlike traditional job attitudes, engagement reflects an active, energized, and effective condition, manifested through employees' vigor, involvement, and self-efficacy. Engaged employees tend to display higher task performance, stronger organizational citizenship behaviors, and greater adaptability to changing demands (Bakker, 2011). The mediating role of engagement is evident in several ways: it channels more physical, cognitive, and emotional resources toward task execution, fosters positive emotions and psychological well-being that promote creativity and innovation, and encourages proactive behaviors such as seeking feedback, pursuing development opportunities, and adjusting to dynamic work situations (Abdelaziz et al., 2020). Empirical studies increasingly emphasize that organizational initiatives targeting training, motivation, and satisfaction improve performance both directly and indirectly by enhancing engagement levels. These findings highlight the strategic importance of cultivating an organizational environment that supports employee engagement as a means to sustain high performance over time.

### **Hypothesis Development**

Building upon the theoretical foundation outlined above, this study formulates the following research hypotheses to empirically examine the proposed relationships:

H1 : Training is hypothesized to have a positive and significant influence on employee performance.

H2 : Work motivation is hypothesized to exert a positive and significant influence on employee performance.

H3 : Job satisfaction is hypothesized to have a positive and significant influence on employee performance.

H4 : Work engagement is hypothesized to mediate the relationship between training and employee performance.

H5 : Work engagement is hypothesized to mediate the relationship between work motivation and employee performance.

H6 : Work engagement is hypothesized to mediate the relationship between job satisfaction and employee performance.

### **RESEARCH METHOD**

This study adopts a quantitative, explanatory research design to test the relationships between training, work motivation, and job satisfaction on employee performance, mediated by work engagement. This approach is appropriate as it seeks to verify hypotheses regarding causal relationships among variables through statistical analysis. This study was carried out within the organizational context of LPP TVRI Nusa Tenggara Timur (NTT), specifically targeting the employees of the broadcasting station

as its unit of analysis. The investigation is delimited to examining the extent to which training, work motivation, and job satisfaction contribute to enhancing employee performance, while explicitly considering the mediating role of work engagement in these relationships. By focusing on these interrelated constructs, the research aims to generate nuanced insights into the psychological and organizational mechanisms that drive performance outcomes in a public broadcasting institution undergoing significant transformation.

The target population for this study comprised all 135 employees of LPP TVRI Nusa Tenggara Timur. To determine an appropriate sample size, Slovin's formula was employed with a 5% margin of error, as recommended by Umar (2013), resulting in a calculated sample of 73 respondents. A non-probability purposive sampling technique was utilized to ensure the selection of participants who met specific inclusion criteria: individuals who were at least 18 years of age, possessed a minimum educational attainment of a high school diploma, and had accrued at least one year of continuous work experience at the organization. This approach was intended to enhance the relevance and validity of the findings by focusing on employees with sufficient maturity, educational background, and organizational tenure to meaningfully contribute to the study. Primary data were collected directly from respondents through a structured questionnaire using a five-point Likert scale (Hardani et al., 2019). The questionnaire items were developed based on previous studies and adjusted to fit the context of LPP TVRI NTT. Data were analyzed using Structural Equation Modeling (SEM) with Partial Least Squares (PLS) via WarpPLS software. The analysis included evaluation of both measurement (outer) and structural (inner) models (Sholihin & Ratmono, 2021). Descriptive statistics were also computed to summarize respondents' characteristics and perceptions.

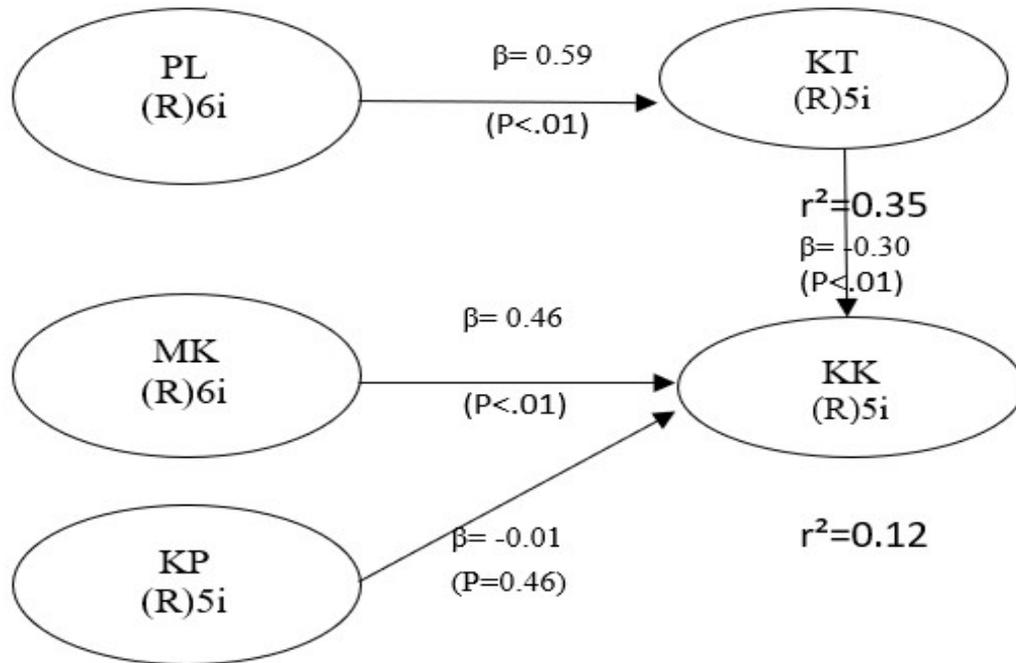
The independent variables are training ( $X_1$ ), work motivation ( $X_2$ ), and job satisfaction ( $X_3$ ). The dependent variable is employee performance ( $Y$ ), while work engagement ( $Z$ ) serves as the mediating variable. Each variable was operationalized with specific indicators:

Training	: instructor competence, material relevance, delivery methods, training objectives
Work Motivation	: goal achievement drive, enthusiasm, initiative, responsibility.
Job Satisfaction	: satisfaction with job tasks, colleagues, supervisors, promotion policies, salary
Work Engagement	: vigor, dedication, absorption.
Employee Performance	: quantity, quality, timeliness.

To ensure the soundness of the measurement instrument, its validity and reliability were rigorously evaluated. Construct validity was assessed through both convergent and discriminant analyses. Convergent validity was examined by analyzing the magnitude of factor loadings alongside the average variance extracted (AVE), confirming that the observed indicators adequately captured the intended latent constructs. Discriminant validity was verified to ascertain that each construct maintained empirical distinctiveness relative to others within the model. In addition, internal consistency reliability was determined using two complementary indices: Cronbach's alpha and composite reliability. According to the guidelines provided by Solimun et al. (2019), reliability coefficients greater than 0.7 indicate that the measurement items exhibit an acceptable level of consistency and stability, supporting the robustness of the instrument.

## RESULTS AND DISCUSSION RESULTS

The path analysis results from WarpPLS shown in Figure 4.1 indicate that not all research indicators were included in the analysis. This is due to several indicator loading factor values falling below 0.5, which signifies that these indicators do not meet the minimum criteria and therefore must be removed.



**Figure 1. Path Analysis Results**

The path analysis results reveal significant positive effects of Training (PL) on Work Engagement (KT) ( $\beta = 0.59$ ,  $p < 0.01$ ) and Work Motivation (MK) on Employee Performance (KK) ( $\beta = 0.46$ ,  $p < 0.01$ ). Job Satisfaction (KP) has a negligible, nonsignificant effect on Employee Performance ( $\beta = -0.01$ ,  $p = 0.46$ ). Work Engagement (KT) positively influences Employee Performance ( $\beta = 0.30$ ,  $p < 0.01$ ). Training explains 35% of the variance in Work Engagement ( $r^2 = 0.35$ ), while Work Motivation, Job Satisfaction, and Work Engagement together account for 12% of the variance in Employee Performance ( $r^2 = 0.12$ ).

### 4.1.1 Descriptive Statistics

Respondents consisted of employees with diverse educational backgrounds and tenure. Descriptive analysis indicated that employees generally perceived training, motivation, and job satisfaction positively, and their work engagement and performance were rated moderately high.

### 4.1.2 Measurement Model Evaluation

The validity and reliability tests confirmed that all indicators met the required thresholds. Convergent validity was evidenced by factor loadings above 0.7, and Average Variance Extracted (AVE) values exceeded 0.5. Reliability was also satisfactory, with Cronbach's alpha and composite reliability above 0.7 (Solimun et al., 2019).

**Table 1. Results of the Measurement Model**

Variable	Code	Item	Loadings	Cronbach's Alpha	Composite Reliability	AVE
<b>Training</b>	PL-01	In my opinion, the instructor is an expert in the field.	0.888	0.923	0.942	0.726
	PL-02	In my opinion, the instructor masters the training material and is therefore able to explain it well.	0.792			
	PL-03	I believe the training materials are aligned with my needs.	0.893			
	PL-04	I find the materials presented easy to understand.	0.892			
	PL-05	I believe the training methods help me grasp the material effectively.	0.873			
	PL-06	I believe the training I attended helps me complete work tasks more efficiently.	0.765			
<b>Work Motivation</b>	MK-01	I enjoy having challenging job targets.	0.727	0.793	0.853	0.492
	MK-02	I feel enthusiastic in performing my job.	0.734			
	MK-03	I do not complain while doing my tasks.	0.654			
	MK-04	I continuously seek to learn and improve my skills without being asked by my supervisor.	0.709			
	MK-05	I offer help to colleagues in need without being asked.	0.684			
	MK-06	I am capable of working with full responsibility.	0.698			
<b>Job Satisfaction</b>	KP-01	I feel satisfied with my job.	0.763	0.839	0.886	0.610
	KP-02	I feel satisfied with my colleagues.				

	KP-03	I feel satisfied with the support from my supervisor regarding decisions made by subordinates.	0.850			
			0.797			
	KP-04	I feel satisfied with promotion policies that are based on work performance.				
			0.727			
	KP-05	I feel satisfied with a salary amount that matches my job position.				
			0.762			
<b>Work Engagement</b>	KT-01	I feel motivated to work when I wake up in the morning.	0.746	0.853	0.895	0.631
	KT-02	At work, I feel full of energy.	0.798			
	KT-03	I feel enthusiastic about my job.	0.860			
	KT-04	When I work, I forget things unrelated to my job.	0.814			
	KT-05	I feel happy when working at high intensity.	0.746			
<b>Employee Performance</b>	KK-01	I am able to complete tasks.	0.913	0.884	0.916	0.687
	KK-02	I create work plans to ensure that the targets set by my supervisor are achieved.	0.913			
	KK-03	I do not engage in side jobs during working hours.	0.735			
	KK-04	I work according to the set working hours.	0.729			
	KK-05	I always complete my tasks on time.	0.836			

Table 1 presents the measurement model results for five latent variables: Training, Work Motivation, Job Satisfaction, Work Engagement, and Employee Performance. The table includes standardized factor loadings for each item and reliability indicators such as Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE).

All constructs show factor loadings above 0.6, indicating acceptable indicator reliability. For example, the Training construct has six items with loadings between 0.765 and 0.893, reflecting strong associations between items and their latent variable.

Cronbach's Alpha and CR values for all constructs exceed the recommended threshold of 0.70, demonstrating solid internal consistency and construct reliability. The Training construct shows the highest reliability ( $\alpha = 0.923$ ; CR = 0.942), while Work Motivation has the lowest ( $\alpha = 0.793$ ; CR = 0.853), both within acceptable limits. Although Work Motivation's AVE (0.492) falls slightly below the recommended 0.50, it remains acceptable considering its adequate reliability. The other constructs meet or exceed the AVE threshold, supporting convergent validity.

In summary, the model demonstrates strong reliability and acceptable convergent validity, confirming the measurement instrument's suitability for further structural analysis.

**Table 2. Hypothesis Testing Results**

Hypothesis	Relationship	$\beta$	pvalue	Result
H1	Training → Work Engagement	0.59	0.01	Significant
H2	Work Motivation → Employee Performance	0.46	0.01	Significant
H3	Job Satisfaction → Employee Performance	-0.01	0.46	Not Significant
H4	Work Engagement → Employee Performance	-0.30	0.01	Significant

Table 2 shows the results of hypothesis testing based on the path coefficients ( $\beta$ ) and p-values obtained from the structural model analysis.

Hypothesis 1 (H1): The path from Training (PL) to Work Engagement (KT) shows a significant positive relationship, with a path coefficient ( $\beta$ ) of 0.59 and a p-value of 0.01. This indicates that Training has a substantial and statistically significant influence on increasing employees' work engagement.

Hypothesis 2 (H2): Work Motivation (MK) has a significant positive effect on Employee Performance (KK), with a path coefficient of 0.46 and a p-value of 0.01. This result supports the hypothesis that higher work motivation leads to better performance among employees.

Hypothesis 3 (H3): The relationship between Job Satisfaction (KP) and Employee Performance (KK) is not statistically significant. The path coefficient is -0.01 with a pvalue of 0.46, suggesting no meaningful effect of job satisfaction on performance in this context.

Hypothesis 4 (H4): Work Engagement (KT) significantly affects Employee Performance (KK), with a path coefficient of -0.30 and a p-value of 0.01. Although the relationship is statistically significant, the negative coefficient may indicate an inverse effect that warrants further investigation.

## DISCUSSION

The results reinforce the critical role of training, motivation, and satisfaction in enhancing employee performance within the broadcasting sector, particularly amid the ongoing challenges of digital transformation. Training equips employees with essential competencies, enhancing their confidence and ability to adapt to evolving job demands (Fletcher, 2016). Similarly, motivated employees tend to demonstrate greater persistence and energy, both of which are crucial for maintaining consistent performance levels (Berman et al., 2019).

Job satisfaction, as supported by prior studies, contributes to employees' psychological well-being, which in turn improves productivity and work quality (Hidayat & Agustina, 2020). However, in this study, job satisfaction did not show a

significant direct effect on performance. This may indicate that in public service contexts such as broadcasting institutions, satisfaction alone is insufficient to drive performance without strong affective engagement. This finding aligns with research suggesting that public sector performance is more influenced by intrinsic factors such as meaning, identity, and engagement (Perry & Hondeghem, 2008).

The significant mediating effect of work engagement underscores its strategic importance in linking organizational initiatives, such as training and motivation, to individual performance outcomes. This validates the perspectives of Bakker (2011) and (Sarwar et al., 2020), who emphasize that fostering engagement is essential for optimizing employee potential.

Furthermore, the model provides valuable insights for public broadcasting institutions, which often face structural limitations and intense competition from private media. Unlike private companies, public broadcasters must balance professionalism with public service obligations, requiring tailored HR strategies. Therefore, organizations are encouraged to develop integrated human resource frameworks that not only build technical capacity but also stimulate intrinsic motivation and satisfaction—while prioritizing work engagement as a core driver of sustainable performance.

In sum, this study extends the current literature by illustrating how personal and organizational factors interact to influence performance in a public sector setting. It provides both theoretical and practical insights into how human resource interventions can be optimized in state-owned or service-oriented institutions undergoing rapid change.

## **CONCLUSION**

Based on the research questions and objectives, this study concludes the following: The influence of training, work motivation, and job satisfaction on employee performance was examined, with work engagement as a mediating variable, in the context of LPP TVRI Nusa Tenggara Timur. The findings show that training has a significant positive impact on work engagement, and that work motivation directly contributes to employee performance. Job satisfaction, however, does not significantly influence performance, suggesting that satisfaction alone may not be sufficient to drive outcomes without deeper psychological involvement. Work engagement emerges as a key mediating factor, bridging organizational efforts and individual performance. These results emphasize that personal and organizational factors must be aligned to achieve optimal outcomes, particularly in public broadcasting institutions facing unique structural and competitive pressures. Future human resource strategies should therefore focus not only on technical capacity building and motivational drivers but also on creating a work environment that strengthens psychological engagement, as a long-term lever of performance excellence.

## **LIMITATION AND IMPLICATION**

This study, while contributing meaningfully to the understanding of employee performance in the context of public broadcasting, is not without limitations. First, the sample size consisted of only 73 employees—representing approximately 54% of the total population at LPP TVRI Nusa Tenggara Timur. This proportion may limit the generalizability of the findings, as it may not fully capture the diversity and dynamics of the entire employee base. Second, the scope of the research was limited to a single regional station, which constrains the broader applicability of the results to other public broadcasting institutions or geographic areas. Additionally, the study was conducted within a limited time frame and resource constraints, which may have influenced both data collection and analysis.

Despite these constraints, the study offers valuable insights that bridge theory and practice. It highlights the importance of training, motivation, and engagement in shaping employee performance, and provides a foundation for further empirical exploration. Future research could benefit from expanding the sample coverage, incorporating multiple locations or institutions, and integrating qualitative data to enrich the interpretation of findings. By acknowledging these limitations, this study not only maintains academic transparency but also opens avenues for deeper and more comprehensive investigations.

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