



Regular article

The Influence of Work Engagement and Ambidextrous Organization on Employee Performance with Innovative Behavior as a Mediating Variable at the Housing and Settlement Area Agency of North Sumatra Province

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ABSTRACT

In a dynamic work environment, employee performance is influenced by the level of work engagement and the organization's ability to manage exploration and exploitation in a balanced manner (ambidexterity). Organizations that effectively implement ambidexterity can encourage employees to be more innovative, ultimately contributing to improved performance. This study aims to examine and analyze the influence of work engagement and organizational ambidexterity on employee performance, with innovative behavior as a mediating variable at Dinas Perumahan dan Kawasan Permukiman Provinsi Sumatera Utara. This is a quantitative study using an explanatory research design. The population in this study consists of all employees at Dinas Perumahan dan Kawasan Permukiman Provinsi Sumatera Utara, totaling 75 individuals. The sampling method used was a saturated sample, in which the entire population was used as the research sample. Data were analyzed using Structural Equation Modeling. The results show that work engagement has a direct, positive, and significant effect on employee performance, and organizational ambidexterity also has a direct, positive, and significant effect on employee performance. Furthermore, innovative behavior has a direct, positive, and significant effect on innovative behavior. Indirectly, work engagement and organizational ambidexterity positively and significantly influence employee performance at Dinas Perumahan dan Kawasan Permukiman Provinsi Sumatera Utara through the mediation of innovative behavior.

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Introduction

Currently, organizations are facing the VUCA era—Volatility, Uncertainty, Complexity, and Ambiguity. This era is characterized by rapid changes influenced by numerous unpredictable and uncontrollable factors. Competitive environmental shifts are marked by technological demands and situations such as the pandemic. VUCA serves as a framework to raise awareness and preparedness across various sectors, including business, the military, education, and government.

An organization is established to achieve common goals; however,

reaching these goals requires reliable and professional performance from its members. The concept of performance can essentially be viewed from two perspectives: individual employee performance and organizational performance. Employee performance refers to the work outcomes of individuals within an organization, whereas organizational performance refers to the totality of results achieved by the organization as a whole.

Employee performance is an indicator used to measure an organization's success, where the achievement of organizational goals stems from high employee performance aimed at maintaining sustainability and achieving long-term competitive advantage. An

organization’s success in developing its employees will directly affect the quality of performance they deliver. According to Dessler (2019), employee performance is defined as the actual accomplishments of an employee compared to the expected performance outcomes.

The Housing and Settlement Area Agency of North Sumatra Province (Dinas Perkim Provsu) is one of the regional government agencies (OPD) established in 2018, based on the Governor of North Sumatra Regulation Number 19 of 2018 concerning the Fourth Amendment to Governor Regulation Number 38 of 2016 on the Organizational Structure of Regional Agencies in North Sumatra Province. Below are the performance achievements of the Housing and Settlement Area Agency of North Sumatra Province (Dinas Perkim Provsu) based on the Revised Regional Medium-Term Development Plan (RPJMD) 2019–2023, as follows:

Table 1 Service Performance Achievements of the Housing and Settlement Area Agency of North Sumatra Province, 2019–2023

No	Regional Development Performance Indicators	Unit	Initial Conditions				Target After RPJMD Changes & Realization Achievements						Achievement Results
			2019		2020		2021		2022		2023		
			T	R	T	R	T	R	T	R	T	R	
1	Access to Decent Housing	Percent	-	-	53,5	53,5	58,6	69,5	63,4	67,2	68,9	70,9	Number of uninhabitable houses rehabilitated
2	Percentage of 10-15 Ha Slum Area handled	Percent	-	-	16,2	16,2	15,8	16,2	16,5	16,8	18,5	18,5	Percentage of slum area of 10-15 Ha that is handled

Note: T: Target; R: Realization

Source: 2023 BPS Data and Data from the Housing and Settlement Area Agency of North Sumatra Province

Based on Table 1, it can be seen that in 2019, there was no implementation or realization by the Housing and Settlement Area Agency of North Sumatra Province (Dinas Perkim Provsu). The formulation for access to decent housing began in 2020 and continued through 2023, calculated using the following formula:

$$\left(\frac{\text{Number of Decent Housing Units}}{\text{Total Number of Housing Units}} \right) \times 100\%$$

The total number of housing units in North Sumatra Province was set at 3,560,488 units. As shown in Table 1, the number of decent housing units has increased annually; however, the percentage increase remains minimal. Therefore, it can be concluded that the progress has not been optimal, as approximately 30% of houses in North Sumatra Province are still considered uninhabitable.

Therefore, to improve employee performance, organizational leaders play a crucial role in addressing issues related to employee work

engagement and enhancing the organization’s ability to manage current business demands efficiently. At the same time, organizations must remain adaptive to environmental changes—an approach known as an ambidextrous organization (Khan, 1990).

Based on observations and assessments conducted at the Housing and Settlement Area Agency of North Sumatra Province (Dinas Perkim Provsu), several issues related to employee work engagement have been identified. Employees face monotonous work routines and repetitive bureaucratic procedures, which limit their flexibility and reduce their engagement at work. In addition, leadership often fails to encourage openness or provide adequate support, causing employees to feel disconnected and uncommitted to their tasks. A heavy workload combined with minimal support is also a significant factor that contributes to lower employee engagement.

Ambidexterity means the ability to use both the right and left hands equally well. In the organizational context, it is referred to as an ambidextrous organization, which means a company or organization possesses the capability to both exploit and explore equally effectively. The term organizational ambidexterity was first introduced by Duncan. According to Duncan, an ambidextrous organization can efficiently manage current business demands. Applying this concept to the case of the Housing and Settlement Area Agency of North Sumatra Province (Dinas Perkim Provsu), the agency must be able to complete work priorities according to the established budget, while at the same time remaining adaptive to environmental changes. Ambidexterity in an organization is achieved by balancing exploration and exploitation, enabling Dinas Perkim Provsu to be both creative and adaptable.

Based on observations conducted at the Housing and Settlement Area Agency of North Sumatra Province (Dinas Perkim Provsu), there are issues related to the ambidextrous organization concept. Employees still face difficulties adapting to change because they are accustomed to old ways of working. This resistance hinders the organization’s efforts to explore innovations while maintaining efficiency. Furthermore, the bureaucratic and conservative work culture does not sufficiently encourage innovation. This culture causes employees to focus more on existing formal procedures rather than attempting new ideas or creative solutions.

Innovative behavior is also defined as actions taken to create and adopt new ideas, thoughts, or methods to be applied in the execution and completion of work (Franken, 2002). Based on the expert explanation above, innovative work behavior can be defined as the actions of individuals capable of generating ideas, products, problem-solving methods, and new technologies. In other words, an employee possesses the capacity for creative ideas, seeks support, and ultimately implements these ideas in work practices.

Based on observations conducted at the Housing and Settlement Area Agency of North Sumatra Province, issues related to innovative work behavior have been identified. Many employees, especially those who have worked for a long time, tend to maintain old working methods and show resistance to change. This attitude can hinder the emergence of new ideas and the acceptance of innovation in the workplace. Additionally, a work environment that emphasizes compliance and minimizes risk causes employees to avoid different approaches to prevent mistakes. Fear of sanctions or reprimands makes employees reluctant to take the risks necessary for the innovation process.

Based on the background above, the researcher chose this title due to its strong relevance to the Housing and Settlement Area Agency of North Sumatra Province (Dinas Perkim Provsu), where employee performance is a crucial aspect in achieving the agency's priority targets. Improvements in employee performance will directly impact overall organizational performance. Internal factors such as work engagement and ambidextrous organization play significant roles in enhancing organizational performance through strengthening vigor, dedication, absorption, motivation, collaboration, synergy, direction awareness, swift decision-making, and agile learning. Meanwhile, innovative behavior functions as a mediating variable that mediates the relationship between work engagement, ambidextrous organization, and organizational performance. Given the intense competition, suboptimal organizational performance, and low employee motivation, this study provides a foundation for formulating appropriate strategies to improve the performance of Dinas Perkim Provsu and address the challenges faced by the agency. Therefore, the author presents the title: "The Influence of Work Engagement and Ambidextrous Organization on Employee Performance with Innovative Behavior as a Mediating Variable at the Housing and Settlement Area Agency of North Sumatra Province."

Literature Review

Performance

According to Robbins (2024), performance is a measurement of expected work results aimed at achieving optimal outcomes. Nabawi (2019) emphasizes that employee performance reflects how quickly a program is implemented according to the company's needs. The results of an employee's efforts to achieve goals constitute their performance (Irawati & Carrollina, 2017). Furthermore, Mangkunegara (2009) explains that employee performance relates to how well a worker carries out the tasks assigned to them.

Job involvement

According to Robbins (2024), work engagement is the degree to which an individual feels connected to their job, actively participates in

it, and considers their achievements important to their self-esteem. The concept of work engagement is often defined as the willingness to go beyond the minimum requirements (Armstrong, 2019). Several studies have indicated that engaged employees are more productive in their performance, provide better service to their customers, have lower absenteeism rates, and demonstrate greater loyalty to the company compared to disengaged employees. The crucial role of work engagement significantly helps an organization achieve a competitive advantage. Work engagement involves the use of oneself as a member of the organization to perform job roles; in this engagement, employees express themselves physically, cognitively, and emotionally while performing their work (Kahn, 2020).

An Ambidex Organization

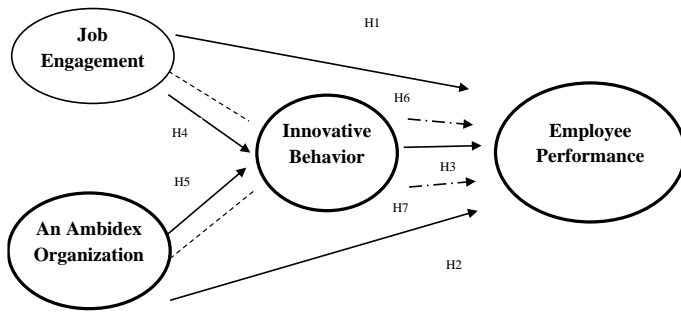
According to Robbins (2024), organizational structure seeks to eliminate the chain of command and replace departments with empowered teams or individuals. This structure removes most vertical and horizontal boundaries. These boundaries break down many external barriers between the company and its customers and suppliers. An ambidextrous organization replaces functional departments with cross-functional teams and organizes activities around processes. The concept of an ambidextrous organization is closely related to the concepts of exploration and exploitation, which need to be clarified first. Exploration involves searching and experimenting, either as an organization or as individuals within it, while exploitation aims to gain benefits from existing results, as well as improve productivity and operational efficiency (Lavie et al., 2010). Duncan (1976) suggested the creation of separate units to pursue either exploitation or exploration activities, as each type of activity requires different organizational arrangements and possibly different cultures. An organization focused on exploitation tends to prioritize stability over flexibility, whereas an organization focused on exploration tends to emphasize flexibility over stability (Hannan and Freeman, 1977, 1984).

Innovative Behavior

Innovative behavior is also defined as actions taken to create and adopt new ideas, thoughts, or methods to be applied in the execution and completion of work (Gaynor, 2002). McGruirk, Lenihan, and Hart (2015) define innovative work behavior as the creation of business models, management techniques, strategies, and organizational structures beyond what already exists. Innovative behavior refers to the ability to generate original ideas, use work outcomes as potential ideas, and implement new ideas into work practices (Birdi, Leach, & Magadley, 2016).

Drawing from the literature review and prior studies, a conceptual framework can be developed. Sugiyono (2016) defines the conceptual framework as a representation of the research variables and how

theories connect to the variables being investigated, specifically the independent and dependent variables. The conceptual relationships between these variables will be described as follows:



Keterangan : → direct line of connection;
→ mediation relationship line.

Figure 1 Conceptual Framework

Methodology

Research Population and Sample

The population of this study consists of all 75 employees of the Housing and Settlement Area Agency of North Sumatra Province (Dinas Perkim Provsu), according to data from the agency. Since the population size is less than or equal to 100, the entire population will be used as the research sample (Sugiyono, 2019). The sampling method applied is non-probability sampling with a census approach (saturated sampling).

Data analysis

The research model will be analyzed using Structural Equation Modeling (SEM) with the assistance of Partial Least Squares (PLS) software. The analysis using PLS involves several criteria for evaluating reflective models, namely: Convergent Validity, Discriminant Validity, Composite Reliability, and Cronbach’s Alpha.

Research Result

Descriptive Analysis Results

Descriptive analysis is a method where collected data is organized, grouped, analyzed, and then interpreted objectively to provide an overview of the problem being studied and to explain the calculation results (Sugiyono, 2017).

Based on Table 2, it can be seen that there are 48 male respondents (64%) and 27 female respondents (36%). This indicates that employees at the Housing and Settlement Agency of North Sumatra are predominantly male. This distribution is based on internal considerations and analysis by the agency but does not differ significantly from the number of female respondents, so the opportunities for promotion and transfer can be considered equal.

Table 2 Respondent Characteristics Based on Gender

No.	Gender	Frequency	Percentage
1	Male	48	64%
2	Female	27	36%
Total		Total	100%

Source: Data Processed, (2025)

Table 3 Respondent Characteristics Based on Age

No.	Age Category	Frequency	Percentage
1	38 - 40 Year	9	12%
2	41 - 43 Year	5	6,67%
3	44 - 46 Year	8	10,67%
4	47 - 49 Year	14	18,67%
5	50 - 52 Year	11	14,66%
6	53 - 55 Year	15	20%
7	56 - 58 Year	13	17,33%
Total		75	100%

Source: Data Processed, (2025)

Based on Table 3, it can be observed that the majority of respondents fall within the 53-55 years age category (20%), indicating that the Housing and Settlement Agency has an experienced workforce. Respondents aged 47-49 years and 50-52 years also contribute significantly, reflecting a healthy dynamic between junior, mid-level, and senior employees.

Table 4 Respondent Characteristics Based on Education Level

No.	Education	Frequency	Percentage
1	Junior High School Equivalent	2	2,7%
2	High School Equivalent	13	17,3%
3	Diploma (D3)	2	2,7%
4	Bachelor's Degree (S1)	45	60%
5	Master's Degree / Doctorate	13	17,3%
Total		75	100%

Source: Data Processed, (2025)

Based on Table 4, the majority of respondents (60%) hold a bachelor's degree (S1), indicating that the Housing and Settlement Agency of North Sumatra places a strong emphasis on academic qualifications to support its operations and organizational development. Meanwhile, respondents with a master’s degree (S2) and senior high school or equivalent education (17.3%) stand out as valuable assets in strategic roles. Respondents with a diploma (D3) and junior high school or equivalent education (2.7%) fulfill essential roles in technical and

operational implementation. This distribution reflects diverse workforce competencies that support various functions within the agency.

Table 5 Respondent Characteristics Based on Length of Service

No.	Years of service	Frequency	Percentage
1	11 - 14 Year	5	6,7%
2	15 - 18 Year	49	65,3%
3	19 - 22 Year	8	10,7%
4	23 - 26 Year	1	1,3%
5	27 - 30 Year	3	4%
6	31 - 34 Year	7	9,3%
7	35 - 38 Year	2	2,7%
Total		75	100%

Source: Data Processed, (2025)

Based on Table 5, the majority of respondents (65.3%) have a tenure of 15–18 years, reflecting workforce stability and continuity at the Housing and Settlement Agency of North Sumatra.

Hypothesis Test Results

The testing of all hypotheses was conducted using the Partial Least Squares (PLS) method, examining both direct and indirect effects, the results of which are presented in Table 6:

Table 6 Hypothesis Test

Hypothesis	Influence Coefficient	T Statistics	P Values	Conclusion
Work engagement has a positive and significant effect on employee performance at the Housing and Settlement Agency of North Sumatra Province	0,296	2,827	0,002	H1 Accepted
Ambidextrous organizations have a positive and significant effect on employee performance at the Housing and Settlement Agency of North Sumatra Province	0,220	1,722	0,043	H2 Accepted
Innovative behavior has a positive and significant effect on employee performance at the Housing and Settlement Agency of North Sumatra Province	0,447	4,386	0,000	H3 Accepted
Work engagement has a positive and significant effect on employee innovative behavior at the Housing and Settlement Agency of North Sumatra Province	0,277	1,937	0,027	H4 Accepted
Ambidextrous organizations have a positive and significant effect on innovative behavior at the Housing and Settlement Agency of North Sumatra Province	0,624	4,841	0,000	H5 Accepted
Indirect Effect				
Work involvement has a positive and significant effect on employee performance with innovative behavior as a mediating variable at the Housing and Settlement Agency of North Sumatra Province	0,124	1,779	0,038	H6 Accepted
Ambidextrous organizations have a positive and significant effect on employee performance with innovative behavior as a mediating variable at the Housing and Settlement Agency of North Sumatra Province	0,279	3,206	0,001	H7 Accepted

Source: Data Processed, (2025)

Discussion

Work engagement has a positive and significant effect on employee performance at the Housing and Settlement Area Agency of North Sumatra Province.

The results of this study indicate that work engagement has a positive and significant effect on employee performance at the Housing and Settlement Area Agency of North Sumatra Province. This means that Hypothesis 1 is accepted, implying that increasing employee work engagement at the agency will have a positive and significant impact on their performance.

At the Housing and Settlement Area Agency of North Sumatra Province, high work engagement is realized through various strategies, such as a supportive work environment, opportunities for employees to actively participate in decision-making processes, and recognition of employee achievements. Factors such as supportive leadership, a positive organizational culture, and a balance between workload and employee well-being also play important roles in enhancing work engagement. With the implementation of such policies and strategies, the agency can improve work effectiveness and efficiency, which ultimately has a positive impact on public service delivery.

An ambidextrous organization has a positive and significant effect on employee performance at the Housing and Settlement Area Agency of North Sumatra Province.

The results of this study indicate that an ambidextrous organization has a positive and significant effect on employee performance at the Housing and Settlement Area Agency of North Sumatra Province. This means that Hypothesis 2 is accepted, implying that strengthening the implementation of ambidextrous organizational practices at the agency will have a positive and significant impact on employee performance.

At the Housing and Settlement Area Agency of North Sumatra Province, the application of organizational ambidexterity enables adaptation to dynamic policy changes and community needs. However, implementing ambidexterity requires strong commitment and readiness to change across all levels of the organization. Without effective performance management support and adequate social support systems, efforts to achieve ambidexterity may be ineffective and could hinder improvements in employee performance. To address these challenges, the agency has adopted several practical strategies. One such strategy involves providing training and skill development programs for employees, particularly in the use of technology and innovative approaches to housing management. Through these training programs, employees not only gain a deeper understanding of their core responsibilities but also acquire the ability to develop more efficient methods for addressing housing-related issues.

Innovative behavior has a positive and significant effect on employee performance at the Housing and Settlement Area Agency of North Sumatra Province.

The results of the study indicate that innovative behavior has a positive and significant effect on employee performance at the Housing and Settlement Area Agency of North Sumatra Province. This means that Hypothesis 3 is accepted, suggesting that the higher the level of innovation demonstrated by employees, the better the quality of performance they deliver. In the context of this agency, innovation is not only understood as creating something entirely new, but also as the employees' ability to adapt, improve work processes, and provide solutions to evolving challenges in the housing and settlement sector.

Within the agency, employees actively respond to development dynamics with fresh ideas, such as designing environmentally friendly vertical housing concepts for densely populated areas or developing digital project monitoring systems based on area maps. This ability to generate ideas is driven by employees' understanding of community needs and the often-changing field conditions. A work system that is open to new suggestions also strengthens the culture of idea generation within the agency. Internal discussions, cross-sector technical forums, and even informal conversations among staff serve as platforms for exchanging opinions and solutions. This collaborative culture enables initially raw ideas to evolve into more refined and applicable concepts. When employees feel that their ideas are accepted and appreciated, their motivation increases, thereby enhancing productivity and resulting in higher quality work outcomes.

Work engagement has a positive and significant effect on employees' innovative behavior at the Housing and Settlement Area Agency of North Sumatra Province.

The results of this study indicate that work engagement has a positive and significant effect on the innovative behavior of employees at the Housing and Settlement Area Agency of North Sumatra Province. This means that Hypothesis 4 is accepted, implying that an increase in employee work engagement at the Housing and Settlement Area Agency of North Sumatra Province will positively and significantly impact employees' innovative behavior.

In this context, work engagement is not only viewed in terms of employees' physical presence but, more importantly, the extent to which they are emotionally, mentally, and professionally connected to their tasks. Within this agency, work engagement serves as a crucial foundation since most activities are technical and require diligence and high attention to detail. Employees who are genuinely engaged possess an intrinsic drive to complete their tasks effectively, even without pressure from supervisors. At the Housing and Settlement Area Agency of North Sumatra, employee enthusiasm is evident in their commitment

to tasks such as housing program development, physical project supervision, and community assistance within housing aid programs. This enthusiasm stems from a sense of ownership of their work outcomes and an understanding that their roles directly impact community welfare. A supportive work environment, recognition of performance, and open communication further strengthen this spirit, thereby encouraging increased productivity.

Ambidextrous Organization Has a Positive and Significant Effect on Innovative Behavior at the Housing and Settlement Area Agency of North Sumatra Province

The results of this study indicate that an ambidextrous organization has a positive and significant effect on the innovative behavior of employees at the Housing and Settlement Area Agency of North Sumatra Province. This means Hypothesis 5 is accepted, implying that if the implementation of an ambidextrous organization at the Housing and Settlement Area Agency of North Sumatra Province is improved, it will have a positive and significant impact on employees' innovative behavior.

At the Housing and Settlement Area Agency of North Sumatra Province, the need for innovation is crucial in addressing housing and settlement issues such as slum area management, provision of decent housing, and sustainable settlement development planning. With an ambidextrous organization in place, employees are encouraged to seek new solutions in tackling these challenges, thereby enhancing their innovative behavior at work.

Work Engagement Has a Positive and Significant Effect on Employee Performance with Innovative Behavior as a Mediating Variable at the Housing and Settlement Area Agency of North Sumatra Province

The results of this study indicate that work engagement has a positive and significant effect on employee performance, with innovative behavior as a mediating variable at the Housing and Settlement Area Agency of North Sumatra Province. This means Hypothesis 6 is accepted, implying that the higher the employee's work engagement, the greater their likelihood to exhibit innovative behavior, which ultimately has a positive impact on performance improvement.

At the Housing and Settlement Area Agency of North Sumatra, employees with high vigor demonstrate full dedication in carrying out their duties, even when facing complex challenges. For example, in the housing revitalization program, employees not only follow existing procedures but also actively seek ways to make the development process more efficient and sustainable. They are willing to invest additional time and effort to develop new approaches, such as using environmentally friendly technology in housing construction. With strong work enthusiasm, employees are more motivated to think creatively and

produce innovative solutions, which then contribute to the enhancement of their performance.

Ambidextrous Organization Has a Positive and Significant Effect on Employee Performance with Innovative Behavior as a Mediating Variable at the Housing and Settlement Area Agency of North Sumatra Province

The results of this study show that an ambidextrous organization has a positive and significant effect on employee performance with innovative behavior as a mediating variable at the Housing and Settlement Office of North Sumatra Province. This means Hypothesis 7 is accepted, indicating that the better the implementation of the ambidextrous organizational system, the greater the employees demonstrate their innovative behavior, which ultimately positively impacts performance improvement.

At the Housing and Settlement Office of North Sumatra, employees with an innovative mindset adapt more easily to the dynamics of work. The institution also supports the development of this mindset by providing opportunities for employees to attend training and workshops. Additionally, employees are given the chance to work collaboratively in cross-functional teams, enabling them to share knowledge and experiences that enrich their perspectives in solving problems. Employees do not work solely individually but also actively participate in discussions and brainstorming sessions to find more effective solutions in handling housing and settlement issues.

Conclusions

Based on the results of this study, the conclusions can be summarized as follows:

1. Work engagement has a positive and significant effect on employee performance at the Housing and Settlement Office of North Sumatra Province.
2. An ambidextrous organization has a positive and significant effect on employee performance at the Housing and Settlement Office of North Sumatra Province.
3. Innovative behavior has a positive and significant effect on employee performance at the Housing and Settlement Office of North Sumatra Province.
4. Work engagement has a positive and significant effect on the innovative behavior of employees at the Housing and Settlement Office of North Sumatra Province.
5. An ambidextrous organization has a positive and significant effect on innovative behavior at the Housing and Settlement Office of North Sumatra Province.
6. Work engagement has a positive and significant effect on employee performance, with innovative behavior as a mediating variable at the Housing and Settlement Office of North Sumatra Province.
7. Ambidextrous organization has a positive and significant effect on employee performance with innovative behavior as a mediating variable at the Housing and Settlement Office of North Sumatra Province.

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