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**THE INFLUENCE OF EMPLOYEE ENGAGEMENT AND EMPLOYEE  
SATISFACTION ON JOB PERFORMANCE THROUGH  
INNOVATIVE WORK BEHAVIOR AS AN INTERVENING VARIABLE**

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**ABSTRACT**

A company is generally founded by a founder for the long term, but not all companies can survive in the long term. One of the things that company owners pay attention to maintain their company is the performance of their employees. It is hoped that this research can help companies in the hospitality industry to improve the job performance of their employees, while still paying attention to employee engagement and employee satisfaction, as well as encouraging innovative work behavior of their employees. This research is quantitative deductive research, using the Structural Equation Model (SEM). This research shows that a sense of work engagement has a significant influence on employee performance, so steps to foster a sense of engagement need to be taken by organizational management. Meanwhile, job satisfaction does not always influence employee performance, but if you add the variable of innovative work behavior, it also has a positive influence on employee performance. It can be concluded that if it is based on innovative behavior, both employee engagement and job satisfaction show a positive influence on employee performance. So, the spirit of innovation needs to become an organizational culture. The suggestion for the next researcher is to use the broader research object of the respondents so that the research results can be used as a reference for the hotel industry in general.

**Keywords:** Job Performance, Employee Engagement, Employee Satisfaction, Innovative, Work Behavior, Hotelier

**JEL Classification Numbers:** J53, M12, M14, M52, M54

## INTRODUCTION

A company is generally founded by the founder for the long term, but not all companies can survive in the long term. Owners do various things to ensure the survival and sustainability of their business, including internally to the company, namely employees. In one of the research conclusions, it is stated that the more managerial approaches to humanity/employee, the better employees will be produced, which can support sustained working conditions (Hakansson et al, 2017). Because organizations are formed by people, if good people are gone, the organization will also disappear (Diwakar et al, 2023). One of the managerial approaches is improving job performance, which is identified as effectiveness and efficiency (Katili et al, 2021).

Job performance can be influenced by Innovative work behavior (Deng et al, 2022). Especially in the current online era, where online interactions make relationships between humans deeply connected and complex (Madouni, 2020), innovations are needed to balance this complexity. Innovation itself can be seen as 3 (three) different things, namely: innovation as a result, innovation as a process, and innovation as a mindset (Kahn, 2018). If we are not yet able to innovate, collaboration with research institutions and other organizations becomes very important (Tavani et al, 2018).

To encourage innovation, commitment is needed from members of the organization, so that employee engagement arises. The higher employee engagement, the greater the commitment to the organization (Anindita & Seda, 2018). Apart from that, human resource management (HR) is also considered necessary in providing a positive influence on employee engagement (Saks, 2022). Because apart from an individual perspective, employee engagement can be identified as employee work involvement and organizational involvement (Han & Chen, 2021). So it is required the involvement of HR management.

Another variable in this research that is seen to influence job performance is employee satisfaction, which is influenced by several factors, including five main indicators, namely the job itself, then promotion opportunities and co-workers, salary, and superiors (Fidyah & Setiawati, 2019). On the other hand, the higher employee satisfaction, the higher employee performance/job performance (Halim, 2020). This means that employee satisfaction is indeed one of the important things that must be considered when researching job performance. Especially in the current online era, where work can be connected 24 hours a day, work can take place without limits, even though there must be limited control over time and energy in work roles and non-work roles (Kossek et al, 2022). So, the role and function of HR (Human Resources) management must provide boundaries between work and non-work, so that employee satisfaction and productivity are maintained because there is a positive relationship

between HR (Human Resources) management and employee productivity (Pudiasuti & Sukmo, 2021).

This research was specifically conducted in the hotel industry/hospitality industry. The output from this research is expected to help companies in the hospitality sector to improve the job performance of their employees, while still paying attention to employee engagement and employee satisfaction, as well as encouraging innovative work behavior in their employees.

## **LITERATURE REVIEW**

### **Job Performance**

Every business organization will implement effective ways to motivate employees to achieve and provide higher job performance accompanied by increased organizational competitiveness, so that job performance is always the main challenge in organizational management (Lee & Wu, 2011). The aspects underlying high job performance must be examined critically by organizations for them to be successful (Ahamed & Mahmood, 2015). Job performance is the achievement of a person's work results both in quantity and quality in carrying out tasks by the burden of responsibility given to him and how much contribution he makes to the organization (Sudiarta et al, 2018). With good job performance, the organization can continue, because currently the fundamentals of organizational performance are measured in organizational sustainability measurement (Amaya et al, 2021). Therefore, policies, planning, and procedures are needed to minimize the impact that may arise on the company (Chapple et al, 2018). Another definition of job performance is an individual's attitude or behavior that is relevant to organizational goals, which requires skills, experience, mood, and motivation to carry out (Koopmans, 2016).

### **Innovative Work Behavior**

Innovative work behavior is defined as a process where new ideas are generated, created, developed and implemented, promoted, then realized, and modified by employees to provide benefits for improving performance (Thurlings et al, 2015). In today's fast-paced and online era, organizations interacting with the environment must continue to innovate, be creative and provide solutions, and be able to adapt quickly (Al-Omouh et al, 2018). So, innovation must become everyday behavior. Innovative behavior is also positively related to individual perceptions of ethical leadership, while the individual's motivation mediates both relationships (Yidong & Xinxin, 2013). This means that apart from personal motivation, innovation is also driven by circumstances outside of itself, such as leadership, because

leadership can encourage employee engagement (Berdakar & Pandita, 2014), employee engagement is one of the focuses of this research.

### ***Employee Engagement***

If employees have negative perceptions about their work, they will be more likely to engage in counterproductive work behavior (Khokhar et al, 2016). Therefore, a sense of attachment to the organization is needed, which is called employee engagement. Employee Engagement has three subdimensions: enthusiasm, dedication, and absorption, enthusiasm refers to an employee's determination to invest high levels of energy and effort in the workplace (Schaufeli, W. B. et al, 2002). Meanwhile, the main drivers of employee engagement include communication, work-life balance, and leadership (Berdakar & Pandita, 2014). Companies also need to provide a sense of involvement/attachment, provide positive emotions related to their work and a sense of community among their employees, listen to employees, and also transparency (Khokhar et al, 2016). Another definition of employee engagement is a psychological, cognitive, and emotional attachment in the workplace and with recognition from the organization and the existence of company values (Sun & Bunchapattanasakda, 2019).

### **Employee Satisfaction**

Employee satisfaction is a pleasant or positive emotional condition, which comes from an employee's appreciation for their work or work experience (Belias & Koustelios, 2014). Employee satisfaction is also described as an affective reactive integration of the variant description of employee desires with what is obtained, thus organizations can strategize in attracting employees (Dappa et al, 2019). Apart from that, employee satisfaction is also a positive feeling about someone's job which is the result of evaluating their characteristics (Robbins & Judge, 2017). There is also the aspect of recognition from other people as a condition for job satisfaction (Amble et al, 2013). Besides, other factors such as compensation and motivation, it also influences employee satisfaction (Sidabutar et al, 2020). Employee satisfaction is also influenced by leadership, situational leadership has a positive and significant influence on employee satisfaction, the better the leadership is carried out, the higher the employee satisfaction. (Ridlwani et al, 2021).

### **The relations between Employee Satisfaction and Employee Engagement**

Employee satisfaction is a positive feeling about someone's job which is the result of evaluating their characteristics (Robbins & Judge, 2017). Meanwhile, employee engagement influences a person's expression regarding their professional attitude, work, and personal life

psychologically, cognitively, emotionally, and overall personal feelings (Anindita & Seda, 2018). There is an intersection between employee satisfaction and employee engagement, namely "a person's feelings/attitude towards work" and "a person's expression towards work", in simple terms it can be said that feelings/attitudes in employee satisfaction have a relationship with a person's expression in employee engagement. This means that when a person's feelings towards work are good, then the person's expression towards work will be good. With employee satisfaction, it will encourage employee engagement, where employee engagement will foster motivation, and motivation will lead employees to higher performance (Habanik et al, 2020). From these relationships, the following hypothesis can be drawn:

H1: Employee satisfaction has a positive and significant effect on employee engagement

### **The Relations between Employee Engagement and Innovative Work Behavior**

Innovative work behavior requires employees' willingness to challenge the current work environment, active and energetic employees are more likely to think creatively and are motivated to act based on their ideas, which is a true embodiment of innovative work behavior (Deng et al, 2022), because basically, employees have self-leadership (Amble et al, 2013). Employees who want to lead themselves and have energy/motivation are of course employees who have high engagement with the company because employee engagement will foster motivation (Habanik et al, 2020). From this, the following hypothesis can be drawn:

H2: Employee Engagement has a positive and significant effect on innovative work behavior

### **The Relations Between Employee Engagement and Job Performance**

Employee engagement will foster motivation, and motivation will lead employees to higher job performance (Habanik et al, 2020). On the other hand, employee engagement has a positive effect on job performance (Kustiawan et al, 2022). Meanwhile, in other research, it is stated that employee engagement contributes positively to job performance (Wang et al, 2023). So a hypothesis can be drawn as below:

H3: Employee engagement has a positive and significant effect on job performance

### **The Relations between Employee Satisfaction and Innovative Work Behavior**

As stated previously in narrative H1 (hypothesis 1), employee satisfaction is a positive feeling about a person's work which is the result of evaluating its characteristics (Robbins & Judge, 2017), and the fact that innovative behavior requires employees' willingness to challenge the current work environment, active and energetic employees are more likely to think creatively and are motivated to act based on their ideas (Deng et al, 2022), so an innovative attitude requires a person's positive feelings or attitude towards their work, which

is usually referred to as employee satisfaction. When the organization has a positive work environment and a positive management style (Pancasila et al, 2020), it can foster employee satisfaction and encourage innovative work behavior. Thus, the following hypothesis can be stated:

H4: Employee satisfaction has a positive and significant effect on innovative work behavior

### **The Relations between Employee Satisfaction and Job Performance**

Employee satisfaction has a positive effect on job performance (Sidabutar et al, 2020). But employee satisfaction is also influenced by the resilience of each employee himself (Ying Lu et al, 2023). Although employee satisfaction does not always have a significant effect on job performance (Pudiastuti & Sukmo, 2021), it is important to maintain employee satisfaction by ensuring employees do not experience stress and have inappropriate workloads (Nurchahyo & Indradewa, 2022). Because employee satisfaction will encourage job performance (Takdir et al, 2020). From the explanation above, although some say that employee engagement does not always have a positive effect on job performance, more research believes otherwise, so a hypothesis can be drawn as follows:

H5: Employee Satisfaction has a positive and significant effect on job performance

### **The Relations Between Innovative Work Behavior and Job Performance**

As stated previously, employees who are active and energetic are more likely to think creatively and are motivated to act based on their ideas (Deng et al, 2022). This means that employees who are creative and motivated can implement their ideas well, and can turn thoughts into reality, which can be recorded as results obtained from certain work activities in a certain period, as one of the results of job performance (Fidyah & Setiawati, 2019). If job performance is seen as the achievement of a person's work results both in quantity and quality, and in carrying out tasks by the burden of responsibility given to him, and how much contribution he makes to the organization (Sudiarta et al, 2018), then job performance is influenced by the results that become a reality through creative/innovative behavior in a certain period. From several previous studies, the following hypothesis was drawn:

H6: Innovative work behavior has a positive and significant effect on job performance

### **The Role of Intervening Variables in Mediating Independent Variables on Dependent Variables**

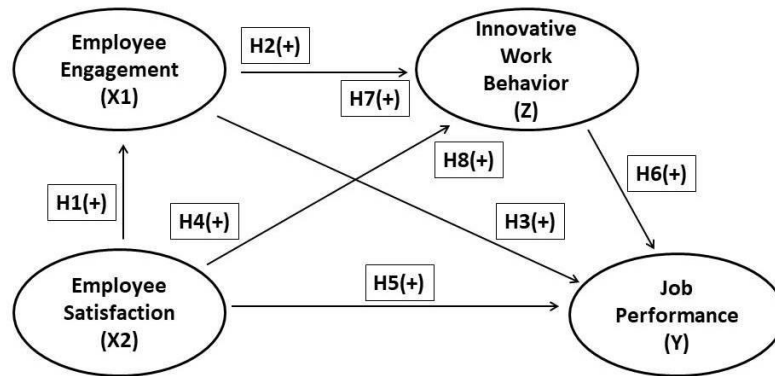
In the previous explanation, the independent variables (employee satisfaction & employee engagement) have a direct influence on the dependent variable (job performance). However, the intervening variable of innovative work behavior in previous research has a

mediating role, both for employee satisfaction (from a computing satisfaction perspective) and employee engagement (from a positive emotion perspective) on job performance (Deng et al, 2022). Because to achieve good job performance, you need creative and motivated employees (Deng et al, 2022). While employee motivation is related to mood (Koopmans, 2016), this mood can be expressed by employee satisfaction and employee engagement. Researchers concluded with the following hypothesis:

H7: Innovative work behavior strengthens the relationship between employee satisfaction and job performance positively and significantly

H8: Innovative work behavior strengthens the relationship between employee engagement and job performance positively and significantly

By looking at several hypotheses explained in the relationship between variables, the researcher created a research model/framework chart with the model below:



Source: (Deng et al, 2022) – with adjustments

## METHODS

There are three variables in this research, namely: Job performance/Y (Dependent variable), Innovative Work Behavior (Intervening variable), Employee engagement/X1, and Employee Satisfaction/X2 (Independent variable). The measurement of these variables refers to previous research from Jianwei (Deng et al, 2022), with research operational adjustments. With details of employee satisfaction 12 questions, employee engagement 3 questions, innovative work behavior 9 questions, and job performance 4 questions. The total is 28 questions.

The survey method in this research was carried out by distributing questionnaires online using Google Form. All questions in this study were measured using a 1-6 Likert interval scale, number 1 means strongly disagree, while number 6 means strongly agree.

The population in this research are companies operating in the hospitality services sector. Research samples of 3 stars, 4 stars, and 5 stars hotels located in the city of Jakarta as Indonesia's capital city, and the surrounding city called Jabodetabek (Jakarta, Bogor, Depok, Tangerang, Bekasi). The research sample used a purposive sampling method consisting of permanent employees in the hotel industry with a focus on employees who had worked for a minimum of 3 months. Respondents were assured of the confidentiality of their identities and the voluntary nature of their participation in the research. The research was conducted from September 2023 to October 2023.

This research is quantitative and deductive, using the Structural Equation Model (SEM), the data is processed and analyzed using the SPSS 26 and Smart PLS applications. The research validity test was carried out using bivariate measurements, where if the Sig (2-tailed) bivariate value is below 0.05, then the factor analysis is acceptable, if it is above 0.05, then it is not acceptable. Then the reliability test uses Cronbach's Alpha measurement where a value above 0.7 means the data is acceptable. Next, a pretest was carried out on 30 respondents to test the validity of the reliability/item test. After carrying out the pretest analysis, data was collected for several respondents studied. The total number of research respondents follows Hair (Hair et al, 2010), which states that the number of quantitative research respondents is at least 5 (five) times the number of questions, so the total respondents in this study are  $5 \times 28$  questions = 140 respondents.

## RESULT

A pre-test was carried out on 30 respondents, using SPSS, and the research validity test was carried out using bivariate measurements, where if the Sig (2-tailed) value on the bivariate was below 0.05, then the factor analysis was acceptable if it was above 0.05, then it was unacceptable. Then the reliability test uses Cronbach's Alpha measurement where a value above 0.7 means the data is acceptable. In this study, all bivariate figures were below 0.05, and all Cronbach's alpha values were above 0.7, so that all statements were valid and reliable, which were then used in research on 150 respondents who filled out the Google form.

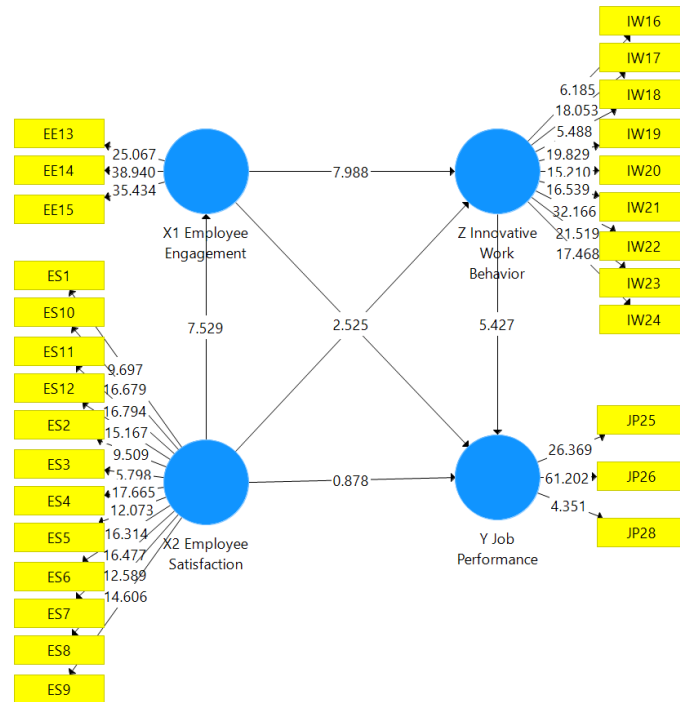
The 150 research respondents consisted of hoteliers or people who work in the hotel sector, with a working period of more than 3 months in the hotel industry in the Jabodetabek area. With a composition of 60.7% men and 39.3% women. By level there are 53.3% staff level, then 19.3% supervisor level, and 27.3% manager level. Meanwhile, in terms of age, 50.6% were under 30 years old, 31.3% were 30-40 years old, and 18% were over 40 years old. With 49.3% high school/vocational school education, 46% for S1, 4.3% for S2, and 0.7% for S3. Working period of more than 3 months but less than 1 year was 17.3%, working period of 1 to 3 years was 36%, and working period of more than 3 years was 46.7%.



Testing the validity and reliability of the model construct in this study used SmartPLS based on recommendations from Chin (1998), where the loading factor required by SmartPLS 3.0 is  $\geq 0.5$ . One (1) indicator was found that had a loading factor below 0.5, namely JP 27, with a loading factor of 0.149, so a re-measurement was carried out without the JP 27 indicator. The results of the re-measurement without the JP 27 indicator showed valid results because all loading factors had numbers above 0.5. For the reliability test based on Hair (Hair et al, 2014), the Composite Reliability (CR) value can meet the requirements if the figure is  $\geq 0.7$ . With Employee Engagement (X1): 0.887; then Employee Satisfaction (X2): 0.915; Innovative Work Behavior(Z): 0.824; and Job Performance(Y): 0.910.

Then a structural test analysis is carried out, to find out the R Square value for each equation, and to explain how far the dependent data can be explained by independent data. Based on the results obtained from the R square analysis, the results showed that the Employee Engagement variable was influenced by the Employee Satisfaction variable with a value of 0.256. This means that the Employee Engagement variable can be explained by the Employee Satisfaction variable of 25.6%; while the remaining 74.4% is explained by other variables outside this research. It was also found that the R square value for the Job Performance variable was jointly influenced by Employee Satisfaction, Employee Engagement, and Innovative Work Behavior with a value of 0.399. This means that 39.9% of job performance can be explained by these three variables, and the remaining 60.1% is explained by other variables outside this research. The next variable in the R square analysis is Innovative work behavior with a value of 0.433. Referring to the research model, it can be interpreted that 43.3% of the Innovative work behavior variable can be explained jointly by the Employee Satisfaction and Employee Engagement variables, while the remaining 56.7% is explained by other variables outside this research.

The research results obtained from 150 respondents, and processed using Smart PLS with the bootstrapping method, can be seen in the Path diagram structural model as follows:



Source: SmartPLS 3 Data Processed Results

Based on The path diagram above, can be used to confirm the hypothesis that was built, with the following explanation:

Hypothesis	Hypothesis Statement	t-Value	p-Value	Remark
<b>H1</b>	Employee satisfaction has a positive and significant effect on employee engagement	7,529	0,000	Data Support Hypothesis
<b>H2</b>	Employee Engagement has a positive and significant effect on innovative work behavior	7,988	0,000	Data Support Hypothesis
<b>H3</b>	Employee engagement has a positive and significant effect on job performance	2,525	0,012	Data Support Hypothesis
<b>H4</b>	Employee satisfaction has a positive and significant effect on innovative work behavior	2,327	0,020	Data Support Hypothesis
<b>H5</b>	Employee Satisfaction has a positive and significant effect on job performance	0,878	0,380	Data <b>DO NOT</b> Support Hypothesis
<b>H6</b>	Innovative work behavior has a positive and significant effect on	5,427	0,000	Data Support Hypothesis

	job performance			
<b>H7</b>	Innovative work behavior strengthens the relationship between employee satisfaction and job performance positively and significantly	1,969	0,050	Data Support Hypothesis
<b>H8</b>	Innovative work behavior strengthens the relationship between employee engagement and job performance positively and significantly	4,288	0,000	Data Support Hypothesis

Source: SmartPLS 3 Data Processed Results

Based on the hypothesis testing table above, the t-Value value  $\geq 1.645$  is considered to support the hypothesis, and the P-Value value  $\leq 0.05$  supports the hypothesis, so the results of H1, H2, H3, H4, H6, H7, and H8 are proven, this research data supports the hypothesis. Meanwhile, H5, with a t-value of 0.878 (below 1.645), and a P-value of 0.380 (above 0.05), the hypothesis built is not supported by the data.

## DISCUSSION

From the hypothesis results in the hypothesis testing table, it can be said that employee satisfaction has a positive and significant effect on employee engagement. This can be explained that if employees feel satisfied with the organization, then the employee will have a sense of attachment to the organization. With employee satisfaction, it will encourage employee engagement, where employee engagement will foster motivation, and motivation will lead employees to higher performance (Habanik et al, 2020).

In the second hypothesis, it is proven that Employee Engagement has a positive and significant effect on innovative work behavior. Employees who have a sense of attachment to the organization will develop innovative work habits, meaning they will not work monotonously or work with the same results. The encouragement of innovative work habits begins to appear at this stage. Employees who are willing to lead themselves and have energy/motivation are of course employees who have high engagement with the company because employee engagement will foster motivation (Habanik et al, 2020). Employees who are motivated, active, and energetic are more likely to think creatively and are motivated to act based on their ideas, which is a true embodiment of innovative work behavior (Deng et al, 2022).

Furthermore, the hypothesis which is also supported by research data is that employee engagement has a positive and significant effect on job performance. People who feel connected to the organization tend to show good performance in the company. Because the drive to work well no longer comes from the supervision of superiors, but comes from internal encouragement from employees, in the form of a sense of attachment as members of the organization. So morally, you will be encouraged to show your best performance. So it is clear that employee engagement contributes positively to job performance (Wang et al, 2023).

Employee satisfaction has a positive and significant effect on innovative work behavior. This is also one of the hypotheses that is supported by existing research data. Employees who feel satisfied will show innovative work behavior. They are influenced by the person's active and energetic attitude, in challenging their work environment, because they are filled with feelings of satisfaction, so innovative behaviors emerge in that person (Deng et al, 2022). To behave innovatively, a person also needs positive feelings or attitudes towards their work, which is usually referred to as employee satisfaction, one of which is when the organization has a positive work environment and a positive management style (Pancasila et al, 2020). So, the hypothesis is well-confirmed

Testing continues on Employee Satisfaction having a positive and significant effect on job performance, but it turns out that field research data in this study does not support this hypothesis. This means that satisfaction at work does not always make the person show good performance. Because willing and able have different characteristics, it could be that the person is willing/happy to do a certain job, but is not technically capable. And research data shows that this happens, employee satisfaction does not always encourage good performance. Because employee satisfaction is also influenced by the resilience of each employee (Ying Lu et al, 2023). So, employee satisfaction does not always have a significant effect on job performance (Pudiastuti & Sukmo, 2021), but it is important to maintain employee satisfaction by ensuring employees do not experience stress and have inappropriate workloads (Nurcahyo & Indradewa, 2022).

The next hypothesis tested is that innovative work behavior has a positive and significant effect on job performance. Research data shows that this is true. Someone who works with innovation will provide good performance. This means that employees who are creative and motivated can implement their ideas well, can turn thoughts into reality, and can be recorded as results obtained from certain work activities in a certain period, which is called the result of a person's job performance (Fidyah & Setiawati, 2019). If job performance is seen as the achievement of a person's work results both in quantity and quality, and in carrying out tasks by the burden of responsibility given to him, and how much contribution he

has made to the organization, then job performance is influenced by the results that become a reality through creative/innovative behavior in a certain period (Sudiarta et al, 2018).

This research uses an intervening variable, namely innovative work behavior. In the results of this research, it can be seen that the Innovative work behavior variable strengthens the relationship between employee satisfaction and job performance positively and significantly. Although the direct relationship between employee satisfaction and job performance does not appear to be supported by existing data, when given an intervening variable in the form of innovative work behavior, the relationship becomes positive, supported by existing research data. This is because someone who feels satisfied in their work, without innovation, may become bored and their performance will decline. So, to achieve good job performance, one of the things is that creative and motivated employees are needed (Deng et al, 2022). Here it can be seen that the intervening variable can strengthen the relationship between the Employee Satisfaction variable and Job performance.

The final hypothesis tested is that the Innovative work behavior variable strengthens the relationship between employee engagement and job performance positively and significantly. In this study, intervening variables were proven to strengthen the relationship between the two. Because employee motivation is related to mood (Koopmans, 2016), a good mood encourages a person to be active and energetic, and to behave innovatively in challenging the circumstances around him (Deng et al, 2022). Even though employee engagement can directly have a positive and significant influence on job performance, this relationship can be strengthened by innovative work behavior. In simple language, someone who works with a good sense of attachment to the company, plus innovative behavior at work, will produce excellent performance in carrying out daily work.

## **CONCLUSION**

This research shows that employee engagement has a significant influence on job performance, steps to grow employee engagement need to be taken by organizational management. Meanwhile, employee satisfaction, although it does not always have a positive effect on job performance if the innovative work behavior variable is added, also has a positive effect on job performance. It can be concluded below that based on innovative habits, both employee engagement and employee satisfaction show a positive influence on job performance. So, the spirit of innovation needs to become an organizational culture.

The practical implication of this research is that there are research results, as stated in Hypothesis 5, that employee job satisfaction does not always influence employee performance. This needs to be a concern for the management of an organization, don't just focus on making employees satisfied, without paying attention to their performance.

Management should pay attention to these two things, satisfaction and performance. However, by adding the variable of innovative habits to work, a person's performance will tend to increase, so innovation becomes one of the things that must be developed by management in the organization. Another thing that can be conveyed is related to questions about self-confidence, this shows that when comparing their performance with the performance of others, employees tend to lack self-confidence, So, it is necessary to take managerial action to increase employee self-confidence.

## LIMITATION

The limitations of this research are in the research respondents, research respondents are limited to the Jabodetabek area/region, so this research cannot represent the research object in general. Meanwhile, demographics are representative, because there are various age ranges, levels, education, and gender.

Suggestions for further research are for research respondents to use broader research objects, so that the research results can be used as a reference for the hotel industry in general, as an object for further research. The research object can also be changed according to needs, but still with a wider scope, so that it can become a reference for the industrial world being researched. Regarding Hypothesis 5 which is not supported by the data in this research, the author recommends that future research should still be used, with different industrial objects, and a wider coverage of the research area. And adding several variables that support the research, because this research only focuses on employees, external variables can be added such as the management role variable.

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