

The Role of Employee Engagement in Mediating the Effects of Organizational Change on Employee Performance

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Abstract

This study aims to analyze the influence of organizational change and employee resilience on employee performance through employee engagement as an intervening variable at the North Sumatra Regional Police Supervisory Inspectorate. Organizational change is a key factor in enhancing employees' ability to adapt to the demands of bureaucratic reform, while employee resilience plays a role in maintaining work effectiveness under stressful and changing conditions. This study employs a quantitative approach using a survey method. The study population and sample consist of 98 employees of the North Sumatra Regional Police Supervisory Inspectorate, selected using saturation sampling. Data were collected via a questionnaire using a Likert scale. Data analysis was conducted using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of the SmartPLS 3.0 software. The results indicate that organizational change has a positive and significant effect on employee performance, with a t-statistic of 2.319 and a p-value of 0.021. Organizational change also has a positive and significant effect on employee engagement, with a t-statistic of 7.663 and a p-value of 0.000. Furthermore, employee resilience was found to have a positive and significant effect on employee performance, with a t-statistic of 6.197 and a p-value of 0.000, as well as a positive and significant effect on employee engagement, with a t-statistic of 8.404 and a p-value of 0.000. Employee engagement also had a positive and significant effect on employee performance, with a t-statistic of 10.599 and a p-value of 0.000. Mediation analysis revealed that employee engagement mediates the effect of organizational change on employee performance, with a t-statistic of 4.052 and a p-value of 0.000, and mediates the effect of employee resilience on employee performance, with a t-statistic of 5.968 and a p-value of 0.000. This study shows that improvements in employee performance are influenced not only by organizational structural factors but also by employees' psychological aspects through work engagement. Therefore, organizations need to strengthen their change strategies, build employee resilience, and create a work environment that can sustainably enhance employee engagement.

Keywords: Organizational Change, Employee Resilience, Employee Engagement, Employee Performance

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3rd International Conference Epicentrum of Economic Global Framework (ICEEGLOF)

Theme: Cross-Sector and Cross-Disciplinary Strategies for Achieving the SDGS

<https://proceeding.pancabudi.ac.id/index.php/ICEEGLOF>

Introduction

Employee performance is a key indicator of an organization's success in achieving its established goals. Public organizations are expected to have employees capable of delivering services effectively, professionally, and responsively to various changes in the work environment. Improvements in employee performance are influenced not only by individual capabilities but also by organizational conditions, work systems, and the organization's ability to manage change.

The increasingly dynamic organizational environment necessitates that organizations undergo continuous change. Organizational change has become a strategic necessity for organizations to adapt to technological advancements, public demands, regulatory changes, and rising service standards. According to Kotter (2021), organizational change is a transformational process aimed at enhancing organizational effectiveness through changes in strategy, structure, work processes, and organizational culture. The success of organizational change heavily depends on the readiness of organizational members to accept, understand, and implement these changes.

In practice, organizational change does not always result in an immediate improvement in performance. The change process often faces various challenges, such as employee resistance, unclear direction of change, lack of communication, and low employee engagement in the transformation process. Employees who do not understand the purpose of the change tend to experience uncertainty, which can reduce their motivation and work productivity. Conversely, well-managed organizational change can enhance employees' ability to adapt, improve work processes, and achieve more optimal performance.

One key factor that can explain the relationship between organizational change and employee performance is employee engagement. Employee engagement describes the level of an employee's psychological attachment to their work and the organization, as demonstrated through enthusiasm, commitment, active participation, and a desire to contribute their best. According to Macey and Schneider (2021), employee engagement is a psychological state that reflects employees' emotional, cognitive, and behavioral connections to their work.

Employees with high levels of engagement tend to be better able to accept organizational change because they feel a sense of ownership toward the organization and understand the importance of their contributions in achieving shared goals. Employee engagement can also serve as a mechanism that amplifies the impact of organizational change on performance. When an organization implements changes, actively engaged employees will adapt more easily, demonstrate commitment to their work, and maintain productivity.

Previous research indicates that organizational change has a positive relationship with employee performance. Well-planned and effectively communicated changes can enhance work effectiveness and the organization's ability to achieve its goals (By et al., 2020). However, some studies indicate that the impact of organizational change on performance is not always direct but is influenced by employees' psychological factors, such as work engagement. Saks (2022) explains that employee engagement plays a crucial role in explaining how organizational policies and practices can lead to improved individual performance.

In the context of public sector organizations, organizational change is a frequent phenomenon as part of efforts to improve service quality and bureaucratic effectiveness. One public organization facing demands for change is the police force, including the North Sumatra Regional Police Oversight Inspectorate. Changes in the oversight system, increased professionalism, and demands for organizational transparency require employees to be prepared to adapt to various new policies and work mechanisms.

Although numerous studies have examined the relationship between organizational change and employee performance, several research gaps remain. First, most studies have focused on testing the direct impact of organizational change on employee performance, while research on the psychological mechanisms underlying this relationship remains limited. Second, studies that treat employee engagement as a mediating variable in the relationship

between organizational change and employee performance require further testing, particularly in the public sector. Third, the characteristics of government organizations—which feature hierarchical structures, strict regulations, and public service demands—mean that research findings from the private sector may not necessarily be directly applicable to public organizations.

Given these phenomena and research gaps, it is important to conduct research on the role of employee engagement in mediating the effect of organizational change on employee performance. This study is expected to provide a theoretical contribution to the development of human resource management research, particularly regarding the mechanisms by which organizational change can improve performance through employee engagement. Additionally, this study is also expected to provide practical insights for organizations in designing change strategies capable of sustainably enhancing employee participation and performance.

Literature Review

1. Employee Performance

a) Definition of Employee Performance

According to Armstrong (2021), performance is the result of the interaction between an individual's abilities, motivation, and work opportunities in achieving organizational goals. Thus, performance is not only related to the final outcome of work but also encompasses the work processes employees undertake to achieve predetermined targets. Consequently, employee performance in public organizations such as the North Sumatra Regional Police also reflects the level of success in carrying out service duties, enforcing the law, and maintaining public safety and order in accordance with applicable standards of professionalism.

b) Employee Performance Indicators

Employee performance indicators (Armstrong, 2021):

1) Work Quality

Work quality describes the level of accuracy, neatness, and conformity of an employee's work results to the standards set by the organization. The higher the quality of work produced, the greater the employee's contribution to achieving the organization's goals.

2) Quantity of Work

Work quantity indicates the amount of work an employee is able to complete within a specific time period in accordance with the targets set by the organization.

3) Timeliness

Timeliness describes an employee's ability to complete work by the deadlines set by the organization.

4) Effectiveness

Effectiveness describes an employee's ability to optimally utilize available resources to achieve the results expected by the organization.

5) Independence

Independence indicates an employee's ability to carry out their duties and responsibilities without relying heavily on instructions or assistance from others.

2. Employee Engagement

a) Definition of Employee Engagement

According to Qualtrics (2024), employee engagement is the level of commitment employees have to helping the organization achieve its goals, as reflected in how they think, feel, and act, as well as in their emotional connection to their work, their team, and the organization.

b) Employee Engagement Indicators

According to Qualtrics (2024), employee engagement is typically measured using the following indicators:

- 1) Engagement, which refers to the level of enthusiasm, commitment, and emotional attachment employees have toward their work and the organization, as reflected in their willingness to contribute more.
- 2) Inclusion, which refers to the extent to which employees feel valued, accepted, and treated fairly in a work environment free from discrimination.
- 3) Well-being, which refers to employees' physical, mental, and emotional condition that affects their comfort and ability to perform at their best.
- 4) Intent to Stay: an employee's desire to remain with the organization for a certain period as a sign of loyalty.
- 5) Experience vs. Expectations: the extent to which employees' work experiences meet or exceed their expectations of the organization.

3. Employee Resilience

a) Definition of Employee Resilience

According to Robertson (2021), resilience is an individual's psychological capacity to continue functioning effectively and even thrive in stressful and changing work conditions.

b) Indicators of Employee Resilience

Indicators of employee resilience according to Robertson (2021):

- 1) Adaptability
This indicator reflects an employee's ability to adjust to changes, new job demands, and dynamic work conditions without experiencing a decline in work effectiveness.
- 2) Self-Control
This indicator describes an employee's ability to manage their emotions, thoughts, and behavior when facing pressure or difficult situations at work so that they can continue to act professionally.
- 3) Optimism
This indicator reflects an employee's positive attitude in viewing challenges as opportunities for growth, as well as the belief that difficult situations can be successfully overcome.
- 4) Resilience Under Pressure
This indicator shows an employee's ability to continue working effectively even in high-pressure work situations, under heavy workloads, or in unstable conditions.
- 5) Resilience
This indicator describes employees' ability to bounce back after experiencing failure, mistakes, or work-related stress, enabling them to return to optimal performance in their jobs.

4. Organizational Change

a) Definition of Organizational Change

According to John P. Kotter (2021), organizational change is a transformation process aimed at improving an organization's effectiveness in dealing with a dynamic and uncertain environment, where its success depends heavily on the readiness of individuals within the organization to accept and implement these changes.

b) Indicators of Organizational Change

Indicators of organizational change according to Kotter (2021):

- 1) Building a Sense of Urgency

This indicator shows the extent to which an organization is able to create awareness of the importance of change, so that employees feel that change must be implemented immediately to address the organization's challenges and opportunities.

- 2) Forming a Coalition of Change Agents
This indicator describes the existence of a group or team that has the power and influence to lead and direct the change process within the organization.
- 3) Developing a Vision and Strategy
This indicator shows the organization's ability to formulate a clear direction for change and the strategies used to achieve those change objectives.
- 4) Communicating the Vision for Change
This indicator reflects the extent to which the vision for change is effectively communicated to all members of the organization so that it is understood and supported by all.
- 5) Empowering Broad Action
This indicator demonstrates the organization's ability to remove barriers to change and encourage employees to actively participate in the change process.
- 6) Delivering Short-Term Wins
This indicator illustrates the organization's success in creating tangible early achievements as evidence of the change's success.
- 7) Consolidating Change
This indicator shows the organization's efforts to reinforce the results of change that have been achieved and to drive continuous, sustained change.
- 8) Embedding Change in the Culture
This indicator reflects the extent to which change has become part of the organizational culture so that it can endure in the long term.

Conceptual Framework

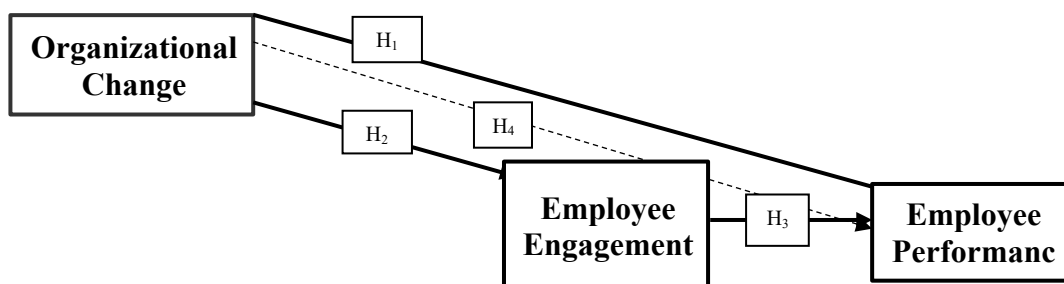


Figure 1. Conceptual Framework

Research Hypotheses

- H₁: Organizational change has a positive and significant effect on the performance of employees at the North Sumatra Regional Police Supervisory Inspectorate.
- H₂: Organizational change has a positive and significant effect on the engagement of employees at the North Sumatra Regional Police Supervisory Inspectorate.
- H₃: Employee engagement has a positive and significant effect on the performance of employees at the North Sumatra Regional Police Supervisory Inspectorate.
- H₄: Employee engagement positively and significantly mediates the effect of talent management on the performance of employees at the North Sumatra Regional Police Supervisory Inspectorate.

Research Methodology

Type of Research

The type of research used is quantitative research. According to Sugiyono (2022), quantitative research is defined as a method grounded in the philosophy of positivism, used to study a specific population or sample; sampling techniques are generally conducted randomly; data collection uses research instruments; and data analysis is quantitative/statistical in nature, with the aim of testing predetermined hypotheses. This quantitative research was conducted to adapt the study and analyze organizational changes and employee resilience in relation to employee performance, using employee engagement as an intervening variable at the North Sumatra Regional Police Inspectorate.

Research Location and Timeframe

The research was conducted at the North Sumatra Regional Police Headquarters, located at Jalan Sisingamangaraja Km. 10.5 No. 60, Timbang Deli, Medan Amplas District, Medan City. The study was conducted over a period of 3 months, from May to August 2026.

Population and Sample

According to Sugiyono (2025), the population consists of all objects or subjects possessing specific characteristics defined by the researcher for study, from which conclusions are subsequently drawn. Based on this definition, the population in this study comprises all employees of the North Sumatra Regional Police Supervisory Inspectorate, totaling 98 individuals.

The sample in this study consists of all 98 employees of the North Sumatra Regional Police Supervisory Inspectorate. The sampling technique used is saturation sampling, which involves selecting the entire population as the study sample.

Research Data Sources

The data source used in this study is primary data.

Results

Outer Model Analysis

The *Outer Model* analysis, using the *PLS algorithm*, yielded the following results:

Validity Test

Table 1. Outer Loadings Values

	Employee Engagement	Employee Performance	Organizational Change
X1.1			0.764
X1.2			0.846
X1.3			0.740
X1.4			0.768
X1.5			0.817
X1.6			0.732
X1.7			0.760
Y.1		0.776	
Y.2		0.857	
Y.3		0.782	
Y.4		0.835	
Y.5		0.799	
Z.1	0.790		
Z.2	0.813		
Z.3	0.873		
Z.4	0.850		
Z.5	0.874		

Source: Smart PLS Output, 2025

Based on the values in Table 1 above, the results of the outer model test using factor loadings/outer loadings show that all indicators for each variable have loadings ≥ 0.70 . This indicates that each indicator is measured validly. Therefore, it can be concluded that all items in the questionnaire meet the validity criteria, as shown in the following figure.

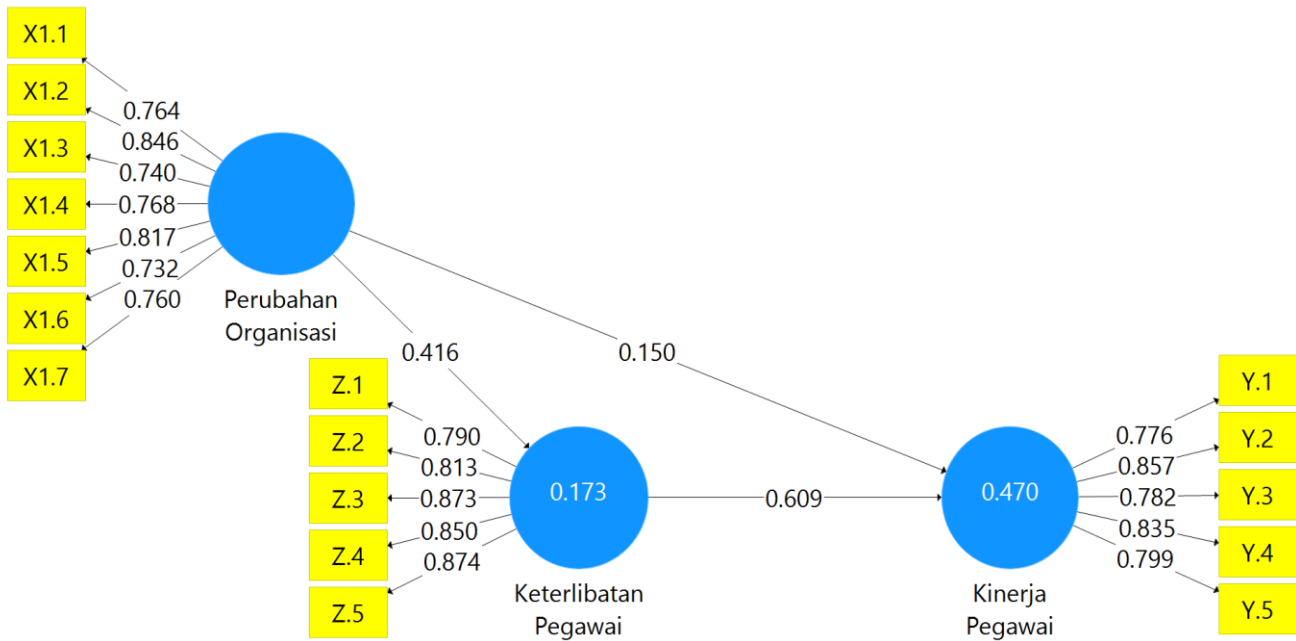


Figure 2. Outer Loadings

Reliability Test

Table 2. Construct Reliability and Validity Test

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0.896	0.902	0.923	0.707
Employee Performance	0.869	0.873	0.905	0.657
Organizational Change	0.890	0.892	0.914	0.603

Source: Smart PLS Output, 2025

From Table 2 above, the reliability test results show that the Cronbach's Alpha and Composite Reliability values for all constructs are above 0.70, and the AVE values are above 0.05. This indicates that all indicators have high internal consistency and are reliable in measuring their respective constructs. Therefore, the research instrument is deemed reliable and suitable for use in structural equation modeling.

Coefficient of Determination (R^2)

When evaluating a model using PLS, the analysis begins by examining the R-squared value for each latent dependent variable. The table below presents the estimated R-squared values obtained using SmartPLS.

Table 3. R-Square Results

	R-Square	Adjusted R-Square
Employee Engagement	0.173	0.168
Employee Performance	0.470	0.464

Source: Smart PLS, 2025

Table 3 shows the R-squared values for both dependent variables. For the employee engagement variable, the R-squared value is 0.173; this means that organizational change and employee resilience account for 0.173, or 17.3%, of the variation. The remainder is attributed to other variables outside the model. The R-squared value for employee performance is 0.470, meaning that organizational change, employee resilience, and employee engagement account for 0.470 or 47%; the remainder is attributed to other variables outside the model.

Structural Model Testing (Inner Model)

Hypothesis Testing

Direct Effects Between Variables

Direct effects between variables can be seen in the *path coefficients*. The results of the data analysis show that the values of the direct effects are presented in the following table.

Table 4. *Path Coefficients (Direct Effects)*

	Original Sample	T-Statistics	P-Values	Conclusion
Organizational Changes -> Employee Performance	0.150	2.319	0.021	Accepted
Organizational Change -> Employee Engagement	0.416	7,663	0.000	Accepted
Employee Engagement -> Employee Performance	0.609	10.599	0.000	Accepted

Source: Smart PLS Output, 2025

Table 4 shows the following direct effect values:

1. Organizational change has a positive and significant effect on employee performance, with a t-statistic of 2.319 (above 1.96) and a p-value of 0.021 (below 0.05). This means that organizational change has a significant effect on employee performance because the significance level is below 0.05. These findings are consistent with previous research, which found that organizational change has a positive and significant effect on employee performance (Hasanah & Aima, 2023).
2. Organizational change has a positive and significant effect on employee engagement, with a t-statistic of 7.663 (above 1.96) and a p-value of 0.000 (below 0.05). This means that organizational change has a significant effect on employee engagement because the p-value is below 0.05. These findings are consistent with previous research, which also found that organizational change has a positive and significant effect on employee engagement (Asrini et al., 2025).
3. Employee engagement has a positive and significant effect on employee performance, with a t-statistic of 10.599 (greater than 1.96) and a p-value of 0.000 (less than 0.05). This means that employee engagement has a significant effect on employee performance because the p-value is less than 0.05. These findings are consistent with previous research, which indicates that employee engagement has a positive and significant effect on employee performance (Ningrum et al., 2025; Galu et al., 2023; Fonna & Ferine, 2023).

Indirect Effects Between Variables

Indirect effects between variables can be seen in the values of *specific indirect effects*. The results of the data analysis show that the values of indirect effects are presented in Table 5 below.

Table 5. *Specific Indirect Effects*

	Original Sample	T Statistics	P Values	Conclusion
Organizational Change -> Employee Engagement -> Employee Performance	0.253	5.968	0.000	Accepted

Source: Smart PLS, 2025

Table 5 shows the indirect effects between variables, namely: organizational change has a positive and significant effect on employee performance through employee engagement, with a t-statistic of 5.968 (above 1.96) and a significance level of 0.000 (below 0.05). This means that employee engagement acts as an intervening variable between organizational change and employee performance.

Conclusion

1. Organizational change has a positive and significant effect on the performance of employees at the North Sumatra Regional Police Supervisory Inspectorate.
2. Organizational change has a positive and significant effect on employee engagement at the North Sumatra Regional Police Supervisory Inspectorate.
3. Employee engagement has a positive and significant effect on the performance of employees at the North Sumatra Regional Police Supervision Inspectorate.
4. Employee engagement positively and significantly mediates the effect of talent management on the performance of employees at the North Sumatra Regional Police Supervisory Inspectorate.

Recommendations

Based on the research results and conclusions obtained, the following recommendations can be made.

1. Employee Performance (Y)

Based on research findings indicating that employee performance is positively and significantly influenced by organizational change, employee resilience, and employee engagement, organizations need to implement strategies for continuous performance improvement by strengthening both individual and organizational factors.

Efforts to improve employee performance should focus on the quality of work, quantity of work, timeliness, effectiveness, and autonomy. Organizations are advised to improve the quality of employees' work through competency development programs, technical training, and periodic performance evaluations so that employees are able to perform their duties in accordance with organizational standards.

In addition, managers need to provide guidance and constructive feedback to enhance employees' independence in completing their work. The performance evaluation system must also be conducted objectively so that employees understand their work achievements, shortcomings, and areas for improvement.

2. Employee Engagement (Z)

The research findings indicate that employee engagement has a positive and significant effect on employee performance and acts as a mediating variable in the relationship between organizational change and employee resilience on performance. Therefore, organizations need to enhance employee engagement as one of their key strategies for achieving optimal performance.

Employee engagement can be enhanced by strengthening aspects such as engagement, inclusion, well-being, intent to stay, and the alignment of work experiences with employee expectations. Organizations need to create a work environment that encourages employees to feel valued, play an important role, and be involved in achieving organizational goals.

Leaders also need to establish two-way communication with employees so that any organizational changes or policies can be fully understood. Improving employees' psychological well-being is also important, as employees who feel comfortable and supported will demonstrate greater commitment and contribute more to the organization.

3. Organizational Change (X1)

The research results show that organizational change has a positive and significant effect on employee performance and engagement. Therefore, organizations need to manage

change in a planned manner so that the transformation process can be accepted and implemented optimally by all employees.

Organizations are advised to strengthen their communication of the vision for change, employee empowerment, and the integration of change into the organizational culture. Every change that is implemented must be clearly communicated so that employees understand its objectives, benefits, and impact on their work.

In addition, leaders need to involve employees in the change process so that employees are not merely recipients of policies but also active participants in the organizational change process. The implementation of changes should be evaluated periodically to ensure that these changes enhance organizational effectiveness and support improved employee performance.

4. Suggestions for Future Research

Future research is recommended to develop a research model that incorporates other variables that may influence employee performance. Based on the R-squared value, the variables of organizational change and employee resilience—mediated by employee engagement—can explain part of the variation in employee performance, while the remaining variation is still influenced by other factors outside the research model. Therefore, future research may consider variables such as transformational leadership, organizational culture, work motivation, job satisfaction, organizational commitment, psychological safety, or organizational citizenship behavior to develop a more comprehensive model.

Further research is also recommended to expand the scope of the study to include other government agencies, both in the public service sector and in organizations with different work characteristics. The aim is to determine whether the relationship between organizational change, employee resilience, employee engagement, and employee performance follows the same pattern in different organizational contexts.

In addition, future research could employ a mixed-methods approach by combining quantitative and qualitative methods. This approach could provide a deeper understanding of how employees respond to organizational change, the factors that shape employee resilience, and the mechanisms that drive employee engagement in improving performance.

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