

The Effect of Job Crafting, Employee Engagement and Workload on Employee Performance at Kopi Kenangan in Surabaya

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Abstract

This study examines the effect of job crafting, employee engagement, and workload on employee performance in the coffee retail industry, a context that remains relatively underexplored in human resource management research in Indonesia. The originality of this research lies in its integrated model that simultaneously analyzes these three variables within a fast paced, service intensive retail environment. Using a quantitative explanatory design, primary data were collected from 100 employees of Kopi Kenangan in Surabaya through a structured questionnaire measured on a five-point Likert scale. Data were analyzed using multiple linear regression with SPSS software. Prior to hypothesis testing, validity, reliability, and classical assumption tests including normality, multicollinearity, heteroscedasticity, and linearity were conducted to ensure model robustness. The results indicate that job crafting, employee engagement, and workload each have a positive and statistically significant effect on employee performance, both partially and simultaneously. These findings suggest that proactive job redesign, strong psychological engagement, and well managed workloads contribute significantly to enhancing employee performance in the coffee retail sector. Practically, the study highlights the importance of fostering job crafting behaviors, strengthening employee engagement, and managing workloads effectively. Academically, this research contributes to the human resource management literature and provides a foundation for future studies to incorporate additional organizational and psychological variables.

Keywords:

Employee Engagement, Employee Performance, Job Crafting, Workload, Workplace Performance

INTRODUCTION

Employee performance plays a crucial role in determining organizational effectiveness, particularly in service based industries where employee behavior directly influences service quality and customer satisfaction [1], [2]. In the coffee retail sector, employees are required to operate in fast-paced environments, manage high customer demand, and maintain consistent product standards. Kopi Kenangan, as one of Indonesia's rapidly growing coffee chains, faces increasing challenges in sustaining employee performance amid operational intensity and expanding business scale, especially in major cities such as Surabaya.

Previous studies indicate that employee performance is shaped by both individual initiatives and organizational conditions. One important individual factor is job crafting, which refers to employees' proactive efforts to modify their job tasks, work relationships, and perceptions to better align with their competencies and preferences [3], [4]. Through job crafting, employees can enhance job meaningfulness, adaptability, and work effectiveness [5]. In addition, employee engagement represents a psychological state characterized by vigor, dedication, and absorption, which has been consistently associated with higher motivation, commitment, and performance outcomes. Engaged employees tend to demonstrate stronger emotional attachment to their organization and greater willingness to contribute beyond formal job requirements.

Another critical factor influencing performance is workload, which reflects the quantity, complexity, and time pressure of assigned tasks. In the coffee retail industry, workload levels often fluctuate due to peak-hour demand and operational constraints. While excessive workload may lead to fatigue and performance decline, an appropriately managed workload can function as a motivating challenge that enhances responsibility and productivity [6], [7]. However, empirical findings regarding the role of workload on employee performance remain inconsistent, indicating the need for further investigation in specific organizational contexts [8].

Despite extensive research on job crafting, employee engagement, and workload, limited studies have examined their combined effects on employee performance in the coffee retail industry in Indonesia. Therefore, this study aims to analyze the partial and simultaneous effects of job crafting, employee engagement, and workload on employee performance at Kopi Kenangan in Surabaya. The findings are expected to provide empirical contributions to human resource management literature and offer practical insights for improving employee performance in service-oriented organizations [9], [10], [11].

The urgency of this research arises from the increasing operational pressure faced by the coffee retail industry, particularly in urban areas where competition, service speed, and consistency are critical success factors. Rapid business expansion, high employee turnover, and fluctuating customer demand place significant strain on frontline employees. Without effective management of job design, psychological engagement, and workload distribution, organizations risk declining performance, service inconsistency, and reduced employee well-being. Therefore, identifying key determinants that can simultaneously enhance employee performance while maintaining operational sustainability becomes an urgent managerial concern, especially for growing retail brands such as Kopi Kenangan.

Recent studies on employee performance have increasingly focused on proactive work behavior and psychological factors. Research on job crafting emphasizes its role in enhancing person-job fit and work meaning within the Job Demands Resources (JD-R) framework [12]. Meanwhile, employee engagement has been widely established as a strong predictor of performance in service-oriented organizations [13]. Studies related to workload present mixed

findings, as workload may function either as a hindrance demand or a challenge demand depending on contextual conditions [14]. However, most existing studies examine these variables separately or incorporate mediating or moderating variables, with limited empirical evidence addressing their direct and simultaneous effects within the coffee retail industry context, particularly in Indonesia [15].

The novelty of this study lies in its integrated examination of job crafting, employee engagement, and workload as simultaneous predictors of employee performance in the coffee retail sector. Unlike previous studies that predominantly focus on manufacturing, public institutions, or general service industries, this research specifically investigates a fast paced retail coffee chain characterized by high service intensity and dynamic task demands. Additionally, this study positions workload not merely as a stressor but as a potential performance-enhancing factor when managed proportionally. By applying this integrated model within the context of Kopi Kenangan Surabaya, the study provides updated empirical evidence that enriches the human resource management literature and offers context-specific insights for managing employee performance in contemporary retail organizations.

METHODS

This study employed a quantitative explanatory research design with a survey approach to examine the causal relationships between job crafting, employee engagement, workload, and employee performance. The research was conducted at Kopi Kenangan outlets in Surabaya, with the population consisting of active employees involved in daily operational activities. A total of 100 respondents were selected using purposive sampling, with criteria including sufficient work experience and direct involvement in service delivery. Primary data were collected through a structured questionnaire using a five point Likert scale, ranging from strongly disagree to strongly agree, to measure the perceptions of respondents toward each research variable [16].

Prior to hypothesis testing, validity and reliability tests were conducted to ensure the accuracy and consistency of the measurement instruments. Data analysis was carried out using multiple linear regression analysis with SPSS software. Classical assumption tests, including normality, multicollinearity, heteroscedasticity, and linearity tests, were performed to confirm that the regression model met statistical requirements. Hypothesis testing was conducted through partial t-tests to examine individual variable effects and an F-test to assess the simultaneous influence of all independent variables on employee performance, while the coefficient of determination was used to evaluate the explanatory power of the model [17].

RESULT

Validity test

Validity testing is conducted to determine the extent to which a measurement instrument is able to accurately measure the constructs being studied. An instrument is considered valid if it can properly measure the variables according to the research objectives. In this study, validity testing was performed on the variables of job crafting, employee engagement, workload, and employee performance using the item total correlation method. This technique compares the calculated correlation coefficient (r -count) with the critical value (r -table). With a significance level of 0.05 (two-tailed test), a sample size of 100 respondents, and degrees of freedom ($df = n - 2 = 98$), the r -table value obtained was 0.100. The results show that all statement items for each variable have

r-count values greater than the r-table value, indicating that all measurement items are valid and capable of accurately measuring the respective research variables.

The results of the validity test indicate that all statement items measuring job crafting, employee engagement, workload, and employee performance have r-count values greater than the r-table value.

Table 1. Validity Test

Variable	Item Code	r-count	r-table	Result
Job Crafting	JC1	> 0.100	0.100	Valid
	JC2	> 0.100	0.100	Valid
	JC3	> 0.100	0.100	Valid
	JC4	> 0.100	0.100	Valid
Employee Engagement	EE1	> 0.100	0.100	Valid
	EE2	> 0.100	0.100	Valid
	EE3	> 0.100	0.100	Valid
	EE4	> 0.100	0.100	Valid
Workload	WL1	> 0.100	0.100	Valid
	WL2	> 0.100	0.100	Valid
	WL3	> 0.100	0.100	Valid
Employee Performance	EP1	> 0.100	0.100	Valid
	EP2	> 0.100	0.100	Valid
	EP3	> 0.100	0.100	Valid
	EP4	> 0.100	0.100	Valid

(IBM Statistics 29 Data Processing Result Source)

This finding confirms that all items are valid and capable of accurately representing the constructs examined in this research. Therefore, the questionnaire can be deemed appropriate for further statistical analysis.

Reliability Test

Reliability testing was conducted to assess the consistency and stability of the measurement instruments used in this study. The reliability of each variable was evaluated using Cronbach's Alpha coefficient, which reflects the degree of internal consistency among the items measuring the same construct. A variable is considered reliable if its Cronbach's Alpha value exceeds the minimum acceptable threshold of 0.60.

Table 2. Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Reliability Criteria
Job Crafting	4	> 0.60	Reliable
Employee Engagement	4	> 0.60	Reliable
Workload	3	> 0.60	Reliable
Employee Performance	4	> 0.60	Reliable

(IBM Statistics 29 Data Processing Result Source)

The results indicate that all research variables, namely job crafting, employee engagement, workload, and employee performance, have Cronbach's Alpha values above 0.60. This

demonstrates that the questionnaire items exhibit strong internal consistency and are reliable for measuring the intended constructs. Therefore, the measurement instruments used in this study are deemed appropriate for further statistical analysis.

Normality Test

The normality test was conducted to determine whether the regression residuals were normally distributed, which is a fundamental assumption in multiple linear regression analysis. In this study, the One-Sample Kolmogorov–Smirnov (K–S) test was applied to the unstandardized residuals. A significance value greater than 0.05 indicates that the data are normally distributed.

Table 3. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
Unstandardized Residual		
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.29030532
Most Extreme Differences	Absolute	.062
	Positive	.037
	Negative	-.062
Test Statistic		.062
Asymp. Sig. (2-tailed) ^c		.200 ^d
Monte Carlo Sig. (2-tailed) ^e	Sig.	.435

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

e. Lilliefors' method based on 10000 Monte Carlo samples with

starting seed 2000000.

(IBM Statistics 29 Data Processing Result Source)

The normality test indicates that the residuals are normally distributed, as evidenced by an Asymp. The Sig. (2-tailed) obtained was 0.200, which clearly exceeded the significance limit of 0.05. This condition shows that the residual distribution is normal so that the assumption of normality is fulfilled and parametric statistical analysis techniques can be used without violation of the assumption. The results show that the Asymp. Sig. (2-tailed) value obtained is 0.200, which exceeds the significance threshold of 0.05. This indicates that the residuals follow a normal distribution. Therefore, the normality assumption is fulfilled, and the regression model is suitable for further parametric statistical analysis.

Multicollinearity Test

The multicollinearity test was conducted to examine whether there was a high correlation among the independent variables in the regression model, which could potentially distort the estimation results. In this study, multicollinearity was assessed using Tolerance values and the Variance Inflation Factor (VIF). A regression model is considered free from multicollinearity problems if the tolerance value is greater than 0.10 and the VIF value is less than 10. Multicollinearity testing was conducted using the Variance Inflation Factor (VIF) and tolerance values. The results indicate that all independent variables used show a VIF value of <10 and also a Tolerance value of >0.1.

Table 4. Multicollinearity Test Result

Research variables	Tolerance	VIF
Job Crafting	0.953	1.059
Employee Engagement	0.992	1.008
Workload	0.946	1.057

(IBM Statistics 29 Data Processing Result Source)

With the data produced, it can be concluded that there is no indication of the occurrence of symptoms of Multicollinearity. The results indicate that all independent variables, namely job crafting, employee engagement, and workload, have tolerance values above 0.10 and VIF values below 10. These findings confirm that there is no strong correlation among the independent variables, indicating that the regression model is free from multicollinearity and suitable for further analysis.

Heteroscedasticity Test

The heteroscedasticity test was conducted to determine whether there was unequal variance of residuals across observations in the regression model. In this study, heteroscedasticity was examined using a scatterplot of standardized residuals versus predicted values. A regression model is considered free from heteroscedasticity if the residuals are randomly distributed, show no clear pattern, and are spread evenly above and below zero on the Y-axis.

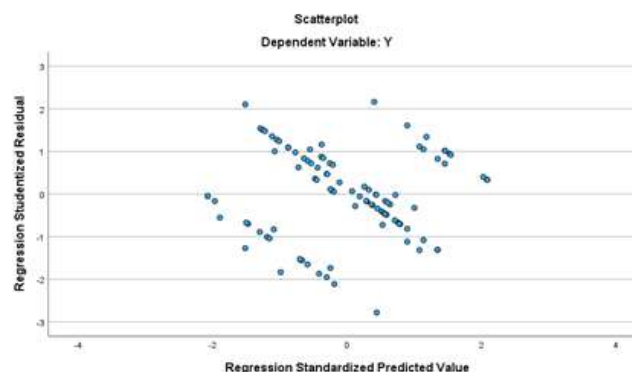


Figure 1. Heteroscedasticity Test Result
(IBM Statistics 29 Data Processing Result Source)

Heteroscedasticity testing was conducted using a scatterplot of the residuals. The results show that the data points are randomly distributed, do not form a clear pattern, and are spread above and below zero on the Y-axis. This indicates the absence of heteroscedasticity, confirming that the regression model satisfies the homoscedasticity assumption. The scatterplot results indicate that the residual points are randomly scattered and do not form a specific pattern, such as a funnel or wave shape. Additionally, the residuals are distributed both above and below the zero line, indicating constant variance. Therefore, it can be concluded that the regression model does not exhibit heteroscedasticity, and the homoscedasticity assumption is fulfilled.

Linearity Test

The linearity test was conducted to ensure that the relationship between the independent variables and the dependent variable follows a linear pattern, which is a fundamental assumption in multiple linear regression analysis. In this study, linearity was tested using the Test for Linearity, specifically by examining the significance value of Deviation from Linearity. A relationship is considered linear if the significance value of Deviation from Linearity is greater than 0.05.

The results indicate that the significance values for Deviation from Linearity for the relationships between job crafting and employee performance, employee engagement and employee performance, and workload and employee performance are all greater than 0.05. These findings confirm that the relationships between each independent variable and the dependent variable are linear. Therefore, the linearity assumption required for multiple linear regression analysis is fulfilled.

Multiple linear regression analysis

Multiple linear regression analysis was conducted to examine the effect of job crafting, employee engagement, and workload on employee performance. This analysis aims to determine the magnitude and direction of the influence of each independent variable, both partially and simultaneously, on the dependent variable. The regression model was estimated using SPSS after all classical assumption tests were satisfied.

Table 5. Result of Multiple Linear Regression Analysis

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
1 (Constant)	5.362	1.616		3.318	.001
Job Crafting	.020	.033	.063	.624	.534
Employee Engagement	-.074	.046	-.161	-1.621	.108
Workload	-.069	.040	-.175	-1.718	.089

a. Dependent Variable: Abs_RES

(IBM Statistics 29 Data Processing Result Source)

The results show that job crafting, employee engagement, and workload each have a positive and significant effect on employee performance. This indicates that higher levels of proactive job modification, stronger psychological engagement, and well-managed workload contribute to improved employee performance at Kopi Kenangan Surabaya. The positive regression coefficients indicate that increases in each independent variable are associated with higher employee performance, assuming other variables remain constant. The estimated regression equation is as follows :

$$Y = 5.362 + 0.020(X1) - 0.074(X2) - 0.069(X3) + e$$

The constant value of 5,362 shows that when the variables Job Crafting, Employee Engagement, and Workload are zero, then employee performance is at 5,362. The Job Crafting regression coefficient of 0.020 shows a positive influence, meaning that every increase of one unit

of Job Crafting will increase employee performance by 0.020 assuming other variables are constant. On the other hand, Employee Engagement has a coefficient of -0.074 which indicates a negative influence, so that an increase in one unit of Employee Engagement actually decreases employee performance by 0.074. In addition, Workload is also negatively affected with a coefficient of -0.069 , which means that an increase in Workload by one unit will decrease employee performance by 0.069, assuming the other variables remain the same.

Partial t-tests

The partial t-test was conducted to examine the individual effect of each independent variable, namely job crafting, employee engagement, and workload, on employee performance. This test determines whether each independent variable significantly influences the dependent variable when other variables are held constant. A variable is considered to have a significant effect if the significance value (Sig.) is less than 0.05.

Table 6. Result of Partial T-Tests

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1(Constant)	2.003	2.833		.707	.481
X1	.377	.057	.470	6.604	<.001
X2	.481	.080	.417	5.988	<.001
X3	.268	.071	.271	3.795	<.001

a. Dependent Variable: Employee Performance

(IBM Statistics 29 Data Processing Result Source)

The results indicate the constant has a B value of 2.003 with a significance of 0.481 so it is not significant. Variable Job Crafting (B = 0.377; sig = 0.001), employee engagement (b = 0.481; Sig = 0.001), and Workload (B = 0.268; Sig = 0.001) all have a positive and significant effect on the dependent variable. Thus, all three independent variables were shown to have a significant influence on the significance level of 5%.

F-test

The F-test was conducted to examine the simultaneous effect of job crafting, employee engagement, and workload on employee performance. This test aims to determine whether all independent variables collectively have a significant influence on the dependent variable. The regression model is considered statistically significant if the significance value (Sig.) is less than 0.05.

Table 7. Result of F-test

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1245.205	3	415.068	37.178	<.001 ^b
Residual	1071.785	96	11.164		
Total	2316.990	99			

a. Dependent Variable: Y

b. Predictors: (Constant), Workload, Employee Engagement, Job Crafting

(IBM Statistics 29 Data Processing Result Source)

The F-test was conducted to assess the overall fit of the research model. The results an F value of 37.178 with a significance of < 0.001 shows that the regression model is simultaneously significant in explaining Employee Performance. The Sum of Squares regression is 1245,205 with df 3 and residual 1071,785 with df 96 resulting in Mean Squares of 415,068 and 11,164 respectively. These results confirm that the variables X1, X2, and X3 together have a significant effect on Employee Performance.

The coefficient of determination analysis

The coefficient of determination (R^2) was analyzed to measure the extent to which the independent variables job crafting, employee engagement, and workload explain the variation in employee performance. This analysis also evaluates the overall explanatory power of the regression model. A higher R^2 value indicates a stronger ability of the independent variables to explain changes in the dependent variable.

Table 8. Result of Coefficient of Determination Analysis

Model Summary			
Model	R	R Square	Adjusted R Square
1	.733 ^a	.537	.523
Std. Error of the Estimate			
			3.34132

a. Predictors: (Constant), Workload, Employee Engagement, Job Crafting
(IBM Statistics 29 Data Processing Result Source)

The results show an R value of 0.733, indicating a strong relationship between the independent variables and employee performance. The R Square value of 0.537 implies that 53.7% of the variation in employee performance can be explained by job crafting, employee engagement, and workload, while the remaining 46.3% is influenced by other variables not included in the model. The Adjusted R Square value of 0.523 confirms the stability and consistency of the model after accounting for the number of predictors. In addition, the Standard Error of the Estimate of 3.34132 indicates an acceptable level of prediction accuracy.

DISCUSSION

The results of the analysis indicate Job crafting, employee engagement, and workload, have significant effects on employee performance at Kopi Kenangan Surabaya. In addition, these variables jointly exert a significant influence on employee performance. The measurement instruments used in this study were confirmed to be valid and reliable, the data were normally distributed, and the regression model met all classical assumption tests, including the absence of multicollinearity and heteroscedasticity. These findings indicate that the proposed research model is statistically robust and appropriate for explaining employee performance in the coffee retail industry.

Effect of Job Crafting on Employee Performance

Job crafting was found to have a positive and significant effect on employee performance. This finding indicates that employees who proactively modify their tasks, relationships, and work processes tend to perform better in fulfilling their job responsibilities. In the operational context of Kopi Kenangan, job crafting is reflected in employees' efforts to improve skills through barista training, collaborate effectively during peak hours, seek new challenges such as fast menu

innovation, and reduce work obstacles [18]. These proactive behaviors enhance task performance and contextual performance in a dynamic retail environment [19]. This result supports the Job Demands–Resources (JD-R) theory, which emphasizes job crafting as a mechanism for increasing personal and job resources, ultimately leading to higher productivity.

Effect of Employee Engagement on Employee Performance

Employee engagement was shown to have a positive and significant influence on employee performance. This suggests that employees who demonstrate high levels of vigor, dedication, and absorption are more motivated, focused, and committed to delivering high-quality service. In the context of Kopi Kenangan, engaged employees exhibit strong brand commitment, maintain energy during rush hours, and consistently ensure product quality and customer satisfaction [20]. These findings are consistent with existing theories and empirical studies that highlight employee engagement as a critical psychological factor in enhancing performance, particularly in service-oriented industries.

Effect of Workload on Employee Performance

Workload was also found to have a significant effect on employee performance. This indicates that the level of task quantity, multitasking demands, and time pressure experienced by employees plays an important role in shaping performance outcomes. When managed proportionally, workload functions as a challenge demand that encourages responsibility, efficiency, and performance improvement rather than acting as a hindrance. In the fast paced retail coffee environment, employees who are adaptive to workload demands are able to maintain productivity and service quality despite high work intensity [20].

Simultaneous Effect of Job Crafting, Employee Engagement, and Workload

The simultaneous analysis confirms that job crafting, employee engagement, and workload collectively have a significant impact on employee performance. The F-test results indicate that the proposed model is statistically significant, supporting the theoretical framework of this study [21]. Practically, the interaction of these three factors creates a strong foundation for effective work behavior: job crafting enhances proactive resource utilization, employee engagement strengthens emotional and motivational commitment, and workload serves as a structured challenge that drives performance. Together, these factors contribute to optimal employee performance and provide strategic insights for improving human resource management in the coffee retail sector [22].

CONCLUSION

This study concludes that job crafting, employee engagement, and workload have a positive and significant effect on employee performance at Kopi Kenangan Surabaya, both partially and simultaneously. The findings indicate that employee performance in the coffee retail industry is strongly influenced by proactive work behavior, psychological engagement, and balanced workload management. Employees who are encouraged to adapt their job roles, remain emotionally and cognitively engaged, and operate within manageable work demands tend to demonstrate higher levels of task performance and service quality. These results highlight the importance of integrating individual initiative and organizational support in improving performance in service-oriented environments.

Based on these findings, organizations are advised to implement strategies that promote job crafting, strengthen employee engagement, and optimize workload distribution to sustain employee performance. For future research, it is recommended to incorporate additional variables such as perceived organizational support, work–life balance, or job stress to provide a more comprehensive understanding of employee performance determinants. Moreover, future studies may adopt different methodological approaches, such as mixed methods or longitudinal designs, and expand the research scope to other regions or service industries to enhance the generalizability of the findings.

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