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The Role of Culture Organization in Increase Attachment Employees and Retention Talent: A Study on Generation Z

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Abstract

The role of organizational culture is critical in enhancing employee attachment and talent retention, particularly among Generation Z, who possess distinct characteristics compared to previous generations. This study aims to analyze the influence of organizational culture on employee engagement and talent retention among Generation Z employees. 312 Generation Z employees working in technology companies in Indonesia were surveyed. Data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. The results reveal that an inclusive and supportive organizational culture, with an average score of 4.52 on a 5-point Likert scale, significantly enhances employee engagement (mean = 4.47). The path coefficient between organizational culture and employee engagement is 0.428 ($p < 0.001$). In contrast, employee engagement strongly affects talent retention, with a path coefficient of 0.489 ($p < 0.001$) and an average score of 4.41. Additionally, employee engagement mediates the relationship between organizational culture and retention, with an indirect effect of 0.209 ($p = 0.001$). These findings provide valuable insights for companies seeking to design organizational cultures supporting Generation Z employees' productivity and loyalty.

Keywords: culture organization, Generation Z, engagement employees, companies technology, retention talent.

INTRODUCTION

Generation Z, emerging in the digital era, presents unique challenges for companies regarding employee retention and emotional engagement. This generation has high expectations of flexible work environments, cutting-edge technology, and inclusive cultures that promote innovation (Haris et al., 2021). Organizations that embody and support these values are believed to increase employee attachment and talent retention, particularly among Generation Z, who are quick to leave if their expectations are unmet (Siregar et al., 2022). Research by Inawati & Rahmawati (2023) highlights that organizational culture not only reflects the values and norms of the company but also significantly influences employee attachment and talent retention, especially for Generation Z, who have particular needs in their work environments (Inawati & Rahmawati, 2023). This generation values flexibility, growth opportunities, and transparency in managerial processes, all of which can be addressed through a supportive organizational culture (Supawanhar et al., 2024).

A strong and supportive organizational culture has been shown to increase employee engagement and reduce turnover (C. Wijaya & Hidayat, 2022). Employee engagement refers to employees' emotional and psychological connection with their organization, which leads to higher commitment and productivity. This is particularly important because engaged employees tend to be more productive and loyal to the company. A positive organizational culture can foster a conducive work climate where employees feel appreciated and supported in their development, improving overall retention. As a significant portion of the current workforce, Generation Z brings distinct characteristics, such as a preference for work-life balance, opportunities for learning and development, and an inclusive work environment (Supawanhar et al., 2024).

This research aims to analyze the role of organizational culture in enhancing employee attachment among Generation Z and its impact on talent retention. It explores the connection between organizational culture and employee engagement and the effect on talent retention among Generation Z in



Indonesia. As this generation's needs evolve, understanding their expectations in a modern work environment becomes increasingly important.

The literature review suggests that organizational culture is a system of shared values, norms, and customs among members that distinguishes one organization from another (Robbins et al., 2013). According to Shierli Wijaya (2022), organizational culture shapes an organization's identity and guides its behavior. A strong and transparent culture is essential for creating a positive work environment, enhancing employee involvement, and retaining talent (S. Wijaya, 2022). A supportive organizational culture provides a sense of identity and belonging for Generation Z, who seek meaning and purpose in their work.

Employee engagement, which reflects the degree of emotional and psychological involvement with their work, is closely tied to organizational culture. Research by Alim & Rahmawati (2023) shows that an inclusive and supportive organizational culture can significantly enhance employee engagement, increasing commitment, productivity, and a desire to remain with the company long-term (S. Wijaya, 2022). Generation Z's engagement is heavily influenced by a work culture that allows them to grow, innovate, and feel valued (Supawanhar et al., 2024).

Generation Z, characterized by their digital nativity and distinct workplace expectations, poses specific challenges for organizations regarding employee retention and engagement. This generation seeks flexible work arrangements, advanced technology, and inclusive cultures that foster innovation and creativity (Kleebbuabarn et al., 2022; Tentama & Subardjo, 2022). Mulyana and Haris (2021) emphasize that organizations that align their cultures with the values necessary for Generation Z can significantly enhance employee attachment and retention (Haris et al., 2021; Priskila et al., 2021). Nasution et al. (2022) further argue that supportive organizational cultures are critical for retaining talent, especially among Generation Z, who are likely to leave if their expectations are unmet (Nasution & Aslami, 2022).

Additionally, Alin and Rahmawati (2023) assert that organizational culture reflects company values and plays a pivotal role in influencing employee attachment and retention levels among Generation Z (Mishra et al., 2022). The importance of a robust organizational culture is further reinforced by Yulianti and Hartono (2024), who highlight that Generation Z values flexibility, opportunities for growth, and transparency in management processes (Vaitkevičius & Vidrevičienė, 2022). Research supports that a solid organizational culture enhances employee engagement, increasing productivity and reducing turnover (Girdauskiene, 2022). Employees who feel a strong connection to their organization are more likely to remain committed to their roles and stay with the company long-term (Giancaspro et al., 2021).

The concept of employee engagement is crucial for understanding how organizational culture impacts retention. Studies indicate that an inclusive and supportive

organizational culture significantly enhances employee engagement, resulting in higher levels of commitment and productivity (Halim, 2021; Rahman et al., 2022). For Generation Z, a culture that fosters growth, innovation, and appreciation is particularly effective in promoting attachment (Afianti, 2023).

Organizational culture and employee engagement are critical for retaining Generation Z talent. As organizations navigate the complexities of the modern workforce, understanding and adapting to this generation's unique needs and expectations will be essential for building a committed and productive workforce. This research explores how organizational culture can enhance employee attachment and its subsequent impact on talent retention within Generation Z in Indonesia.

METHOD

Research Design

This study employs a quantitative descriptive design with a causal approach. The design was chosen to explain the cause-and-effect relationship between the independent variable (organizational culture) and the dependent variables (employee attachment and talent retention). Additionally, it aims to test the significance of the relationships among these variables in the context of Generation Z employees.

Population and Sample

The study population comprises Generation Z employees (born between 1997 and 2012) working in the technology sector in Indonesia. A sample of 312 employees was selected, with the inclusion criterion of having at least one year of work experience in a technology company. A purposive sampling technique was used to ensure that all respondents met the criteria of being Generation Z employees with at least one year of work experience in the technology sector.

Research Instrument

This study used a questionnaire as the primary research instrument, adapted from previous research. The variables measured in the study include:

- a. **Organizational Culture:** Measured using a 5-point Likert scale, with indicators such as inclusivity, adaptability, career development, and organizational values.
- b. **Employee Attachment:** Measured based on vigor, dedication, and absorption.
- c. **Talent Retention:** Measured using indicators like long-term commitment, loyalty to the company, and the intention to remain with the company.

Data Collection Technique

Data were collected via an online questionnaire distributed through professional platforms such as LinkedIn and email. The questionnaire targeted Generation Z employees working in various technology companies across Indonesia.

Data Analysis Techniques

The data were analyzed using SmartPLS software to perform Partial Least Squares Structural Equation Modeling (PLS-SEM). This technique is used to evaluate the structural model

and measure the strength of relationships between the variables. The stages of analysis included:

- a. **Descriptive Analysis:** Used to describe the demographic characteristics of the respondents and the distribution of data across the study variables.
- b. **Measurement Model Evaluation:** The validity and reliability of the measurement instrument were assessed using factor loadings, Average Variance Extracted (AVE), and Composite Reliability.
- b. **Structural Model Evaluation:** Hypothesis testing was conducted by examining path coefficients, t-values, and p-values to evaluate the relationships between variables.

Additional Methodological Insights

Recent studies underscore the importance of PLS-SEM in social science research, especially for models involving latent variables and complex relationships (Hair et al., 2019). PLS-SEM is particularly suited for exploratory research where the primary focus is to predict and assess the strength of relationships between constructs, such as employee attachment and organizational culture. Furthermore, SmartPLS allows for robust handling of non-normal data and trim to medium sample sizes, making it ideal for this study (Wong & Kwong, 2013).

Research Results

a. Characteristics of Respondents

The characteristics of the respondents are summarized in Table 1.

Table 1. Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Gender	Male	162	51.92%
	Female	150	48.08%
Age	21 – 25 years	134	42.95%
	26 – 30 years	178	57.05%
Length of Work	1 – 3 years	185	59.29%
	4 – 6 years	127	40.71%

Source: Data processed by the research in 2024.

Information:

1. Most respondents are aged 26-30 (57.05%) and have worked for 1-3 years (59.29%).
2. The gender distribution is nearly balanced, with a slightly higher percentage of male respondents (51.92%) than females (48.08%).

b. Descriptive Analysis of Variables

The study used a 5-point Likert scale to measure Organizational Culture, Employee Engagement, and Talent Retention. The descriptive results for each variable are presented in Table 2.

Table 2. Descriptive Results of Variables

Variables	Mean	Standard Deviation	Category
Organizational Culture	4.52	0.73	Very Good
Employee Engagement	4.47	0.71	High
Talent Retention	4.41	0.68	High

Source: PLS-SEM output.

Information:

1. The average score for organizational culture is 4.52, indicating that most employees perceive their company's culture as inclusive and supportive.
2. Employee engagement and talent retention received average scores of 4.47 and 4.41, respectively, indicating high levels of employee attachment and loyalty to the organization.

c. Evaluation of the Measurement Model (Outer Model)

The measurement model was evaluated to ensure the validity and reliability of the instruments used. The results are summarized in Table 3.

Table 3. Evaluation of Measurement Model (Loading Factor, AVE, Composite Reliability)

Variables	Indicator	Loading Factor	AVE	Composite Reliability
Organizational Culture	BO1	0.732	0.61	0.89
	BO2	0.813		
	BO3	0.764		
	BO4	0.787		
Employee Engagement	KK1	0.802	0.65	0.91
	KK2	0.845		
	KK3	0.795		
Talent Retention	RT1	0.812	0.67	0.92
	RT2	0.823		
	RT3	0.838		

Source: PLS-SEM output.

Information:

1. All indicators have a loading factor greater than 0.7, indicating a strong correlation with their respective latent variables.

- The AVE values exceed 0.5, demonstrating good convergent validity.
- Composite Reliability values are all above 0.7, confirming the high reliability of the measurement instruments.

d. Structural Model Evaluation (Inner Model)

The structural model test was conducted to evaluate the relationships between variables and the significance of their effects. The direct and indirect effects are summarized in Tables 4 and 5.

Table 4. Direct Effects

Relationship Between Variables	Path Coefficient	t-Value	p-Value	Significance
Organizational Culture → Employee Engagement	0.428	6.13	0.000	Significant
Employee Engagement → Talent Retention	0.489	7.65	0.000	Significant

Source: PLS-SEM output.

Information:

- Organizational culture significantly positively affects employee engagement, with a path coefficient of 0.428 and a p-value of 0.000.
- Employee engagement significantly influences talent retention, with a path coefficient of 0.489 and a p-value of 0.000.

Table 5. Indirect Effects (Mediation)

Indirect Effect	t-Value	p-Value	Significance
Organizational Culture → Employee Engagement → Talent Retention	0.209	5.01	0.001

Source: PLS-SEM output.

Information: Employee engagement mediates the relationship between organizational culture and talent retention, with an indirect effect of 0.209 and a p-value of 0.001, indicating a significant mediating role.

e. Goodness of Fit (GoF)

The R² values measure how well the independent variables explain the variance in the dependent variables. The results are shown in Table 6.

Table 6. Goodness of Fit (GoF)

Variables	R ²	Category
Employee Engagement	0.568	Moderate
Talent Retention	0.621	High

Source: PLS-SEM output.

Information:

- An R² value of 0.568 for employee engagement indicates that 56.8% of the variance in employee engagement is explained by organizational culture.
- An R² value of 0.621 for talent retention indicates that employee engagement and organizational culture explain 62.1% of the variance in talent retention.

Structural Model Test Results

- The Influence of Organizational Culture on Employee Engagement** The analysis shows a significant influence of organizational culture on employee engagement, with a path coefficient of 0.428 and a p-value of 0.000.
- The Influence of Employee Engagement on Talent Retention** Employee engagement also significantly influences talent retention, with a path coefficient of 0.489 and a p-value of 0.000.
- The Indirect Influence of Organizational Culture on Talent Retention through Employee Engagement** The mediation analysis indicates that employee engagement mediates the influence of organizational culture on talent retention, with an indirect effect value of 0.209 and a p-value of 0.001.

This study demonstrates the critical role of organizational culture in enhancing employee engagement, which positively impacts talent retention, particularly among Generation Z employees in the technology sector.

DISCUSSION

The findings of this study provide a nuanced understanding of how organizational culture influences employee engagement and talent retention, particularly among Generation Z employees in the Indonesian technology sector. This generation, born into the digital age, has distinct expectations and preferences in the workplace, such as a desire for flexibility, innovation, inclusivity, and career development. The results confirm the significance of these factors and reveal the complex mediating role of employee engagement in the relationship between organizational culture and talent retention.

Influence of Organizational Culture on Employee Engagement and Retention

The results of this study are consistent with previous research, demonstrating that a positive organizational culture significantly enhances employee engagement and retention. Organizational culture provides a shared set of values, norms, and practices that offer employees a sense of belonging and purpose, which is particularly important for Generation Z (Alim & Rahmawati, 2023). The strong path coefficient (0.428) between organizational culture and employee engagement reflects this generation's need for a work environment that supports innovation, inclusivity, and flexibility—factors that align with their broader life goals of personal growth and work-life balance (Claudia & Rahman, 2024; Reginald et al., 2024).



The findings also highlight that Generation Z employees are not only influenced by organizational culture but are highly responsive to specific cultural elements that promote inclusivity and adaptability. As supported by Nasution et al. (2022) and Priskila et al. (2021), Generation Z seeks environments where they feel recognized, valued, and engaged. The average score of 4.52 for organizational culture in this study demonstrates that respondents perceive their organizations as inclusive and supportive, further strengthening the connection between a positive culture and employee engagement.

The findings of this study resonate with previous research, particularly by Wijaya (2022), which showed that a well-structured organizational culture leads to higher levels of attachment and, consequently, lower turnover. This indicates that organizations that focus on building a culture that aligns with Generation Z's expectations can cultivate a workforce that is engaged and committed to staying long-term. The high scores in both employee engagement (mean = 4.47) and talent retention (mean = 4.41) reflect that a positive organizational culture fosters loyalty and reduces the likelihood of employees leaving for better opportunities, as previously highlighted by Tentama & Subardjo (2022) and Kleebbuabarn et al. (2022).

Role of Employee Engagement as a Mediator

One of the most significant contributions of this study is demonstrating the mediating role of employee engagement between organizational culture and talent retention. The indirect effect of 0.209, combined with the significant p-value (0.001), reveals that the influence of organizational culture on talent retention is partially mediated by employee engagement. This finding aligns with previous studies that have emphasized the importance of employee engagement as a mediator in organizational contexts (Ismail et al., 2021; Rahman et al., 2022).

The mediating role of engagement suggests that while a positive organizational culture can directly influence retention, its impact is significantly strengthened when employees are deeply engaged with their work and organization. A culture that promotes inclusivity, innovation, and growth creates the conditions for high employee engagement, leading to more substantial retention outcomes. This echoes the findings of Afianti (2023) and Girdauskiene (2022), who noted that engagement is critical in keeping Generation Z employees loyal to their organizations.

For Generation Z, engagement is more than just a connection to daily tasks; it is about feeling valued, having opportunities to innovate, and being part of an organization that recognizes its potential. As highlighted by Yulianti & Hartono (2024), transparency, career development, and adaptability are crucial components of a culture that fosters engagement among Generation Z. When these elements are present, as indicated by the high employee engagement scores in this study, organizations are more likely to see lower turnover and higher commitment levels.

This study's findings strongly agree with previous research that underscores the critical role of organizational culture in shaping employee behavior and attitudes. Nasution et al. (2022) and Siregar et al. (2022) similarly found that Generation Z employees are susceptible to organizational cultures that either support or undermine their professional aspirations. This study's high correlation between organizational culture and employee engagement (path coefficient = 0.428) supports the argument that a positive work culture is essential in cultivating engaged employees, ultimately leading to better retention outcomes.

Moreover, this study adds to the literature by demonstrating how employee engagement is a critical mechanism through which organizational culture influences retention. While previous studies (e.g., Mishra et al., 2022) highlighted the direct role of organizational culture in retention, this study provides empirical evidence that engagement amplifies this relationship, reinforcing the importance of fostering an engaging work environment to retain Generation Z employees effectively.

This study contributes to the growing body of literature on human resource management, particularly in Generation Z, by analyzing how organizational culture, employee engagement, and talent retention are interconnected. The study expands on previous research by integrating advanced statistical techniques, such as PLS-SEM, to quantify the strength of these relationships and confirm the mediating role of engagement. By demonstrating that organizational culture influences retention through engagement, the study offers a more comprehensive view of the dynamics at play in retaining Generation Z employees.

Additionally, this study highlights the specific cultural elements—such as inclusivity, adaptability, and career development—that are most effective in engaging and retaining Generation Z. This focus provides valuable insights for organizations seeking to refine their human resource strategies to meet the needs of this emerging workforce.

These findings have important practical implications for organizations, particularly in the technology sector. Companies aiming to retain Generation Z employees must focus on cultivating a work environment that promotes inclusivity, supports innovation, and provides opportunities for career development. A failure to do so may result in high turnover, as Generation Z employees are quick to leave organizations that do not meet their expectations for engagement and personal growth (Girdauskiene, 2022). The solid mediating role of engagement in this study suggests that companies should invest in creating a positive organizational culture and fostering engagement through specific programs and initiatives that connect employees more deeply to their work.

Companies can implement these strategies by offering flexible work arrangements, ensuring transparency in management processes, and providing continuous professional development opportunities. These efforts will help retain Generation Z employees by addressing their unique needs and

preferences, which are crucial in a highly competitive job market (Afianti, 2023).

This study demonstrates that organizational culture plays a fundamental role in fostering employee attachment and talent retention among Generation Z. The findings emphasize that a positive organizational culture, characterized by inclusivity, innovation, and adaptability, enhances employee engagement, leading to higher retention rates. The mediating role of engagement highlights the importance of creating a supportive culture that actively engages employees in meaningful ways.

This study contributes to the broader literature on talent management and organizational culture by providing empirical evidence of how culture influences retention, particularly in the context of Generation Z employees in the technology sector. Organizations that invest in building an engaging and supportive work environment will likely see significant improvements in talent retention, helping them maintain a competitive edge in today's dynamic workforce.

CONCLUSION

This study highlights the critical role of organizational culture in enhancing employee engagement and talent retention among Generation Z employees in Indonesia's technology sector. The findings demonstrate that a positive organizational culture—inclusivity, adaptability, career development opportunities, and transparent management practices—significantly influences employee engagement. This heightened engagement is a critical mediator, strengthening the connection between organizational culture and talent retention.

Generation Z employees prioritize flexibility, innovation, and personal growth and are exceptionally responsive to work environments that reflect these values. The study confirms that when organizational culture aligns with the expectations of Generation Z, it fosters greater employee attachment and long-term loyalty, reducing turnover rates.

This research contributes to the broader field of human resource management by providing empirical evidence of the mediating role of engagement in the relationship between culture and retention. It underscores the importance for organizations, especially in the technology sector, to invest in creating a work environment that promotes a positive culture and actively engages employees. By doing so, companies can enhance employee loyalty and retention, securing a sustainable competitive advantage in an increasingly dynamic and competitive workforce.

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