

The Role of Digital Technology in Increasing Employee Engagement in the Era 4.0 and Society 5.0

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Abstract. Digital technology is increasingly playing a crucial role in increasing employee engagement in the modern work environment. This study investigates strategies for implementing digital technology to increase employee engagement and its impact on productivity and job satisfaction. This research uses a qualitative approach by analyzing various studies and literature related to the implementation of digital technology in the workplace. Data was analyzed to identify key factors that influence employee engagement and effective strategies in facing implementation challenges. The implementation of digital technology, such as collaboration applications and electronic learning (e-learning) platforms, has been proven to improve communication, team collaboration and access to information. Technology-based employee recognition and career development programs also support employee motivation and strengthen relationships with the organization. However, challenges such as resistance to change and data security need to be considered in a successful implementation. Digital technology has great potential to increase employee engagement. With a planned and integrated approach, organizations can maximize the benefits of digital technology to create a dynamic and productive work environment. Encouraging the adaptation of new technologies through education, training and management support is key to achieving this goal in the long term in the era 4.0 and society 5.0.

Keywords: Digital Technology, Employee Engagement, Era 4.0, Society 5.0.

1 Introduction

In the era of increasingly rapid globalization and digital transformation, the concept of Society 5.0 has emerged as a new paradigm that places digital technology as the main backbone in building a society that focuses on intelligence and sustainability. Society 5.0 is Japan's vision for the future that integrates the physical world (physical space) with the digital world (cyber space) to create a more humane and sustainable society. This concept not only changes the way we interact with technology, but also has a significant impact on the way work and relationships within organizations [1].

In the context of the modern world of work, Society 5.0 has become the basis for illustrating how digital technology can change the paradigm in the workplace. Technological developments

such as artificial intelligence, internet of things (IoT), big data analytics, and cloud computing not only speed up business processes but also change the way we work, collaborate, and interact with each other. This transformation raises new challenges as well as opportunities to increase efficiency, productivity, and of course, employee engagement within the organization [2].

One important aspect to focus on in this context is employee engagement. Employee engagement does not simply include the level of satisfaction or commitment to work, but more deeply includes active involvement and high enthusiasm for organizational goals [3]. Employees who are emotionally and cognitively engaged tend to be more productive, loyal, and able to adapt to change. Therefore, increasing employee engagement is a top priority for many organizations in an effort to maintain competitiveness and long-term sustainability [4].

The influence of digital technology on workplace dynamics has undergone a significant transformation. In the past, workplaces were more limited to the physical space of the office and direct communication between employees. However, with the advent of the digital era, relationships between employees are no longer limited by geographic or time boundaries. Technology has fundamentally changed the way we work, from the flexibility of work locations, to the way we communicate and collaborate in virtual teams. Apart from that, technology also enables the adoption of new work models such as remote working and flexible hours, which are increasingly becoming the main choice in many modern organizations [5].

In this context, the role of digital technology becomes crucial in creating better employee engagement. Technology is not only a tool for increasing operational efficiency, but also a catalyst in creating a dynamic, inclusive and innovative work environment. Proper technology integration can facilitate better communication, more effective collaboration, and enable employees to actively participate in decision making and organizational problem solving. Therefore, understanding how digital technology can support and increase employee engagement is very important in the current context of Society 5.0 [6].

In this article, we will explore in depth the role of digital technology in increasing employee engagement in the Society 5.0 era. Through a qualitative approach and literature study, we will explore how the implementation of digital technology has influenced workplace dynamics and what effective strategies organizations can implement to maximize employee engagement. Thus, it is hoped that this article can provide valuable insight for readers in understanding the complexity of the relationship between technology, employee engagement, and organizational transformation in this ever-changing era.

Departing from this background, an important reason emerged which became the basis of this research: how digital technology can increase employee engagement. This reason is very relevant considering the vital role of employee engagement in determining the success and sustainability of an organization in this increasingly competitive and dynamic era. Identifying and understanding the mechanisms through which digital technology can increase employee engagement is an important step to help organizations optimize human resource potential [7].

The main objective of this research is to identify the role of digital technology in increasing employee engagement in the Society 5.0 era. With a focus on a qualitative approach and literature study, this research aims to explore how various types of digital technology, such as artificial intelligence, internet of things, big data, and cloud computing, can be implemented in the work environment to create higher employee engagement. This research also seeks to identify effective strategies that organizations can implement in utilizing digital technology to increase employee engagement, productivity and satisfaction [8].

2 Method

This research adopts a qualitative approach to explore how digital technology influences employee engagement in the Society 5.0 era. A qualitative approach was chosen because it allows researchers to understand phenomena in depth through data collection that focuses on interpreting the social and cultural context in which the research is conducted [9]. In this context, research will explore employees' views, perceptions and subjective experiences related to the use of digital technology in increasing engagement in the workplace.

This research will also involve a comprehensive literature study. A literature study was conducted to identify and evaluate relevant literature regarding the concept of Society 5.0, employee engagement, and the influence of digital technology in organizational contexts. Relevant literature will include journal articles, books, research reports, and other sources of information that can provide a solid theoretical basis and support the empirical findings of the qualitative research conducted [10].

It is hoped that the qualitative approach and literature study can provide a holistic and in-depth understanding of the role of digital technology in increasing employee engagement in the Society 5.0 era. This approach also makes it possible to explore multiple perspectives and gain a comprehensive picture of the complexity of the relationship between technology, employees, and organizational transformation in an ever-changing and evolving context. Thus, the selected research methodology is expected to make a significant contribution in enriching academic literature as well as providing practical guidance for organizations in optimizing the use of digital technology to increase employee engagement [11].

3 Results and Discussion

Society 5.0 is a concept that reflects a vision of the future of society that is expected to emerge after the industrial era 4.0. This concept was first introduced by the Japanese government in 2016 as part of a national policy strategy to face social, economic and environmental challenges by using advanced technology in a holistic manner. In simple terms, Society 5.0 combines the physical world (physical space) with the digital world (cyber space) to create a smarter and more sustainable society [12].

Key characteristics of Society 5.0 include deeper integration between people, technology and the environment. The envisioned society is one where data collected from multiple sources in the physical world can be integrated and analyzed efficiently using technologies such as artificial intelligence (AI), Internet of Things (IoT), big data, and cloud computing [13]. This technology is not only used to increase efficiency and productivity, but also to address complex social problems such as population aging, climate change and food security.

Society 5.0 also emphasizes sustainability and inclusivity, where every individual has fair and equal access to technological advances without leaving anyone behind. This means that technological development must be in harmony with human values, ensuring that technological progress contributes positively to human life as a whole.

The development of Society 5.0 has had a significant impact on the world of work, changing the way organizations operate and the relationship between employees and technology. Here are some of the main implications of Society 5.0 for the world of work:

- a. Digitalization Transformation: Society 5.0 has accelerated the digitalization process in various economic sectors. Organizations must adapt quickly to these changes by

adopting new technologies to improve operational efficiency and optimize resource use.

- b. Use of Artificial Intelligence (AI): AI plays an important role in Society 5.0 by automating routine tasks, predicting market trends, and taking decisions based on in-depth data analysis. In the world of work, this means that jobs that require human skills such as creativity, strategy and problem solving will be increasingly valued, while repetitive jobs can be performed by AI systems.
- c. Internet of Things (IoT): IoT allows physical objects to connect and communicate with each other over the internet, enabling organizations to collect data in real time from various devices and sensors. In the workplace, IoT can improve energy use efficiency, monitor work environment conditions, and optimize supply chains.
- d. Work Location Flexibility: One of the breakthrough aspects of Society 5.0 is the possibility to work from anywhere. Increasingly sophisticated technology allows employees to connect and work remotely with the same efficiency as working in the office. It also allows organizations to attract talent from various geographic locations without having to limit themselves to a specific physical location ([14]; [15]; [10]; [16]).
- e. Improved Collaboration: Even when working remotely, the technology in Society 5.0 allows for more effective collaboration between geographically separated teams. Digital collaboration tools such as video conferencing, document sharing platforms, and corporate social media support faster and more structured communication between employees [17].
- f. Improved Security and Privacy: Amid wider adoption of technology, it is important to pay attention to data security and privacy. Society 5.0 emphasizes the need for a safe and ethical system in managing personal and company data to avoid information leaks or misuse of data.

3.1 Employee Engagement

Employee engagement is a key factor in organizational success in the Society 5.0 era. Engagement refers to an employee's level of involvement, enthusiasm and commitment to their work and the organization they work for. Employees who are emotionally and cognitively involved tend to be more productive, creative, and have high levels of job satisfaction. Therefore, it is important for organizations to understand how technology in Society 5.0 can be used to increase employee engagement.

Technology in Society 5.0 can act as a tool to facilitate and increase employee engagement in several ways:

- a. Communication and Transparency: Technology allows for more open and transparent communication between management and employees. Internal communications platforms such as intranets, email, and instant messaging applications allow information to be shared quickly and efficiently, ensuring that employees feel connected to the company's goals and values.
- b. Participation in Decision Making: Technology can be used to facilitate employee participation in organizational decision making. For example, cloud-based platforms for project collaboration allow employees from different departments or locations to

contribute to problem solving or strategy development, increasing their sense of ownership over the end result.

- c. Skills Development and Continuous Learning: Technology can be used to provide access to contextual and personalized training and skills development. Digital learning management systems (LMS) enable employees to access online courses, webinars, or other educational resources as needed, helping to stay relevant and thrive in a changing workplace [18].
- d. Recognition and Rewards: Technology can be used to support effective employee recognition and reward programs. Digital platforms can integrate performance-based reward systems, real-time feedback, and reward mechanisms that motivate employees to achieve individual and organizational goals.
- e. Worklife Balance: Society 5.0 also highlights the importance of balance between work life and personal life. Technology supports flexibility in work time and location, allowing employees to adjust schedules to suit personal needs, increasing job satisfaction and overall well-being [11].

Employee engagement in the Society 5.0 era is not just about using technology to increase productivity or efficiency, but also about creating a work environment that supports employee growth, innovation and well-being. Organizations that are able to integrate technology with people-focused strategies are more likely to be successful in building a positive work culture and retaining engaged and dedicated employees in the long term [19].

Employee engagement is the level of emotional attachment and commitment of an employee to his work, coworkers, and organization. Engaged employees are not only satisfied with their work, but also show high enthusiasm and dedication to achieving organizational goals. They are more likely to be proactive, make greater contributions, and have high loyalty to the company. Employee engagement includes three main dimensions:

- a. Cognitive Engagement: Shows how much employees think about work and feel mentally challenged by it.
- b. Emotional Engagement: Describes how positive employees feel about their work, such as feeling appreciated and proud of the work they do.
- c. Physical Engagement: Involves how much physical energy employees invest in work.

3.2 Factors that Influence Employee Engagement

- a. Work Environment: A safe, comfortable and supportive work environment can increase employee engagement. A clean work space, adequate facilities and a pleasant work atmosphere can encourage employees to be more productive and engaged [20].
- b. Leadership and Management: Effective leadership style, clear communication, and transparent management greatly influence employee engagement. Leaders who are able to provide support, direction and recognition for employee contributions tend to create more engaged employees [21].
- c. Opportunities for Development: Employees who are given the opportunity to learn and develop through training, mentoring and a clear career path will feel more engaged. A company's investment in employee development shows that it is valued and important to the organization.

- d. Recognition and Rewards: Providing timely and relevant awards and recognition can increase employee engagement. Employees who feel appreciated for their contributions tend to have higher motivation and commitment [22].
- e. Work-Life Balance: Balance between professional and personal life is very important for employee engagement. Work flexibility policies, such as flexible working hours and working from home, can help employees feel more satisfied and engaged.
- f. Company Culture: A company culture that is inclusive, collaborative, and respects diversity can increase employee engagement. A work environment that promotes positive values and a strong work ethic helps create a sense of community and shared purpose [10].
- g. Employee Wellness: Wellness programs that cover physical, mental and financial health aspects can increase employee engagement. Employees who feel healthy and prosperous tend to be more productive and engaged in their work [23].

3.3 Digital Technology Used in the Work Environment

Digital technologies are electronic tools, systems, devices and resources that generate, store or process data. In the work environment, digital technology is used to improve efficiency, productivity and communication. The following are several types of digital technology that are commonly used:

- a. Hardware: Includes computers, laptops, tablets and smartphones used to access information and run work applications.
- b. Software: Applications and operating systems that support various business functions, such as word processing software, spreadsheets, project management, and collaboration software.
- c. Network and Infrastructure: Network technologies such as LAN, WAN, and internet that enable communication and collaboration between employees in various locations.
- d. Cloud Computing: Internet-based data storage and processing services that allow data access from anywhere and at any time.
- e. Big Data and Analytics: Tools and techniques for collecting, analyzing, and leveraging big data for better decision making.
- f. Internet of Things (IoT): A network of connected devices that can collect and share data automatically, such as sensors and smart devices.
- g. Artificial Intelligence (AI) and Machine Learning: Technology that allows machines to learn from data and make decisions or predictions based on that analysis.

3.4 Development of Digital Technology in the Context of Society 5.0

Society 5.0 is a concept developed in Japan that describes a society where digital technology and innovation play a central role in improving the quality of human life. Society 5.0 aims to create a balance between economic progress and solving social problems through the integration of the physical and digital worlds. The following are some developments in digital technology in the context of Society 5.0:

- a. **Technology Integration in All Aspects of Life:** Society 5.0 integrates digital technology in various aspects of life, including education, health, transportation, and government [24]. Technology is used to create more efficient and personalized solutions to meet people's needs.
- b. **Use of AI and Robotics:** AI and robotics are used to improve productivity and quality of services in various sectors. For example, robots are used in the manufacturing industry for process automation, while AI is used in healthcare for more accurate diagnosis and treatment.
- c. **Smart Cities Development:** Smart cities use digital technology to manage city resources more efficiently, such as energy use, waste management, and transportation. IoT sensors and data analytics are used to monitor and optimize city infrastructure.
- d. **Well-being and Health:** Digital technologies such as telemedicine and wearable devices enable better health monitoring and easier access to health services. Health data can be collected and analyzed to provide more personalized and proactive care.
- e. **Personalized Education:** Digital technology enables a more personalized approach to education, with the use of elearning platforms, virtual classrooms, and AI tutors who can adapt learning materials to individual student needs.
- f. **Business Transformation:** Businesses use digital technologies for operational transformation, such as the use of big data for decision making, automation of business processes, and development of new technology-driven business models [25].
- g. **Innovation in Agriculture:** Digital technology is used to create more efficient and sustainable agriculture, such as the use of IoT sensors for monitoring crop conditions, drones for land mapping, and AI for agricultural data analysis.
- h. **Cyber Security:** In Society 5.0, cyber security becomes very important to protect data and systems from digital threats. Technologies such as blockchain and advanced encryption are used to ensure data security and integrity.

Employee engagement and digital technology are two important elements in creating a productive and innovative work environment. By understanding the factors that influence employee engagement, organizations can create effective strategies to increase employee engagement and commitment. Meanwhile, the development of digital technology in the context of Society 5.0 offers great opportunities to improve the quality of life and solve social problems through the integration of the physical and digital worlds.

3.5 Digital Technology and Employee Engagement

Digital technology plays an important role in influencing employee engagement in the modern era. With its ability to provide tools and platforms that facilitate communication, collaboration, and efficiency, digital technology allows employees to feel more connected to their work and the organization as a whole. For example, the adoption of collaboration

applications such as Microsoft Teams or Slack allows teams to communicate in real time without being limited by geographic location, thereby facilitating better collaboration and building a sense of community among different team members.

The use of digital technology can also increase employee engagement by providing easier and faster access to relevant information. Employees who have direct access to the data and tools they need to complete tasks tend to feel more motivated and confident in their work. In addition, digital technology also allows for independent training and development that can improve employee skills and competencies, which in turn can increase engagement levels because employees feel supported to grow and develop in their roles [26].

The use of digital technology not only makes it easier for employees to carry out their duties, but also has several positive impacts on engagement. One of the main impacts is expanding opportunities to provide real-time feedback. Digital communication platforms and tools enable managers and coworkers to provide immediate recognition and appreciation for employee contributions, which can increase motivation and engagement in the long term.

Studies have shown that organizations that use digital technology to increase employee engagement tend to have higher retention rates and better productivity. Employees who feel supported by technology to complete work more efficiently and effectively tend to feel more involved and committed to organizational goals. In addition, digital technology also facilitates the creation of an inclusive and transparent work environment, where ideas can circulate freely and collaboration between teams is enhanced [27].

Several technological factors that are very influential in increasing employee engagement include accessibility, interoperability, and data security. Having easy access to the software and data needed to complete daily tasks plays a crucial role in keeping employees focused and efficient. Additionally, seamless integration between various digital tools and platforms enables better collaboration and more effective project management. Data security is also important to ensure that employees feel safe and comfortable using digital technology at work, which in turn supports long-term engagement.

3.6 Challenges and Obstacles

Although digital technology offers many benefits for employee engagement, its implementation is not free from challenges and obstacles. These obstacles can come from various aspects, including technical, cultural and managerial. Understanding these barriers is an important step in optimizing the use of digital technology to increase employee engagement.

- a. **Resistance to Change:** One of the main obstacles is employee resistance to change. Many employees may be comfortable with old ways of working and reluctant to learn or adapt to new technology. This can lead to a temporary decrease in productivity and increased stress levels.
- b. **Lack of Digital Skills:** Not all employees have sufficient digital skills to use new technologies effectively. This skills gap can be a major obstacle to maximizing the potential of digital technology in the workplace
- c. **Security and Privacy Concerns:** The adoption of digital technology often raises concerns about data security and privacy. Employees and management may be concerned about the risk of data leaks or cyberattacks, which can reduce confidence in the use of new technologies.

- d. **High Initial Investment:** Implementation of digital technology often requires significant initial investment, whether in the form of hardware, software, or employee training. For many companies, especially small and medium sized ones, these costs can be a major barrier.
- e. **Integration Complexity:** Integrating new digital technologies with existing systems can be very complex and time consuming. A seamless integration process can disrupt business operations and temporarily reduce productivity.

Overcoming resistance to change and the digital skills gap, companies can institute comprehensive training and development programs. Ongoing training and mentoring can help employees feel more comfortable and competent in using new technology.

Clearly communicating the benefits of digital technology and involving employees in the change process can reduce resistance. Listening to employee feedback and concerns and providing necessary support can increase acceptance levels [28].

Ensuring that the technology implemented meets high security and privacy standards is critical. Using encryption, firewalls, and other security measures can protect data and build trust among employees.

Applying digital technology directly on a large scale, companies can take a gradual approach. Testing new technology on a small scale first before implementing it widely can help identify and resolve potential problems.

Selecting technology that suits the specific needs of the organization and employees is critical. Careful evaluation and consultation with technology experts can help companies make informed investment decisions and avoid wasting resources.

Support and commitment from top management is critical to the successful implementation of digital technology. Management must demonstrate strong leadership and lead by example in the use of new technology, as well as ensure that there is adequate resource allocation to support the transition process.

By effectively addressing these challenges, companies can take full advantage of the potential of digital technology to increase employee engagement and achieve business goals.

Management has a crucial role in ensuring that digital technology is implemented in an effective way and can increase employee engagement. One strategy for implementing digital technology is to adopt an employee-centered approach. This involves understanding employee needs and preferences when it comes to technology, as well as providing tools and platforms that make everyday work easier. For example, providing collaboration applications that are intuitive and easy to use can improve communication and teamwork, which in turn can increase employees' sense of engagement and satisfaction. In addition, management must ensure that every technological change is accompanied by adequate training so that employees feel ready and able to make maximum use of new technology.

Policies and programs that support employee engagement must also be a priority. Management can implement various programs to increase engagement, such as recognition and reward programs, which provide appreciation for employee contributions in real time via digital platforms. This program not only increases motivation but also strengthens the relationship between employees and the company. Additionally, technology-based career development programs, such as online courses and web-based training, can provide employees with opportunities to develop new skills and advance careers. This not only improves employees' skills but also makes them feel valued and supported in their professional growth [29].

Another approach that can be taken is to provide work flexibility through digital technology. Work from home or flexible work policies supported by digital tools can help employees better balance work and personal life. This can result in more satisfied and engaged

employees, because they have more control over when and how they work. Digital technology also allows management to collect and analyze employee engagement data more effectively. By using analytical tools, management can identify trends and issues that may not be immediately apparent, and take proactive action to increase engagement.

Proper implementation of digital technology can bring great benefits to employee engagement, but requires a planned strategy and supporting policies [30]. Management must continue to innovate and adapt to technological developments to ensure that it not only meets business needs but also employee needs. Thus, digital technology can be a powerful tool in creating a productive, collaborative and enthusiastic work environment.

4 Conclusion

From the analysis carried out, it can be concluded that digital technology has great potential to increase employee engagement in various aspects. Research shows that implementing digital technology with an employee-centric approach can significantly improve communication, collaboration and efficiency in the workplace. The use of tools such as collaboration applications, e-learning platforms, and employee recognition programs can provide a positive boost to employee motivation and satisfaction.

The role of digital technology in increasing employee engagement is also reflected in its ability to provide easier and faster access to relevant information, as well as supporting career development and better work-personal balance. Technology-based reward and development programs not only increase productivity but also build an emotional bond between employees and the organization.

Implementation of digital technology also faces challenges such as resistance to change, data security, and high initial investment. To overcome these challenges, management needs to adopt strategies that focus on employee education and training, as well as ensuring compliance with data security and regulations.

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