

**INTERNAL CULTURAL ENVIRONMENT AND
PSYCHOLOGICAL EMPOWERMENT ON EMPLOYEE
ENGAGEMENT MEDIATED BY EMPLOYEE
PERSPECTIVE OF GENERATION Z EMPLOYEES IN THE
MM 2100 INDUSTRIAL AREA BEKASI REGENCY**

**Winda Nuraeni^{1*}
Retno Purwani Setyaningrum²**

¹Universitas Pelita Bangsa, Jl. Inspeksi Kalimalang, email:
windanuraeni914@gmail.com

²Universitas Pelita Bangsa, Jl. Inspeksi Kalimalang, email:
retno.purwani.setyaningrum@pelitabangsa.ac.id

*Corresponding author

Abstract

This study was conducted to explore the extent to which Cultural Environment Factors and Psychological Empowerment influence Employee Engagement, with Employee Perspective as a mediating variable. The research employed a quantitative approach using a causal-explanatory research design. Data analysis was carried out using the Lemeshow formula and the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique, executed through the SmartPLS 4.0 software. Respondents were selected randomly using the Simple Random Sampling method. The results of the study indicate that Employee Engagement has a significant effect on Employee Perspective. Internal Cultural Environment significantly affects Employee Engagement, but does not have a direct significant effect on Employee Perspective. Psychological Empowerment was found to have a significant effect on both Employee Engagement and Employee Perspective. Furthermore, the study revealed a significant indirect effect of Internal Cultural Environment on Employee Perspective through Employee Engagement, as well as an indirect effect of Psychological Empowerment on

Employee Perspective through Employee Engagement. These findings highlight the critical mediating role of Employee Engagement in shaping Employee Perspective.

Keywords: Cultural Environment Factors, Psychological Empowerment, Employee Engagement, Employee Perspective.

INTRODUCTION

In an era of globalisation and rapid digital transformation, employee engagement has become one of the strategic issues in human resource management. Companies around the world continue to face challenges in retaining a workforce that is not only productive but also committed to the organisation's vision and mission. Low employee engagement has been linked to various negative impacts such as decreased productivity, increased turnover, and reduced loyalty to the company. According to a job seeker survey conducted by Bankrate in 2023, more than 56% of the global workforce is expected to seek new employment within the next 12 months, up from 51% in 2022. This data shows that the challenge of retaining engaged and loyal employees is not only occurring in one country but is a global issue.

Table 1. Gallup World Poll survey on employee engagement in Indonesia for the years 2021, 2022, and 2023

Country	Year_21_22_23			Total Unweighted Count
	Actively Disengaged Row N %	Not Engaged Row N %	Engaged Row N %	
Indonesia	5.93%	68.78%	25.28%	791

This phenomenon is also occurring in Indonesia. According to the Gallup World Poll report, employee engagement levels in

Indonesia have remained relatively low over the past three years (2021–2023). In 2023, approximately 68.78% of employees in Indonesia were not actively engaged in their work. This means that the majority of workers felt disconnected or lacked emotional attachment to their tasks or workplace. Such low engagement levels have the potential to hinder productivity, innovation, and the achievement of strategic organizational goals. This highlights the need for serious attention from companies in Indonesia toward the factors that influence employee engagement.

Specifically, the MM2100 industrial area in Bekasi Regency, one of the largest industrial zones in Indonesia, serves as a relevant location to study this phenomenon. With a workforce dominated by Generation Z and high organizational dynamics, companies in this area face challenges in creating a work environment that fosters employee motivation and loyalty. However, academic studies related to employee engagement in this industrial zone remain limited, indicating a need for in-depth research on the influencing factors.

Based on literature studies, several factors are known to affect the level of employee engagement, including internal cultural environment factors and psychological empowerment. Previous research has examined the relationship between Internal Cultural Environment Factors and Employee Engagement, but the results have been varied. Some studies have found that cultural environment factors significantly influence employee engagement, as discovered by (Prasetya & Kartikawangi, 2021), that examines the involvement of millennial employees. And the results of the research from (Lombongadil & Djamil, 2023). The research results show that organisational culture has a positive and significant impact on employee engagement. Meanwhile, a study by (Asri & Fangestu, 2022) It shows that cultural environmental factors

do not influence employee engagement in the hospitality industry and the findings from other research confirm that a toxic work environment negatively impacts employee engagement (Rasool et al., 2021). Based on previous research results on the Internal Cultural Environment Factors' impact on Employee Engagement, there are 2 studies indicating a positive effect and 2 others indicating a negative effect. Likewise, Psychological Empowerment is often associated with levels of employee engagement, however, some studies, such as those conducted by (Aurel et al., 2023)

Based on the results of the regression analysis, it was found that psychological empowerment has a significant effect on work engagement of 49.3%, where the dimensions of meaning and competence contribute the most to work engagement. The results show that Psychological Empowerment and Extrinsic Motivation have a positive influence on Employee Engagement (Rahayu & Berliyanti, 2022). Both previous research results show significantly positive outcomes; however, there are findings that differ from (Campos & Cavazotte, 2023). Psychological empowerment serves as a negative mediator in the relationship between bureaucratic control and work engagement. The research findings indicate that psychological empowerment and time pressure do not have a significant role in work engagement (Better, 2020).

Based on previous research results on the variable of Psychological Empowerment towards Employee Engagement, there are 2 studies that yielded positive findings and 2 other studies that produced negative findings. Although there are various findings regarding the influence of these factors on Employee Engagement, there has been little research on the role of Employee Perspective in strengthening this relationship. Employee Perspective, which

includes how they perceive and experience the work culture and empowerment within the organisation, can serve as a mediating variable that enhances their engagement. According to prior research on Internal Cultural Environment Factors on Employee Perspective, TelkomGroup employees' perspective regarding the internalisation of the AKHLAK core values as the corporate culture is greatly influenced by their length of service (Rini Aman Nasution et al., 2023).

Previous research on the psychological aspects of employee perspectives also indicates support for the moderating influence of perceptions of over-qualification. The conditional indirect effect of seeking challenges on work performance is more significant among employees who feel they possess qualifications exceeding their job requirements (Maden-Eyiusta, 2021).

This is also related to previous research on Employee Perspective towards Employee Engagement. This study produces a perspective on well-being in employee engagement that can be developed by managers and employers to create a pleasant work environment so that employees can be more positively engaged and significantly influential (Ibrahim et al., 2020). *Employee perspective has a significant impact on employee engagement in the sugar industry in South Africa* (Yongduk Choi, 2022).

Therefore, this study aims to analyse the influence of Internal Cultural Environment Factors and Psychological Empowerment on Employee Engagement, with Employee Perspective as a mediating variable. This research will focus on the context of employees in the MM 2100 industrial area of Bekasi Regency, where research on factors influencing Employee Engagement in this region is still limited. Thus, this study is expected to provide insights for companies in the MM 2100 industrial area of Bekasi Regency in enhancing employee engagement through a deeper understanding of the influence of cultural environment, psychological empowerment, and employee perspectives.

Based on the background, theoretical framework, and previous research findings, this study aims to examine and analyze the relationships between Internal Cultural Environment, Psychological Empowerment, Employee Engagement, and Employee Perspective. The main issue addressed in this research stems from the critical role of the internal cultural environment and psychological empowerment in enhancing employee engagement, as well as how such engagement impacts employees' perspectives toward the organization. Therefore, the research questions in this study are focused on the following (1) Does the Internal Cultural Environment have a positive and significant effect on Employee Engagement and Employee Perspective?(2) Does Psychological Empowerment have a positive and significant effect on Employee Engagement and Employee Perspective?(3) Does Employee Engagement have a positive and significant effect on Employee Perspective?(4) Does Employee Engagement mediate the influence of Internal Cultural Environment and Psychological Empowerment on Employee Perspective?

LITERATURE REVIEW

Internal Cultural Environment

Companies that do not implement an organisational culture cannot motivate their employees (Asri & Fangestu, 2022). Work culture is a way of life within an organisation that encompasses the values, perceptions, behaviours, and beliefs held by each individual employee and groups within the organisation regarding the meaning of work (Kaesang et al., 2021). A positive work culture and support from management can enhance employee engagement. In addition, organisational culture is one of the crucial elements

in a company (BURHAN, 2024). According to (JASMINE, 2020) the indicators of the Internal Company Culture are as follows :

(1) Participation and Engagement: Involvement in organisational planning, Involvement in decision-making, Open communication between employees and management; (2) Adaptability and Innovation: Acceptance of new ideas/concepts, Encouragement of innovation and creativity, Flexibility in carrying out tasks. (3) Social Support and Collaboration: Support for teamwork, A culture of mutual respect among employees, Willingness to share information and experiences. (4) Appreciation and Recognition: Recognition of performance and contributions, providing constructive feedback, Psychological Empowerment, Autonomy in carrying out work, A sense of ownership over work, Self-confidence in completing tasks.

Psychological Empowerment

Psychological empowerment increases employee engagement by providing autonomy, authority, and trust in decision-making, making them more active in their work and organisational development (Rahayu & Berliyanti, 2022). Psychological empowerment is a motivational concept in intrinsic tasks that encompasses four cognitive aspects: competence, meaning, autonomy, and impact, reflecting individual orientation and their perception of the role of work (Juyumaya, 2022). Psychological empowerment helps individuals understand the connection between goals, effort, and outcomes, as well as improves employees' attitudes towards their work and their roles within the organisation. (Aurel et al., 2023). According to Gretchen M. Spreitzer, the indicators of Psychological Empowerment are as follows:

(1) Meaning: The extent to which a person feels that their work is meaningful and aligns with their personal values. (2) Competence: The individual's confidence in their ability to perform tasks well. (3) Self-determination: How far does a person feel a sense of freedom and control in performing tasks or making decisions at work. (4) Impact: An individual's perception that they can have a real impact on the work outcomes or direction of the organisation.

Employee Engagement

Employee Engagement is a key concept, both quantitatively and qualitatively, used to analyse and explain the dynamics of the relationship between the organisation and its employees (Asri & Fangestu, 2022). Employee engagement refers to the bond that exists between the organisation and its human resources, where employees feel connected, committed, and actively participate in achieving the organisation's goals (Lombongadil & Djamil, 2023). Dedication to success in work is often known as employee engagement. This term is relatively new in the field of human resource management and is generally used by consulting firms that focus on workforce management (Nuswantoro, 2021). According to Schaufeli et al. (2002), the following are the indicators of Employee Engagement:

(1). Vigor: High energy and psychological resilience while working, Enthusiasm in completing tasks, even when facing challenges. (2) Dedication: Emotional involvement characterised by enthusiasm, pride, and meaningful work, Personal commitment to the goals of the job and the organisation. (3) Absorption, High focus and total engagement in work, Losing track of time while working due to being so immersed in the activity.

Employee Perspective

Employee engagement significantly increases only when they feel that leaders have a deep understanding of the views they express (Yongduk Choi, 2022). Employee expectations can be one of the important aspects in shaping their perspective towards the organisation, including their views on involvement and their roles within it. As both subjective and objective factors, employee perspectives present unique challenges for management (Ibrahim et al., 2020). The employee perspective is the viewpoint or way of seeing that an employee has in assessing, understanding, and responding to a situation that occurs in the work environment (Johan et al., 2021).

(1). Perception of Leadership: Employees feel that leaders understand their views and needs, there is open two-way communication between superiors and employees. (2). Expectations of the Organisation: Employees feel that their expectations of the work environment are met, Alignment between personal values and company values. (3). Assessment of Roles and Involvement: Employees clearly understand their roles and responsibilities, Employees feel involved in the organisational processes or decision-making. (4). Level of Satisfaction and Trust: Employees are satisfied with the work system and company policies, Level of trust in the organisation and management.

RESEARCH METHOD

This study is a quantitative research with a causal-explanatory approach, which is used to determine the influence between variables. It examines the relationship between Internal Cultural Environment and Psychological Empowerment on Employee Engagement, with Employee Perspective as a mediating variable. The population of this research consists of employees in the industrial sector in Bekasi Regency. Since the exact number is unknown, the sample size was determined using the Lemeshow formula, resulting in 100 respondents. The sampling technique used

was Simple Random Sampling, which involves randomly selecting respondents.

Data for this study were collected through questionnaires distributed to the respondents. The questionnaire employed a 5-point Likert scale, where 1 = Strongly Disagree and 5 = Strongly Agree. The study includes several variables (1) Independent variables Cultural Environment Factors (X1) and Psychological Empowerment (X2), (2) Mediating variable: Employee Perspective (Z), and (3) Dependent variable: Employee Engagement (Y).

Each variable was measured using indicators adapted from previous studies. Data were analyzed using the Partial Least Squares - Structural Equation Modeling (PLS-SEM) method with the help of SmartPLS 4.0 software. The analysis included the Outer Model test (to assess validity and reliability), the Inner Model test (to evaluate the strength of the relationships between variables), and the Path Coefficient test (to determine the magnitude of the influence between variables).

RESULT AND DISCUSSION

Validity Test

The validity test in this study was conducted on 100 respondents, with the assessment benchmark using the outer loading value of each indicator for each variable. An indicator is deemed valid if its outer loading value exceeds 0.7. The entire data analysis process was carried out with the assistance of SmartPLS software version 4.0.

1. Convergent Validity

Table 2. Outer Loading

	Employee Engagement	Employee Perspective	Internal Culture Environment	Psychological Empowerment
y.2.b	0.910			
y.2.a	0.885			
y1.a	0.867			

y.1.b	0.807			
z2.b		0.935		
z1.a		0.924		
z2.a		0.871		
z1.b		0.816		
x1.1.a			0.835	
x1.1.b			0.881	
x1.2.a			0.897	
x1.2.b			0.887	
x2.1.a				0.900
x2.1.b				0.944
x2.2.a				0.937
x2.2.b				0.968

2. Discriminant Validity

Table 3. Discriminant Validity

	Employee Engagement	Employee Perspective	Internal Culture Environment	Psychological Empowerment	Discriminant Validity
Employee Engagement	0.868				Valid
Employee Perspective	0.862	0.888			Valid
Internal Culture Environment	0.449	0.485	0.875		Valid
Psychological Empowerment	0.681	0.704	0.782	0.938	Valid

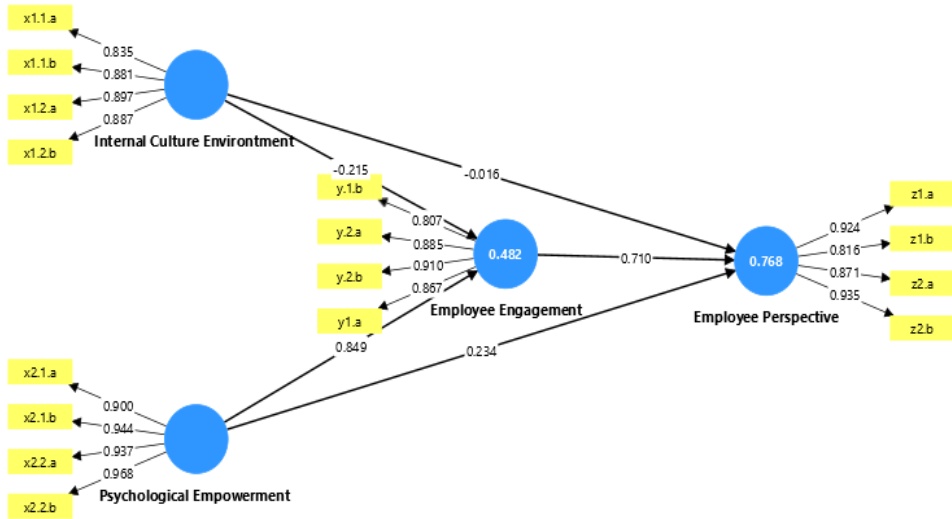


Figure 1. Outer Loading

Based on the table above, it can be seen that all loading factor values for each question item are above 0.70, so it can be concluded that all items have met the criteria for convergent validity. In addition, all square root AVE ($\sqrt{\text{AVE}}$) values are higher than the correlations between constructs, which means that discriminant validity has been met for all variables. Thus, it can be concluded that all variables in this study meet the validity requirements, both convergently and discriminantly.

Reliability Test

The reliability test was conducted on 100 research respondents with reliability testing criteria in the form of an index that shows the extent to which the measurement instrument for the research variables can be trusted. If the Cronbach's Alpha and Composite Reliability values are greater than the r Table, then it is stated to be reliable.

Table 4. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Engagement	0.890	0.890	0.924	0.753
Employee Perspective	0.909	0.911	0.937	0.788
Internal Culture Environment	0.898	0.904	0.929	0.766
Psychological Empowerment	0.954	0.963	0.967	0.879

3. Results of the Structural Model Evaluation (Inner Model)

Table 5. R-Square

	R-square	R-square adjusted
Employee Engagement	0.482	0.471
Employee Perspective	0.768	0.761

Table 6. R-Square

	Work Culture	Work Satisfaction	Performance	Work Motivation
Work Culture		0.000	0.037	
Work Satisfaction				
Performance		5.806		
Work Motivation		0.066	0.574	

The results of the measurement model evaluation (outer model) indicate that all constructs in this study meet the criteria for reliability and validity. The Cronbach's Alpha values for all constructs are above 0.70, indicating that the instruments used have high internal consistency. The Cronbach's Alpha values were 0.890 for Employee Engagement, 0.909 for Employee Perspective, 0.898 for Internal Cultural Environment, and 0.954 for Psychological Empowerment. In addition, the composite reliability values both ρ_A and ρ_C exceeded the threshold of 0.70 for all constructs, with the highest value found in the Psychological Empowerment construct ($\rho_C = 0.967$), indicating excellent composite reliability. All Average Variance Extracted (AVE) values were also above 0.50, meaning that the constructs have good convergent validity, with the highest AVE value also found in the Psychological Empowerment construct at 0.879.

In the structural model evaluation (inner model), the R-square values show that the independent variables in the model have a strong influence on the dependent variables. The R-square value for Employee Perspective is 0.768, which means that 76.8% of the variability in Employee Perspective can be explained by the predictor variables in the model. Meanwhile, Employee Engagement has an R-square value of 0.482, indicating that approximately 48.2% of its variability is explained by the model. These values demonstrate a moderate to strong explanatory power of the model.

Furthermore, the F-square analysis (effect size) indicates the extent to which each exogenous variable contributes to the endogenous variables in the model. The highest F-square value is 5.806, indicating that Performance has a large influence on the related variable. On the other hand, lower F-square values, such as 0.000 and 0.037, suggest that some relationships between variables have

small or very weak effects. The F-square value of 0.574 from Work Motivation to Performance is categorized as a moderate to strong effect.

Overall, this research model meets the criteria for reliability and validity, and shows that the constructs used make a significant contribution to understanding employee engagement through employee perspective, internal cultural environment, and psychological empowerment.

Path Coefficient Results

Based on the reliability tests conducted on all research constructs, the Cronbach's Alpha and Composite Reliability values (ρ_A and ρ_C) were all above the threshold value of 0.70.

Hypothesis Test Results

Table 7 . Uji Hipotesis

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
Employee Engagement -> Employee Perspective	0.710	0.701	0.115	6.186	0.000
Internal Culture Environment -> Employee Engagement	-0.215	-0.198	0.098	2.195	0.030
Internal Culture Environment -> Employee Perspective	-0.016	-0.016	0.055	0.295	0.769
Psychological Empowerment -> Employee Engagement	0.849	0.843	0.092	9.240	0.000

Psychological Empowerment -> Employee Perspective	0.234	0.244	0.099	2.360	0.020
Internal Culture Environment -> Employee Engagement -> Employee Perspective	-0.152	-0.141	0.077	1.989	0.049
Psychological Empowerment -> Employee Engagement -> Employee Perspective	0.603	0.592	0.128	4.713	0.000

DISCUSSION

Based on the results of hypothesis testing, it was found that Employee Engagement has a positive and significant effect on Employee Perspective, with an original sample value of 0.710, a t-statistic of 6.186, and a p-value of 0.000. This indicates that the higher the employee engagement, the more positive their perspective toward the organization. Furthermore, the Internal Cultural Environment was found to have a negative and significant effect on Employee Engagement, with an original sample value of -0.215, a t-statistic of 2.195, and a p-value of 0.030. This negative direction suggests that the existing internal culture may not support or may even hinder employee engagement, thus requiring further evaluation. However, the Internal Cultural Environment did not show a significant direct effect on Employee Perspective, as indicated by an original sample value of -0.016, a t-statistic of 0.295, and a p-value of 0.769.

Meanwhile, Psychological Empowerment was proven to have a very strong and significant effect on Employee Engagement, with an original sample value of 0.849, a t-statistic of 9.240, and a p-value of 0.000. Additionally, Psychological Empowerment also had a positive and significant direct effect on Employee Perspective, with an original sample value of 0.234, a t-statistic of 2.360, and a p-value of 0.020.

In terms of indirect effects, it was found that the Internal Cultural Environment has a negative and marginally significant effect on Employee Perspective through Employee Engagement, with an original sample value of -0.152, a t-statistic of 1.989, and a p-value of 0.049. Conversely, Psychological Empowerment has a strong and significant indirect effect on Employee Perspective through Employee Engagement, with an original sample value of 0.603, a t-statistic of 4.713, and a p-value of 0.000. These findings indicate a strong mediating role of Employee Engagement in the relationship between psychological empowerment and employees' perceptions of the organization.

CONCLUSION AND DISCUSSION

Based on the evaluation results of the measurement model (outer model), all indicators from the variables of Employee Engagement, Employee Perspective, Internal Culture Environment, and Psychological Empowerment were found to meet the criteria for both convergent and discriminant validity. Additionally, the measurement model demonstrates that all constructs meet the criteria for reliability and validity, with Cronbach's Alpha and composite reliability values above 0.70 and AVE above 0.50. The structural model shows an R-square value of 0.768 for Employee Perspective and 0.482 for Employee Engagement, indicating a moderate to strong predictive power. The F-square analysis shows variations in the influence between variables, with some having significant contributions while others are weak.

Overall, this model is valid and reliable in explaining employee engagement through perspective, internal culture, and psychological empowerment.

REFERENCES

- Asri, D. H., & Fangestu, L. (2022). Analisis Pengaruh Organizational Culture, Job Satisfaction, Job Characteristic, Job Environment & Organizational Commitment Terhadap Employee Engagement Dengan Motivation Sebagai Mediasi Pada Hotel Berbintang Empat di Kota Batam. *SEIKO : Journal of Management & Business*, 5(2), 560–571. <https://doi.org/10.37531/sejaman.v5i2.2702>
- Aurel, R. O., Prakoso, H., & Putera, V. S. (2023). Pengaruh Psychological Empowerment terhadap Work Engagement pada Dosen. *Bandung Conference Series: Psychology Science*, 3(1), 316–325. <https://doi.org/10.29313/bcsps.v3i1.5317>
- Better, L. R. (2020). *Peranan Tekanan Waktu Terhadap Keterikatan Kerja Dengan Keberdayaan Psikologis Sebagai Moderator Pada Karyawan Sales It Di Jakarta Time Pressure As A Predictor Of Work Engagement: The Role Of Psychological Empowerment*.
- Burhan, A. W. (2024). *Pengaruh Organizational Culture, Perceivedorganizational Support,Dan Self Efficacy Terhadap Employee Engagement Dengan Mediasi Digital Transformation Di Bni Kc Yogyakarta*.
- Campos, W. Y. Y. Z., & Cavazotte, F. de S. C. N. (2023). Bureaucratic control and organizational support in the public sector: effects mediated by psychological empowerment on engagement. *Revista de Administracao Publica*, 57(4), 1–24. <https://doi.org/10.1590/0034-761220220301x>
- Ibrahim, N. F., Said, A. A., Abas, N., & Shahreki, J. (2020). Relationship Between Well-Being Perspectives,

Employee Engagement and Intrinsic Outcomes: a Literature Review. *Journal of Critical Reviews*, 7(12).
<https://doi.org/10.31838/jcr.07.12.11>

JASMINE, K. (2020). *Penambahan Natrium Benzoat Dan Kalium Sorbat (Antiinversi) Dan Kecepatan Pengadukan Sebagai Upaya Penghambatan Reaksi Inversi Pada Nira Tebu*. 19–29.

Johan, M., Budiadnyana, G. N., Asbari, M., & Novitasari, D. (2021). *Kepemimpinan Karismatik dalam Perspektif Karyawan UMKM: dari Motivasi Intrinsik hingga Tacit Knowledge Sharing*. 5(1), 598–613.

Juyumaya, J. (2022). How psychological empowerment impacts task performance: The mediation role of work engagement and moderating role of age. *Frontiers in Psychology*, 13(September), 1–9.
<https://doi.org/10.3389/fpsyg.2022.889936>

Kaesang, Shania, Pio, Johnly, R., Tatimu, & Ventje. (2021). Pengaruh Work Culture dan Motivasi Terhadap Performance Karyawan. *Productivity*, 2(5), 391–396.

Lombongadil, F., & Djamil, M. (2023). *Pengaruh Budaya Organisasi dan Lingkungan Kerja Terhadap Employee Engagement Melalui Employee Resilience Sebagai Variabel Intervening (Studi Pada Strategic Management and Governance-Bank Indonesia)*. 4(6).

Maden-Eyiusta, C. (2021). *Expansion-oriented job crafting and employee performance: A self-empowerment perspective*.

Nuswantoro, M. A. (2021). Pengaruh Dukungan Organisasi, Budaya Organisasi Terhadap Employee Engagement Yang Berimplementasipada Loyalitas Kerja (Studi Kasus Pada Bpr Arto Moro Semarang). *Solusi*, 19(2), 240.
<https://doi.org/10.26623/Slsi.V19i2.3425>

Prasetya, M. R., & Kartikawangi, D. (2021). Corporate Culture

and Internal Communication Influence on Millennial Employee Engagement. *Jurnal ASPIKOM*, 6(2), 387. <https://doi.org/10.24329/aspikom.v6i2.915>

Rahayu, B. D., & Berliyanti, D. O. (2022). Pengaruh Psychological Empowerment, Extrinsic Motivation, Diversity Management Terhadap Emploeyss Engagement Pada Karyawan Cv.Bunga Putri Catering. *Jurnal Ekonomi Trisakti*, 2(2), 491–500. <https://doi.org/10.25105/jet.v2i2.14133>

Rasool, S. F., Wang, M., Tang, M., Saeed, A., & Iqbal, J. (2021). How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International Journal of Environmental Research and Public Health*, 18(5), 1–17. <https://doi.org/10.3390/ijerph18052294>

Rini Aman Nasution, Muhardi, M., & Frendika, R. (2023). Perspektif Karyawan Telkomgroup Terhadap Internalisasi Core Values “Akhlak” Pada Budaya Organisasi Di Pt Telkom Indonesia (Persero) Tbk. *JMBI UNSRAT (Jurnal Ilmiah Manajemen Bisnis Dan Inovasi Universitas Sam Ratulangi)*, 10(2), 1459–1471. <https://doi.org/10.35794/jmbi.v10i2.49676>

Yongduk Choi. (2022). The Relationship between Employee Voice Behavior and Job Engagement: The Role of Perspective Taking. *The Relationship between Employee Voice Behavior and Job Engagement: The Role of Perspective Taking*.