

LINKING EMOTIONAL INTELLIGENCE AND CAREER DEVELOPMENT TO EMPLOYEE PERFORMANCE: THE ROLE OF EMPLOYEE ENGAGEMENT

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ABSTRACT

This study analyzes the influence of emotional intelligence and career development on employee performance, with employee engagement as a mediating variable at the Office of Cooperatives, SMEs, and Manpower in Pamekasan Regency. A quantitative approach was employed with a sample of 76 respondents, selected using purposive sampling. Data were collected through questionnaires and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4.1. The results indicate that career development has a significant positive effect on employee performance and engagement. Emotional intelligence significantly influences employee engagement but does not directly affect employee performance. Employee engagement plays a mediating role between career development and employee performance. This research contributes to human resource management literature, emphasizing the importance of emotional intelligence and career development in enhancing employee performance through engagement.

Keywords: Work Discipline, Performance, Organizational Commitment

INTRODUCTION

Human resources (HR) are the main asset of organizations that play a strategic role in achieving goals. Effective HR management allows employees to adapt to changes, solve problems, and improve work performance. Employee performance reflects not only the results of tasks in terms of quality and quantity, but also the ability to work in accordance with responsibilities and organizational objectives. To maintain consumer trust, companies must improve employee performance, prevent productivity declines, and ensure the ability to meet product demand, because performance is not limited to the completion of specific tasks, but includes a variety of organizational activities that greatly influence the understanding and assessment of work results (Setiani et al., 2023). Previous studies affirm that performance is a key determinant of organizational success (Mangkunegara, 2015; Krisnawati & Bagia, 2021). In advanced organizations, the quality of human resources is a primary focus because businesses oriented toward maximum profit always require a competent and high-performing workforce (Khan & Firmansyah, 2023).

At the Office of Cooperatives, SMEs, and Manpower in Pamekasan Regency, employee performance has shown a declining trend during the period 2021–2024. This decline indicates challenges in maintaining consistency, motivation, and productivity. Several issues were identified, such as variations in employees' emotional maturity in facing workplace pressures and limited opportunities for career development. In today's rapidly changing world, changes in the work environment are occurring at a rapid pace and can cause work pressure for employees (Maksum et al., 2022). On the other hand, unequal access to training and promotion has caused differences in motivation, which may affect their engagement and performance.

Previous research has demonstrated varying results. Some studies concluded that emotional intelligence significantly improves employee performance (Logasakthi et al., 2022; Febiyana et al., 2023), while others found no significant effect (Hasibuan, 2020). Similarly, career development has been proven to positively affect performance (Sari &

Candra, 2020; Pramiasti & Suryawirawan, 2024), but other studies showed insignificant impacts (Rozy, 2021). This inconsistency creates a research gap that needs further exploration, especially in the context of public service institutions such as government offices.

This study aims to analyze the influence of emotional intelligence and career development on employee performance with employee engagement as a mediating variable. Specifically, it investigates whether emotional intelligence and career development affect engagement, and whether engagement strengthens the relationship between these independent variables and employee performance. This research is expected to enrich the literature on human resource management and provide practical insights for improving employee performance in public institutions.

LITERATURE REVIEW

Emotional intelligence

Goleman (2015:7) reveals that emotions are essentially triggers for action, namely spontaneous responses that arise as reactions to a problem. The term "emotion" itself comes from the Latin *movere*, which means to move or act, indicating that the desire to act is an inseparable element of emotion itself. Meanwhile, according to Moserle et al. (2024), emotional intelligence is a concept that has many dimensions and can be understood through various theoretical approaches. Goleman and Daniel (2016) classify emotional intelligence into three main interconnected indicators, and emotional intelligence plays a significant role in an individual's personal, social, and professional life, namely: Managing emotions, self-regulation, and social opportunities

Career Development

Priansa (2019) states that career development is a process that aims to improve an individual's abilities so that they can achieve their desired career level. On the other hand, according to Kasmir (2022), career development is an effort in which an employee develops the skills and experience necessary to achieve success, both in their current job and in facing future responsibilities. Career development is an important aspect of a professional's journey because through serious efforts to develop themselves, employees have the opportunity to obtain positions that are in line with their competencies and qualifications (Syahputra, 2020). As stated by Hasibuan (2019:31) in Jalaluddin & Oktavianti 2024, there are a number of metrics that can be used in the career development process, including: Social Relationships and Opportunities for Actualization.

Employee Performance

According to Mangkunegara (2019), performance is the achievement of work results that includes aspects of quantity and quality by an individual or employee in carrying out tasks in accordance with their responsibilities. Meanwhile, Bernadin & Russel (in Gunawan and Osnandi, 2020) explain that performance is documentation of the results of a particular job or activity that has been completed within a certain period of time. According to Afandi (2018:89), employee performance indicators are as follows: Quality of Work and Responsibility.

Employee Engagement

Based on Yudiani (2017), employee work engagement is understood as a concept related to discretionary effort, which is when an employee voluntarily decides to contribute to the progress of the organization. Employees with high levels of engagement usually show deep commitment and enthusiasm for their work. Meanwhile, Ramadhan and Sembiring (2014) explain that employee engagement is a psychological condition in which employees feel responsible for the success of the organization and are motivated to perform beyond the requirements of their job. Employee engagement is an important factor in determining the success of an organization. According to (Rahmi & Mulyadi 2018), there are four main indicators that reflect employee engagement, namely: Level of

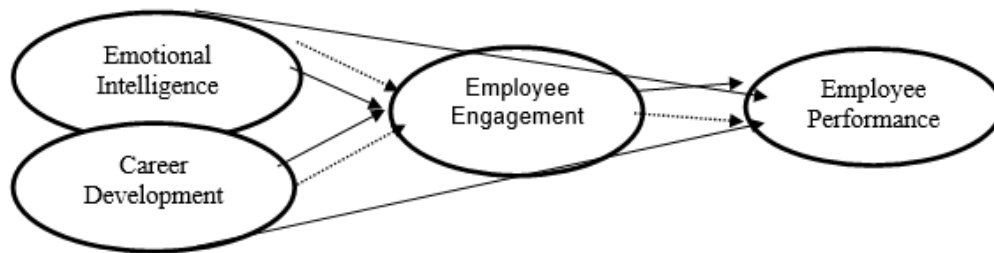


Figure 1. Research Model
Source: Processed by researchers (2025)

Hypothesis

- H₁: Emotional intelligence has a positive effect on employee performance.
- H₂: Career development has a positive effect on employee performance.
- H₃: Employee Engagement has a positive effect on employee performance.
- H₄: Emotional intelligence has a positive effect on Employee Engagement
- H₅: Career development has a positive effect on Employee Engagement
- H₆: Employee Engagement mediates the effect of emotional intelligence on employee performance.
- H₇: Employee Engagement mediates the effect of career development on employee performance.

METHODS

This research applied a quantitative explanatory approach. Variable independent in study This is *Emotional intelligence* (X1), *Career Development* (X2), variable dependent *Employee Performance* (Y) and variables mediation that is *Employee involvement* (Z). The population consisted of employees at the Office of Cooperatives, SMEs, and Manpower, Pamekasan Regency, with 76 respondents selected. Data were collected using questionnaires with a Likert scale. The analysis technique employed SEM-PLS using SmartPLS 4.1, including outer model (validity, reliability) and inner model (hypothesis testing).

RESULTS

Evaluation of the Measurement Model (*Outer Model*)

Convergent validity

Hair et al. (2017) explain that in Convergent Validity analysis, if the factor loading value is below 0.5, then the indicator should be removed from the model. If there are indicators with factor loadings above 0.5 but still do not meet the validity requirements, then a gradual elimination process is needed until all remaining indicators meet the validity criteria. Once convergent validity is achieved, testing can proceed to the next stage. The final step in evaluating Convergent Validity is to ensure that the Average Variance Extracted (AVE) value exceeds 0.5, which indicates that the variable has an adequate level of convergence.

Discriminant Validity

Hair et al. (2017) explains that in the Convergent Validity analysis, if the loading factor value is below 0.5, then the indicator should be removed from the model. If there are indicators with loading factors above 0.5 but still do not meet the validity requirements, it is necessary to carry out a gradual elimination process until all remaining indicators meet the validity criteria. Once convergent validity is achieved, testing can proceed to the next stage. The final step in evaluating Convergent Validity is to ensure that the Average Variance Extracted (AVE) value exceeds 0.5, which indicates that the variable has an adequate level of convergence (table 1).

Tabel 1. Validity Result

variabel	Indikator	Outer Loading	Standart	Description
X1	X1.1	0.763	> 0.5	Valid
	X1.2	0.681	> 0.5	Valid
	X1.3	0.765	> 0.5	Valid
	X1.4	0.675	> 0.5	Valid
	X1.5	0.679	> 0.5	Valid
	X1.6	0.717	> 0.5	Valid
X2	X2.1	0.758	> 0.5	Valid
	X2.2	0.759	> 0.5	Valid
	X2.3	0.840	> 0.5	Valid
	X2.4	0.799	> 0.5	Valid
	X2.5	0.840	> 0.5	Valid
Y	Y1	0.878	> 0.5	Valid
	Y2	0.864	> 0.5	Valid
	Y3	0.785	> 0.5	Valid
	Y4	0.742	> 0.5	Valid
	Y5	0.192	> 0.5	Invalid
Z	Z1	0.812	> 0.5	Valid
	Z2	0.753	> 0.5	Valid
	Z3	0.825	> 0.5	Valid
	Z4	0.803	> 0.5	Valid

Source: Processed Data (2025)

Reliability

Calculation results in *composite reliability* and *Cronbach alpha* show that mark *composite reliability* ranged between 0.953 - 0.956, and value *Cronbach alpha* ranged between 0.951- 0.954. Neither *composite reliability* nor *Cronbach alpha* shows a value above 0.70. This is right that the whole variable has high *reliability*. The reliability test results illustrate (Tabel 2) that all data in this study are considered valid and reliable because the Cronbach Alpha and Composite Reliability values obtained exceed 0.7. The instrument used in this indicates a high level of reliability and indicates that the instrument used in the study has a high level of reliability and can be trusted in measuring the construct being studied.

Table 2. Reliability Result

Variabel	Cronbach's Alpha	Composite Reability (rho_a)	Composite Reability (rho_c)	Description
X1	0.808	0.812	0.862	Realibel
X2	0.859	0.863	0.899	Realibel
Y	0.836	0.841	0.891	Realibel
Z	0.811	0.817	0.876	Realibel

Source: Processed Data (2025)

Evaluation of the Structural Model (Inner Model)

This gives an overall picture of the relationship between variables. The table shows significant and insignificant relationships in each correlation between variables. To provide a more detailed explanation of the influence between variables, it is necessary to carefully analyze each correlation contained in the table.

Testing hypothesis

Test results hypothesis with an equation model structural *Partial Least Square* is shown in picture 2 and table 3.

Table 3. Result Hypothesis test

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistic	P- Values	Description
X1 -> Y	-0.059	-0.054	0.146	0.407	0.684	Rejected
X1 -> Z	0.397	0.417	0.146	2.728	0.006	Accepted
X2-> Y	0.364	0.372	0.172	2.111	0.035	Accepted
X2-> Z	0.485	0.468	0.149	3.264	0.001	Accepted
Z-> Y	0.437	0.430	0.146	2.997	0.003	Accepted

Source: Processed Data (2025)

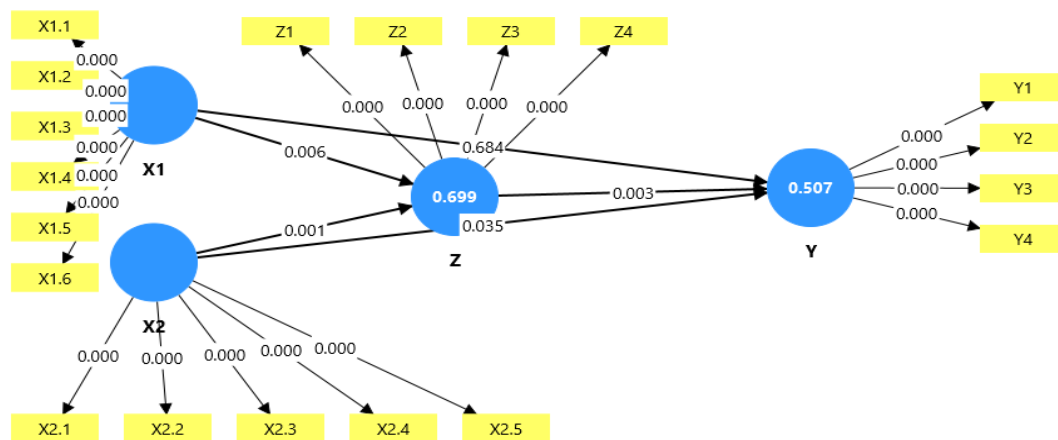


Figure 2. PLS Bootstrapping Output Results

Source: Processed Data (2025)

In this study, hypothesis testing was conducted through two approaches, namely directly and indirectly, depending on the information or values displayed in the output, such as path coefficients and specific indirect effects. To determine whether each variable had a significant effect on the predictive model, the analysis was conducted using Bootstrapping results. These results include important values such as the mean, standard deviation (STDEV), t-statistic, and P-values, which are then used to assess the inner loading values of each variable in the model.

Testing Mediation

For know magnitude coefficient correlation and significance influence, no direct is with see *indirect effects*, which are SmartPLS outputs as presented in the following table 4.

Table 4. Result Indirect Effect

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
X1 -> Z -> Y	0.173	0.181	0.095	1.828	0.068	Rejected
X2 -> Z -> Y	0.212	0.199	0.092	2.314	0.021	Accepted

Source: Processed Data (2025)

Maulana & Setiani: Linking Emotional Intelligence...

This table provides an overview of the overall mediating relationships between variables. The table above shows significant and insignificant relationships in each of the mediating relationships listed. These results illustrate that the type of mediating effect of emotional intelligence on employee performance mediated by employee engagement shows indirect mediation. Additional analysis of each mediating relationship listed in the table is needed to provide a more detailed explanation of the effects between variables.

Discussion

Emotional intelligence on employee performance.

Based on the results of data analysis and hypothesis testing, it was found that the relationship between the Emotional Intelligence variable and Employee Performance had no significant effect on the Cooperative, SME, and Manpower Office of PAMEKASAN Regency. These results indicate that employees with low emotional intelligence will have a negative impact and cannot improve employee performance. Conversely, if the level of emotional intelligence in a job is high, it will improve employee performance within an agency. Therefore, emotional intelligence will not affect employee performance. There are many things that can make employees feel dissatisfied, such as mood swings that occur during work. As a result, employees will not be more controlled in managing their emotions in their workplace.

This study is in line with Millah et al. (2023), who argue that emotional intelligence cannot improve employee performance. According to Akbar & Yudiarso (2020), emotional intelligence has no effect on employee performance.

Career development on employee performance.

Based on the results study, variable *work discipline* towards *organizational commitment* or Based on the results of data analysis and hypothesis testing, it was found that the relationship between the Emotional Intelligence variable had a significant effect on Employee Engagement at the Cooperative, SME, and Manpower Office of Pamekasan Regency. This finding indicates that the level of emotional intelligence possessed by employees plays an important role in increasing their level of involvement in their work. In other words, the higher the emotional intelligence possessed by an employee, which includes the ability to manage emotions, understand the feelings of others, and adapt socially, the higher their level of involvement in work activities and the organization as a whole.

These results are supported by (Komaling et al., 2023) who found that emotional intelligence has a significant effect on employee engagement. These findings are in line with research by (Jeffry & Handayani, 2024) which shows that emotional intelligence influences employee engagement. In a heterogeneous work environment, employees with high emotional intelligence are more adaptable and able to collaborate across backgrounds. This fosters a strong sense of ownership and loyalty, which are tangible forms of employee engagement. According to Sutrisno (2016), emotional intelligence is one of the determining factors in creating a conducive work environment and increasing employee engagement. The results of this study show that emotional intelligence has a significant influence on employee engagement in the Cooperative, SME, and Manpower Office in Pamekasan Regency.

Employee Engagement on employee performance.

Based on the results of data analysis and hypothesis testing, it was found that there is a significant relationship between career development and employee performance at the Cooperative, SME, and Manpower Office of Pamekasan Regency. The results indicate that employees who have career development are able to improve their performance.

These results are also in line with research (Ho et al., 2025), which also states that career development can have a significant impact on employee performance. Employees who are given development opportunities, such as being sent for training outside the region or

Maulana & Setiani: Linking Emotional Intelligence...

being promoted based on objective evaluations, tend to show increased productivity, work responsibility, and more optimal work results. This can be explained because career development provides direction, motivation, and hope for the future of employees' careers. When employees see opportunities for growth. According to Hasibuan (2016), when employees are given opportunities to develop through training or further education, they feel more confident and valued. The results of this study show that career development for employee performance in the Cooperative, SME, and Manpower Office in Pamekasan Regency has a significant influence on improving company performance.

Career Development on Employee Engagement

The results show that the relationship between the Career Development variable has a significant effect on Employee Engagement at the Cooperative, SME, and Manpower Office of Pamekasan Regency. The results indicate that employees who experience career development are able to increase their engagement in their work performance.

These results support Afridhamita & Efendi, (2020) who argue that career development can increase employee engagement in improving inter-employee performance. In line with the research by Tentama & Ermawati, (2021) also argues that career development can have a significant influence on employee engagement. The career development system in this agency was previously limited, based solely on administrative achievements. However, when the coaching system was implemented (albeit minimally), employees who were given development opportunities showed increased work initiative and more consistent attendance, as well as greater activity in coordination meetings and regional program implementation. According to Sedarmayanti (2017), employees who are actively involved in their work are those who feel that they are developing. Therefore, career development is an important tool for fostering maximum employee morale and participation. The results of this study show that Career Development for Employee Engagement in the Cooperative, SME, and Manpower Agency in Pamekasan Regency has a significant influence on improving Company Performance.

Employee Engagement on Employee Performance

The results of the study indicate that the relationship between the variable of Employee Involvement is influential and significant on Employee Performance at the Cooperative, SME, and Manpower Office of Pamekasan Regency. These results state that employees who have involvement among employees are able to improve Employee Performance in company performance.

This is in line with the research by Agustin (2020), who argues that Employee Engagement has a significant effect on Employee Performance. Research conducted by Nugroho & Ratnawati (2021) also produced findings related to Employee Engagement on Employee Performance that is significant in a company. This is because employees who feel actively involved are more motivated, feel a sense of responsibility, and show high loyalty and dedication to the tasks at hand. Rhenald Kasali's theory (2018) reinforces that high involvement is directly proportional to increased productivity and the success of organizations in facing modern challenges. The results of this study show that employee involvement in employee performance in the Cooperative, SME, and Manpower Office in Pamekasan Regency has a significant influence on improving company performance.

The Role of Employee Engagement in Mediating the Influence of Emotional Intelligence on Employee Performance

Research shows that performance engagement cannot mediate the effect of emotional intelligence on employee performance. Performance is the result of work, both in terms of quality and quantity, achieved by an employee in carrying out tasks in accordance with the responsibilities assigned (Ekowati et al., 2024). Employees are less enthusiastic about their work based on emotional intelligence and low performance engagement. These results indicate that employee engagement plays an insignificant role in mediating emotional intelligence on employee performance.

Maulana & Setiani: Linking Emotional Intelligence...

Research by Komaling et al. (2023) argues that emotional intelligence cannot influence employee performance through performance engagement. This contrasts with research by Irna Windu Prasetyani & Putri Mega Desiana (2022), which found that emotional intelligence has a positive and significant effect on employee performance through employee engagement. There are not many studies that examine the influence of emotional intelligence on employee performance mediated by employee engagement. Although theoretically employee engagement can mediate the influence of emotional intelligence on performance, in practice this does not occur due to a weak work climate, a lack of formal training, and low employee ownership of the organization. This is in line with Sutrisno's (2020) view that engagement requires a strong support system in order to function properly. Based on these results, it can be stated that in Islam, emotional aspects and engagement at work are highly valued.

Employee Engagement can mediate the Effect of Career Development on Employee Performance.

Research shows that performance engagement can mediate the influence of career development on employee performance. Employees are able to develop their careers with high employee performance. These results indicate that employee engagement plays a significant role in mediating career development on employee performance.

Research by Lutfi (2023) argues that career development has a significant influence on employee performance through employee engagement. According to Sutrisno (2020), work engagement is a form of employees' affective commitment to their tasks and organization, which arises when the organization provides career development facilities and creates a supportive work environment. Career development carried out by agencies not only has a direct impact on performance but also strongly influences employees' sense of belonging, enthusiasm, and commitment to their work (employee engagement). When employees feel that their careers have a clear direction and are supported by the organization, they will be more emotionally and intellectually involved in their work, motivated to complete tasks well because they see future career opportunities, and have high loyalty to the organization because they feel valued and invested in. Not many studies have examined the effect of career development on employee performance mediated by employee engagement.

CONCLUSION

1. Emotional Intelligence Does Not Significantly Affect Employee Performance. Emotional intelligence does not show a significant direct effect on employee performance. This indicates that even though employees have the ability to manage their emotions, this does not necessarily directly improve their performance. It is possible that other factors, such as the work environment or workload, have a greater direct influence on performance. 2. Emotional Intelligence Has a Significant Effect on Employee Engagement. This shows that employees with high emotional intelligence tend to be more emotionally, cognitively, and physically engaged in their work. This engagement can create a more productive and collaborative work atmosphere. 3. Career Development Significantly Affects Employee Performance. This means that effective career development, such as training, promotion, and providing opportunities for self-development, has a positive impact on improving employee performance. When employees feel supported in their career development, they are more motivated to work optimally. 4. Career development has a significant impact on employee engagement. This means that career development not only improves performance directly, but also increases employee engagement. Employees who see clear career prospects will be more loyal, enthusiastic, and active in carrying out their duties. 5. Employee engagement has a significant impact on employee performance. Employee engagement has been proven to be an important factor in improving performance. Employees who feel emotionally and functionally involved in the organization tend to perform better because they feel responsible for the results of their work. 6. Employee engagement does not

mediate the effect of emotional intelligence on performance. Although emotional intelligence influences engagement, employee engagement is not able to significantly mediate this influence on performance. This suggests that the relationship between emotional intelligence and performance may be influenced by other variables that have not been studied, or that the effect is not strong enough to achieve statistical significance.

7. Employee Engagement Mediates the Effect of Career Development on Employee Performance. These results indicate that career development can indirectly improve employee performance through increased employee engagement. This means that career development not only has a direct effect, but also shapes attitudes and work ethic, which ultimately contribute to performance. Career development has a significant influence on both employee engagement and employee performance. This shows that when employees see opportunities for growth, they become more engaged and perform better.

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