



DOI: <https://doi.org/10.31933/dijdbm.v5i3>

Received: 17 March 2024, Revised: 14 April 2024, Publish: 16 April 2024

<https://creativecommons.org/licenses/by/4.0/>

The Effect of Training, Mentoring, and Resilience on Employee Performance is Mediated by Employee Engagement

Ahmad Faisal¹

¹ Universitas Dirgantara Marsekal Suryadarma, Indonesia, ahmad@unsurya.ac.id

Corresponding Author: ahmad@unsurya.ac.id

Abstract: The article The Effect of Training, Mentoring and Resilience on Employee Performance Mediated by Employee Engagement is a scientific literature article within the scope of human resource management science. The purpose of this writing is to build a hypothesis of the influence between variables which can later be used for further research within the scope of human resource management. The research method used is descriptive qualitative. Data was obtained from previous research that is relevant to this research and sourced from academic online media such as Publish or Perish, Google Scholar, digital reference books and Sinta journals. The results of this article are: 1) Training influences employee engagement; 2) Mentoring influences employee engagement; 3) Resilience influences employee engagement; 4) Training influences employee performance; 5) Mentoring influences employee performance; 6) Resilience influences employee performance; 7) Employee engagement influences employee performance; 8) Training influences employee performance through employee engagement; 9) Mentoring influences employee performance through employee engagement; and 10) Resilience influences employee performance through employee engagement.

Keyword: Employee Performance, Employee Engagement, Training, Mentoring, Resilience.

INTRODUCTION

Enhancing employee performance is the primary objective for any organisation aspiring to attain enduring success. In order to attain this objective, it is imperative for management to diligently consider the various aspects that exert an influence on overall employee performance. Within this particular setting, human resource (HR) academics and practitioners have placed significant emphasis on many areas, including training, mentoring, and resilience. Employee development strategies such as training and mentoring have the capacity to enhance individual competencies and skills. On the other hand, resilience, also referred to as psychological resilience, pertains to an individual's aptitude to endure and rebound from various challenges and pressures encountered within the work environment. Nevertheless, an additional determinant that significantly influences employee performance is the level of employee attachment to the organisation in which they are employed. This document demonstrates the degree to which employees experience emotional connection, identification,

and commitment to their respective organisations. Hence, it is crucial to comprehend the impact of training, mentoring, and resilience on employee performance, which is mediated by the degree of employee involvement.

Training is a methodical endeavour aimed at enhancing the knowledge, abilities, and competencies of employees with the purpose of attaining specific objectives. The provision of effective training has the potential to yield enduring advantages for both employees and organisations, including enhanced performance, heightened motivation, and higher job satisfaction. By means of training, employees get the opportunity to enhance their comprehension of their obligations and accountabilities, refine job-specific competencies, and augment their consciousness of organisational protocols and guidelines. Regarding the impact of training on employee performance, studies have demonstrated a direct correlation between engagement in training initiatives and enhanced individual performance. For instance, a study conducted by Aguinis and Kraiger (2009) revealed that employees who participated in work-related training exhibited notable enhancements in performance in comparison to those who did not partake in the training. Furthermore, it is widely recognised that providing customised training programmes that cater to the specific needs of individuals and organisations can significantly enhance employee performance. Hence, one might infer that training plays a crucial role in enhancing employee performance.

In addition to training, mentoring is a crucial component in enhancing employee performance. Mentoring is a dynamic connection between a seasoned individual (mentor) and a less experienced one (mentee) with the purpose of offering guidance, support, and opportunities for learning to the mentee. Mentoring facilitates the acquisition of valuable insights, the provision of constructive comments, and the expansion of professional networks for mentees. Numerous studies have demonstrated that mentoring exerts a substantial influence on the performance of employees. Based on the findings of Allen and Eby (2007), it can be observed that employees who are provided with mentors exhibit enhanced levels of performance, motivation, and job satisfaction in comparison to their counterparts who lack mentorship. This phenomenon can be elucidated by the observation that mentoring has the potential to assist individuals in surmounting work-related challenges, cultivating essential skills and abilities, and acquiring the required support and motivation to attain their professional aspirations. Consequently, mentorship plays a crucial role in enhancing employee performance.

In addition to the provision of training and coaching, resilience emerges as a significant determinant in shaping employee success. Resilience can be conceptualised as an individual's capacity to effectively navigate and surmount stressors, obstacles, and ambiguity in a manner that promotes well-being and productivity. Individuals exhibiting a heightened degree of resilience demonstrate enhanced capacity to confront diverse challenging circumstances, sustain elevated levels of motivation and performance, and expedite their recovery from setbacks or adversities. Numerous studies have demonstrated a noteworthy correlation between resilience and employee effectiveness. In a study conducted by Luthans, Avolio, Walumbwa, and Li (2005), it was shown that individuals with a heightened level of resilience exhibit superior performance in comparison to their counterparts with a diminished level of resilience. The reason for this is that resilience enables employees to maintain concentration and efficiency when confronted with work-related stress and problems. Hence, resilience emerges as a crucial determinant in enhancing employee performance.

The influence of training, mentoring, and resilience on individual employee performance is noteworthy; however, it is crucial to acknowledge that employee performance is also subject to the influence of additional factors, such as employee attachment to the organisation in which they are employed. The concept of employee engagement pertains to the degree to which employees experience emotional attachment, identification, and dedication towards the organisation. There is a positive correlation between employees who

possess a strong sense of attachment to the organisation and their performance levels, as well as their rates of absenteeism and turnover. Hence, it can be posited that employee engagement serves as a mediator in the association between training, mentorship, resilience, and employee performance. This implies that the impact of training, mentoring, and resilience on employee performance is not solely direct, but can also be influenced by the person's level of attachment to the organisation, functioning through many processes.

Within this particular framework, a number of studies have demonstrated that the involvement of employees can serve as a mediator in the connection between training, mentorship, resilience, and employee performance. For instance, a study conducted by Meyer and Allen (1991) revealed that the connection between mentoring and employee performance was influenced by employee involvement. This finding suggests that the implementation of mentorship programmes has the potential to enhance employee engagement with the organisation, hence leading to improved employee performance. Furthermore, a study conducted by Carmeli, Gilat, and Waldman (2007) revealed that the association between resilience and employee performance is mediated by employee engagement. This finding suggests that the presence of resilience among employees can lead to heightened levels of engagement with the organisation, thereby enhancing employee performance. Hence, one can infer that employee engagement assumes a significant role in establishing a connection between training, mentorship, and resilience, and eventually influencing employee performance.

When considering the intricate interplay among training, mentorship, resilience, employee engagement, and employee performance, it is imperative for management to carefully consider many practical ramifications. Initially, it is imperative for management to establish and implement efficacious training and development initiatives aimed at enhancing the skills and capabilities of employees. Training programmes that are customised to meet the specific needs of individuals and organisations are more likely to yield positive outcomes in terms of enhancing employee performance. Furthermore, it is imperative for management to promote the implementation of mentoring strategies inside the organisation in order to facilitate the growth of employees' capabilities and enhance their level of involvement with the organisation. Furthermore, it is imperative for management to implement measures aimed at enhancing employee resilience through the provision of necessary support and resources, enabling them to effectively navigate and surmount work-related pressures and problems. Furthermore, it is imperative for management to carefully consider the variables that impact employee engagement with the organisation and implement measures to enhance it. This may be achieved by bolstering an inclusive organisational culture and offering avenues for career advancement and personal improvement.

Through careful consideration of these practical ramifications, management has the ability to optimise employee potential and enhance the overall performance of the organisation. It is crucial to bear in mind that the interplay among training, mentorship, resilience, employee engagement, and employee performance is multifaceted and intricate, and can be subject to various contextual influences. Hence, additional investigation is needed to gain a more comprehensive understanding of the interplay among these variables and its tangible ramifications for the field of human resource management. Therefore, it is anticipated that additional investigation in this domain will yield valuable perspectives for professionals and scholars seeking to enhance employee performance and overall organisational achievement.

Based on the background of the problem above, the problem formulation is determined as follows: 1) Does training have an effect on employee engagement?; 2) Does mentoring have an effect on employee engagement?; 3) Does resilience affect employee engagement?; 4) Does training have an effect on employee performance?; 5) Does mentoring have an effect on employee performance?; 6) Does resilience affect employee performance?; 7) Does

employee engagement affect employee performance?; 8) Does training influence employee performance through employee engagement?; 9) Does mentoring influence employee performance through employee engagement?; and 10) Does resilience affect employee performance through employee engagement?.

METHOD

Literature Review Essays are written using Library Research and Systematic Literature Review (SLR) techniques. These methods were evaluated qualitatively and are available on academic web sources such as Mendeley and Google Scholar. A systematic literature review, or SLR, is the process of finding, assessing, and analyzing all accessible research data with the aim of addressing a specific research problem. In qualitative analysis, the literature review must be applied consistently with methodological assumptions. The exploratory nature of the research served as the main justification for conducting qualitative analysis, (Ali, H., & Limakrisna, 2013).

RESULTS AND DISCUSSION

Results

Employee Performance

Employee performance is a complicated and multifaceted notion described by professionals in human resource management, industrial and organizational psychology, and economics. In general, employee performance refers to an individual's level of effectiveness, productivity, and contribution while carrying out their obligations and responsibilities at work. Employee performance can be defined as achieving work outputs that are measured statistically and qualitatively, contributing to company goals, meeting behavioral and competency requirements, and attaining established goals and targets. Overall, employee performance measures an individual's efficacy, productivity, and contribution to the organization's success and growth (Ridwan, 2020).

Indicators contained in employee performance include: 1) The adherence of employees to the ethical and behavioral standards established by the organization serves as a significant measure of their performance. The adherence to work ethics and professional behavior by employees has the potential to cultivate a positive reputation for both themselves and the organization; 2) Personal Development and Learning: The inclination and capacity of an individual to consistently acquire knowledge, enhance their abilities, and enhance their skills is a crucial measure of employee success. Employees who consistently enhance their skills and knowledge are more likely to become important resources for the firm; 3) The consistent attendance and reliability of employees in executing given responsibilities are significant markers of their performance. Employees that demonstrate dependability and consistency are more likely to make lasting and dependable contributions to the firm; dan 4) The attainment of individual and organizational objectives is a crucial measure of employee performance, since it encompasses both the ability of individuals to accomplish their personal goals and their contribution towards the attainment of corporate goals. Employees who are capable of meeting objectives and making valuable contributions to the organization's performance are often regarded as high-performing individuals (S & Ali, 2022).

Employee performance has been studied by several researchers, including: (Pusparani et al., 2021), (S & Ali, 2022), (Ridwan, 2020).

Employee Engagement

Employee engagement is a psychological concept that describes an employee's level of interest, loyalty, and emotional relationship with the organization where they work. This notion has been described and researched by professionals in industrial and organizational psychology, human resource management, and organizational studies. Employee engagement

can be defined as a strong emotional connection, identity, and dedication between employees and the businesses for which they work. Employees that are highly linked to the organization exhibit higher levels of motivation, performance, and loyalty, as well as a greater willingness to positively contribute to the business's success. As a result, recognizing and enhancing employee engagement is critical for management in creating a productive, stimulating work environment and ensuring high staff retention (Ramadhan & Budiono, 2023).

Indicators contained in employee engagement include: 1) Interpersonal interactions with supervisors and co-workers play a crucial role in determining employee engagement. Positive relationships with superiors and co-workers can enhance an employee's sense of attachment and psychological well-being. Employees who possess robust interpersonal connections with their colleagues and supervisors are inclined to experience a heightened sense of affiliation with the organisation in its entirety; 2) The identification with organisational values and culture serves as a significant determinant of employee engagement, as it signifies the degree to which employees perceive alignment between the organization's beliefs and objectives and their own personal values. Employees that experience a sense of identification with the organisation are more likely to exhibit loyalty and dedication towards the organization's achievements; 3) The level of employee engagement can be assessed by their involvement in organisational decision making, which serves as a significant indicator of the amount to which employees perceive their ideas and contributions as being appreciated and taken into account during the decision-making process. There is a positive correlation between employee involvement in decision-making processes and their sense of organisational connection, as well as their motivation to actively contribute; and 4) The provision of support and recognition by an organisation is a significant measure of employee engagement, as it signifies the organization's level of appreciation and acknowledgement for employee efforts and accomplishments. The provision of assistance and appreciation has the potential to enhance employees' self-esteem and foster a stronger sense of loyalty to the organisation (Baharsyah & Nugrohoseno, 2021).

Employee engagement has been studied by several researchers, including: (Nugroho & Ratnawati, 2021), (Baharsyah & Nugrohoseno, 2021), (Ramadhan & Budiono, 2023).

Training

Training is a systematic procedure that aims to improve an individual's knowledge, abilities, and competence in a specific profession or job. This notion has been broadly defined and comprehended by specialists in a variety of sectors, including human resource management, education, and psychology. Training is a planned, controlled, and systematic process that develops individual knowledge, skills, and attitudes in order to improve workplace performance. The primary goal of training is to improve individual competences so that they can better handle their jobs and obligations, as well as to contribute to the organization's overall success. As a result, in order to achieve business objectives and boost the company's competitiveness, management must establish training programs that are both successful and relevant to organizational and individual needs (Suryadi & Aima, 2019).

Indicators contained in the training include: 1) Enhanced Knowledge: The augmentation of knowledge serves as a significant metric for assessing the efficacy of training. The evaluation encompasses the degree to which trainees enhance their comprehension of concepts, theories, and practices pertaining to the subject matter being trained; 2) Skills progress is a significant metric that serves as an indicator of the efficacy of training programmes. The trainee's proficiency in acquiring certain skills, methods, or procedures imparted during the training is encompassed within this category; 3) Attitude Shift: Alteration in a trainee's attitude or behaviour serves as an additional measure of the training's influence. Efficient training has the potential to elicit favourable transformations in the trainees' attitudes, values, and beliefs pertaining to the subjects under examination; and 4)

Performance Improvement: The primary measure of training efficacy is the enhancement of individual or team performance following participation in training. This encompasses the enhancement of productivity, quality, or efficiency in the execution of their assigned tasks and obligations (Christian et al., 2022).

Training has been studied by several researchers, including: (Unwanullah, 2023), (Mayangsari & Nawangsari, 2019), (Eko Santoso & Moeins, 2019).

Mentoring

Aiming to support the mentee's academic, professional, and personal growth, mentoring is the process of contact and advice between more experienced individuals (mentors) and less experienced individuals (mentees). Numerous professionals from a range of disciplines, including psychology, education, and human resource management, have defined this idea. It is clear from this that mentoring entails a tight relationship between the mentor and the mentee in which the mentor helps the mentee realize their potential on both a personal and professional level by offering advice, support, and behavioral modeling. Relationships that are mentored typically span a considerable amount of time and cover a range of topics, such as skill development, professional advancement, and personal development. As a result, mentoring is a very useful instrument for personal growth both at work and in other spheres of life (Fauzi, 2023).

Indicators contained in the mentoring include: 1) Skills Development: The acquisition of skills that are pertinent to the mentee's objectives and requirements is a significant measure of the additional benefits offered by mentoring. Competent mentors assist mentees in cultivating the requisite technical, interpersonal, and leadership proficiencies essential for attaining their objectives in professional or personal spheres; 2) Role modelling is a crucial aspect of effective mentoring, since it involves a mentor who sets a positive and inspiring example for their mentee. Mentors have the ability to inspire and motivate mentees to strive for greatness and achieve their full potential through their conduct and demeanour; 3) The provision of career support by the mentor to the mentee serves as a significant measure of the enhanced worth of mentoring within the realm of career advancement. These conversations may encompass topics such as career trajectories, formulating career strategies, enhancing visibility, and establishing professional connections; and 4) Comprehensive Comprehension: A profound comprehension of a mentee's requirements, preferences, and objectives is a crucial measure of a mentor's capacity to offer pertinent and beneficial counsel. Proficient mentors will allocate sufficient time and exert considerable effort to comprehend the background, personality, and objectives of their mentee (Hindarto, 2021).

Mentoring has been studied by several researchers, including: (Amanillah, 2020), (Hindarto, 2021), (Fauzi, 2023).

Resilience

An individual's capacity to endure, bounce back, and develop from life's stresses, setbacks, or successes is known as psychological resilience. In psychology, this idea has gained a lot of attention, especially when it comes to stress management and personal growth. Numerous authorities in the domains of social sciences, psychology, and psychiatry have defined and explained resilience. In summary, resilience refers to a person's capacity to withstand and bounce back from life's stressors, obstacles, or setbacks. It is a dynamic process that includes growing, adjusting, and adapting after going through a trauma or stressor. Using one's internal and external resources and being able to move through challenging or unfavorable circumstances are all parts of resilience (Aprilia, 2022).

Indicators contained in the resilience include: 1) Independence is a significant determinant of resilience, as it pertains to an individual's capacity to surmount obstacles and confront hardships without excessive dependence on others. Autonomous persons possess the

capacity to proactively take charge, make rational choices, and resolve issues without much external aid; 2) Optimism is a robust predictor of resilience as persons who are optimistic tend to approach the future with optimism and confidence in their ability to surmount challenges and attain their objectives. They have a tendency to perceive bad occurrences as opportunities that may be conquered, rather than as overwhelming barriers; 3) The capacity to effectively regulate emotions is associated with a heightened level of resilience in individuals. Individuals have the ability to recognize and articulate their emotions in a positive manner, and cultivate efficient methods of managing stress and pressure; and 4) Mental flexibility pertains to an individual's capacity to acclimate to alterations, modify their anticipations and plans in response to novel circumstances, and alter techniques if deemed essential. Individuals who possess mental flexibility demonstrate enhanced capacity to effectively adjust to dynamic environments and surmount challenges through innovative means (Genita & Dwarawati, 2023).

Resilience has been studied by several researchers, including: (Mardiah & Fahmawati, 2023), (Laurenza, 2021), (Aprilia, 2022).

Previous Research

Based on the problem formulation and research results above, previous research was determined as follows:

Table 1. Relevant Previous Research Results

No	Author (Year)	Research Results	Similarities with this article	Differences with this article	Basic Hypothesis
1	(Unwanullah, 2023)	Training and coaching on employee engagement and employee performance	The effect of training on employee engagement	The effect of coaching on employee performance	H1
2	(Nugraha & Wardhani, 2022)	Managerial training, person job fit, and motivation influence employee performance mediated by employee engagement	The effect of training on employee engagement	The influence of motivation on employee performance	H2
3	(Genita & Dwarawati, 2023)	Resilience influences employee engagement	The influence of resilience on employee engagement	The focus of the research was on veterinarians	H3
4	(Syahputra & Tanjung, 2020)	Competency, training and career development influence employee performance	The effect of training on employee performance	The influence of competency on employee performance	H4
5	(Fauzi, 2023)	Coaching and mentoring influence employee performance	The effect of mentoring on employee performance	The effect of coaching on employee performance	H5
6	(Ocktafian, 2021)	Resilience influences employee performance through life satisfaction	The effect of resilience on employee performance	The influence of resilience on life satisfaction	H6
7	(Fauzya & Chaniago, 2022)	Employee engagement influences employee performance at PT XYZ Bandung	The influence of employee engagement on employee performance	The research locus was carried out at PT XYZ Bandung	H7
8	(Kosali, 2023)	Training and career development influence employee engagement and employee performance	The effect of training on employee performance	The influence of career development on employee	H8

					engagement	
9	(Amanillah, 2020)	Coaching and mentoring influence employee performance at PT. Bank BNI Syariah KC Banjarmasin	The effect of mentoring employee performance	of	The effect of coaching employee performance	H9
10	(Aprilia, 2022)	Resilience and emotional intelligence influence employee performance	The effect of resilience employee performance	of	The influence of emotional intelligence on employee performance	H10

Discussion

The Effect of Training on Employee Engagement

Training is a systematic procedure aimed at enhancing the knowledge, skills, and behavior of employees, so enabling them to perform their jobs and obligations with greater effectiveness. The performance of employees in the workplace can be directly influenced by their acquisition of new skills, better knowledge about their tasks, and positive changes in attitudes resulting from training. Enhancing employee performance is likely to result in a corresponding increase in their organizational connection.

To begin with, it is important to note that successful training has the potential to equip personnel with supplementary knowledge pertaining to their respective roles, encompassing operational protocols, organizational guidelines, and emerging technologies that are essential for enhancing task performance. By acquiring this novel information, employees will have enhanced self-assurance and proficiency in their tasks, hence fostering a stronger sense of affiliation with the firm as they perceive themselves as esteemed and assisted in their growth. Furthermore, training can enhance staff proficiency in executing their responsibilities with greater efficiency. Providing staff with training on novel work methodologies, software utilization, or time management tactics can enhance their productivity and work quality. This phenomenon has the potential to enhance individuals' performance, hence fostering a stronger sense of affiliation with the business, as they perceive themselves as capable of making a more substantial impact.

Moreover, training can also induce a favorable change in employees' views. Training programs focused on teamwork and conflict resolution have the potential to enhance interpersonal interactions among employees and foster greater involvement within the business setting. There is a positive correlation between employees' perception of being valued, supported, and engaged, and their emotional attachment to the firms in which they are employed. Training can lead to enhanced employee performance, which in turn can directly influence their level of engagement with the firm. When employees perceive that the training they have received has enhanced their job performance, they are more inclined to experience satisfaction and dedication towards the firm. They may experience heightened engagement as they perceive the organization as a platform for ongoing personal development and goal attainment.

Interpersonal relationships in the workplace also have an impact on employee engagement. Enhancing communication, cooperation, or leadership abilities through training can enhance employee connections and foster a better work culture. Employees who see a sense of value and support from their colleagues are more likely to develop a stronger sense of attachment to the firm. Employee engagement is significantly influenced by their alignment with an organization's values and culture. Training programs that aim to teach or reinforce company values and foster a sense of alignment between employees and the organization's mission and goals have the potential to enhance employee engagement. Employees are more inclined to demonstrate long-term commitment to a company when they

perceive a congruence between their personal values and the principles upheld by the organization.

Furthermore, the provision of support and acknowledgment from both management and colleagues can enhance employee engagement. Training that enhances management's comprehension of the significance of offering assistance and acknowledgment to high-performing employees can foster a favorable work atmosphere where employees feel esteemed and assisted. This has the potential to enhance employee engagement inside the firm as it fosters a sense of recognition for their accomplishments and provides them with the necessary support to further their professional growth. Therefore, training programs that result in enhanced knowledge, skill development, attitude changes, and performance improvements have the potential to positively impact employee engagement. This is achieved through interpersonal interactions, the identification of organizational values and culture, and the provision of support and recognition.

Training influences employee engagement, this is in line with research conducted by: (Kosali, 2023), (Fakhri et al., 2020), (D. A. Putra & Adriansyah, 2022).

The Effect of Mentoring on Employee Engagement

Mentoring is a process in which a mentor provides direction to a mentee in order to assist the mentee in attaining specific objectives, encompassing both personal and professional growth. Skill development is a primary outcome of mentoring. Mentoring enables a mentee to gain essential technical and interpersonal skills that are crucial for achieving success in the professional environment. This has the potential to enhance the mentee's performance and subsequently foster a stronger sense of affiliation with the business, as they perceive a supportive environment conducive to skill development. In addition to fostering skill development, the example set by mentors also exerts a substantial impact on employee engagement. The views and behavior of a mentee might be influenced by a mentor who offers a positive and encouraging example. If a mentee observes that their mentor has the same beliefs as the organization and demonstrates a strong dedication to the firm's achievements, it can enhance the mentee's sense of belonging to the organization's values and culture. This is a crucial factor in fostering employee engagement.

The provision of career support is a crucial component of mentoring that has the potential to impact employee engagement. A mentor can assist a mentee in strategizing and cultivating their professional trajectory, offering invaluable counsel and insights, and aiding the mentee in recognizing prospects for personal and professional success within the company. The provision of career assistance by mentors has the potential to enhance the self-confidence and drive of mentees, so fostering a stronger sense of attachment to the business. The provision of a complete understanding by mentors might additionally help to the enhancement of employee engagement. Mentoring enables a mentee to get a more comprehensive comprehension of the organization's principles, culture, and objectives. This can facilitate a heightened sense of affiliation between the mentee and the firm, fostering a perception of their indispensable role in the company's overarching mission and vision. Having a profound comprehension of the business can also enhance employee engagement, as employees who perceive a clear knowledge of their job and contribution towards accomplishing corporate objectives are more likely to be dedicated.

Furthermore, the engagement of employees can be influenced by interpersonal interactions that occur between mentors and mentees. The mentor-mentee connection fosters mutual support, knowledge exchange, and the cultivation of strong professional relationships. This has the potential to enhance employee engagement and foster a stronger organizational relationship. Mentoring has a significant impact on employee engagement by influencing the identification of business values and culture. A mentor can assist the mentee in comprehending and assimilating the principles advocated by the company, as well as

recognizing methods to implement these principles in their day-to-day tasks. This can enhance mentees' sense of affiliation with the organization and amplify their level of involvement. One other factor that can impact employee engagement is the provision of assistance and appreciation by mentors. A mentor who offers assistance and acknowledgement of a mentee's accomplishments and efforts has the potential to enhance sentiments of gratitude and acknowledgment, so playing a crucial role in fortifying an employee's commitment to the organization.

In general, mentoring plays a significant role in enhancing the relationship between employees and the organization, as well as fostering employee engagement. This influence encompasses various aspects such as skill development, role modeling, career support, and a comprehensive comprehension of employee engagement. Employee engagement encompasses interpersonal interactions, identification of organizational values and culture, level of employee involvement, and provision of support and recognition.

Mentoring influences employee engagement, this is in line with research conducted by: (Laksono & Wardoyo, 2019), (Nugraha & Wardhani, 2022), (Unwanullah, 2023).

The Effect of Resilience on Employee Engagement

Independence is a resilient trait that enables employees to handle problems autonomously, without excessive need on external assistance. Employees who possess a notable degree of autonomy are inclined to exhibit a robust sense of affiliation with the firm, as they perceive themselves as capable of confronting obstacles and surmounting work-related difficulties proficiently, without undue need on external assistance. Furthermore, optimism has a crucial role in fostering resilience among employees, enabling them to approach the future with a sense of hope and assurance regarding favorable outcomes. Employees that possess an optimistic outlook are more likely to exhibit favorable attitudes towards both the organization and their work, so potentially enhancing their level of engagement. Individuals may exhibit higher levels of motivation to actively contribute to the overall success of the company due to their perception that their endeavors will yield favorable results.

Emotional regulation is crucial for fostering employee resilience and engagement. Employees who possess the ability to effectively regulate their emotions, particularly in demanding or high-pressure circumstances, are more likely to cultivate stronger interpersonal connections with their colleagues and supervisors. Individuals with enhanced communication skills and conflict resolution abilities may exhibit heightened levels of involvement within the professional setting. Cognitive flexibility refers to the capacity to adjust to alterations and effectively handle ambiguous or intricate circumstances in a flexible manner. Employees that possess a high level of mental flexibility exhibit a greater propensity to embrace organizational change and innovation, hence potentially enhancing their level of organizational attachment. They are more likely to be adequately equipped to confront obstacles and proactively seek innovative resolutions.

In addition, interpersonal contacts are a significant factor in the development of employee engagement. Individuals who possess a high level of resilience are more likely to cultivate favorable interpersonal connections with their colleagues and supervisors, hence enhancing their engagement within the professional setting. Positive relationships have the potential to foster social support, which plays a crucial role in surmounting obstacles and enhancing one's sense of affiliation with the organization. Employee engagement is influenced by their identification with organizational principles and culture. Employees with a high level of resilience are more adept at adjusting to the organization's values and culture, hence enhancing their level of involvement. They may experience a heightened sense of affiliation with the group and be more inclined to actively participate towards the organization's objectives. Resilience also exerts an influence on the level of employee

engagement. Employees with high levels of resilience exhibit greater engagement in their work and assume greater accountability for the organization's success. They are likely to exhibit higher levels of motivation and actively engage in the pursuit of organizational objectives.

In conclusion, the provision of assistance and appreciation plays a crucial role in enhancing employee engagement. Employees who possess a high level of resilience are more adept at offering assistance to their colleagues and acknowledging their valuable contributions, so fostering a stronger sense of affiliation with the firm. The provision of support and recognition has the potential to enhance individuals' sense of appreciation and recognition, hence playing a crucial role in bolstering employee engagement. Therefore, resilience, encompassing attributes such as autonomy, positive outlook, emotional regulation, and cognitive adaptability, significantly influences the development of employee engagement through interpersonal engagement, alignment with organizational values and culture, degree of employee participation, and provision of support and acknowledgment. This finding demonstrates that enhancing employee resilience can serve as a viable approach to augmenting their level of involvement with the firm, thereby fostering a work environment that is both more productive and satisfying.

Resilience influences employee engagement, this is in line with research conducted by: (Wulandari, 2020), (Genita & Dwarawati, 2023), (Damayanti & Handoko, 2018).

The Effect of Training on Employee Performance

Primarily, proficient training may equip personnel with the requisite knowledge to enhance their task performance. The acquisition of enhanced knowledge may encompass comprehension of operational protocols, cutting-edge technological advancements, or the regulations established by the company. Enhanced knowledge empowers individuals to operate with greater efficiency and effectiveness, thereby enhancing their performance in attaining organizational objectives. In addition, training facilitates the enhancement of personnel competencies. Enhanced competencies, encompassing technical, leadership, and communication proficiencies, empower personnel to effectively manage intricate and diverse assignments. Not only does this enhance their overall performance, but it also provides opportunities for additional career advancement.

The concept of attitude shift is a crucial element of training that is frequently disregarded. The provision of effective training has the potential to alter an employee's disposition towards their work, the team, or the company in its entirety. Training programs focused on work ethic or cooperation can effectively alter attitudes towards positivity and collaboration, so enhancing performance and fostering greater involvement with the organization. Furthermore, enhancing employee performance can also have a positive impact on their adherence to corporate regulations and procedures. There is a positive correlation between employees' perception of their competence and confidence in their work and their motivation to adhere to established norms and standards. In addition to enhancing the organizational culture, this also contributes to the general improvement of performance.

Moreover, training can also offer prospects for individual growth and acquisition of knowledge. The provision of pertinent training and development opportunities to employees facilitates their ongoing professional and personal growth. Not only does this enhance their performance, but it also heightens their commitment to the business as they perceive themselves as esteemed and assisted in their development. Enhanced performance directly leads to a consistent presence and reliability. Job satisfaction and organizational value positively correlate with regular attendance and consistent work performance among employees. This metric serves as a significant measure of robust staff engagement and commitment.

Ultimately, the attainment of personal objectives is a crucial component of employee performance. When employees possess a sense of ability to attain their personal and professional objectives inside the workplace, their motivation to exert effort and make valuable contributions to the overall prosperity of the firm is heightened. Efficient training can assist employees in recognizing and attaining their objectives by equipping them with the essential skills and knowledge. Therefore, the impact of training, encompassing the enhancement of knowledge, the development of skills, the alteration of attitudes, and the enhancement of performance, on employee performance can be assessed by various factors such as employee adherence, personal growth and learning, regular attendance and dependability, and the attainment of individual objectives. This statement underscores the need of allocating resources towards staff training and development as a strategic approach to enhance both individual and organizational performance.

Training influences employee performance, this is in line with research conducted by: (Syahputra & Tanjung, 2020), (Kosali, 2023), (Fakhri et al., 2020).

The Effect of Mentoring on Employee Performance

To begin with, the process of skill development facilitated by mentoring enables personnel to expand and enhance their competencies in executing designated responsibilities. A seasoned mentor possesses the ability to assist the mentee in recognizing areas for improvement and offer the necessary guidance and assistance to attain these objectives of skill enhancement. Mentoring facilitates the enhancement of employees' technical and interpersonal competencies, hence leading to an amelioration in the caliber of their performance. Furthermore, the exemplification demonstrated by mentors can also exert a beneficial influence on employee performance. A mentor who demonstrates exemplary conduct in performing their responsibilities, engaging with colleagues, and handling professional obstacles might motivate a mentee to imitate such actions. The exemplary conduct of a mentor establishes elevated benchmarks for the mentee, so fostering a drive inside them to enhance their professional performance. Implementing this can enhance the overall performance of employees.

The provision of career support is a crucial component of mentoring that has the potential to influence employee performance. A mentor who assumes the role of a career coach can provide valuable support to the mentee in strategizing and cultivating their professional trajectory. Mentors possess the capacity to offer invaluable guidance, impart their own experiences, and assist mentees in recognizing prospects for personal and professional development within the organizational context. The provision of career assistance by a mentor can serve as a catalyst for the mentee to exert greater effort and make optimal contributions.

The extensive knowledge imparted by mentors can also exert influence on the performance of employees. Mentoring facilitates the mentee's acquisition of a more comprehensive comprehension of the organization's culture, beliefs, and objectives. This facilitates the mentee's sense of affiliation with the business and enhances their comprehension of how their position contributes to the overall success of the organization. A comprehensive comprehension of the organization has the potential to inspire mentees to dedicate themselves to the organization's objectives and enhance their performance consequently. Within the realm of compliance, mentorship assumes a significant role in influencing and molding employee conduct. Mentors who offer assistance and counsel to mentees regarding the significance of adhering to corporate policies and procedures have the potential to foster a culture of compliance throughout the workforce. Mentoring facilitates employees' comprehension of the repercussions associated with contravening corporate standards and underscores the need of upholding integrity in their professional endeavors.

In addition, mentoring can facilitate employee personal growth and knowledge acquisition. A mentor who facilitates the personal growth and development of a mentee can assist them in recognizing their individual objectives and offer direction in attaining them. Mentoring facilitates the enhancement of individuals' talents beyond the confines of the work environment, hence exerting an impact on their performance within the professional setting. Mentoring can also have an impact on consistent attendance and employee reliability. A mentor who provides support and inspiration to a mentee might enhance their motivation to continuously attend work and produce optimal contributions. Mentors possess the ability to assist mentees in surmounting barriers that could impede their attendance and academic achievement, such as stress or ambiguity.

Mentoring can also exert an influence on the attainment of individual goals. A mentor who aids a mentee in developing and attaining their personal and professional objectives can enhance the mentee's drive and dedication to reaching exceptional results. Mentoring can provide employees with a sense of support in their endeavors to attain their objectives, thereby enhancing their overall performance. Hence, the impact of mentoring, encompassing skill enhancement, role modeling, career assistance, and holistic comprehension, can yield extensive and favorable outcomes on employee performance, encompassing adherence, personal growth and acquisition of knowledge, regular attendance and dependability, and attainment of individual objectives. This underscores the significance of mentors in providing guidance and support to individuals in order to facilitate the realization of their maximum capabilities within the professional setting.

Mentoring influences employee performance, this is in line with research conducted by: (Fauzi, 2023), (Hindarto, 2021), (Amanillah, 2020).

The Effect of Resilience on Employee Performance

To begin with, the attribute of independence holds significant importance when confronted with work-related issues. Autonomous employees has the capacity to proactively take charge, surmount challenges, and accomplish their assignments with effectiveness. This has a direct influence on employee compliance, since autonomy enables them to more effectively adhere to corporate regulations and protocols, leading to regular attendance and a high level of dependability in executing their duties. Moreover, optimism functions as a determinant that impacts the attitudes and perceptions of employees towards the work environment and the challenges they encounter. Employees with an optimistic outlook perceive challenges as chances rather than hindrances, so inspiring them to exert effort and maintain dedication towards company objectives. Optimism fosters personal growth and learning, since those who are optimistic are more inclined to embrace learning and acquire new abilities, hence facilitating the attainment of significant personal achievements.

Emotional regulation capacity refers to the aptitude to effectively control and adjust emotional reactions in specific circumstances. Employees with strong emotional management abilities exhibit more composure and concentration in high-pressure situations, resulting in improved attendance and dependability. They possess the ability to confront obstacles more effectively and maintain productivity even under emotionally taxing circumstances. Furthermore, the capacity to control emotions also enhances favorable interpersonal engagements and efficient individual acquisition of knowledge. Mental flexibility refers to an individual's capacity to swiftly and efficiently adapt to alterations and accommodate novel circumstances. Employees that possess mental flexibility are more adept at adapting to organizational changes or shifting tasks, hence enhancing employee compliance and ensuring continuous attendance. They possess the ability to adjust to a constantly changing work environment and maintain their concentration on attaining personal and corporate objectives.

Resilience is a dynamic attribute that may be cultivated through experience, practice, and support. Hence, the implementation of employee development initiatives that prioritize

the cultivation of resilience can yield substantial effects on employee performance and the attainment of corporate objectives. By means of training and mentoring, employees can gain skills and strategies to enhance their autonomy, positivity, ability to manage emotions, and cognitive adaptability. This, in turn, has an effect on compliance, personal growth and learning, regular attendance and dependability, and the attainment of individual objectives. Hence, the impact of resilience, encompassing attributes such as independence, optimism, emotional regulation, and mental flexibility, can exert a wide-ranging and substantial influence on employee performance across multiple dimensions, encompassing compliance, personal growth and learning, regular attendance and dependability, and attainment of individual objectives. This underscores the significance of prioritizing and cultivating resilience as a fundamental component of human resource development strategies inside firms in order to attain sustained success in the long run.

Resilience influences employee performance, this is in line with research conducted by: (Ocktafian, 2021), (Aprilia, 2022), (Laurenza, 2021).

The Effect of Employee Engagement on Employee Performance

Primarily, the establishment of favorable interpersonal contacts among employees fosters a work climate that is conducive to support, facilitates efficient collaboration, and enhances team dynamics. This phenomenon has the potential to enhance employee engagement within the firm as it fosters a sense of value and support among colleagues. Interpersonal contacts have the potential to exert an influence on employee compliance, as they tend to exhibit higher levels of motivation to adhere to the established norms and regulations within the team and business. Additionally, the participation of employees in identifying organizational values and culture is crucial in enhancing their commitment to the firm. When employees perceive a congruence between the principles and culture of the firm and their own personal values, they are inclined to experience a heightened sense of connection and dedication towards the organization's objectives. Additionally, it might impact employee engagement levels since they perceive themselves as integral to a larger entity and possess a significant role in the organization's achievements.

Employee involvement is a crucial determinant of their performance. Employees who experience a sense of engagement in their work, actively participate in their colleagues and organizational procedures, are more likely to be driven to perform at their highest level. Enhanced engagement can also have a significant influence on employees' personal development and learning, as they become more receptive to possibilities for intellectual growth and advancement in the workplace. Furthermore, the provision of support and acknowledgment from both management and colleagues can exert a substantial influence on the performance of employees. The assistance offered to employees in confronting their obstacles and accomplishments is acknowledged as enhancing their drive and dedication to the firm. This phenomenon can potentially enhance employee compliance by fostering a sense of value and recognition for their individual efforts.

The impact of employee engagement on employee performance is substantial, encompassing various factors such as interpersonal connections, alignment with company values and culture, degree of employee involvement, and the provision of support and recognition. These variables are interconnected and mutually impact one another to create a work environment that is supportive and productive, fostering a sense of connection between employees and the organization, and motivating them to make their best contributions. Hence, firms must prioritize and enhance these facets of employee engagement as integral components of their human resource development plan.

Employee engagement influences employee performance, this is in line with research conducted by: (Fauzya & Chaniago, 2022), (Baharsyah & Nugrohoseno, 2021), (Ramadhan & Budiono, 2023).

The Effect of Training on Employee Performance Through Employee Engagement

Primarily, proficient training has the potential to enhance employees' knowledge and abilities, thereby establishing a foundation for their adherence to company policies and procedures. Employees are more inclined to adhere to set regulations and make constructive contributions towards corporate objectives when they possess a more comprehensive comprehension of their responsibilities. Moreover, training can also impact employees' personal growth and acquisition of knowledge. By means of pertinent training, employees have the opportunity to acquire novel knowledge, skills, and insights that not only enhance their professional performance, but also foster their individual development. Enhanced knowledge and abilities can serve as a catalyst for employees to persist in their pursuit of personal growth and development, thereby exerting an impact on the attainment of their particular objectives.

Training can induce a notable change in mindset, which in turn exerts a substantial influence on the performance of employees. Enhancing employees' perceptions and attitudes towards their work can be facilitated by training programs that address key areas such as motivation, work ethic, and work attitudes. A favorable change in mindset has the potential to enhance employee engagement and dedication to the firm, hence influencing their regular attendance and dependability in task execution. Training directly leads to enhanced employee performance, which in turn has a direct impact on employee engagement with the firm. Employees that experience a sense of success in their professional roles exhibit a higher level of organizational connection and motivation to actively contribute towards the achievement of corporate objectives. The enhancement of employee performance may lead to a rise in employee engagement levels, as individuals perceive a greater sense of significance and acknowledgement from the firm.

The influence of training on employee performance can be strengthened through employee engagement, which is cultivated through interpersonal interactions, identification of company values and culture, and the provision of support and recognition. Positive interpersonal interactions have the potential to enhance the overall relationship between employees and the organization. Additionally, employees' sense of identity and commitment can be reinforced through their identification with organizational values and culture. Employee engagement and motivation can be enhanced through support and acknowledgment from both superiors and co-workers, leading to improved performance.

Therefore, the impact of training on employee performance via employee engagement encompasses a multifaceted interplay of several elements, such as enhanced knowledge, skill development, changes in attitudes, and improved performance, all of which are interconnected and mutually influential. The recognition of the significance of incorporating training and employee involvement into human resource development initiatives is crucial for firms to effectively attain broader organizational objectives.

Training influences employee performance through employee engagement, this is in line with research conducted: (Kosali, 2023), (Septiyana, 2022), (Fakhri et al., 2020).

The Effect of Mentoring on Employee Performance Through Employee Engagement

Mentoring plays a crucial role in enhancing efficiency and productivity in the workplace. It encompasses various aspects such as skill development, role modeling, career support, and a thorough understanding of employee performance, including compliance, personal growth, learning, consistent attendance, reliability, and achieving individual goals through employee engagement. Employee engagement involves interpersonal interaction, identification of values and organizational culture, employee involvement, and the provision of support and recognition. To begin with, the implementation of good mentoring facilitates the enhancement of employee competencies by means of the expertise and wisdom imparted

by a seasoned mentor. Not only does this enhance individual performance, but it also reinforces employee compliance since they perceive themselves as better equipped and capable of accomplishing their jobs in accordance with established benchmarks.

Furthermore, the illustration of a mentor serves as a commendable model for employees in relation to professional conduct and the principles upheld by the firm. The presence of a role model holds significant influence over the attitudes and behavior of employees, hence exerting an impact on their total performance. Positive role modeling has the potential to enhance employees' organizational attachment by fostering a sense of connection to the organization's ideals, which is exemplified via the behaviors of their mentors. The provision of career support by mentors plays a crucial role in assisting employees in the development of a well-defined and attainable career trajectory. By providing this assistance, employees experience a sense of backing in attaining their objectives, hence fostering their motivation to attain higher levels of accomplishment. This form of assistance can also have an impact on the personal development and learning of employees, as it provides them with a sense of direction and support in their endeavors towards personal growth.

Furthermore, the mentors' provision of a thorough grasp regarding organizational culture and company principles serves to enhance employee identity and foster a stronger devotion to the enterprise. By fostering a profound comprehension, employees have a sense of affiliation with the mission and vision of the business, so potentially enhancing their motivation to exert more effort and make more substantial contributions towards the attainment of organizational objectives. Effective mentoring can also have an impact on employee engagement levels. An engaged mentor who actively participates in the growth of employees has the potential to enhance their degree of job engagement and organizational commitment. Employees' continuous attendance and reliability are influenced by high engagement, since it fosters a sense of involvement and commitment to their work.

Finally, offering assistance and acknowledgment from mentors can significantly enhance employee performance. The assistance offered to employees in confronting their obstacles and accomplishments is acknowledged as enhancing their drive and dedication to the firm. This phenomenon has the potential to impact employees' attainment of personal objectives and enhance their overall level of involvement with the firm. Hence, the impact of mentoring, encompassing skill enhancement, role exemplification, career assistance, and holistic comprehension, can exert a substantial influence on employee performance via employee engagement, encompassing interpersonal interactions, organization values and culture identification, employee involvement, and support provision. and admission. This underscores the crucial significance of mentors in providing guidance and assistance to individuals in attaining their maximum capabilities within the professional setting.

Mentoring influences employee performance through employee engagement, this is in line with research conducted: (Laksono & Wardoyo, 2019) and (Nugraha & Wardhani, 2022)

The Effect of Resilience on Employee Performance Through Employee Engagement

The key factors in establishing a productive work environment and empowering individual employees are resilience, which encompasses independence, optimism, emotional regulation, and mental flexibility. Resilience also influences employee performance, which includes compliance, personal development and learning, consistent attendance and reliability, as well as the achievement of individual goals through employee engagement. Employee engagement involves interpersonal interaction, identification of values and organizational culture, the level of employee involvement, and the provision of support and recognition. Primarily, independence is a crucial characteristic that empowers people to surmount obstacles and proactively execute their responsibilities. Autonomous personnel are more adept at adhering to company policies and procedures since they possess the capacity to undertake the requisite actions without dependence on external oversight.

The characteristic of optimism exerts an impact on the attitudes and perceptions of employees towards their work and the overall work environment. Employees who possess an optimistic outlook have a tendency to perceive potential advantages in each obstacle, hence fostering more effort and a steadfast dedication towards attaining the objectives of the firm. The significance of optimism in personal development and learning is significant, since individuals who possess an optimistic outlook are more inclined to confront challenges and derive valuable insights from their experiences. Emotional regulation capacity refers to the aptitude to effectively control and regulate emotional reactions in challenging circumstances. Employees that possess strong emotional regulation abilities are more likely to exhibit constant attendance and reliability in their work due to their enhanced capacity to successfully manage stress and pressure. The capacity to effectively regulate emotions also has a significant impact on fostering pleasant interpersonal connections and facilitating continuous personal growth.

Cognitive flexibility refers to the capacity to effectively respond and adapt to alterations and novel circumstances. Individuals that possess cognitive adaptability are more adept at surmounting obstacles that emerge in a swiftly evolving professional setting. Employee engagement levels can be influenced by mental flexibility, as those who possess this trait are more receptive to change and innovation. Employee engagement is a crucial factor in enhancing the impact of resilience on performance. This is achieved through interpersonal connections, the identification of organizational values and culture, the level of employee involvement, and the provision of support and recognition. Enhancing employee optimism and independence can be facilitated by positive interpersonal interactions and support from colleagues and supervisors. Identifying the values and culture of a business can enhance employees' ability to regulate their emotions by establishing a solid basis for the anticipated attitudes and conduct inside the organization.

In general, the reciprocal relationship between resilience and employee engagement contributes to the development of optimal employee performance. Employees that possess robust independence, optimism, emotional regulation capacity, and mental flexibility are more inclined to exhibit compliance, flourish, maintain constant attendance, and successfully attain their objectives. By engaging in positive interpersonal relationships, aligning with organizational values, actively participating in the organization, and receiving support and recognition, employees can develop a sense of support and connection to the business. This, in turn, enhances the effectiveness of their resilience.

Resilience influences employee performance through employee engagement, this is in line with research conducted: (Aprilia, 2022), (Wulandari, 2020), (Genita & Dwarawati, 2023).

Conceptual Framework

Based on the research results, previous research and the discussion above, the following framework of thinking has been determined:

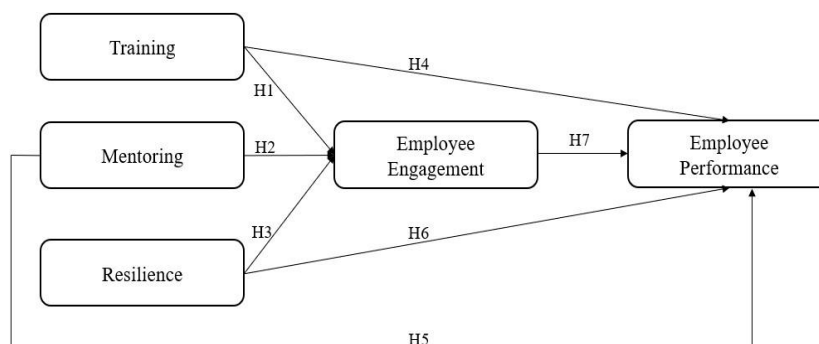


Figure 1. Conceptual Framework

Based on Figure 1 above, it shows that training, mentoring and resilience influence employee engagement and performance. However, apart from these independent variables which influence the dependent variable, there are variables which include:

1. Career Development: (Kasman & Ali, 2022), (Elmi & Ali, 2017), (Bawono & Lo, 2020).
2. Workload: (Ali et al., 2022), (Soesanto et al., 2023), (Putri et al., 2023), (Saputra et al., 2023), (Sari & Ali, 2022).
3. Work Environment: (Mahaputra & Saputra, 2021), (M. R. Putra et al., 2020), (Saputra & Mahaputra, 2022).

CONCLUSION

Based on the problem formulation, results and discussion, previous research and the conceptual framework above, the conclusions of this research are:

1. Training influences employee engagement.
2. Mentoring influences employee engagement.
3. Resilience influences employee engagement.
4. Training influences employee performance.
5. Mentoring influences employee performance.
6. Resilience influences employee performance.
7. Employee engagement influences employee performance.
8. Training influences employee performance through employee engagement.
9. Mentoring influences employee performance through employee engagement.
10. Resilience influences employee performance through employee engagement.

REFERENSI

- Ali, H., & Limakrisna, N. (2013). Metodologi Penelitian (Petunjuk Praktis Untuk Pemecahan Masalah Bisnis, Penyusunan Skripsi (Doctoral dissertation, Tesis, dan Disertasi. In *In Deppublish: Yogyakarta*.
- Ali, H., Sastrodiharjo, I., & Saputra, F. (2022). Pengukuran Organizational Citizenship Behavior : Beban Kerja , Budaya Kerja dan Motivasi (Studi Literature Review). *Jurnal Ilmu Multidisiplin*, 1(1), 83–93.
- Amanillah, N. F. (2020). *Pengaruh Coaching dan Mentoring terhadap Kinerja Karyawan PT. Bank BNI Syariah KC Banjarmasin*.
- Aprilia, L. (2022). *ANALISIS PENGARUH RESILIENCE DAN EMOTIONAL INTELLIGENCE TERHADAP KINERJA KARYAWAN PADA MASA PANDEMI COVID-19 DENGAN WORK ENGAGEMENT SEBAGAI VARIABEL INTERVENING (Studi Kasus di BPRS Bangun Drajat Warga Yogyakarta)*. UNIVERSITAS ISLAM NEGERI SUNAN KALIJAGA.
- Baharsyah, A. R., & Nugrohoseno, D. (2021). Pengaruh Employee Engagement terhadap Job Performance melalui Creativity sebagai Variabel Mediasi. *Jurnal Ilmu Manajemen*, 9(3), 1279–1292.
- Bawono, W., & Lo, S. J. (2020). EMPLOYEE ENGAGEMENT AS A MEDIATOR INFLUENCES OF WORK STRESS AND CAREER DEVELOPMENT TO TURNOVER INTENTION IN EMPLOYEE OFFICE OF PT PKSS CENTRAL OFFICE. *Dinasti International Journal of Management Science*, 1(5), 695–705. <https://doi.org/10.31933/DIJMS>
- Christian, Y., Suroso, S., & Untari, D. T. (2022). PROJECT PERFORMANCE ANALYSIS USING BALANCED SCORECARD (CASE STUDY : MANAGE SERVICE PROJECT AT PT . X). *Dinasti International Journal of Management Science*, 3(4), 702–714.

- Damayanti, T. M., & Handoko, H. (2018). Pengaruh resiliensi terhadap work engagement pada masinis yang bertugas di stasiun tugu Yogyakarta. *Jurnal Perkeretaapian Indonesia, II* (2), 87–94.
- Eko Santoso, W., & Moeins, A. (2019). the Effect of Organizational Culture, Motivation and Training on Employee Performance At the Regional Development Planning Board of West Java Province. *Dinasti International Journal of Management Science, 1*(1), 37–56. <https://doi.org/10.31933/dijms.v1i1.23>
- Elmi, F., & Ali, H. (2017). The effect of incentive, training, and career development on productivity of PT. Pelita Cengkareng paper's workers. *International Journal of Applied Business and Economic Research*.
- Fakhri, R. F., Indi, D., & Mas'ud, F. (2020). ANALISIS PENGARUH KOMPENSASI DAN PELATIHAN TERHADAP KINERJA KARYAWAN DENGAN EMPLOYEE ENGAGEMENT SEBAGAI VARIABEL INTERVENING (Studi pada PT Ciomas Adisatwa Unit Pabelan). *Diponegoro Journal of Economics, 9*, 59–78. <http://ejournal-s1.undip.ac.id/index.php/jme>
- Fauzi, A. (2023). Pengaruh Coaching Dan Mentoring Terhadap Kinerja Pegawai. *Jurnal Akuntansi Dan Manajemen Bisnis, 3*(1), 121–126.
- Fauzya, H. A., & Chaniago, H. (2022). Pengaruh Employee Engagement Terhadap Employee Performance (Studi Kasus pada PT XYZ Bandung). *Jurnal Manajemen Sains Dan Organisasi, 3*(2), 97–110. <https://doi.org/10.52300/jmso.v3i2.5152>
- Genita, B. S., & Dwarawati, D. (2023). Pengaruh Resilience at Work terhadap Work Engagement pada Dokter Hewan. *Bandung Conference Series: Psychology Science, 3*(1), 436–444.
- Hindarto, M. B. (2021). Pengaruh Penilaian Dan Mentoring Terhadap Peningkatan Kinerja Karyawan Rumah Sakit Islam Nasrul Ummah. *Jurnal Ilmu Manajemen, 9*(4), 1623–1632.
- Kasman, P. S. P., & Ali, H. (2022). LITERATURE REVIEW FACTORS AFFECTING DECISION MAKING AND CAREER PLANNING: ENVIRONMENT , EXPERIENCE AND SKILL. *Dinasti International Journal of Digital Business Management, 3*(2), 219–231.
- Kosali, A. Y. (2023). Pengaruh Pelatihan dan Pengembangan Karir terhadap Kinerja Karyawan dengan Employee Engagement Sebagai Variabel Intervening. *Tirtayasa Ekonomika, 18*(2), 114–147.
- Laksono, B. F. W., & Wardoyo, P. (2019). Pengaruh Work Life Balance, Kepuasan Kerja dan Work Engagement Terhadap Turnover Intentions Dengan Mentoring Sebagai Variabel Moderating Pada Karyawan Hotel DAFAM Semarang. *Jurnal Riset Ekonomi Dan Bisnis, 12*(1), 17–36.
- Laurenza, S. (2021). *Pengaruh Job Stressor Dan Resilience Terhadap Produktivitas Kinerja Pegawai (Studi Kasus: Unit Kerja Pengadaan Barang/Jasa Pemerintah Kota Surabaya)*. Institut Teknologi Sepuluh Nopember Surabaya.
- Mahaputra, M. R., & Saputra, F. (2021). Literature Review the Effect of Headmaster Leadership on Teacher Performance , Loyalty and Motivation. *Journal of Accounting and Finance Management, 2*(2), 103–113.
- Mardiah, M., & Fahmawati, Z. N. (2023). PSYCHOLOGICAL CAPITAL DAN WORK ENGAGEMENT: KONTRIBUSI HOPE, OPTIMISM, RESILIENCE DAN EFFICACY TERHADAP WORK ENGAGEMENT. *Jurnal Mahasiswa BK An-Nur: Berbeda, Bermakna, Mulia, 9*(3), 239–249.
- Mayangsari, R. E., & Nawangsari, L. C. (2019). THE EFFECT OF GREEN RECRUITMENT, GREEN TRAINING ON ENVIRONMENTAL PERFORMANCE IN PT WIRA CIPTA PERKASA USING EMPLOYEE GREEN BEHAVIOR AS

- MEDIATION VARIABLE. *Dinasti International Journal of Management Science*, 1(2), 217–231. <https://doi.org/10.31933/DIJMS>
- Nugraha, K. W., & Wardhani, E. N. K. (2022). The effect of managerial coaching, person-job fit, and motivation toward employee performance: The mediating role of satisfaction and engagement. *Owner: Riset Dan Jurnal Akuntansi*, 6(3), 2899–2911.
- Nugroho, S. E., & Ratnawati, I. (2021). Pengaruh Keterlibatan Karyawan Terhadap Kinerja Karyawan dengan Voice Behaviour Sebagai Variabel Intervening (Studi pada PT Pelabuhan Indonesia III Persero Regional Jawa Tengah). *Diponegoro Journal of Management*, 10(3), 1–13. <http://ejournal-s1.undip.ac.id/index.php/dbr>
- Ocktafian, Q. (2021). Pengaruh resiliensi karyawan terhadap kinerja karyawan melalui kepuasan hidup. *Jurnal Ilmu Manajemen*, 9(2), 830–843.
- Pusparani, M., Amin, S., & Ali, H. (2021). the Effect of Work Environment and Job Satisfaction on Employee Performance With Organizational Commitment As an Intervening Variable At the Department of Population Control and Family Planning Sarolangun Regency. *Dinasti International Journal of Management Science*, 3(2), 202–219. <https://doi.org/10.31933/dijms.v3i2.1016>
- Putra, D. A., & Adriansyah, A. (2022). Pengaruh Pelatihan Kerja, Motivasi Kerja, dan Employee Engagement Terhadap Kinerja Tenaga Ahli Fraksi X DPR RI. *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)*, 8(3), 124–131.
- Putra, M. R., Yandi, A., & Maharani, A. (2020). DETERMINATION OF EMPLOYEE MOTIVATION AND PERFORMANCE: WORKING ENVIRONMENT, ORGANIZATIONAL CULTURE, AND COMPENSATION (A Study *Dinasti International Journal of Education Management And Social Science*, 1(3), 419–436. <https://doi.org/10.31933/DIJEMS>
- Putri, G. A. M., Fauzi, A., Saputra, F., Danaya, B. P., & Puspitasari, D. (2023). Pengaruh Pengembangan Karier, Budaya Organisasi dan Beban Kerja terhadap Kepuasan Kerja Karyawan (Literature Review MSDM). *Jurnal Ekonomi Manajemen Sistem Informasi (Jemsi)*, 5(2), 99–110. <https://doi.org/https://doi.org/10.31933/jemsi.v5i2>
- Ramadhan, N. D., & Budiono, B. (2023). Pengaruh Self Efficacy dan Work Engagement terhadap Employee Performance melalui Job Satisfaction pada Karyawan PT. X. *Jurnal Ilmu Manajemen*, 783–796.
- Ridwan, M. (2020). Analysis of Organizational Commitment Through OCB on Employee Performance. *Dinasti International Journal of Management Science*, 1(4), 543–555. <https://doi.org/10.31933/dijms.v1i4.189>
- S, A. N. D., & Ali, H. (2022). Literature Review the Effect of Division of Work and Workload on Work Effectiveness and its Impact on Employee Performance. *Dinasti International Journal of Economics, Finance & Accounting*, 3(2), 227–240.
- Saputra, F., & Mahaputra, M. R. (2022). Building Occupational Safety and Health (K3): Analysis of the Work Environment and Work Discipline. *Journal of Law Politic and Humanities*, 2(3), 105–114.
- Saputra, F., Masyruroh, A. J., Danaya, B. P., Maharani, S. P., Ningsih, N. A., Ricki, T. S., Putri, G. A. M., Jumawan, J., & Hadita, H. (2023). Determinasi Kinerja Karyawan: Analisis Lingkungan Kerja, Beban Kerja dan Kepemimpinan pada PT Graha Sarana Duta. *JURMA: Jurnal Riset Manajemen*, 1(3), 329–341.
- Sari, D. P., & Ali, H. (2022). LITERATURE REVIEW MEASUREMENT MODEL OF INDIVIDUAL BEHAVIOR AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: INDIVIDUAL CHARACTERISTICS , WORK CULTURE AND WORKLOAD. *Dinasti International Journal of Management Science*, 3(4), 647–656.

- Septiyana, B. (2022). *Pengaruh Pelatihan dan Pengembangan Karir Terhadap Kinerja Karyawan dengan Employee Engagement Sebagai Variabel Intervening*. Fakultas Ekonomi dan Bisnis uin jakarta.
- Soesanto, E., Saputra, F., Puspitasari, D., & Danaya, B. P. (2023). Analisis Sistem Manajemen Sekuriti: K3 dan Beban Kerja di PT . XYZ. *Jurnal Riset Dan Inovasi Manajemen*, 1(2), 139–150.
- Suryadi, H., & Aima, M. H. (2019). the Influence of Organizational Culture and Training on Organizational Commitment and Also Its Implications on the Performance of Health Workers in Puskesmas Johar Baru District. *Dinasti International Journal of Management Science*, 1(2), 148–162. <https://doi.org/10.31933/dijms.v1i2.51>
- Syahputra, M. D., & Tanjung, H. (2020). Pengaruh Kompetensi, Pelatihan dan Pengembangan Karir terhadap Kinerja Karyawan. *MANEGGGIO: Jurnal Ilmiah Magister Manajemen*, 3(2), 283–295. <https://doi.org/10.32832/manager.v2i3.3706>
- Unwanullah, U. (2023). Employee Performance: Training, Coaching and Employee Engagement. *Dinasti International Journal of Education Management And Social Science*, 4(5), 780–787.
- Wulandari, I. S. (2020). Peran high performance work system terhadap employee engagement dan employee resilience: studi literatur. *BIMA: Journal of Business and Innovation Management*, 3(1), 1–16.