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Analysis Employee Engagement and Employee Performance Startup Business: Assessment, Psychological Structure, Discipline (Study Literature Review)

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Abstract: The article analyzing employee engagement and employee performance in startup businesses: assessment of psychological structure and discipline is a scientific literature review 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) Assessment of employee engagement influences in startup businesses; 2) Psychological structure influences employee engagement in startup businesses; 3) Discipline influences employee engagement in startup businesses; 4) Assessment of employee performance influences in startup businesses; 5) Psychological structure influences employee performance in startup businesses; 6) Discipline influences employee performance in startup businesses; and 7) Employee engagement influences employee performance in startup businesses.

Keywords: Employee Performance, Employee Engagement, Assessment, Psychological Structure, Discipline

INTRODUCTION

Employee engagement with their employer and at work is a critical aspect influencing performance in this fast-paced, highly competitive industry. Three primary characteristics can be used to characterize employee engagement: work engagement, relationship engagement, and behavioral engagement. In new enterprises, all three have a big influence on work quality, initiative, inventiveness, and productivity. Prior to anything else, we must comprehend the function of assessment in the context of a new company. One of the most important steps in assessing an employee's performance and potential is assessment. Evaluation in a dynamic

setting such as a startup company involves more than just evaluating historical performance; it also involves projecting an employee's future potential. Effective evaluation, according to research, can aid in choosing staff members who best meet the requirements of new businesses. Therefore, a thorough evaluation can guarantee that workers are assigned to roles that align with their expertise, disposition, and style, ultimately leading to enhanced productivity.

Assessments can also assist in identifying areas of growth for staff members who might require more direction or instruction. Finding potential talent and development needs is essential in a startup where adaptability and change are essential to ensuring that staff members can contribute as much as possible to the company's objectives. As a result, evaluation plays a crucial role in examining worker performance and engagement in startups. Moreover, psychological structure has a significant impact on worker engagement and output. Important elements of the psychological structure that might affect how workers interact with their jobs and the workplace are emotional awareness, motivation, and self-concept. Good emotional awareness among staff members helps them better handle pressure and stress, which boosts output and improves the quality of their job. Since they have an internal drive to meet the objectives set by the organization, employees with high motivation, particularly intrinsic motivation, are also more likely to be proactive and creative. Employees' self-confidence can be boosted by having a strong and positive self-concept, and this can improve their performance and contribution to the beginning company.

A sound psychological foundation can be crucial to boosting employee engagement and productivity in the setting of startup companies, which frequently have vibrant and creative work cultures. Startups can foster an environment that encourages and stimulates the growth of creativity and innovation in the workplace by focusing on and supporting the development of emotional awareness, motivation, and positive self-concept among staff members. Thus, psychological structure is a crucial component that must be taken into account when analyzing employee performance and engagement in startup companies. Last but not least, discipline is another component that is crucial to worker performance and engagement in startups. Along with regular attendance and following the rules, discipline also involves taking the initiative and being responsible for completing work as assigned. In early-stage enterprises, where adaptability and flexibility are frequently required, discipline serves as a crucial basis to guarantee seamless and effective operations. Good discipline among employees makes them more dependable and task-responsive, which can boost output and improve the caliber of their work. In conclusion, a variety of criteria, such as assessment, psychological structure, and discipline, are involved in the examination of employee engagement and performance in beginning enterprises. A holistic approach to these issues can assist startups in finding methods to enhance employee performance and engagement, which will help them succeed in a cutthroat and evolving market. Therefore, stakeholders in beginning businesses can benefit greatly from a literature analysis on this subject in order to make more informed decisions about organizational development and human resource management.

Based on the background of the problem above, the problem formulation is determined as follows: 1) Does the assessment affect employee engagement in startup businesses?; 2) Does psychological structure influence employee engagement in startup businesses?; 3) Does discipline influence employee engagement in startup businesses?; 4) Does assessment affect employee performance in startup businesses?; 5) Does psychological structure influence employee performance in startup businesses?; and 6) Does discipline affect employee performance in startup businesses?; and 7) Does employee engagement affect employee performance in startup businesses?

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

The research's findings, taking into account the problem's background and formulation, are as follows:

Employee Performance

Employee performance is an important factor in determining an organization's success. Various management gurus have stated their understanding and perspectives on the notion of employee performance, which broadly refers to an employee's abilities, behaviour, and work results in the context of his job. Employee performance can be defined as a person's success in meeting the goals and criteria established by the organisation. This means that employee performance is measured not just by how much work is accomplished, but also by how well the task is completed to the required quality (Harahap & Ali, 2020).

Indicators contained in employee performance include: 1) Productivity is one of the most important markers of employee performance since it assesses how efficiently and effectively an employee completes his or her tasks. Productivity can be measured in a variety of ways, including the quantity of work performed, the level of product produced, and the time required to complete a certain task. Productive personnel can help organizations achieve their goals and improve overall operational efficiency; 2) Work quality indicators are standards or criteria used to analyze how successfully personnel accomplish their tasks, taking into account precision, accuracy, and customer satisfaction levels. Work quality represents employees' capacity to generate high-quality products or services, which can improve the organization's reputation and confidence among customers; and 3) Initiative and creativity are performance indicators that represent an employee's capacity to produce new ideas, solve problems in unique ways, and take proactive efforts to improve performance or work processes. Employees with a high level of initiative and creativity can often offer unique and important contributions to the organization while also promoting a dynamic and progressive work culture (R. Putra et al., 2021).

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

Employee Engagement

Employee engagement is a key concept in human resource management that relates to an employee's level of engagement, attachment, and emotional involvement with their work, the organization in which they work, and the business's goals and values. Employee engagement has been a hot topic among human resource management professionals because it is regarded as a critical factor in boosting individual performance, organizational productivity, and long-term success. Employee engagement is described as the level of strong emotional and psychological attachment or involvement that employees have towards their work. This suggests that individuals who are emotionally invested in their jobs are more enthusiastic,

dedicated, and contribute favorably to their company's goals. Thus, employee engagement encompasses not just the physical components of work, but also the psychological and emotional factors that influence employees' motivation and conduct at work (Dwiswara & Utama, 2022).

The indicators contained in employee engagement include: 1) Behavioral engagement is another measure of employee engagement, which involves proactive and constructive conduct demonstrated by employees in order to attain company goals. Employees who are behaviorally engaged will actively participate, take initiative, and go above and beyond to help the firm function better. They are likely to make substantial contributions, collaborate with others, and strive for perfection in their work. This indication is significant because it demonstrates the level to which employees not only feel emotionally tied to the firm, but also behave in accordance with their involvement in the company's aims and ideals; 2) Relationship engagement: Another indicator of employee engagement is the quality of interpersonal interactions between employees and their coworkers, managers, and work groups. Relationship involvement represents the organization's level of social support and cooperation, which promotes employee satisfaction and well-being. Employees who are involved in pleasant and helpful interactions are more likely to be satisfied, productive, and loyal to the organization. As a result, maintaining strong engagement in work relationships is critical for fostering a healthy and productive work environment; and 3) Job engagement is another measure of employee engagement. It covers both intrinsic and extrinsic characteristics of the job, such as the level of challenge, freedom in executing duties, and rewards provided. Employees that are engaged at work are more driven, enthusiastic, and committed to their achievement. They are also more likely to be content with their positions and to remain with the organization. As a result, ensuring strong engagement at work is critical to enhancing employee performance and satisfaction (Bawono & Lo, 2020).

Employee engagement has been studied by several researchers, including: (Eka & Anik, 2020), (Yandi & Bimaruci Hazrati Havidz, 2022), (Dwiswara & Utama, 2022).

Assessment

Assessment is a systematic method of gathering information on the performance, talents, traits, or potential of individuals, groups, or organizations in order to make educated and appropriate judgments or evaluations. Assessment is a critical process in a variety of contexts that involves gathering, evaluating, and interpreting data in order to make meaningful and relevant judgments or evaluations. The validity, reliability, and relevance of the information gathered during the assessment ensure that decisions and assessments are based on correct and valuable data. As a result, assessment is critical in assisting individuals, groups, and organizations in meeting their objectives and improving their performance or effectiveness (Baroroh et al., 2023).

The indicators contained in the assessment include: 1) Performance is an important assessment indicator that examines how successfully people carry out their responsibilities in specific scenarios. Performance can be measured in a variety of ways, including productivity, job quality, and goal achievement. Performance appraisal evaluates an individual's ability to achieve desired objectives and provides relevant input for development and improvement; 2) Potential: The potential or talent an individual possesses to develop and excel in specific positions or duties in the future. Potential measurement enables organizations or institutions to discover individuals with promising career prospects or the potential for long-term success. This metric is important for making decisions about employee placement, promotion, and growth; and 3) Personality refers to an individual's psychological characteristics and traits, such as extraversion, neuroticism, or openness to new experiences. Personality assessments aid in understanding an individual's preferences, values, and conduct in a variety of contexts.

Personality tests are frequently utilized in the context of personnel selection, leadership development, and career guidance (Ananda, 2019).

Assessment has been studied by several researchers, including: (Baroroh et al., 2023), (Mas'adi, 2021), (Ananda, 2019).

Psychological Structure

Psychological structure is one of the most important ideas in psychological sciences, referring to the organization or underlying framework of various mental elements and human behavior. Psychological structure reflects the organization or underlying framework of numerous aspects of human mental and behavioral functioning, as seen via psychoanalytic, cognitive, developmental, and social lenses. A person's psychological structure is developed by complex interactions between biological, psychological, and social variables, as well as their personal experiences. Understanding psychology's structure will help you better grasp human complexity and the mental processes that impact our daily behavior and experiences (A. P. F. Putra & Djumarno, 2020).

The indicators contained in the psychological structure include: 1) Emotional Awareness: Emotional awareness refers to an individual's ability to notice, understand, and control their own emotions as well as those of others. Experts like Daniel Goleman have produced theories about emotional intelligence that emphasize the relevance of emotional awareness in daily living and interpersonal relationships. Measuring emotional awareness contributes to a better understanding of how people deal with stress, form healthy relationships, and attain mental wellness; 2) Motivation is an indicator of the drive or force that steers an individual's conduct toward specific goals or satisfaction. Experts such as Abraham Maslow and Frederick Herzberg created motivation theories that emphasize the importance of motivation in increasing individual job performance and satisfaction. Motivational assessment helps us understand the aspects that drive people's behavior, such as their needs, values, and expectations; and 3) Self-Concept: Self-concept is a measure of an individual's perception of themselves, including the identities, qualities, and characteristics that they associate with themselves. Experts such as Carl Rogers and Albert Bandura established ideas regarding self-concept that emphasise the relevance of self-concept in affecting individual behavior and decision making. Measuring self-concept aids in understanding how people perceive and judge themselves, as well as how this influences their behavior and decisions (Ngobeni et al., 2022).

The structure of psychology has been studied by several researchers, including: (A. P. F. Putra & Djumarno, 2020), (Ngobeni et al., 2022), (Simonova, 2021).

Discipline

Discipline is the concept of self-regulation, control, and adherence to rules, norms, or standards established by a person, group, or organization. Discipline is a complex and significant notion in many areas of human life, including organizations, education, psychology, and daily life. Individuals with good discipline can regulate their behavior, obey regulations, and attain the goals that they set for themselves (Pakpahan & Noviandy Aulia, 2022).

The indicators contained in the discipline include: 1) Consistent Attendance: Consistent attendance is a vital indicator of discipline since it refers to an employee's adherence to work schedules and consistent attendance without unauthorized absences or tardiness. Experts emphasize the necessity of constant attendance as a foundation for organizational productivity and success. Employees that attend on a regular basis display a high level of dedication to their jobs and contribute to the continuity of operations; 2) Adherence to Rules and Policies: Adherence to organizational rules and policies is another sign of discipline, since it reveals how closely employees follow the company's norms, processes, and laws. Experts emphasize the necessity of rule compliance as the cornerstone for preserving workplace order and security.

Employees who follow the rules and procedures display a sense of responsibility and respect for organizational authority; and 3) Responsibility and initiative are markers of discipline, including employees' willingness to accept responsibility for their jobs and take proactive efforts to enhance performance or work procedures. Experts emphasize the value of responsibility and initiative as keys to personal and organizational success. Responsible and proactive personnel demonstrate a high level of dedication and motivation at work (Fauzi & Herminingsih, 2021).

Discipline has been studied by several researchers, including: (F. Saputra & Mahaputra, 2022a), (Suciningrum et al., 2021), (Pangkey et al., 2019).

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	(Herawaty & Cahyadi, 2020)	Performance appraisal has no effect on employee engagement and competency has an effect on employee engagement	The influence of assessment on employee engagement	The influence of competency on employee engagement	H1
2	(Ngobeni et al., 2022)	Psychological structure influences employee engagement in South African Banks	The influence of psychological structure on employee engagement	There is a research locus, namely the Bank of South Africa	H2
3	(Ardiansyah & Artadita, 2021)	The work environment and work discipline influence employee engagement and performance	The influence of discipline on employee engagement	The influence of the work environment on employee performance	H3
4	(Agustin, 2019)	Assessment influences career development and employee performance	The influence of assessment on employee performance	The influence of assessment on career development	H4
5	(Devi & Suwena, 2018)	Psychological structure and organizational factors influence employee performance	The influence of psychological structure influences employee performance	The influence of organizational factors influences employee performance	H5
6	(Syafitri & Iryanti, 2022)	Work discipline and job satisfaction influence employee engagement and employee performance	The influence of discipline on employee performance	The influence of job satisfaction on employee engagement	H6
7	(Nugroho & Ratnawati, 2021)	Employee engagement influences voice behavior and employee performance	The effect of employee engagement on employee performance	The influence of employee engagement on voice behavior	H7

Discussion

Based on the results and previous research above, the research discussion is determined as follows:

1. The Effect of Assessment on Employee Engagement in Startup Businesses

Understanding and maximizing employee potential and talents can be critical to success in the frequently dynamic and competitive startup environment. First and foremost, performance evaluation enables startups to recognize each team member's major contributions and fix any faults that may occur. Employees who perform well and align with business goals are more likely to feel engaged in the initiatives and goals they face. Startups can encourage employees to consistently improve their performance and feel valued by offering clear and constructive feedback based on performance reviews.

Furthermore, prospective evaluation is especially crucial in the context of startups, as these businesses frequently require employees who are adaptable, talented, and eager to grow with the company. Startups that select people with high potential for leadership, innovation, and quick adaptation to market or technical changes are more likely to succeed in a constantly changing business. Startups can use potential assessments to design appropriate career development plans and give opportunities for employees to grow their skills and knowledge in response to the company's demands. Aside from that, personality evaluation plays a significant role in influencing employee engagement in startups. Employees' personalities can play an important part in deciding their capacity to overcome problems, work in groups, and adapt to change in an environment that is frequently dangerous and unpredictable. Employees with personalities that align with the company's culture and values are more likely to feel linked to the startup's mission and vision, which leads to increased engagement in the company's work and goals. Startups may develop strong, varied teams capable of inventing and competing in a competitive market by first knowing their employees' personalities.

In the framework of behavioral engagement, companies can use performance, potential, and personality assessments to motivate employees to take the initiative, collaborate, and actively contribute to the company's goals. Startups can encourage employees to consistently improve their performance and feel valued by offering clear and constructive feedback based on performance reviews. Startups can also discover individuals with leadership potential and offer them opportunity to lead projects or activities that align with the company's vision and goal. Relationship engagement is extremely critical in startup environments because strong, supportive interpersonal relationships can boost team collaboration, communication, and invention. Personality tests enable companies to create varied and balanced teams capable of working successfully and efficiently in difficult and challenging conditions. Startups can also increase relationship engagement by introducing supportive management techniques like mentoring, coaching, and collaborative team building.

Performance, potential, and personality assessments all have a significant impact on job engagement, which includes employees' satisfaction, dedication, and connection with their work and organization. Employees that are engaged at work are more driven, enthusiastic, and committed to their achievement. Startups can use potential evaluations to find individuals with interests and capabilities that match their jobs and responsibilities, resulting in increased work engagement. Startups can also boost employee engagement by acknowledging their accomplishments, offering professional growth opportunities, and fostering a friendly and encouraging work environment. Overall, the impact of performance, potential, and personality assessments on employee engagement in startup enterprises is important in terms of growth, success, and corporate culture. Startups may build a vibrant, inventive, and achievement-oriented work atmosphere that motivates individuals to develop and contribute to their full potential and talents. As a result, it is critical for startups to incorporate assessments into their human resource management methods and use the data gathered to boost employee engagement and meet company objectives.

Assessment influences employee engagement in startup businesses, this is in line with research conducted by: (Herawaty & Cahyadi, 2020), (Mas'adi, 2021), (Baroroh et al., 2023).

2. The Influence of Psychological Structure on Employee Engagement in Startup Businesses

First and foremost, emotional awareness has a significant impact on employee behavioral engagement in companies. Employees with high levels of emotional awareness are better able to perceive, analyze, and regulate their own and others' emotions. In the often-difficult startup environment, the ability to manage stress and pressure effectively can boost employee productivity and participation in meeting corporate objectives. Employees with high emotional awareness are also more able to adapt to rapid change and overcome problems, which improves their behavioral engagement in company programs and initiatives.

Furthermore, motivation is a crucial factor in determining employee work engagement in startups. Employees who are highly motivated are more likely to generate exceptional results and be committed to meeting company objectives. Employees that are inspired by a startup's vision and objective are more passionate and dedicated to their work, which can boost their engagement. Understanding individual motivation allows companies to identify variables that drive high-performing employees and provide appropriate incentives or rewards to maintain high levels of work engagement. In addition, self-concept has a significant impact on employee engagement in startups. Employees with a good and strong self-concept are more confident, ambitious, and willing to take chances that align with their career goals. A strong self-concept can also boost employees' intrinsic motivation, which is the internal drive to achieve goals that are in line with their unique identity and beliefs. Startups can capitalize on employees' self-concept by giving chances and challenges that match their individual aspirations and potential, resulting in increased employee work engagement and behavioral engagement in startup projects and initiatives.

Psychological components like as emotional awareness, motivation, and self-concept can all have an impact on startup relationship participation. Employees with high emotional awareness can form strong interpersonal ties and provide mutual support within teams and companies. Employees who understand and regulate their own emotions, as well as the emotions of others, are better able to communicate effectively, settle issues, and collaborate to achieve shared goals. High motivation can also improve interpersonal interactions at startups, as driven individuals are more likely to collaborate, encourage, and support one another in order to achieve company success. A strong self-concept can also affect interpersonal engagement at a startup by laying the groundwork for a strong bond between the individual and the organization's ideals and culture. Employees who have a strong self-concept and align with company values are more attached and linked to their coworkers, which can improve the quality of interpersonal connections in teams and organizations.

Finally, the impact of psychological structure on employee engagement in startups might affect work engagement. High emotional awareness can boost job satisfaction by assisting individuals in managing the stress and strain that comes with dynamic and frequently challenging work environments. Employees' psychological well-being can be improved by learning to detect and overcome negative emotions, which promotes work engagement. High motivation can also improve job engagement in startups by encouraging employees to attain company-related goals and feel driven to give their all at work. A good self-concept can also influence work engagement by providing a solid foundation for employees to identify with the company's mission and vision. Employees who feel connected to the company's goals are more engaged and committed to their jobs, which can boost a startup's overall performance and productivity.

Overall, psychological structures such as emotional awareness, motivation, and self-concept have a significant impact on employee engagement in start-up organizations. Startups may create a dynamic, achievement-oriented, and sustainable work culture that motivates

people to develop and contribute to the fullest. As a result, it is critical for startups to include structural psychology ideas into their human resource management procedures and establish a work environment that promotes employees' psychological well-being and professional development.

Psychological structure influences employee engagement in startup businesses, this is in line with research conducted by: (Ngobeni et al., 2022), (Moch et al., 2019), (Mujiburrahman et al., 2017).

3. The Effect of Discipline on Employee Engagement in Startup Businesses

First and foremost, consistent presence is a key part of discipline in a startup setting. Employees that attend on a regular basis display their devotion to their jobs and the company, which can lead to increased behavioral involvement in startup projects and activities. Employees that maintain a continuous presence have the ability to actively participate in debates, cooperation, and decision making that can help propel the firm forward.

Furthermore, compliance with regulations and responsibilities is critical for preserving discipline in a starting business. Employees that follow the rules and fulfill their obligations display integrity and commitment to the company's success. They also set a positive example for their coworkers, which helps foster a disciplined and goal-oriented work environment. Startups can provide the groundwork for strong employee behavioral engagement by building an atmosphere in which rules are followed and responsibilities are emphasized. Then, initiative is a significant factor in the impact of discipline on employee engagement in startups. Employees that take the initiative to solve problems, overcome obstacles, or improve work processes show intrinsic motivation for success. Initiatives like this not only improve a startup's operational efficiency and effectiveness, but also contribute to increased employee behavioral engagement. When employees believe their efforts are acknowledged and recognized, they are more likely to be dedicated and actively involved in accomplishing the company's common goals.

Discipline, which includes continuous attendance, adherence to norms and obligations, and initiative, can have an impact on relationship involvement in startups. Consistent presence allows individuals to develop strong, supportive relationships with their coworkers. Employees who attend work on a regular basis have the opportunity to connect, collaborate, and form bonds that are essential for attaining common goals. Furthermore, compliance with regulations and responsibilities contributes to a safe and structured work environment in which employee relationships can grow. When standards are followed and tasks are prioritized, employees feel more confident and comfortable talking with their coworkers, which can improve interpersonal connections and teamwork. However, initiative can also influence relationship involvement in startups. Employees that take the initiative to develop positive relationships with their coworkers, take on leadership roles on teams, or help other employees exhibit their dedication to the success of their team and the firm as a whole. These kind of activities not only enhance employee relationships, but also foster an inclusive and collaborative work atmosphere in which ideas and creativity can thrive. Startups can improve employee relationship engagement and work culture by encouraging employees to take the initiative in developing pleasant and supportive relationships.

Finally, discipline can have an impact on employee engagement in companies. Consistent attendance, adherence to rules and responsibilities, and initiative are all critical factors in building a work environment that encourages high levels of engagement. Employees who feel valued and encouraged to actively contribute to the achievement of the company's goals are more engaged at work. Startups may enhance employee engagement and establish a dynamic, achievement-oriented work atmosphere by maintaining high disciplinary standards and recognizing their efforts and achievements. Overall, discipline, which comprises consistent

attendance, adherence to norms and obligations, and initiative, has a major impact on employee engagement in startups. Startups can improve their employees' behavioral, relational, and job engagement by developing a work environment based on discipline and responsible ideals, which will contribute to the company's success and growth. As a result, it is critical for startups to stress discipline in their human resource management procedures and foster a work culture that encourages high employee engagement and long-term success.

Discipline influences employee engagement in startup businesses, this is in line with research conducted by: (Ardiansyah & Artadita, 2021) and (Syafitri & Iryanti, 2022).

4. The Effect of Assessment on Employee Performance in Startup Businesses

First and foremost, performance evaluation is a crucial tool for determining how effective individuals are at performing tasks and meeting objectives. Companies that routinely evaluate performance can discover employees' strengths and weaknesses and provide the appropriate feedback to help them improve. Employees that receive positive performance reviews are more motivated and determined to raise their productivity because they feel acknowledged for their efforts.

Furthermore, potential appraisal is vital in estimating an employee's ability to grow and contribute in the future. Companies may allocate resources and development opportunities more effectively if they identify employees with the potential for advancement. Employees who are identified as having potential for advancement are more motivated to improve the quality of their job and seek innovative ways to increase performance. Aside from that, evaluating potential can boost creativity by encouraging staff to discover inventive solutions to issues. Then, a personality assessment provides insight into an individual's features and preferences, which may influence how they operate and interact in the job. Employees with personalities that align with the company's culture and values are more committed to the organization's goals and feel more at ease in the workplace. Companies may establish varied and balanced teams by understanding their employees' personalities and placing them in appropriate jobs. This can boost productivity because each team member is driven to participate and collaborate efficiently.

Employees who are highly rated for their performance, potential, and personality tend to be more productive. They have a clear knowledge of job requirements and are intrinsically motivated to attain the best results. Furthermore, employees who feel appreciated for their contributions and given opportunity to grow are more likely to complete their tasks successfully. As a result, staff productivity will improve, benefiting the organization overall. Performance, potential, and personality assessments all have an impact on job quality, in addition to productivity. Employees who are highly ranked in terms of performance have the capacity and expertise to conduct their tasks effectively. Potential evaluations also enable businesses to identify people who have the potential to learn and grow, thereby improving the quality of their work over time. Furthermore, a personality that is appropriate for the job demands and the work environment can help to higher work quality by making employees feel comfortable and motivated.

Assessment has an impact on employee performance, including initiative and inventiveness. Employees with high potential ratings are more likely to take proactive initiatives and look for ways to improve their performance. They are also more prone to think creatively and provide novel solutions to difficulties they meet. A creative and innovative personality can also have an impact on employees' ability to contribute through initiative and innovation. Companies may boost initiative and creativity in the workplace by giving employees opportunity and assistance to create and implement innovative ideas.

Overall, the impact of performance, potential, and personality assessments on employee performance, which includes productivity, job quality, initiative, and originality, is critical to

the company's success. Companies that use evaluation properly can discover and develop people who have the capacity to grow and contribute adequately. This benefits not only individual employees, but also businesses by increasing market performance and competitiveness. As a result, it is critical for businesses to prioritize a complete and equitable assessment process as part of their human resource management strategies.

Assessment influences employee performance in startup businesses, this is in line with research conducted by: (Agustin, 2019), (Soesanto et al., 2023), (Ananda, 2019).

5. The Influence of Psychological Structure on Employee Performance in Startup Businesses

First and foremost, emotional awareness is critical in managing the stressful and uncertain work environment that often exists in new enterprises. Employees with high emotional awareness are better able to perceive and manage their emotions, allowing them to deal with the stress and pressure that is common in a fast-paced startup setting. Thus, emotional awareness can boost employee productivity by allowing them to stay focused and work well even in stressful conditions.

Furthermore, motivation is critical for enhancing employee performance in start-up organizations. Employees with high intrinsic motivation, defined as an inherent desire to attain goals derived from personal satisfaction or a strong interest in their work, are more dedicated and passionate in carrying out their responsibilities. Employee dedication is crucial in startups, which frequently require hard effort. High motivation can also promote employee initiative to develop new solutions to difficulties faced by startups, resulting in increased efficiency and creativity in business operations. Aside from that, self-concept is a significant factor influencing employee success in new organizations. Employees with a strong self-concept are more confident and motivated to succeed. They have a positive perspective of their own skills and believe they can overcome the obstacles they face. A strong self-concept can also encourage individuals to take calculated chances and pursue new opportunities in the fast-paced startup environment. Employees with a strong self-concept are more willing to innovate and face existing obstacles, which can increase job quality and productivity in beginning organizations.

Employee productivity at startups is influenced by psychological structures such as emotional awareness, motivation, and self-concept. Employees with strong emotional awareness can manage their emotions well, allowing them to stay focused and perform well in stressful situations. High intrinsic motivation drives individuals to do their best at work, whereas a positive self-concept provides them the confidence to take chances and seize opportunities as they occur. Thus, a healthy psychological structure can boost employee productivity in startups by establishing an environment in which people are inspired and encouraged to perform well. Employee performance at a new business is also influenced by the psychological structure, which includes emotional awareness, motivation, and self-concept. Emotional awareness enables employees to better understand and manage their emotions, allowing them to remain calm and think effectively when faced with complex situations. Employees who are highly motivated are more likely to give their all to every assignment they take on, whilst those who have a strong self-concept are more likely to come up with inventive solutions. As a result, employees may generate high-quality work, which can boost the startup's market performance and reputation.

Employee initiative and creativity in startups are also influenced by psychological structures such as emotional awareness, motivation, and self-concept. Employees with strong emotional awareness may observe and understand many points of view in complex circumstances, enabling them to develop creative and inventive solutions. High intrinsic motivation motivates employees to take the initiative and explore for innovative ways to

improve the performance and efficiency of beginning organizations. Furthermore, a good self-concept offers employees the confidence to develop and implement new ideas that can boost performance and commercial success.

Overall, psychological structure, including emotional awareness, motivation, and self-concept, has a major impact on employee performance in start-up organizations. Emotional awareness enables employees to better control their emotions, motivation drives them to do their best at work, and a positive self-concept gives them the confidence to take chances and pursue new opportunities. Thus, it is critical for beginning firms to focus on and assist the establishment of a healthy and positive psychological structure in the workplace in order to boost employee performance and overall business success.

Psychological structure influences employee performance in startup businesses, this is in line with research conducted by: (Devi & Suwena, 2018) and (Ngobeni et al., 2022).

6. The Effect of Discipline on Employee Performance in Startup Businesses

First and foremost, continuous attendance serves as the cornerstone for workplace discipline. Employees that routinely attend display a strong commitment and passion to the organization and their jobs, laying the groundwork for long-term productivity. Employees that attend on a regular basis can actively participate to company projects and initiatives, increasing overall productivity.

Second, adhering to regulations and obligations is a crucial part of workplace discipline. Employees that follow corporate regulations and are accountable for their responsibilities demonstrate honesty and dedication to their work. Employees contribute to the maintenance of a safe and stable work environment, which is necessary for maximum productivity, by adhering to specified rules and procedures. Compliance with regulations also promotes workplace fairness and openness, which can boost employee trust and comfort, hence improving work quality. Furthermore, initiative is a significant factor in the impact of discipline on employee performance in start-up organizations. Employees that take the initiative to solve problems, overcome obstacles, or improve work processes show intrinsic motivation for success. They do not wait for orders or guidance; instead, they actively seek ways to improve workplace efficiency and productivity. These measures not only boost productivity directly, but they also encourage creativity and innovation. When employees are encouraged to think outside the box and contribute meaningfully, new ideas and process improvements can emerge, improving overall job quality and innovation.

In the context of startup enterprises, which frequently operate in a dynamic and fast changing environment, the impact of discipline on employee performance becomes increasingly important. Consistent presence ensures that startup programs and efforts run as planned, with no unforeseen disruptions. Compliance with regulations and obligations contributes to the quality and reliability of startup products or services, which can have an impact on their market reputation. Furthermore, employee initiative in developing innovative solutions to complicated problems or spotting new opportunities can be critical to a startup's success in competing and growing in a competitive industry.

Employee discipline has an impact on both productivity and job quality in beginning businesses. Employees with strong discipline have high expectations for quality and excellence in their work. They ensure that each task is executed efficiently and in accordance with the company's requirements. Startups can establish a strong market reputation and gain customer trust by delivering high-quality work. Regulatory compliance can also help to limit the chance of errors or failures, which can harm a startup's brand and long-term viability. In a startup business, staff discipline influences not just efficiency and job quality, but also initiative and creativity. Employees with high levels of discipline are more likely to be driven to discover inventive solutions to difficulties that startups encounter. They are unaffected by current or

potential hurdles, and instead try to create innovative ways to fulfill organizational goals. Employees who demonstrate initiative and originality in their job might boost a startup's competitiveness and distinction in a crowded market.

Overall, discipline has a major impact on staff performance in new organizations. Startups may enhance their productivity, work quality, initiative, and originality by instilling strong discipline in their staff, allowing them to grow and prosper in a competitive market. As a result, it is critical for startups to emphasize building a work culture based on the values of discipline and accountability, as well as providing the necessary support and incentives to foster employee initiative and creativity.

Discipline influences employee performance in startup businesses, this is in line with research conducted by: (Syafitri & Iryanti, 2022), (Sabirin & Ilham, 2020), (Utama, 2021).

7. The Effect of Employee Engagement on Employee Performance in Startup Businesses

Firstly, behavioral engagement describes how much a worker actively participates in their duties and obligations at work. The key to boosting productivity in startup organizations, where staff members frequently need to adjust swiftly and flexibly to change, is behavioral engagement. Actively involved workers typically exhibit higher levels of focus and performance, which can boost productivity and help the company meet its objectives.

Moreover, connection engagement describes how connected workers feel to their teams and fellow employees at work. Engagement becomes crucial to raising the caliber of work in startups, which frequently have small teams and collaborative work environments. Good relationships among coworkers are associated with higher levels of motivation among employees to collaborate and exchange ideas and expertise. When staff members work well together, they may be more creative and innovative in solving challenging issues, which eventually raises the caliber of the startup's goods and services. Moreover, the degree to which staff members identify with the vision, mission, and values of the organization is another measure of work engagement. Work engagement plays a crucial role in enhancing employee performance in the setting of startup companies, as the company's vision and goals are often dependent on the passion and dedication of its employees. Workers that are engaged with the company's mission and objectives are typically more driven to perform to the highest standard at work. They are dedicated to making as big of a contribution as they can to accomplishing shared objectives and feel a sense of ownership over the company's success. A high level of job engagement can also spur employees to take the initiative to find new methods to boost productivity and efficiency at work, which can foster innovation and creativity.

The impact of employee engagement on performance which includes initiative, creativity, productivity, and job quality is crucial to a startup company's long-term success. Employee engagement in performing their jobs and responsibilities has a big impact on how productive they are in new companies. Active workers typically exhibit higher levels of focus and performance, which can boost operational effectiveness and help the company meet its goals. Furthermore, the quality of work is also affected by the relationships that exist among employees, as these interactions can have an impact on the employees' capacity to innovate and work together to produce high-quality goods and services. Employee endeavors to find novel solutions to challenging issues or spot untapped opportunities are also impacted by how engaged they are at work with the mission and goals of the organization. Workers that are engaged in the company's vision and objectives are typically more driven to create and seek out fresh approaches to boost productivity and performance at work. They are dedicated to making as big of a contribution as they can to accomplishing shared objectives and feel a sense of ownership over the company's success. In order to establish a creative and productive work environment in start-up enterprises, employee engagement which encompasses behavioral involvement, interpersonal involvement, and work involvement is crucial.

Engaged employees that are committed to the company's objectives and core values are a great asset in startup environments, when pressure to perform and compete is intense. Employees that are well-engaged are typically more driven and committed to doing their best work, which can boost output and the caliber of their output overall. Employee initiative and creative problem-solving are also more likely to come from those who feel invested in the company's vision and goals, which can eventually foster a more creative and inventive work environment. Building a work culture that is predicated on employee engagement—which encompasses behavioral engagement, relationship engagement, and work engagement—should thus be a top priority for startups. This can be accomplished by fostering a cooperative and encouraging work environment, providing open lines of communication, and coaching and developing employees.

Employee engagement influences employee performance in startup businesses, this is in line with research conducted by: (Nugroho & Ratnawati, 2021), (Ngobeni et al., 2022), (Marsal, 2023).

Conceptual Framework

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

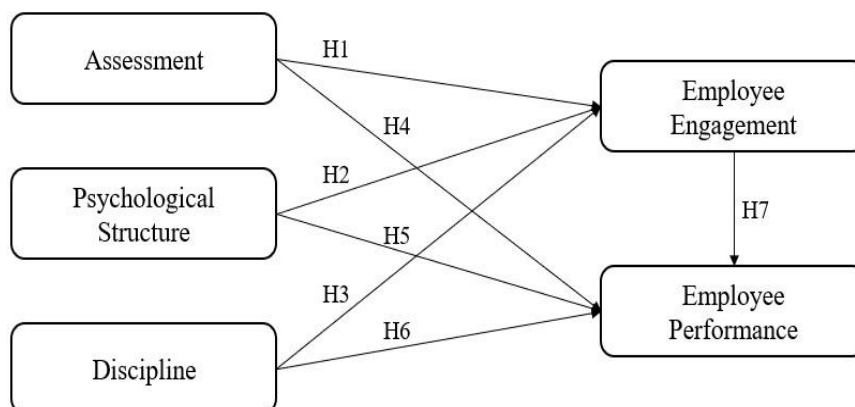


Figure 1. Conceptual Framework

Based on Figure 1 above, it shows that assessment, psychological structure and discipline influence employee engagement and performance in startup businesses. However, apart from these independent variables which influence the dependent variable, there are variables which include:

- 1) Leadership Style: (F. Saputra, 2021), (Widodo et al., 2017), (Sudiantini & Saputra, 2022), (R. F. A. Saputra et al., 2021), (Mahaputra & Saputra, 2021).
- 2) Workload: (Ali et al., 2022), (Soesanto et al., 2023), (Putri et al., 2023), (F. Saputra et al., 2023), (Sari & Ali, 2022).
- 3) Job Satisfaction: (F. Saputra & Mahaputra, 2022b), (Maida et al., 2017), (Sjarifudin & Ali, 2023).

CONCLUSION

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

1. Assessment influences employee engagement in startup businesses.
2. Psychological structure influences employee engagement in startup businesses.
3. Discipline influences employee engagement in startup businesses.
4. Assessment influences employee performance in startup businesses.

5. Psychological structure influences employee performance in startup businesses.
6. Discipline influences employee performance in startup businesses.
7. Employee engagement influences employee performance in startup businesses.

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