

Analysis of Employee Engagement, Relational Capital, and Competitive Advantage on Employee Performance Leo Shoe Industry House in Mojokerto

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ABSTRACT

The purpose of this study is to assess the influence of employee engagement, relational capital, and competitive advantage on employee performance at the Leo Shoe Industry House in Mojokerto. The population in this study were 40 employees of the Leo Shoe Industry House in Mojokerto. The sampling technique in this study uses saturated sampling technique or census sampling, where all members of the population are sampled. The data set consists of two types: primary data, which is obtained from respondents answers to the questionnaire. And secondary data, which is sourced from internal data of the Leo Shoe Industry House in Mojokerto. Data analysis was conducted using the Partial Least Squares (PLS) technique. The results showed 1) Employee engagement (X1) has a positive and significant effect on employee performance (Y) with a path coefficient value of 0,288 and a p-values of 0,007. 2) Relational capital (X2) has a positive and significant effect on employee performance (Y) with a path coefficient value of 0,447 and a p-values of 0,000. 3) Competitive advantage (X3) has a positive and significant effect on employee performance (Y) with a path coefficient value of 0,291 and a p-values of 0,006.

INTRODUCTION

In the current era of society 5.0, it makes competitive competition for organizations or companies, so companies must have a strategy to be able to compete with other companies. One of them is innovating in achieving company goals and developing technology within the company. To be able to realize company goals and improve and develop an organization or company, quality resources are needed, especially human resources. Human resources include feelings, skills, desires, knowledge, encouragement, energy, work, and others (Lisdartina & Setyaningsih, 2021). Therefore, to produce quality and competent human resources, companies need to manage and maintain human resources in the company professionally, so that adjustments can be made between the needs of workers and the needs and capabilities of the company.

Given the importance of human resources in the sustainability of the company activities, human resource management is needed to achieve company performance goals. Every company continues to strive to advance the performance of its employees, because if employees perform well, the company's goals will be achieved as expected. Likewise, poor employee performance can prevent company goals from being achieved properly. Performance is the result that can be accomplished by people or bunches of individuals in an organization with their particular rights and commitments to carry out organizational assignments in understanding with the law, ethics, and morals (Alfiyanto & Sukarno, 2023).

The causes of successful performance include Employee Engagement. According to Robbins and Judge in (Al Akbar & Sukarno, 2023) Employee Engagement is the engaged of individual with satisfaction and excitement from the work they do. Regarding employee engagement at the Leo Mojokerto Shoe Industry House, there are problems regarding the low level of employee engagement which is characterized by the number of employees who decide to leave their jobs. The high level of employee turnover can affect the performance and productivity of company employees. With the increasing number of employees leaving the industrial house, it shows that employee engagement or employee attachment is low, this is often because levels of low worker engagement tend to be associated with high turnover, while levels of worker engagement tend to be associated with low turnover (Andari et al., 2024).

Apart from employee engagement, another variable that affects employee performance is relational capital. Relational Capital is a good relationship that the company has with their partners, both with reliable and high-quality suppliers, consumers who are loyal and satisfied with the company's services or products, as well as the relationship between the company and the government and surrounding community (Daat, 2019). Relational Capital in the Leo Shoe Industry House itself is still not running well. This is indicated by the lack of relationships and communication between employees and superiors, which often results in miscommunication in carrying out work. In addition, the low relational capital in the Leo Industrial House is shown by the relationship between employees and consumers or customers of the company.

Another thing as a cause of successful employee performance is competitive advantage. Competitive advantage is the capacity derived from a company's characteristics and assets to outperform other companies in the same industry (Darmawan et al., 2023). At the Leo Shoe Industry House, the company's competitive advantage with other similar companies is still not good, this is indicated by the ups and downs of product sales at the company. In addition, the lack of competitive advantage of the Leo Shoe Industry House resulted in some customers deciding to switch to buying products from other similar companies.

Based on the background of the discussion above, researchers were interested in conducting more in-depth research on "Analysis of Employee Engagement, Relational Capital, and Competitive Advantage on Employee Performance of the Leo Shoe Industry House in Mojokerto".

THEORETICAL REVIEW

Employee Engagement

Based on Macey et. al in (Nahdiyya Sinta Alifia & Endang Iryanti, 2023) employee engagement is a measure of the extent to which workers can involve themselves with work, make workers proactive, and have the skills and resources needed to get the job done. There are three different types of employees, based on Gallup the Consulting Organization, including: 1. Engaged; 2. Not Engaged; 3. Actively Disengaged. The dimensions of employee engagement according to Schaufeli & Bakker include: 1. Vigor; 2. Dedication; 3. Absorption.

Relational Capital

Relational Capital is a good relationship that the company has with their partners, both with reliable and high-quality suppliers, consumers who are loyal and satisfied with the company's services or products, as well as the relationship between the company and the government and surrounding community (Daat, 2019). The dimensions of relational capital (Prayogo & Syamsuri, 2023) include: 1) Customers; 2) Suppliers; 3) Market Reach.

Competitive Advantage

Competitive advantage is the ability of a company to perform better than other companies in the same industry or market due to its characteristics and resources (Darmawan et al., 2023). The dimensions of competitive advantage according to Barney are as follows: 1. Uniqueness (differentiation); 2. Quality (Quality); 3. Competitive price.

Employee Performance

Performance is the result that can be accomplished by people or bunches of individuals in an organization with their particular rights and commitments to carry out organizational assignments in understanding with the law, ethics, and morals (Alfiyanto and Sukarno 2023). The dimensions of employee

performance according to Sugiono are: 1. Quality; 2. Quantity; 3. Timekeeping; 4. Effectiveness.

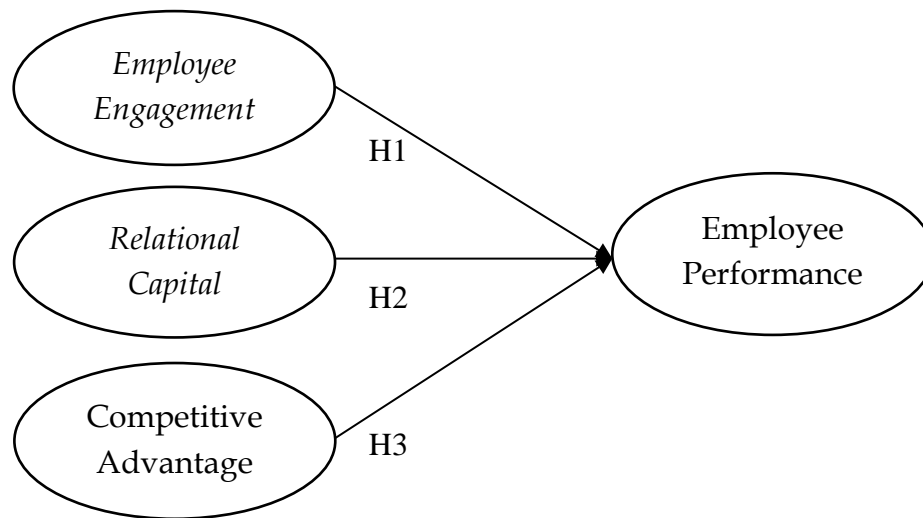


Figure 1. Conceptual Framework

Relationship between Employee Engagement and Employee Performance

Employee Engagement is the engaged of individual with satisfaction and excitement from the work they do (Al Akbar & Sukarno, 2023). If employee engagement in a company is good, it can improve employee performance. However, if employee engagement in a company is not good, it can lead to decreased employee performance. In research by Nahdiyya Sinta Alifian and Endang Iryanti, it shows that employee engagement contains has a positive and significant effect on employee performance.

H1: Employee engagement affects positively and significantly on employee performance in employees of the Leo Shoe Industry House.

Relationship between Relational Capital and Employee Performance

Relational Capital is a harmonious relations that the company has with their partners, both with reliable and high-quality suppliers, consumers who are loyal and satisfied with the company's services or products, as well as the company's relationship with the government and the surrounding community (Daat, 2019). If relational capital in a company is well established, it can improve employee performance. Meanwhile, if relational capital in a company that is not well established, it can cause a decrease in employee performance. In research by Nur Aziza Fajar Alfiyanto and Gendut Sukarno, it shows that there's a significant positive impact between relational capital variables on employee performance.

H2: Relational capital affects positively and significantly on employee performance in employees of the Leo Shoe Industry House.

Relationship between Competitive Advantage and Employee Performance

Competitive advantage is the capacity derived from a company's characteristics and assets to outperform other companies in the same industry (Darmawan et al., 2023). If the competitive advantage of a company is good, it can improve employee performance, as well as if the competitive advantage of a company is not good, it can hinder employee performance. In research by Roswiyanti et. al showed that there was a positive and significant impact between competitive advantage variables on employee performance.

H3: Competitive advantage affects positively and significantly on employee performance in employees of the Leo Shoe Industry House.

METHODOLOGY

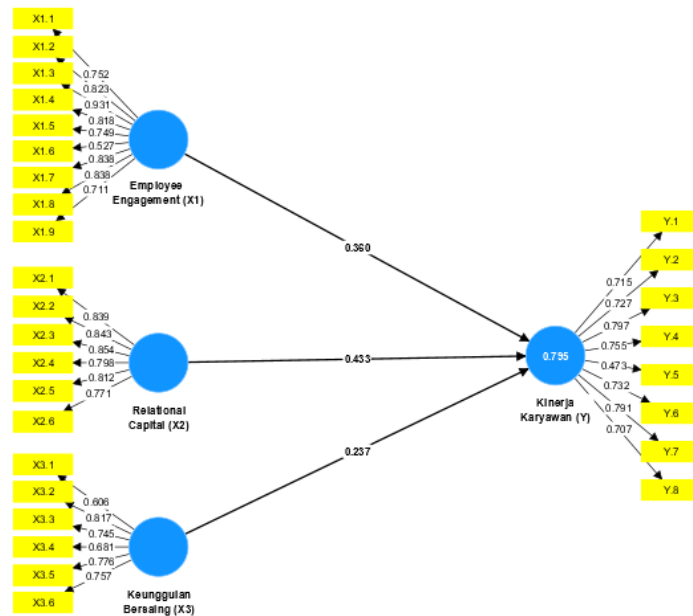
This study uses primary data and secondary data. This research was conducted at the Leo Mojokerto Shoe Industry House. The study population were all employees of the Leo Shoe Industry House as many as 40 employees. Methods of sampling used saturation sampling techniques with non - probability sampling methods or techniques that do not provide equal opportunities to each respondent. The data collection methods used in this study are interviews, questionnaires, and literature review. The survey data collection method uses a questionnaire designed to measure indicators of each variable, namely Employee Engagement (X1), Relational Capital (X2), and Competitive Advantage (X3) which influences Employee Performance (Y) at the Leo Mojokerto Shoe Industry House using a Likert scale that shows the level of very disagree to very agree. The analysis technique used uses Smart PLS.

RESULTS

Measurement Model Analysis (Outer Model)

Convergent Validity

The prepared questionnaire contains questions from each aspect of the research variables, namely employee engagement (X1), relational capital (X2), competitive advantage (X3), and employee performance (Y) which were distributed to 40 employees of the Leo Mojokerto Shoe Industry House. The estimation results and measurement models on Smart PLS are as follows:



(Source: Data Processing Results)

Figure 2. PLS Measurement Model Relationship between Employee Engagement (X1), Relational Capital (X2), Competitive Advantage (X3) and Employee Performance (Y)

Figure 2 states the amount of loading factor value of each of these indicators. In the figure above, there are several indicators of the research variables whose loading factor value is <0.7 , including indicator X1.6 of 0.527 on the employee engagement variable; indicator X3.1 of 0.606 on the competitive advantage variable; and indicator Y.5 of 0.473 on the employee performance variable. The research indicator is said to be valid if the loading factor value with the latent variable is >0.7 . If the loading factor value is <0.7 , the indicator is said to be invalid and will be eliminated from the model because the indicator is not good enough to be used in measuring latent variables. The following is the outer loading table after invalid indicators are removed:

Table 1. Outer Loading (Loading Faktors)

| | <i>Employee Engagement (X1)</i> | <i>Relational Capital (X2)</i> | <i>Competitive Advantage (X3)</i> | <i>Employee Performance (Y)</i> |
|------|---------------------------------|--------------------------------|-----------------------------------|---------------------------------|
| X1.1 | 0.734 | | | |
| X1.2 | 0.851 | | | |
| X1.3 | 0.926 | | | |
| X1.4 | 0.850 | | | |
| X1.5 | 0.738 | | | |
| X1.7 | 0.838 | | | |
| X1.8 | 0.860 | | | |
| X1.9 | 0.723 | | | |
| X2.1 | | 0.838 | | |
| X2.2 | | 0.842 | | |
| X2.3 | | 0.854 | | |

| | <i>Employee Engagement (X1)</i> | <i>Relational Capital (X2)</i> | <i>Competitive Advantage (X3)</i> | <i>Employee Performance (Y)</i> |
|------|---------------------------------|--------------------------------|-----------------------------------|---------------------------------|
| X2.4 | | 0.797 | | |
| X2.5 | | 0.812 | | |
| X2.6 | | 0.774 | | |
| X3.2 | | | 0.797 | |
| X3.3 | | | 0.777 | |
| X3.4 | | | 0.714 | |
| X3.5 | | | 0.782 | |
| X3.6 | | | 0.756 | |
| Y.1 | | | | 0.724 |
| Y.2 | | | | 0.750 |
| Y.3 | | | | 0.788 |
| Y.4 | | | | 0.757 |
| Y.6 | | | | 0.732 |
| Y.7 | | | | 0.797 |
| Y.8 | | | | 0.709 |

Source: Data Processing Results

Based on Table 1, it can be seen if all the indicators on the latent variable have a loading factor value >0.7 . Thus, this shows that there are no indicators of variables that have a loading factor value >0.7 so that all indicators are declared suitable or valid to be used in research measurements.

Convergent validity can be assessed with Average Variance Extracted. The AVE value is a measure of the indicator variance contained in the latent variable. A convergent AVE value >0.5 indicates good latent variable validity. Therefore, the greater variance in the latent construct, the greater representation of the manifest variable in the latent construct.

Table 2. Average Variance Extracted (AVE) Test Value

| Variabel | Average Variance Extracted (AVE) |
|-----------------------------------|---|
| <i>Employee engagement (X1)</i> | 0.669 |
| <i>Relational Capital (X2)</i> | 0.672 |
| <i>Competitive Advantage (X3)</i> | 0.587 |
| Employee Performance (Y) | 0.565 |

Source: Data Processing Results

Based on table 2, it shows that all variables in this study have an AVE value >0.5 . This indicates that the variables of this study have met the standards and are considered valid. The AVE value on the employee engagement variable (X1) is 0.669, the relational capital variable (X2) is 0.672, the competitive advantage variable (X3) is 0.587, and the employee performance variable (Y) is

0.565. So it can be concluded that all variables have a value of > 0.5, which means that in general the variables studied from all question items used have a good level of reliability.

Discriminant Validity

Table 3. Cross Loadings

| | <i>Employee Engagement (X1)</i> | <i>Relational Capital (X2)</i> | <i>Competitive Advantage (X3)</i> | <i>Employee Performance (Y)</i> |
|-------|---------------------------------|--------------------------------|-----------------------------------|---------------------------------|
| X1. 1 | 0.734 | 0.546 | 0.470 | 0.565 |
| X1. 2 | 0.851 | 0.451 | 0.442 | 0.589 |
| X1. 3 | 0.926 | 0.560 | 0.626 | 0.699 |
| X1. 4 | 0.850 | 0.425 | 0.409 | 0.546 |
| X1. 5 | 0.738 | 0.496 | 0.487 | 0.520 |
| X1. 7 | 0.838 | 0.531 | 0.510 | 0.665 |
| X1. 8 | 0.860 | 0.339 | 0.480 | 0.523 |
| X1. 9 | 0.723 | 0.331 | 0.389 | 0.517 |
| X2. 1 | 0.524 | 0.838 | 0.512 | 0.654 |
| X2. 2 | 0.434 | 0.842 | 0.559 | 0.618 |
| X2. 3 | 0.595 | 0.854 | 0.505 | 0.745 |
| X2. 4 | 0.355 | 0.797 | 0.463 | 0.627 |
| X2. 5 | 0.461 | 0.812 | 0.434 | 0.593 |
| X2. 6 | 0.405 | 0.774 | 0.550 | 0.631 |
| X3. 2 | 0.526 | 0.478 | 0.797 | 0.544 |
| X3. 3 | 0.425 | 0.439 | 0.777 | 0.553 |
| X3. 4 | 0.520 | 0.362 | 0.714 | 0.538 |
| X3. 5 | 0.411 | 0.580 | 0.782 | 0.594 |
| X3. 6 | 0.380 | 0.484 | 0.756 | 0.583 |
| Y. 1 | 0.563 | 0.522 | 0.557 | 0.724 |
| Y. 2 | 0.402 | 0.593 | 0.701 | 0.750 |
| Y. 3 | 0.580 | 0.631 | 0.605 | 0.788 |
| Y. 4 | 0.471 | 0.546 | 0.463 | 0.757 |
| Y. 6 | 0.515 | 0.682 | 0.534 | 0.732 |
| Y. 7 | 0.617 | 0.558 | 0.500 | 0.797 |
| Y. 8 | 0.595 | 0.607 | 0.493 | 0.709 |

Source: Data Processing Results

Based on table 3, it shows that the indicators of each construct variable have a convergent validity value >0.5, so that the correlation value between a construct/variable and an indicator is greater than its correlation value with other indicators. Therefore, all constructs or latent variables show good discriminant validity, with indicators in the construct/variable indicator block outperforming indicators in other blocks.

Table 4. Discriminant Validity – HTMT

| | <i>Employee Engagement (X1)</i> | <i>Relational Capital (X2)</i> | <i>Competitive Advantage (X3)</i> |
|-----------------------------------|---------------------------------|--------------------------------|-----------------------------------|
| <i>Employee Engagement (X1)</i> | | | |
| <i>Relational Capital (X2)</i> | 0,611 | | |
| <i>Competitive Advantage (X3)</i> | 0,672 | 0,710 | |
| <i>Employee Performance (Y)</i> | 0,787 | 0,884 | 0,864 |

Source: Data Processing Results

Based on table 4, it shows that all variables in this study have an HTMT value >0.9. This indicates that the assumptions of the discriminant validity test of this research variable based on HTMT have been met.

Reliability Test

Table 5. Composite Reliability and Cronbach's Alpha

| | <i>Composite Reliability</i> | <i>Cronbach's Alpha</i> |
|-----------------------------------|------------------------------|-------------------------|
| <i>Employee engagement (X1)</i> | 0.941 | 0.928 |
| <i>Relational Capital (X2)</i> | 0.925 | 0.902 |
| <i>Competitive Advantage (X3)</i> | 0.876 | 0.823 |
| <i>Employee Performance (Y)</i> | 0.901 | 0.871 |

Source: Data Processing Results

Based on table 5, it shows that the composite reliability and Cronbach's alpha values on all variables are >0.7. So that these results show that all variables have met the rule of thumb of the reliability test so that they are said to be reliable because the value is >0.7.

Structural Model Analysis (Inner Model)

Table 6. R-Square Value

| | R-Square | R-Square Adjusted |
|--|----------|-------------------|
| | | |

| | | |
|--------------------------|-------|-------|
| Employee Performance (Y) | 0.773 | 0.754 |
|--------------------------|-------|-------|

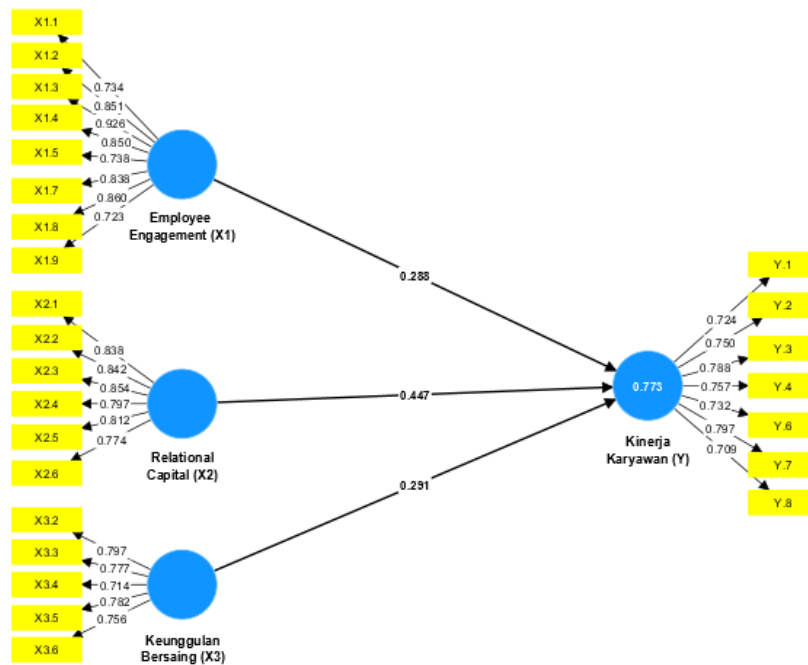
Source: Data Processing Results

Table 6 presents the R-Square value of the Employee Performance variable (Y) of 0.773. This means that the model is able to explain 77.3% of the phenomena or problems of employee performance, while the remaining 22.7% can be explained by other variables excluding the variables studied in this study. (Employee Engagement, Relational Capital, and Competitive Advantage). This indicates that Employee Performance is impacted by Employee Engagement, Relational Capital, and Competitive Advantage by 77.3%, while 22.7% is influenced by variables other than Employee Engagement, Relational Capital, and Competitive Advantage.

Hypothesis Testing

From the previous data processing, hypothesis testing in this research can be described by focusing on the significance level and path parameters between latent variables. The significance value of the path coefficient is used to determine how strong the influence between variables is. The significance test makes it possible to know whether the hypothesis is accepted or rejected. The hypothesis can be accepted if the P-Values value <0.05.

Figure 3. Path Coefficient Hypothesis Test



Source: Data Processing Results

Table 7. Path Coefficients-Mean,STDEV,T values p values

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T statistics (O/S TDEV) | P values |
|--|----------------------------|------------------------|-----------------------------------|----------------------------------|-----------------|
| <i>Employee Engagement (X1) -> Employee Performance (Y)</i> | 0.288 | 0.290 | 0.106 | 2.720 | 0.007 |
| <i>Relational Capital (X2) -> Employee Performance (Y)</i> | 0.447 | 0.444 | 0.101 | 4.448 | 0.000 |
| <i>Competitive Advantage (X3) -> Employee Performance (Y)</i> | 0.291 | 0.297 | 0.105 | 2.768 | 0.006 |

Source: Data Processing Results

1. Employee Engagement (X1) positively and significantly affects Employee Performance (Y) with a path coefficients of 0.288 where the p-values = 0.007 is smaller than the value of $\alpha = 0.05$ (5%). So that the first hypothesis states that employee engagement impacts on employee performance can be accepted and proven.
2. Relational Capital (X2) positively and significantly affects Employee Performance (Y) with path coefficients of 0.447 where the p-values = 0.000 is smaller than the value of $\alpha = 0.05$ (5%). So that the second hypothesis states that relational capital has an impacts on employee performance can be accepted and proven.
3. Competitive Advantage (X3) positively and significantly affects Employee Performance (Y) with path coefficients of 0.291 where the p-values = 0.006 is smaller than the value of $\alpha = 0.005$ (5%). So that the third hypothesis states that competitive advantage affects employee performance can be accepted and proven.

DISCUSSION

The Effect of Employee Engagement on Employee Performance

According to the research results, the original sample value on the employee engagement variable is positive, meaning that the direction of this test is in accordance with the proposed hypothesis. This indicates that the more employees feel engaged, the more employee performance will also be increased.

Which means that employee engagement has an important role in improving employee performance at the Leo Mojokerto Shoe Industry House.

The results of this study are also in accordance with the research from Nahdiyya Sinta Alifia & Endang Iryanti (2023) which shows that employee engagement variables positively and significantly affects employee performance. As well as research from Alfiyanto & Sukarno (2023) which shows that employee engagement variables positively and significantly affects employee performance.

The Effect of Relational Capital on Employee Performance

According to the research results, the original sample value on the relational capital variable is positive, meaning that the direction of this test is in accordance with the proposed hypothesis. This indicates that the better the company's relationship with third parties, it can affect the better employee performance. Which means that relational capital has an important role in improving employee performance at the Leo Mojokerto Shoe Industry House.

The results of this study are also in accordance with the research from Alfiyanto & Sukarno (2023) which shows that relational capital variables positively and significantly affects employee performance. As well as research from Bakri & Ikhbar (2023) which shows that relational capital variables positively and significantly affects employee performance.

The Effect of Competitive Advantage on Employee Performance

According to the research results, the original sample value on the competitive advantage variable is positive, which means that the direction of this test is in accordance with the proposed hypothesis. It is indicated that the better the competitive advantage of a company, it can affect employee performance. Which means that competitive advantage has an important role in improving employee performance at the Leo Mojokerto Shoe Industry House.

The results of this study are also in accordance with the research of Roswiyanti et al., (2022) which shows that the competitive advantage variable positively and significantly affects employee performance.

CONCLUSIONS AND RECOMMENDATIONS

Therefore, it can be said that Employee Engagement is able to contribute in supporting the improvement of employee performance at the Leo Mojokerto Shoe Industry House. Furthermore, Relational Capital is ability to contribute in improving the employee performance at the Leo Mojokerto Shoe Industry House. And Competitive Advantage can contribute to improving employee performance at the Leo Mojokerto Shoe Industry House. Based on the above conclusions, the researcher can provide several suggestions that can be used as material for consideration, one of which is that it is hoped that the Leo Mojokerto Shoe Industry House can pay attention to employee engagement with the company. It is expected that the Leo Mojokerto Shoe Industry House can better maintain good relations with third parties, both customers, suppliers, employees, and market reach. It is hoped that the Leo Mojokerto Shoe Industry

House can continue to innovate and compete with competitors engaged in the same industry.

FURTHER STUDY

In employee engagement, employees must be able to contribute to their work and the company where they work, and the company must also pay attention to employees' attachment to the company. In relational capital, companies and employees can maintain good relationships with third parties, both customers, suppliers, and market reach. In competitive advantage, it is expected that companies must be able to continue to innovate and compete in the industry.

For future research, it is recommended to develop other variables that are not in this study that can strengthen or improve employee performance such as: human capital, structural capital, job satisfaction, and burnout.

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