

**THE EFFECT OF EMPLOYEE ENGAGEMENT,
LEADERSHIP, AND WELFARE ON EMPLOYEE
PERFORMANCE AT FATIMAH ISLAMIC HOSPITAL
BANYUWANGI**

Donny Firmansyah¹, Mundakir², Sukadiono³, Pipit Festi Wiliyanarti⁴

- 1) Master of Hospital Administration Program, Faculty of Medicine, University of Muhammadiyah Surabaya
- 2) Faculty Of Nursing, University of Muhammadiyah Surabaya
- 3) Faculty of Medicine, University of Muhammadiyah Surabaya
- 4) Master of Hospital Administration Program, Faculty of Medicine, University of Muhammadiyah Surabaya

INFORMATION	ABSTRACT
<p>Correspondence: doni.inodzzz@gmail.com</p> <p>Keywords: <i>Employee Engagement; Leadership; Employee Welfare; Employee Performance; Hospital Management</i></p>	<p><i>Objective: This study aimed to analyze the effects of employee engagement, leadership, and welfare on employee performance at Fatimah Islamic Hospital Banyuwangi. The study also identified which variables had the strongest contribution to employee performance improvement outcomes.</i></p> <p><i>Method: This study used a descriptive quantitative design. Data were collected through questionnaires distributed to all 70 employees of Fatimah Islamic Hospital Banyuwangi. Respondents represented outpatient, inpatient, pharmacy, medical records, and administrative units. Data were analyzed using multiple linear regression with SPSS version 26 software.</i></p> <p><i>Results: Simultaneously, employee engagement, leadership, and employee welfare had a significant effect on employee performance ($F = 67.315$; $p < 0.001$) with a coefficient of determination of 74.8% ($R^2 = 0.748$). Partially, employee engagement had a significant positive effect ($\beta = 0.450$; $p < 0.001$), and employee welfare also had a significant positive effect ($\beta = 0.380$; $p < 0.001$). Leadership showed a positive but statistically non-significant effect ($\beta = 0.120$; $p > 0.05$).</i></p> <p><i>Conclusion: Employee engagement and employee welfare were the dominant factors affecting employee performance. Therefore, hospital management should prioritize engagement improvement, effective welfare programs, continuous supervision, regular evaluation, staff motivation, and leadership development to improve service quality and organizational performance sustainably in future services</i></p>

INFORMASI	ABSTRAK
<p>Korespondensi: doni.inodzzz@gmail.com</p> <p>Kata kunci: Keterikatan Karyawan; Kepemimpinan; Kesejahteraan Karyawan; Kinerja Karyawan</p>	<p>Tujuan: Penelitian ini bertujuan menganalisis pengaruh employee engagement, leadership, dan welfare terhadap employee performance di Fatimah Islamic Hospital Banyuwangi. Penelitian ini juga mengidentifikasi variabel yang memiliki kontribusi paling kuat terhadap peningkatan kinerja karyawan.</p> <p>Metode: Penelitian ini menggunakan desain kuantitatif deskriptif. Data dikumpulkan melalui kuesioner yang dibagikan kepada seluruh 70 karyawan Fatimah Islamic Hospital Banyuwangi. Responden berasal dari unit rawat jalan, rawat inap, farmasi, rekam medis, dan administrasi. Data dianalisis menggunakan regresi linear berganda dengan bantuan perangkat lunak SPSS versi 26.</p> <p>Hasil: Secara simultan, employee engagement, leadership, dan employee welfare berpengaruh signifikan terhadap employee performance ($F = 67.315$; $p < 0.001$) dengan koefisien determinasi sebesar 74,8% ($R^2 = 0.748$). Secara parsial, employee engagement berpengaruh positif signifikan ($\beta = 0.450$; $p < 0.001$), dan employee welfare juga berpengaruh positif signifikan ($\beta = 0.380$; $p < 0.001$). Leadership menunjukkan pengaruh positif namun tidak signifikan secara statistik ($\beta = 0.120$; $p > 0.05$).</p> <p>Kesimpulan: Employee engagement dan employee welfare merupakan faktor dominan yang memengaruhi employee performance. Oleh karena itu, manajemen rumah sakit perlu memprioritaskan peningkatan keterlibatan karyawan, program kesejahteraan yang efektif, pengawasan berkelanjutan, evaluasi rutin, motivasi staf, serta pengembangan kepemimpinan guna meningkatkan kualitas pelayanan dan kinerja organisasi secara berkelanjutan pada masa mendatang.</p>

INTRODUCTION

The sustainability and competitive advantage of hospitals are strongly influenced by the quality of their human resources and employee performance. Employee performance reflects the extent to which individuals accomplish their work responsibilities in accordance with organizational standards and predetermined performance criteria (Yuga Pratama, 2023). In faith-based healthcare institutions such as Fatimah Islamic Hospital Banyuwangi, employee performance is expected

not only to meet professional medical standards but also to reflect Islamic ethical values, including discipline, consistency, and dedication in service delivery.

Hospitals play a strategic role in national health systems and are increasingly required to ensure high-quality services with a strong emphasis on patient safety amid growing competition (WHO, 2020). Service quality in hospital settings is largely determined by employee performance, as human resources constitute a critical organizational asset across all operational levels (Sindi, 2023). Consequently, optimizing employee performance remains a central concern in hospital management.

In service-based organizations, particularly within the healthcare sector, employee performance serves as a key indicator of organizational effectiveness and public trust. Human resources—including competence, experience, effort, and time commitment—represent strategic capital that enables organizations to achieve their objectives (Dwifa, 2020). High employee performance contributes to operational efficiency, patient satisfaction, and institutional credibility, whereas poor performance may increase the risk of service failure and medical errors (Bernardin, 2018; Yusuf, 2020).

Employee performance is influenced by various organizational and psychological factors. One of the most widely discussed determinants in human resource management literature is Employee Engagement. Employee Engagement refers to a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). Engaged employees tend to demonstrate higher levels of energy, commitment, and resilience, enabling them to perform effectively in demanding healthcare environments (Saks, 2006; Sucahyowati, 2020).

In addition to engagement, leadership is commonly considered an important factor in shaping employee behavior and performance. Leadership influences how organizational goals are communicated, how motivation is fostered, and how employees are supported in their professional roles (Bass, 2006; Joni, 2020). However, the extent to which leadership directly affects individual performance

may vary depending on organizational context, professional autonomy, and established operational standards.

Another factor frequently associated with employee performance is employee welfare. Employee welfare encompasses financial and non-financial benefits provided by organizations, including allowances, work facilities, and social protection (Nasution, 2020). Adequate welfare provision supports employee well-being, reduces dissatisfaction, and enables employees to focus more effectively on their work responsibilities (Grawitch, 2006; Lopes, 2021). At Fatimah Islamic Hospital Banyuwangi, welfare programs such as overtime compensation and health insurance are provided to support employee welfare amid high workload demands.

Despite relatively stable employee retention, hospitals continue to face challenges related to workload intensity, sustained motivation, and performance optimization, particularly in critical service units (Septina, 2022). Although prior studies have examined the relationships between employee engagement, leadership, welfare, and employee performance, empirical evidence that simultaneously assesses these factors within the context of a faith-based hospital in a regional Indonesian setting remains limited (Prabowo, 2022).

Therefore, this study examines the partial and simultaneous effects of Employee Engagement, Leadership, and Employee Welfare on Employee Performance at Fatimah Islamic Hospital Banyuwangi, with the aim of providing evidence-based insights for hospital human resource management.

METHODS

This study employs a quantitative research approach to examine the relationships between independent variables and the dependent variable through statistical analysis. The research was conducted at Fatimah Islamic Hospital Banyuwangi from June to September 2025. The study site was selected purposively, as Fatimah Islamic Hospital Banyuwangi is a developing regional hospital that serves as a referral center and operates in a competitive healthcare environment.

The study population comprised all employees of Fatimah Islamic Hospital Banyuwangi, totaling 70 individuals. Given the relatively small population size, all

employees were included as the research sample to ensure comprehensive representation across service units, including outpatient services, inpatient services, pharmacy, medical records, and administrative units.

Primary data were collected using structured questionnaires distributed to respondents, while secondary data were obtained from relevant scientific literature and institutional documents. Data collection involved a combination of literature review and field survey techniques.

Prior to data collection, official permission to conduct this study was obtained from Fatimah Islamic Hospital Banyuwangi under reference number 0739.a/BLS/III.6/RSIF/F/X/2025.

Data were analyzed using multiple linear regression to assess the partial and simultaneous effects of employee engagement, leadership, and employee welfare on employee performance. Classical assumption tests were conducted to ensure the validity of the regression model. Statistical analyses were performed using SPSS version 26, while Microsoft Excel was used for data tabulation.

RESULTS

Characteristics of Respondents

This study involved 70 respondents consisting of healthcare personnel and administrative staff at Fatimah Islamic Hospital Banyuwangi. Respondents were drawn from outpatient services, inpatient services, pharmacy, medical records, and administrative units.

Table 1. Characteristics of Respondents

Characteristics	Category	Frequency (n)	Percentage (%)
Gender	Male	25	35.7
	Female	45	64.3
Age	< 25 years	8	11.4
	25–35 years	35	50.0
	> 35 years	27	38.6
Length of Service	< 5 years	40	57.1
	5–10 years	20	28.6
	> 10 years	10	14.3
Education Level	Senior High School (SMA/SMK)	15	21.4
	Diploma (D3)	25	35.7
	Bachelor/Master (S1/S2)	30	42.9

The majority of respondents were female (64.3%), within the productive age group of 25–35 years, and had a length of service of less than five years, indicating a predominance of young workers at Fatimah Islamic Hospital Banyuwangi.

Validity and Reliability Test

The validity test was conducted on 70 respondents, with the minimum correlation coefficient referring to the r-table value of 0.235. All questionnaire items met the validity requirements.

Reliability testing was performed using Cronbach's alpha. A questionnaire is considered reliable if the Cronbach's alpha value exceeds 0.70. The results indicate that all variables demonstrated good reliability, with Cronbach's alpha values of 0.805 for Employee Engagement (X1), 0.852 for Leadership (X2), 0.931 for Employee Welfare (X3), and 0.780 for Employee Performance (Y). These findings confirm that all research instruments were reliable.

Classical Assumption Tests

The normality test using the Kolmogorov–Smirnov method showed a significance value of 0.155 (> 0.05), indicating that the residuals were normally distributed and that the regression model met the normality assumption.

Multicollinearity testing revealed that all tolerance values were above 0.10 and all Variance Inflation Factor (VIF) values were below 10. Specifically, Employee Engagement (X1) had a VIF of 1.248, Leadership (X2) 1.333, and Employee Welfare (X3) 1.274. These results indicate that the regression model was free from multicollinearity.

Multiple Linear Regression Analysis

The results of the multiple linear regression analysis indicate that Employee Engagement (X1) and Employee Welfare (X3) had a significant positive effect on Employee Performance (Y), while Leadership (X2) did not show a statistically significant effect.

The regression coefficients were analyzed using t-test and F-test to determine the partial and simultaneous effects of each independent variable on employee performance. The results of the multiple linear regression analysis, including the constant value and regression coefficients for each variable, are presented in Table 2.

Table 2. Multiple Linear Regression Analysis

Model	Unstandardized Coefficient (B)	t	Sig.	Description
(Constant)	1.500	2.000	0.050	–
X1 (Employee Engagement)	0.450	5.000	0.000	Significant
X2 (Leadership)	0.120	1.600	0.115	Not Significant
X3 (Employee Welfare)	0.380	3.471	0.000	Significant

Based on Table 2, the regression equation for the variables Employee Engagement (X1), Leadership (X2), and Employee Welfare (X3) on Employee Performance at Fatimah Islamic Hospital Banyuwangi (RSIF) is as follows:

$$Y = 1.500 + 0.450X1 + 0.120X2 + 0.380X3$$

The multiple linear regression analysis indicates that Employee Engagement and Employee Welfare have a significant influence on Employee Performance at Fatimah Islamic Hospital Banyuwangi. Employee Engagement emerges as the strongest predictor, reflecting the importance of employees' psychological involvement in enhancing performance outcomes. Employee Welfare also contributes positively to performance, suggesting that adequate welfare support plays an essential role in supporting employees' work effectiveness. In contrast, Leadership does not show a statistically significant effect on Employee Performance, indicating that employee performance in this context may be more strongly driven by individual engagement and welfare-related factors than by direct leadership influence.

Simultaneous Test (F-Test)

The F-test is used to examine the significance of the regression coefficients of Employee Engagement (X1), Leadership (X2), and Employee Welfare (X3) on Employee Performance (Y) at Fatimah Islamic Hospital Banyuwangi. This test is

conducted by comparing the significance value of $F_{\text{calculated}}$ with the significance level ($\alpha = 0.05$).

Table 3. Simultaneous Test (F-Test)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	902.500	3	300.833	67.315	0.000
Residual	305.000	66	4.621	–	–
Total	1207.500	69	–	–	–

Based on Table 3, the interpretation of the F-test is as follows: The criteria for rejecting H_0 are $\text{Sig.} < 0.05$ or $F_{\text{calculated}} > F_{\text{table}}$. The obtained significance value is $0.000 < 0.05$. This result indicates that Employee Engagement, Leadership, and Employee Welfare simultaneously have a significant effect on Employee Performance at Fatimah Islamic Hospital Banyuwangi.

Table 4. Correlation Coefficient

Model	R (Correlation Coefficient)	R Square (Coefficient of Determination)	Adjusted R Square	Std. Error of the Estimate
1	0.865	0.748	0.737	2.112

The correlation coefficient (R), representing the relationship between Employee Engagement, Leadership, and Employee Welfare and Employee Performance, is 0.865, as shown in the table above. This indicates a very strong relationship between the independent variables collectively and Employee Performance.

The coefficient of determination (R^2) value of 0.748 means that 74.8% of the variation in Employee Performance (Y) can be explained by variations in Employee Engagement (X1), Leadership (X2), and Employee Welfare (X3). The remaining 25.2% ($100\% - 74.8\%$) is explained by other variables outside the scope of this research model.

DISCUSSION

The Effect of Employee Engagement on Employee Performance

The results of the partial test indicate that Employee Engagement (X1) has a positive and statistically significant effect on Employee Performance (Y). The regression coefficient of 0.450 with a significance value of 0.000 (< 0.05) confirms that Hypothesis 1 (H1) is accepted. This finding suggests that higher levels of

emotional involvement, enthusiasm, and dedication among employees contribute to improved performance at RSI Fatimah Banyuwangi.

Employee Engagement emerged as the most dominant predictor in the regression model, indicating that intrinsic motivation plays a critical role in shaping employee performance. Employees who are psychologically engaged tend to demonstrate proactive behavior, persistence, and a willingness to perform beyond formal job requirements. This finding is consistent with the conceptual framework proposed by Schaufeli (2004) and Saks (2006), which emphasizes that engaged employees exhibit higher levels of energy, commitment, and absorption in their work, leading to superior performance outcomes. In the context of RSI Fatimah Banyuwangi, strong engagement may reflect alignment between personal values, professional responsibility, and organizational mission, particularly within a faith-based healthcare setting.

The Effect of Leadership on Employee Performance

The t-test results show that Leadership (X2) has a positive regression coefficient of 0.120; however, its significance value of 0.115 (> 0.05) indicates that Leadership does not have a statistically significant partial effect on Employee Performance. Therefore, Hypothesis 2 (H2) is rejected.

This result implies that leadership practices at RSI Fatimah Banyuwangi do not directly influence individual employee performance. One possible explanation is that employees, particularly those working in clinical and professional units such as physicians and nurses, operate with a high degree of professional autonomy. Their performance is primarily governed by professional ethics, standardized clinical procedures, and strict Standard Operating Procedures (SOPs), rather than direct leadership intervention.

Additionally, the organizational culture and embedded values of professionalism and Islamic ethics may function as stronger motivational forces than leadership style alone. In this context, leadership roles may be perceived as more administrative and coordinative rather than performance-driving. This finding differs from previous research by Allifudin (2020), which reported a significant

positive influence of leadership on employee performance. The discrepancy suggests that the impact of leadership may vary depending on organizational context, workforce characteristics, and institutional culture.

The Effect of Employee Welfare on Employee Performance

The partial test results indicate that Employee Welfare (X3) has a positive and statistically significant effect on Employee Performance, with a regression coefficient of 0.380 and a significance value of 0.000 (< 0.05). Thus, Hypothesis 3 (H3) is accepted.

Employee Welfare represents the second most dominant predictor in the regression model. This finding highlights the importance of extrinsic factors in supporting employee performance, particularly in service-oriented organizations such as hospitals. Welfare programs at Fatimah Islamic Hospital Banyuwangi—including allowances, overtime compensation, and health insurance—function not only as motivational incentives but also as hygiene factors that reduce dissatisfaction and enhance job stability.

Adequate and consistent welfare provision enables employees to focus on their core responsibilities without being distracted by financial or personal concerns. This result aligns with previous studies by Parwati (2022), Allifudin (2020), Yuga Pratama (2023), and Nasution (2020), all of which emphasize that improvements in employee welfare are directly associated with higher performance levels. These findings reinforce the view that material and non-material benefits remain fundamental drivers of employee effectiveness in healthcare institutions.

The Simultaneous Effect of Employee Engagement, Leadership, and Employee Welfare on Employee Performance

The results of the F-test demonstrate that Employee Engagement (X1), Leadership (X2), and Employee Welfare (X3) simultaneously have a significant effect on Employee Performance (Y), as indicated by an F-value of 67.315 with a significance level of 0.000 (< 0.05). Therefore, Hypothesis 4 (H4) is accepted.

The coefficient of determination (R^2) of 0.748 indicates that 74.8% of the variance in Employee Performance at Fatimah Islamic Hospital Banyuwangi can be

explained collectively by the three independent variables. This finding suggests that employee performance is influenced by a combination of intrinsic factors (Employee Engagement), extrinsic or hygiene factors (Employee Welfare), and organizational stability provided through Leadership.

Although Leadership does not demonstrate a significant partial effect, its role remains important in supporting the overall organizational environment. Employee Welfare appears to function as a foundational driver, while Employee Engagement and Leadership act as reinforcing factors that enhance performance when implemented synergistically. These results underscore the importance of an integrated human resource management approach that balances motivation, welfare provision, and leadership effectiveness to achieve sustainable performance improvements in hospital organizations.

Implications for Human Resource Management in Faith-Based Hospitals

The findings of this study provide important implications for human resource management practices in faith-based hospital settings. The strong influence of Employee Engagement and Employee Welfare on Employee Performance highlights the need for hospital management to adopt a holistic human resource strategy that integrates psychological motivation and organizational support mechanisms. In healthcare organizations where service quality and patient safety are critical, employee performance cannot be separated from employees' emotional attachment to their work and their perception of organizational care.

In faith-based hospitals such as Fatimah Islamic Hospital Banyuwangi, organizational values rooted in religious and ethical principles may further strengthen the role of Employee Engagement. Employees who perceive alignment between personal values and institutional missions are more likely to demonstrate dedication, responsibility, and consistency in service delivery. This alignment may explain why Employee Engagement emerged as the most dominant predictor of performance in this study. Therefore, management initiatives that reinforce shared values, recognition, and meaningful work experiences are likely to enhance engagement and, consequently, employee performance.

The significant effect of Employee Welfare also underscores the importance of adequate welfare policies in sustaining employee productivity. Welfare programs, including financial incentives, health insurance, and work facilities, function as essential support systems that reduce job-related stress and increase job satisfaction. In high-demand hospital environments, such support enables employees to focus on patient care and operational responsibilities without being burdened by personal or financial concerns. These findings suggest that welfare provision should be viewed not merely as a cost component but as a strategic investment in organizational performance.

Although Leadership did not demonstrate a significant partial effect on Employee Performance, its role should not be disregarded. Leadership may indirectly influence performance by shaping organizational climate, facilitating communication, and ensuring the effective implementation of engagement and welfare programs. In professional healthcare settings characterized by standardized procedures and high professional autonomy, leadership may serve more as a coordinating and enabling function rather than a direct performance driver. This highlights the importance of contextualizing leadership roles within the specific operational characteristics of hospital organizations.

Overall, the results emphasize that improving employee performance in hospitals requires an integrated approach that balances intrinsic motivation, welfare support, and leadership facilitation. Hospital managers are encouraged to prioritize employee-centered human resource policies that promote engagement and Employee Welfare while maintaining leadership practices that support organizational stability and sustainable performance improvement.

Research Limitations

Despite the contributions of this study, several limitations should be acknowledged. First, the study was conducted at a single faith-based hospital, namely Fatimah Islamic Hospital Banyuwangi. Although this context provides valuable insights into employee performance in religiously oriented healthcare institutions, the findings may have limited generalizability to other hospitals with different organizational cultures, ownership structures, or regional characteristics.

Second, this study employed a cross-sectional design, which captures data at a single point in time. As a result, the relationships identified between Employee Engagement, Leadership, Employee Welfare, and Employee Performance reflect associations rather than causal effects. Future studies are encouraged to adopt longitudinal or mixed-method approaches to better capture changes in employee performance and organizational dynamics over time.

Third, data were collected using self-reported questionnaires, which may be subject to response bias, including social desirability bias. Employees may have provided favorable responses due to organizational norms or perceived expectations. Although reliability and validity tests indicated that the instruments were acceptable, incorporating objective performance indicators or supervisor evaluations could strengthen future research findings.

Finally, this study focused on three key determinants of employee performance. While these variables explained a substantial proportion of performance variance, other factors such as organizational culture, job stress, work environment, and individual competencies were not included in the model. Future research may consider integrating these variables to develop a more comprehensive understanding of employee performance in hospital settings.

CONCLUSION

Employee engagement, leadership, and employee welfare collectively have a significant impact on employee performance. These findings indicate that employee performance at Fatimah Islamic Hospital in Banyuwangi is primarily driven by intrinsic motivation and the organization's Employee Welfare support, while leadership plays a supporting role within the organizational system.

Therefore, hospital management is encouraged to strengthen employee engagement and maintain sustainable welfare programs to support employee performance improvement. Leadership should function as a facilitating and supportive mechanism within the organizational system.

REFERENCES

- Bass, B. M. (2006). *Transformational leadership* (2nd ed.). Mahwah, NJ: Lawrence Erlbaum Associates.
- Bernardin, H. J. (2018). *Human resource management: An experiential approach* (7th ed.). New York, NY: McGraw-Hill Education.
- Cintani. (2020). The influence of leadership, welfare, and organizational culture on employee performance in PD. BKK Karanganyar. *Jurnal Penelitian dan Kajian Ilmiah*, 18(2), 151–166.
- Dwifa, M. (2020). The effect of employee engagement on employee performance at PT XL Axiata Tbk Bandung Branch. In *Proceedings of the e-Proceeding of Management*, 7(2), 88–95.
- Haedar, C. S. (2021). The influence of employee engagement, workload, and job satisfaction on employee performance at PT Pegadaian (Persero) Regional Office V Manado. *Jurnal Riset Ekonomi, Manajemen, Bisnis dan Akuntansi*, 9(3), 7–15.
- Joni, R. (2020). The effect of leadership and career development on employee performance in the Ministry of Religion. *Ekonometrika: Jurnal Ekonomi, Manajemen, dan Statistika*, 93–102.
- Kurniawan, R., Idris, I., & Pranoto, H. (2022). Human resource management practices and employee performance in hospitals. *Journal of Asian Finance, Economics and Business*, 9(1), 219–228. <https://doi.org/10.13106/jafeb.2022.vol9.no1.0219>
- Kustya, N. D. (2020). The influence of work engagement and leadership on employee performance through organizational commitment as an intervening variable (Study at PDAM Tirta Moedal, Semarang City). *Journal of Management*, 9(2), 1–13.
- Lopes, H. M. (2021). The impact of financial Employee Welfare on employee performance: The role of work engagement. *International Journal of Environmental Research and Public Health*, 18(4), 1845. <https://doi.org/10.3390/ijerph18041845>
- Lopes, H. M., Lagoa, S., & Calapez, T. (2021). Work autonomy, work pressure, and employee Employee Welfare: The mediating role of work engagement. *International Journal of Environmental Research and Public Health*, 18(6), 3053. <https://doi.org/10.3390/ijerph18063053>
- Nasution, I. B. (2020). The influence of motivation, welfare, and work spirit on employee performance at PT Agrotech Pesticide Industry Medan. *Jurnal Riset Manajemen dan Bisnis*, 5(1), 1–10.
- Prabowo, H., & Santoso, A. (2022). The influence of welfare, leadership, and work environment on employee performance in hospitals in East Java. *Jurnal Manajemen Sumber Daya Manusia*, 10(2), 120–135.

- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and burnout and engagement among firefighters. *Journal of Organizational Behavior*, 25(6), 751–764.
- Septina, V. L. (2022). The influence of employee relations and employee engagement on employee performance at RSUD Dr. R. M. Djoelham, North Sumatra. *YUME: Journal of Management*, 5(2), 185–194.
- Specchia, M. L., Cozzolino, M. R., Carini, E., Di Pilla, A., Ricciardi, W., & Damiani, G. (2021). Leadership styles and nurses' job satisfaction: A systematic review. *International Journal of Environmental Research and Public Health*, 18(4), 1552. <https://doi.org/10.3390/ijerph18041552>
- Sucahyowati, H., & Nugroho, A. (2020). The influence of employee engagement on performance. *Jurnal Sains Teknologi Transportasi Maritim*, 2(2), 9–15.
- Van der Lippe, T., & Lippényi, Z. (2020). Co-workers working from home and individual and team performance. *New Technology, Work and Employment*, 35(1), 60–79. <https://doi.org/10.1111/ntwe.12153>
- Wicaksono, B. D. (2020). The influence of employee engagement on employee performance at the Directorate of Information Systems and Digital Transformation, Bogor Agricultural Institute. *Jurnal Manajemen dan Organisasi*, 10(2), 133–146.
- World Health Organization. (2020). Draft global strategy on human resources for health: Workforce 2030. Geneva, Switzerland: World Health Organization.
- Yuga Pratama, F. (2023). The influence of welfare and work spirit on employee performance at CV Gawanta Sejahtera Gemilang, Kediri Regency. *Manajemen dan Ekonomi Syariah*, 1(3), 149–159.
- Yusuf, M., & Rahmawati, D. (2020). The effect of hospital service quality and employee performance on patient satisfaction. *Journal of Management and Business Review*, 7(1), 1–10.