
Efficiency Unleashed: Streamlining Operations for Organizational Excellence

Brastoro^{1*}, Lusia Nargis²

¹Institut Bisnis dan Informatika Kwik Kian Gie

²Universitas Tridinanti

Corresponding Author e-mail: brastoro@kwikkiangie.ac.id

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Abstract: *This study investigates the relationships between employee engagement, innovation practices, operational efficiency, and organizational excellence within contemporary organizations. Utilizing quantitative analysis, the research reveals that innovation practices significantly enhance employee engagement, which subsequently improves operational efficiency. Specifically, the findings indicate a strong direct effect of employee engagement on operational efficiency, highlighting the critical role of motivated employees in optimizing processes and driving productivity. However, the direct relationship between employee engagement and organizational excellence is less significant, suggesting that achieving excellence requires a broader approach that incorporates various organizational dimensions. The results underscore the importance of cultivating a culture of innovation and engagement to enhance overall performance and sustain competitive advantage. This research contributes valuable insights into the dynamics of organizational effectiveness, emphasizing the need for integrated strategies that align employee engagement with organizational goals for long-term success.*

Introduction

In pursuit of organizational excellence, streamlining operations has emerged as a vital strategy for modern businesses, emphasizing the importance of enhancing operational efficiency to drive overall performance (Singh et al., 2021). By adopting innovative practices, organizations can unlock significant improvements, fostering a culture that continuously adapts and evolves. Innovation plays a key role in transforming traditional operational models, making them more agile and responsive to market demands, while also promoting long-term sustainability (Azeem et al., 2021). This research highlights how operational efficiency not only

optimizes processes but also directly influences organizational outcomes, such as profitability, customer satisfaction, and competitive positioning. One of the core aspects explored is the relationship between operational initiatives and employee engagement. Engaged employees are essential to the success of operational strategies, as they actively contribute to implementing improvements, identifying inefficiencies, and driving continuous innovation. Employee engagement serves as the bridge between operational efforts and organizational excellence, ensuring that the workforce remains motivated, aligned with organizational goals, and committed to delivering high-quality results (Darvishmotevali et al., 2020). Furthermore, the analysis reveals that fostering a culture of employee involvement and participation strengthens the impact of innovation on operations, creating a feedback loop where efficiency and engagement fuel each other. In conclusion, operational efficiency, innovation, and employee engagement are interdependent variables that collectively enhance organizational excellence, driving businesses toward sustainable growth in a competitive landscape. These interconnected factors form the foundation of high-performing organizations, underscoring the importance of a holistic approach to operational and human resource management.

Organizational excellence refers to an organization's continuous efforts and capabilities to achieve exceptional performance and sustainable results through a comprehensive, integrated approach (Barham et al., 2020). It encompasses strategic planning, efficient processes, effective leadership, and a strong organizational culture, all of which are critical for long-term success (Adam & Alarifi, 2021). Achieving excellence requires an unwavering focus on quality improvement, innovation, and continuous learning, enabling organizations to adapt to evolving environments and consistently meet or exceed stakeholder expectations (Obradović et al., 2021). This holistic approach goes beyond financial performance, incorporating elements such as customer satisfaction, employee engagement, and social responsibility to create lasting value across all dimensions of the business (Albrecht et al., 2023). Excellence is achieved not only by improving operational efficiency and adopting innovative practices but also by fostering a culture of continuous improvement and resilience, allowing organizations to remain agile and competitive in rapidly changing markets. It involves ensuring that every aspect of the business—from leadership and strategy to employee development and community impact—works in harmony to deliver sustainable outcomes. Importantly, organizational excellence also includes a commitment to social responsibility, emphasizing the need for ethical practices, environmental stewardship, and a positive impact on society, thus contributing to long-term success in a broader, societal context (Primadi Candra Susanto et al., 2023). Ultimately, organizations that prioritize excellence create a strong foundation for growth, adaptability, and competitive advantage, ensuring their resilience and success in the face of ever-changing market conditions and stakeholder needs. This pursuit of excellence forms the cornerstone of high-performing, future-ready organizations, driving them toward sustained success across all areas of operation.

Operational efficiency refers to an organization's ability to deliver products or services in the most cost-effective way while maintaining quality standards (Alosani et al., 2020). Achieving this requires the optimization of resources such as time, money, and manpower,

ensuring that output is maximized and waste minimized (Gupta et al., 2020). Central to operational efficiency are streamlined processes, effective deployment of technology, and continuous improvement practices. These elements help organizations identify inefficiencies in workflows and improve productivity, ultimately driving better performance (Bag et al., 2020). By refining operational systems and removing redundancies, companies can achieve faster turnaround times, reduce costs, and improve overall customer satisfaction (Bhakuni & Saxena, 2023). The use of technology is especially crucial, as it enables organizations to automate processes, enhance decision-making, and support scalability. Operational efficiency, when implemented effectively, not only improves the day-to-day functioning of the business but also contributes to long-term sustainability by enabling organizations to respond more agilely to market changes, customer demands, and competitive pressures (Banmairuoy et al., 2022). This focus on efficiency ensures that companies maintain a competitive edge, continuously adapt to industry dynamics, and foster a culture of ongoing improvement. Furthermore, operational efficiency strengthens an organization's capacity to innovate, as optimized operations free up resources that can be reinvested into research and development or other strategic initiatives. Overall, operational efficiency is a key driver of organizational success, enhancing both financial and non-financial performance while paving the way for sustained growth and market leadership.

Innovation practices involve a systematic approach to generating, developing, and implementing new ideas, products, services, or processes, which are crucial for maintaining competitiveness and responding to shifting market demands (Fonseca et al., 2021). These practices encompass fostering a culture of creativity, encouraging risk-taking, and dedicating resources to research and development (Brenner & Drdla, 2023). Successful innovation relies on collaboration across departments, open communication, and an organization's willingness to embrace change, which allows ideas to flow freely and solutions to be implemented effectively (Lucey et al., 2020). A strong culture of innovation enables organizations to leverage technology and tap into the collective expertise of their employees, accelerating the process of bringing new solutions to market (Halalmeh, 2021). Moreover, innovation is not just about developing new products or services; it also enhances operational efficiency by introducing more effective processes and improving internal workflows. This directly impacts customer satisfaction, as innovative organizations are better equipped to meet and exceed customer expectations with timely, relevant offerings (Susanto et al., 2023). Innovation practices serve as a key driver of organizational growth, enabling companies to stay agile, adapt to industry changes, and secure a competitive edge. By continually embracing innovation, organizations ensure their long-term success and relevance in an increasingly dynamic marketplace (Pincus, 2023). Ultimately, innovation fosters a culture of continuous improvement, encouraging organizations to evolve and succeed in both the short and long term.

Employee engagement refers to the emotional commitment and involvement employees have toward their organization and its objectives, which drives them to contribute actively to the organization's success (Rifai & Mardijuwono, 2020). Engaged employees are highly motivated and often willing to put in extra effort in their roles, going beyond basic job requirements to achieve organizational goals (Ekhsan et al., 2023). Several key factors

contribute to fostering this engagement, including providing meaningful work, offering recognition, creating opportunities for personal and professional growth, and cultivating a positive and supportive work environment. When employees feel valued and see the significance of their contributions, they tend to experience higher levels of job satisfaction, increased productivity, and greater loyalty, resulting in longer tenure with the company (Mera & Srivastavab, 2023). Additionally, effective communication, strong leadership support, and aligning employees' roles with the organization's mission and vision are essential in nurturing engagement. These factors help employees feel connected to the larger purpose of the organization, enhancing their sense of ownership and motivation. High levels of employee engagement have a profound impact on organizational performance, leading to enhanced innovation, improved productivity, and overall excellence (Oluwaseun Abrahams et al., 2024). Engaged employees not only contribute to the success of the company but also create a positive work culture, driving organizational growth and ensuring long-term sustainability. As such, employee engagement is a critical element in fostering a high-performing, resilient organization capable of adapting to evolving business environments.

At PT Bandung Indah Gemilang, the research variables focus on achieving organizational excellence through operational efficiency and innovation practices, with employee engagement as a critical intervening factor. Organizational excellence is the ultimate goal, measured by the company's ability to consistently deliver superior performance and sustainable results. Operational efficiency is assessed by evaluating how well the company optimizes its resources and processes to minimize waste and maximize productivity. Innovation practices are examined by looking at the company's ability to generate and implement new ideas that drive growth and competitive advantage. Employee engagement is analyzed to understand how emotionally committed and involved the employees are in their work, and how this commitment influences both operational efficiency and the successful implementation of innovation practices. These variables are interconnected and essential for PT Bandung Indah Gemilang to achieve and sustain high levels of organizational excellence. At PT Bandung Indah Gemilang, the primary issue under investigation is the challenge of maintaining and enhancing organizational excellence in a rapidly changing business environment. The company has been facing difficulties in optimizing operational efficiency, which has led to increased costs and reduced productivity. Additionally, there is a need to strengthen innovation practices to keep up with market demands and technological advancements. Despite having a skilled workforce, the level of employee engagement has been inconsistent, affecting their overall contribution to the company's success.

The phenomenon of employee engagement presents a significant challenge in contemporary organizations, as many employees often display varying levels of emotional commitment and involvement toward their work and the organization's goals. Despite recognizing the importance of engaged employees in driving performance, innovation, and overall organizational excellence, many organizations struggle to foster a culture that genuinely nurtures this engagement. Factors such as increasing workloads, limited opportunities for career advancement, inadequate recognition, and poor communication can lead to disengagement and

lower morale among employees. This disengagement can result in decreased productivity, higher turnover rates, and diminished organizational performance, creating a cycle that hampers both employee satisfaction and business success. Furthermore, the rapid pace of change in the modern workplace, driven by technological advancements and shifting market demands, makes it even more challenging for organizations to maintain high levels of engagement. Understanding the dynamics of employee engagement and identifying effective strategies to enhance it is essential for organizations aiming to achieve sustainable growth and competitive advantage in an increasingly complex business environment.

While previous studies have extensively explored the individual impacts of operational efficiency, innovation practices, and employee engagement on organizational performance, there is a noticeable gap in understanding how these factors interrelate to drive organizational excellence, particularly in the context of PT Bandung Indah Gemilang. For instance, a study by (Darvishmotevali et al., 2020) focused on the role of operational efficiency in reducing costs and enhancing productivity but did not account for how innovation practices could further amplify these benefits in a dynamic business environment. Similarly, research by (Bag et al., 2020) highlighted the positive effects of innovation practices on competitive advantage yet overlooked the critical role of employee engagement in sustaining innovative efforts. Furthermore, (Rifai & Mardijuwono, 2020) examined employee engagement's influence on job satisfaction and retention but did not consider how engagement could serve as a bridge between operational efficiency and innovation to achieve organizational excellence. This research aims to address these gaps by investigating the combined effects of operational efficiency, innovation practices, and employee engagement on achieving organizational excellence at PT Bandung Indah Gemilang.

The aim of this research is to investigate how operational efficiency, innovation practices, and employee engagement collectively influence organizational excellence at PT Bandung Indah Gemilang. Specifically, the study seeks to identify how improvements in operational efficiency and the implementation of innovative practices can be optimized through enhanced employee engagement to achieve superior organizational performance. By exploring the interrelationships between these variables, the research aims to provide actionable insights that can help the company address current performance challenges, streamline operations, foster a culture of innovation, and ultimately attain and sustain organizational excellence.

The following is the framework for this research:

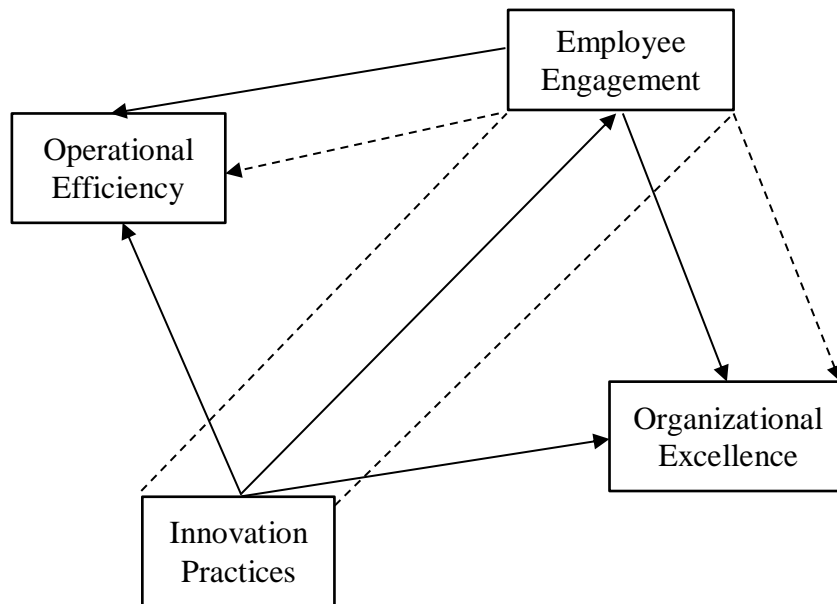


Figure 1. Framework

Research Methods

This research employs a quantitative research design to analyze the impact of operational efficiency, innovation practices, and employee engagement on organizational excellence at PT Bandung Indah Gemilang. A random sampling technique will be used to select a representative sample of 70 employees from the company's workforce. Data will be collected through structured questionnaires designed to measure the key variables of interest. The collected data will be analyzed using Smart PLS (Partial Least Squares) to assess the relationships between operational efficiency, innovation practices, and employee engagement, and their combined effect on organizational excellence. This methodology aims to provide a comprehensive understanding of how these factors interact and contribute to overall organizational performance.

Result and Discussion

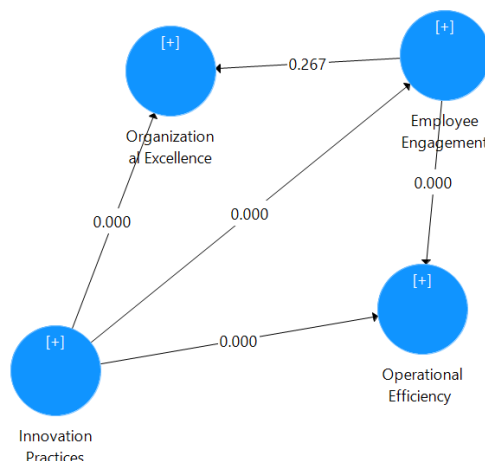


Figure 2. Hypothesis Testing

Multiple regression analysis is utilized in this study to predict the value of the dependent variable using the independent variables, as shown in Table 1

Table 1. Direct Effects

Path	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Employee Engagement -> Operational Efficiency	0,356	0,356	0,099	3,603	0,000
Employee Engagement -> Organizational Excellence	0,177	0,181	0,160	1,110	0,267
Innovation Practices -> Employee Engagement	0,540	0,556	0,095	5,658	0,000
Innovation Practices -> Operational Efficiency	0,524	0,524	0,101	5,181	0,000
Innovation Practices -> Organizational Excellence	0,593	0,589	0,132	4,499	0,000

The results presented in Table 1 illustrate the direct effects of employee engagement and innovation practices on operational efficiency and organizational excellence. The findings reveal significant relationships between these variables, highlighting the importance of both employee engagement and innovation in enhancing organizational performance. Specifically, the path analysis indicates that employee engagement has a substantial positive effect on operational efficiency, with an original sample value of 0.356 and a T statistic of 3.603 ($p < 0.001$). This suggests that when employees are emotionally invested in their work, they are likely to optimize processes, reduce waste, and enhance productivity, ultimately leading to improved operational efficiency. The alignment of this result with existing literature underscores the crucial role of employee engagement in fostering a productive work environment. Research has consistently shown that engaged employees are more committed to their tasks, often going beyond basic requirements to drive performance (Rifai & Mardijuwono, 2020; Ekhsan et al., 2023).

Conversely, the impact of employee engagement on organizational excellence was less pronounced, with an original sample value of 0.177 and a T statistic of 1.110 ($p = 0.267$), indicating a lack of statistical significance. This finding suggests that while employee engagement is essential, it may not directly translate into organizational excellence without the presence of other mediating factors. Existing research supports the notion that organizational excellence encompasses various dimensions, including leadership effectiveness, strategic planning, and innovation practices (Barham et al., 2020; Adam & Alarifi, 2021). This complex interplay implies that organizations seeking excellence must consider not only employee engagement but also the broader context of their operational strategies and cultural elements.

The results also highlight the significant role of innovation practices in influencing employee engagement, with an impressive original sample value of 0.540 and a T statistic of 5.658 ($p < 0.001$). This finding underscores the importance of fostering a culture of innovation within organizations, as it can enhance employee motivation and commitment. Innovation practices encourage employees to think creatively and take risks, ultimately leading to higher levels of engagement (Lucey et al., 2020; Halalmeh, 2021). By investing in research and development and promoting collaborative efforts across departments, organizations can create an environment that stimulates creativity and empowers employees to contribute meaningfully to the organization's success. This aligns with the perspective that organizations that prioritize

innovation are better equipped to adapt to changing market demands and sustain competitive advantages (Brenner & Drdla, 2023).

Moreover, innovation practices also exhibited a substantial direct effect on operational efficiency, with an original sample value of 0.524 and a T statistic of 5.181 ($p < 0.001$). This suggests that organizations that implement innovative practices can streamline processes, reduce costs, and enhance productivity. The effective use of technology and the optimization of resources are critical components of operational efficiency, as highlighted in the literature (Gupta et al., 2020; Bag et al., 2020). By leveraging innovative solutions, organizations can identify inefficiencies and improve workflows, ultimately leading to enhanced operational performance. The synergy between innovation practices and operational efficiency further emphasizes the need for organizations to integrate innovation into their core strategies, allowing them to remain agile and responsive to market changes.

Finally, the direct effect of innovation practices on organizational excellence was also significant, with an original sample value of 0.593 and a T statistic of 4.499 ($p < 0.001$). This finding reinforces the idea that innovation is a key driver of organizational success, contributing not only to improved operational performance but also to the overall excellence of the organization. Research indicates that organizations that embrace innovation are better positioned to meet customer expectations, drive growth, and achieve long-term sustainability (Susanto et al., 2023; Pincus, 2023). By fostering a culture of continuous improvement and encouraging employees to contribute to innovative initiatives, organizations can create a robust foundation for excellence that encompasses all aspects of their operations. In conclusion, the findings from this analysis highlight the interconnectedness of employee engagement, innovation practices, operational efficiency, and organizational excellence, underscoring the necessity for organizations to adopt a holistic approach to enhance their performance and achieve sustainable success.

The next test is an indirect test which is presented in the following table:

Table 2. Indirect Effects

Path	Original Sample	Sample Mean	Standard Deviation	T Statistic	P Values
Innovation Practices -> Employee Engagement -> Operational Efficiency	0,192	0,199	0,069	2,794	0,005
Innovation Practices -> Employee Engagement -> Organizational Excellence	0,096	0,105	0,098	0,975	0,330

Table 2 presents the indirect effects of innovation practices on operational efficiency and organizational excellence through the mediating variable of employee engagement. The analysis reveals a significant indirect effect of innovation practices on operational efficiency, with an original sample value of 0.192 and a T statistic of 2.794 ($p < 0.01$). This finding emphasizes the critical role that employee engagement plays as a mediator in this relationship. When organizations implement innovative practices, they foster a more engaging work environment that motivates employees to contribute more effectively to their roles. Engaged employees are likely to be more productive and invested in their tasks, which ultimately

enhances operational efficiency (Ekhsan et al., 2023; Rifai & Mardijuwono, 2020). This aligns with previous research suggesting that innovation not only promotes creativity but also creates a sense of ownership among employees, encouraging them to optimize workflows and eliminate inefficiencies (Lucey et al., 2020; Halalmeh, 2021). By fostering a culture of innovation that actively engages employees, organizations can harness their collective capabilities to drive operational improvements, resulting in a more efficient and responsive organization.

Conversely, the indirect effect of innovation practices on organizational excellence through employee engagement yielded an original sample value of 0.096 with a T statistic of 0.975 ($p = 0.330$), indicating a lack of statistical significance. This outcome suggests that while innovation practices can enhance employee engagement, this engagement does not necessarily translate into organizational excellence in a straightforward manner. Organizational excellence is a multifaceted concept that extends beyond employee engagement, encompassing various dimensions such as leadership effectiveness, strategic alignment, and operational processes (Barham et al., 2020; Adam & Alarifi, 2021). The lack of significant indirect effect may imply that organizations need to implement additional strategies or frameworks that align employee engagement initiatives with broader organizational goals to achieve excellence. It highlights the importance of creating a cohesive strategy that integrates employee engagement with other critical elements of organizational performance, ensuring that engaged employees can contribute effectively to the pursuit of organizational excellence (Obradović et al., 2021; Albrecht et al., 2023). Therefore, while innovation practices significantly enhance operational efficiency through engagement, achieving organizational excellence requires a more comprehensive approach that encompasses various interconnected aspects of organizational dynamics.

Conclusion and Recommendation

This research highlights the vital interconnections between employee engagement, innovation practices, operational efficiency, and organizational excellence. The findings indicate that innovation practices significantly enhance employee engagement, which in turn contributes to improved operational efficiency. However, the direct link between employee engagement and organizational excellence is less pronounced, suggesting that additional factors and strategies are necessary to bridge this gap. Overall, the study emphasizes the importance of fostering a culture of innovation and engagement within organizations to optimize performance and achieve sustainable success. By integrating these elements into their strategic frameworks, organizations can position themselves more effectively to navigate the complexities of the modern business landscape and enhance their overall competitiveness.

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