International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

The Impact of Job Security and Work Engagement on Performance, Mediated by Employee Well-being

Febriana[1], Ribhan[2], Zainnur M Rusdi[3]

[1, 2, 3]Faculty of Economics and Business, University of Lampung, Indonesia

Corresponding author: febrifebriana20@gmail.com

Abstract

This study aims to investigate and analyze the impact of job security and work engagement on employee performance, with employee well-being mediating this relationship. Although Key Performance Indicators (KPIs) have consistently met targets, employees have not fully received their entitlements since the Covid-19 pandemic. This situation has led to numerous resignations and low attendance rates, identified as primary concerns regarding employee job security and engagement within the company. This research employs a quantitative approach. Data for this study were collected from primary sources, specifically through questionnaires distributed to 133 respondents, and secondary data obtained from literature reviews. Data analysis was conducted using SEM AMOS 24 software. The findings indicate a positive and significant influence of both job security and work engagement on performance, and that employee well-being mediates these effects.

Keywords: Job Security, Work Engagement, Employee Well-being, Performance

INTRODUCTION

Post-pandemic business adjustments have significantly contributed to layoffs in Indonesia. Over the past three years, the Ministry of Manpower recorded a surge in layoffs from 2022 to 2023, followed by a slight decrease of 1% in 2024. These layoffs have fueled a sense of insecurity among workers, as their job stability has been disrupted. A stable and secure environment typically fosters employee engagement. However, a Gallup (2023) survey revealed that employees in Indonesia are not fully engaged.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Academically, prior research by Al-Harazneh et al (2024) and Umrani et al (2019) found that job security influences performance with employee well-being mediating this relationship (Al Nahyan et al., 2024; Darvishmotevali & Ali, 2020). However, there are inconsistencies in findings from Aguiar-Quintana et al (2021) and Koen et al (2020), who suggest that job insecurity negatively impacts performance. Similarly, work engagement influences performance (Fidyah & Setiawati, 2020; Ismail et al., 2019; Sivapragasam & Raya, 2018; Yao et al., 2022), and employee well-being plays a vital mediating role in this association (Ammupriya & Subrahmanyan, 2023; Sivapragasam & Raya, 2018). However, Yao et al (2022) caution that excessive work engagement can lead to reduced performance.

Perum DAMRI, transportation company operates numerous branches across Indonesia, including in Lampung. The COVID-19 pandemic caused significant losses for Perum DAMRI, resulting in employees not fully receiving their entitlements from the company. Furthermore, absence rate which are closely linked to work engagement show a trend that requires greater attention. Despite these challenges, performance data consistently shows that all employees in Lampung have successfully fulfilled the Key Performance Indicators (KPIs) outlined by the company.

Objectives

The recent surge in layoffs has unfortunately instilled a profound sense of job insecurity among employees. This, coupled with persistent internal organizational challenges concerning employee rights and a noticeable decline in overall employee engagement, collectively presents a significant threat to organizational performance. Consequently, the primary aim of this research is to thoroughly investigate and address these pressing empirical challenges. More specifically, the objectives of this study are fourfold: to ascertain whether job security directly influence performance; to examine the mediating role of employee well-being in the relationship between job security and performance; to determine whether employee engagement directly impacts performance; and to investigate whether employee well-being also mediates the relationship between employee engagement and performance.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Job security and performance

Job security is generally defined as a psychological condition where employees hold varying levels of expectation regarding the continuity of their employment within an

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

organization in the future (Kraimer et al., 2005). Job security is considered a crucial element within organizations because it motivates employees to enthusiastically perform their tasks, leading to improved performance and the production of high-quality output (Al-Harazneh et al., 2024; Umrani et al., 2019). It reflects the extent to which employees feel confident about the continuation of their employment without the threat of involuntary layoffs. This certainty about ongoing employment fosters employee commitment to the organization, which in turn encourages them to undertake various assigned tasks (Al-Harazneh et al., 2024). Therefore, the following hypothesis is proposed in this study:

H1: Job security has a positive and significant effect on performance.

Employee well-being as a mediator between job security and performance

The foundation of healthy organization lies in the well-being of its employees (Lowe, 2020). Employee well-being is an essential element for understanding the relationship between various human resource dimensions and organizational performance (Khoreva & Wechtler, 2018). Job security is one factor that contributes significantly to employee well-being. High job security enhances employee well-being which subsequently influences long-term performance (Al Nahyan et al., 2024; Darvishmotevali & Ali, 2020). Darvishmotevali & Ali (2020) state that under conditions of high job security, employees tend to experience better well-being because they feel confident in their stability and are free from the threat of job loss. Prioritizing employee well-being is crucial for organizations to understand the connection between job security and performance; when an organization invests in creating a secure work environment that is perceived positively by employees, it leads to increased performance (Al Nahyan et al., 2024). Therefore, the following hypothesis is proposed in this study:

H2: Employee well-being mediates the effect of job security on performance.

Employee engagement and performance

Employee engagement refers to a state where employees work with enthusiasm, feel a deep connection with the company, and are fully involved in their work (Clack, 2021). It reflects the level of enthusiasm, commitment, and focus employees have towards their work, characterized by vigor, dedication, and absorption (Bouckenooghe et al., 2022). Employee engagement connects employees' personal values and their work, fulfilling their physiological, cognitive, and emotional needs, thereby enabling them to take initiative and dedicate themselves to their jobs (Kahn, 1990). Several studies indicate that employee engagement has a positive effect on performance (Fidyah &

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Setiawati, 2020; Ismail et al., 2019; Sivapragasam & Raya, 2018; Yao et al., 2022). Therefore, the following hypothesis is proposed in this study:

H3: Employee engagement has a positive and significant effect on performance.

Employee well-being as a mediator between employee engagement and performance

Employee well-being plays a critical role in strengthening employee engagement and helping to achieve optimal performance (Ammupriya & Subrahmanyan, 2023; Sivapragasam & Raya, 2018). Employee well-being encompasses various aspects such as rewards and recognition, development opportunities, feelings towards work, interpersonal relationships, accomplishments, the physical environment, and mental health (Carvajal-Arango et al., 2021). Enhancing employee engagement without considering employee well-being will not be sufficient to drive optimal performance, as employee well-being plays a role in strengthening engagement, reflected in higher job satisfaction and ultimately contributing to overall performance improvement (Sivapragasam & Raya, 2018). Employees who receive well-being support within their organization will perform all tasks without burden, contributing to organizational goals. By fostering good well-being, employees will feel more satisfied and motivated to work even better (Ammupriya & Subrahmanyan, 2023). Therefore, the following hypothesis is proposed in this study:

H4: Employee well-being mediates the effect of employee engagement on performance.

METHODOLOGY

This study adopts a quantitative approach, utilizing data collected through questionnaire distribution and a literature review. The literature review was instrumental in formulating the study's hypotheses and identifying gaps in previous research. Questionnaires were administered using two methods: direct distribution to employees within the company and online dissemination via Google Forms.

The population for this study comprises employees working at Perum DAMRI, Lampung Branch. A sample of 133 employees was determined using the Krejcie and Morgan (1970) formula. Each variable was measured using statement items from prior research. Job security was assessed with 10 statement items adopted from Oldham (1986) as cited in Kraimer et al (2005). Employee engagement was measured using 17 statements adopted from Schaufeli & Bakker (2004). Employee well-being was

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

measured with 14 statement items adopted from Tennant et al (2007). Performance was assessed with 18 statement items adopted from Koopmans et al (2016).

The data analysis technique employed in this research is Covariance-Based Structural Equation Modeling (CB-SEM). This approach was used to test the proposed theory by analyzing the extent to which the research model could replicate the covariance matrix of the observed data (Hair Jr et al., 2021). AMOS software was utilized for data analysis due to its capability to build more accurate attitude and behavior models that depict complex relationships (Thakkar, 2020). Additionally, a Sobel test was conducted to measure the indirect effects of the mediating variables.

RESULTS

Tabel 1 presents the results of the Confirmatory Factor Analysis (CFA), which was performed to evaluate both convergent validity and reliability. Convergent validity is considered established when the Average Variance Extracted (AVE) value reaches 0.50 or higher (Hair et al., 2020). Conversely, a construct is deemed reliable if its Cronbach's alpha value is 0.70 or greater (Hair et al., 2019). Table 1 confirms that every construct within this study successfully met these established validity and reliability benchmarks.

Table 1. Results of Construct Validity and Reliability Test

Variable	AVE	C.R
Job security	0.503	0.910
Work engagement	0.500	0.944
Employee well-being	0.570	0.949
Performance	0.530	0.947

Source: Processed data (2025)

Figure 1 illustrates that this study utilized AMOS 24 software to perform Structural Equation Modeling (SEM) analysis. Prior to further examination, the structural model (inner model) was tested to ascertain the relationships among the various constructs in this research.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

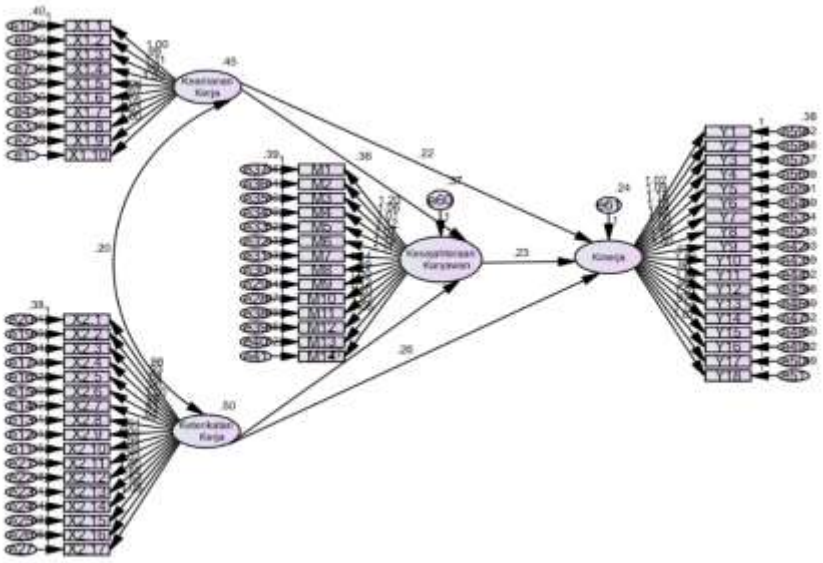


Figure 1. Result of The Structural Model Test

Goodness of Fit (GOF) indicates how well the researcher's mathematically specified model is able to represent the covariance matrix obtained from the data. Hair et al (2019, p. 641) state that generally, the use of three to four appropriate GOF indices is considered sufficient to demonstrate the quality of the model fit, allowing the analysis to proceed. In this study, the GOF indices met the required criteria, and the results are presented in table 2 below.

Table 2. Measurement of Goodness of Fit

Goodness of Fit Index	Nilai Model SEM	Cut off Criteria	Remark
Root Mean Square Error of Approximation (RMSEA)	0,049	≤ 0,08	Good fit
Goodness Fit of Index (GFI)	0,690	≥ 0,90	Poor fit
Normed Fit Index (NFI)	0,667	≥ 0,90	Poor fit
Tucker-Lewis Index (TLI)	0,886	≥ 0,90	Marginal fit
Parsimone Normed Fit Index (PNFI)	0,642	> 0,5	Acceptable
Parsimone Comparative Fit Index (PCFI)	0,857	> 0,5	Acceptable
Comparative Fit Index (CFI)	0,891	≥ 0,90	Marginal fit

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Inceremental Fit Index (IFI)	0,892	≥ 0,90	Marginal fit
CMIN/DF	≤ 3,00	1,319	Good fit
Hoelter (0,05)	106	≥ 100	Good fit

Source: Processed data (2025)

Both direct and indirect effects of the hypotheses were tested. According to Hayes (2022), a p-value below 0.05 indicates that a hypothesis is accepted. The results for each hypotheses are presented below:

Table 3. Results of Direct Effect Hypotheses Test

Hypothesis	Estimate	S.E.	C.R.	P	Remark
Job security affects performance	0.221	0.091	2.431	0.015	Supported
Work engagement affects performance	0.258	0.084	3.081	0.002	Supported

Source: Processed data (2025)

Table 3 demonstrates that the first hypothesis is supported with a p-value of 0.015 and Critical Ratio (C.R) of 2.431. This indicates that job security has a positive and significant effect on performance. Furthermore, the second hypothesis is also supported, showing a p-value of 0.002 and a C.R of 3.081, leading to the conclusion that employee engagement has a positive and significant effect on performance.

Table 4. Results of Indirect Effect Hypotheses Test

Hypotesis	Tes Statistic	Standard Error	P-value
Employee well-being mediates the effect of job security on performance	2.114	0.038	0.034
Employee well-being mediates the effect of work engagement on performance	1.967	0.031	0.049

Source: Processed data (2025)

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

International Journal of Economics, Business and Innovation Research
https://e-journal.citakonsultindo.or.id/index.php/IJEBIR
E-ISSN : 2964-0865
IJEBIR

Table 4 presents the findings for mediation analyses. For the first mediation effect, the Sobel test value was 2.114 with a p-value of 0.034. Since this Sobel test value exceeds the critical t-tabel value of 2.96 and the p-value is less than 0.05, the results indicate that employee well-being mediates the effect of job security on performance. Similarly, the second mediation test yielded a Sobel test value of 1.967 and a p-value of 0.049. As these values also surpass the critical t-table value of 1.96 and the p-value remains below 0.05, the findings demonstrate that employee well-being mediates the effect of employee engagement on performance.

DISCUSSION

The present study revealed a significant and positive influence of job security on performance at Perum DAMRI, Lampung Branch. Supporting this finding, the C.R of 2.431 surpassed the 1.96 cut-off and the p-value of 0.015 fell below the 0.05 threshold. This suggests that employees who feel more secure in their roles generally demonstrate improved performance. This accepted hypothesis resonates with previous research by Al-Harazneh et al (2024) and Umrani et al (2019). They posited that heightened job security often correlates with reduced turnover intentions and lower burnout among employees, thereby curbing overall company turnover. Additionally, a sense of security frequently translates into increased productivity, further boosting performance.

Employee well-being also emerged as a mediator in the relationship between job security and performance. Specifically, a Sobel test value of 2.114 and a p-value of 0.034 confirmed a significant indirect effect, underscoring that well-being plays a critical role in how job security translates into performance. This finding is consistent with Al Nahyan et al (2024) who highlight employee well-being as a primary concern for companies seeking to understand the link between job security and performance. Parent-Lamarche et al (2021) also support this, stating that employees who feel secure in their jobs tend to experience better well-being, as evidenced by greater mental stability. This aligns further with Darvishmotevali & Ali (2020), who concluded that high job security correlates with improved employee well-being, ultimately leading to enhanced performance.

Employee engagement also demonstrated a significant and positive influence on the performance of employees at Perum DAMRI, Lampung Branch. This is supported by a C.R of 3.081 which exceeding the 1.96 cut-off and a p-value of 0.002 falling below 0.05. This suggests that as employees become more engaged with their work, their performance significantly improves. This finding is consistent with Fidyah & Setiawati (2020) who found that employee engagement impacts employee performance. Similarly,

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Ismail et al (2019) indicated that highly engaged employees tend to show greater work enthusiasm, work with full dedication, and take initiative in completing tasks. Sivapragasam & Raya (2018) further revealed that when employees are deeply engaged in their work, they tend to foster a more positive energy in the workplace and achieve higher, more sustained performance.

The Sobel test results confirmed that employee well-being indeed mediates the relationship between employee engagement and performance at Perum DAMRI, Lampung Branch. The test yielded a value of 1.967 with a p-value of 0.049, clearly indicating a significant indirect effect. This finding is consistent with research by Ammupriya & Subrahmanyan (2023) who suggest that employees experience less burden in achieving organizational goals when their well-being is prioritized at work. They argue that fostering well-being makes employees feel more motivated, driving them to perform better. Furthermore, Sivapragasam & Raya (2018) also emphasize the critical role of employee well-being, highlighting its importance in strengthening engagement and ultimately boosting overall performance.

CONCLUSION

This study concludes that job security and employee engagement both have a positive and significant influence on performance. Furthermore, employee well-being is confirmed to mediate these relationships. Theoretically, these findings enrich the human resource management literature. The mediation effect of employee well-being underscores that perceived job security and engagement which represent both organizational support and self-driven commitment, require tangible well-being initiatives to translate into optimal performance outcomes. From a practical standpoint, programs aimed at bolstering job security and fostering engagement such as enhancing transparent communication, career development, and recognition will be more effective when employee well-being is also prioritized.

Despite these contributions, this study has limitations. Its exclusive focus on Perum DAMRI, Lampung Branch, necessitating caution when generalizing the findings to different companies. Additionally, data were collected using a cross-sectional design, which might not fully capture the dynamic evolution of relationships among variables over time. For future research, it's recommended to broaden the sample scope to include various companies and consider a longitudinal approach to gain a deeper understanding of these complex dynamics.

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

REFERENCES

Aguiar-Quintana, T., Nguyen, H., Araujo-Cabrera, Y., & Sanabria-Díaz, J. M. (2021). Do Job Insecurity, Anxiety and Depression Caused by The COVID-19 Pandemic Influence Hotel Employees' Self-rated Task Performance? The Moderating Role of Employee Resilience. International Journal of Hospitality Management, Vol 94, 1–10. https://doi.org/10.1016/j.ijhm.2021.102868

Al-Harazneh, R., Abu shosha, G. M., Al-Oweidat, I. A., & Nashwan, A. J. (2024). The Influence of Job Security on Job Performance Among Jordanian Nurses. International Journal of Africa Nursing Sciences, Vol. 20, 1–8. https://doi.org/10.1016/j.ijans.2024.100681

Al Nahyan, M. T., Al Ahbabi, J. M., Alabdulrahman, M. A., Alhosani, I., Jabeen, F., & Farouk, S. (2024). Employee Job Security and Job Performance: The Mediating Role of Well-being and The Moderating Role of Perceived Organizational Support and Psychological Capital. European Journal of Management and Business Economics. https://doi.org/10.1108/EJMBE-01-2023-0011

Ammupriya, A., & Subrahmanyan, P. (2023). Enhancement of Work Engagement Through HRIS Adoption Mediated by Workplace Well-being. Brazilian Journal of Operations and Production Management, Vol. 20(No. 1), 1–18. https://doi.org/10.14488/BJOPM.1499.2023

Bouckenooghe, D., De Clercq, D., Naseer, S., & Syed, F. (2022). A Curvilinear Relationship Between Work Engagement and Job Performance: the Roles of Feedback-Seeking Behavior and Personal Resources. Journal of Business and Psychology, Vol. 37(2), 353–368. https://doi.org/10.1007/s10869-021-09750-7

Carvajal-Arango, D., Vásquez-Hernández, A., & Botero-Botero, L. F. (2021). Assessment of Subjective Workplace Well-being of Construction Workers: A Bottom-up Approach. Journal of Building Engineering, Vol. 36. https://doi.org/10.1016/j.jobe.2021.102154

Clack, L. (2021). Employee Engagement: Keys to Organizational Success. In The Palgrave Handbook of Workplace Well-Being (pp. 1001–1028). Springer Nature. https://doi.org/10.1007/978-3-030-30025-8_77

Darvishmotevali, M., & Ali, F. (2020). Job Insecurity, Subjective Well-being and Job Performance: The Moderating Role of Psychological Capital. International Journal of Hospitality Management, Vol. 87, 1–10. https://doi.org/10.1016/j.ijhm.2020.102462

Fidyah, D. N., & Setiawati, T. (2020). Influence of Organizational Culture and Employee

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Engagement on Employee Performance: Job Satisfaction as Intervening Variable. Review of Integrative Business and Economics Research, Vol. 9(No. 4), 64–81.

Gallup. (2023). Why Does Employee Engagement Research Matter? (p. 1). Gallup, Inc.

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate Data Analysis (8th ed.). Cengage Learning.

Hair, J. F., Howard, M. C., & Nitzl, C. (2020). Assessing Measurement Model Quality in PLS-SEM Using Confirmatory Composite Analysis. Journal of Business Research, 109, 101–110. https://doi.org/10.1016/j.jbusres.2019.11.069

Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Partial Least Squares Structural Equation Modeling (PLS-SEM) Using R: A Workbook. In Structural Equation Modeling: A Multidisciplinary Journal (Vol. 30, Issue 1). Springer Nature. https://doi.org/10.1007/978-3-030-80519-7

Hayes, A. F. (2022). Introduction to Mediation, Moderation, and Conditional Process Analysis: A Regression-Based Approach (3rd ed.). The Guilford Press.

Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee Engagement and Job Performance in Lebanon: The Mediating Role of Creativity. International Journal of Productivity and Performance Management, Vol. 68(No. 3), 506–523. https://doi.org/10.1108/IJPPM-02-2018-0052

Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. The Academy of Management Journal, Vol. 33(No. 4), 692–724. https://doi.org/10.2307/256287

Khoreva, V., & Wechtler, H. (2018). HR Practices and Employee Performance: The Mediating Role of Well-being. Employee Relations, Vol. 40(No. 2), 227–243. https://doi.org/10.1108/ER-08-2017-0191

Koen, J., Low, J. T. H., & Van Vianen, A. (2020). Job Preservation Efforts: When Does Job Insecurity Prompt Performance? Career Development International, Vol. 25(No. 3), 287–305. https://doi.org/10.1108/CDI-04-2018-0099

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Lerner, D., De Vet, H. C. W., & Van Der Beek, A. J. (2016). Cross-cultural adaptation of the Individual Work Performance Questionnaire. WORK: A Journal of Prevention, Assessment & Rehabilitation, Vol. 53(No. 3), 609–619. https://doi.org/10.3233/WOR-152237

Kraimer, M. L., Wayne, S. J., Liden, R. C., & Sparrowe, R. T. (2005). The Role of Job Security in Understanding The Relationship Between Employees' Perceptions of Temporary Workers and Employees' Performance. Journal of Applied Psychology, Vol. 90(No. 2), 389–398. https://doi.org/10.1037/0021-9010.90.2.389

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

Krejcie, R. V, & Morgan, D. W. (1970). Determining Sample Size for Research Activities. Educational and Psychological Measurement, Vol. 30(No. 3), 607–610. https://doi.org/10.1177/001316447003000308

Lowe, G. (2020). Creating Healthy Organizations: Taking Action to Improve Employee Well-Being. University of Toronto.

Parent-Lamarche, A., Marchand, A., & Saade, S. (2021). How Do Work Organization Conditions Affect Job Performance? The Mediating Role of Workers' Well-being. Journal of Workplace Behavioral Health, Vol. 36(No. 1), 48–76. https://doi.org/10.1080/15555240.2021.1872382

Schaufeli, W., & Bakker, A. (2004). UWES - Utrecht Work Engagement Scale (p. 60). Occupational Health Psychology Unit, Utrecht University.

Sivapragasam, P., & Raya, R. P. (2018). HRM and Employee Engagement Link: Mediating Role of Employee Well-being. Global Business Review, Vol. 19(No. 1), 1–15. https://doi.org/10.1177/0972150917713369

Tennant, R., Hiller, L., Fishwick, R., Platt, S., Joseph, S., Weich, S., Parkinson, J., Secker, J., & Stewart-Brown, S. (2007). The Warwick-Dinburgh Mental Well-being Scale (WEMWBS): Development and UK Validation. Health and Quality of Life Outcomes, 5(No. 63), 1–13. https://doi.org/10.1186/1477-7525-5-63

Thakkar, J. J. (2020). Structural Equation Modelling: Application for Research and Practice (with AMOS and R). Springer Nature. https://doi.org/10.1007/978-981-15-3793-6

Umrani, W. A., Afsar, B., Khan, M., & Ahmed, U. (2019). Addressing The Issue of Job Performance Among Hospital Physicians in Pakistan: The Role of Job Security, Organizational Support, and Job Satisfaction. Journal of Applied Biobehavioral Research, Vol. 24(No. 3), 1–17. https://doi.org/10.1111/jabr.12169

Yao, J., Qiu, X., Yang, L., Han, X., & Li, Y. (2022). The Relationship Between Work Engagement and Job Performance: Psychological Capital as a Moderating Factor. Frontiers in Psychology, Vol. 13, 1–8. https://doi.org/10.3389/fpsyg.2022.72913

Copyright at authors some right reserved this work is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.