

The Effect Of Work Motivation And Good Corporate Governance With Employee Engagement As An Intervening Variable On The Performance Of Employees Of PT. Luky Tex Indonesia Semarang

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Abstract . An important aspect that determines whether firm goals are attained through employee performance is human resources, or labor. Through employee engagement, this study seeks to investigate and explain how job motivation and sound corporate governance affect employee performance. The study was carried out utilizing quantitative techniques. PT. Luky Tex Indonesia Semarang's 90 employees were chosen at random as a sample for this study. The method for gathering the data involved a questionnaire, and Path Analysis with SPSS version 25 was used to evaluate and analyze the results. Results of this study that work motivation and Good Corporate Governance affect employee engagement of PT. Luky Tex Indonesia Semarang. Work motivation, Good corporate governance and Employee engagement affect the performance of PT. Luky Tex Indonesia Semarang. Employee engagement mediates the effect of work motivation and good corporate governance on the performance of PT. Luky Tex Indonesia Semarang

Keyword : employee engagement, good corporate governance, employee performance, work motivation

INTRODUCTION

Employee performance in a company is highly correlated with human resources and productivity. Employees are expected to enhance their performance as part of the company's strategy to get the intended outcome. Employee contribution to the business includes quantity, quality, and length of output as well as attendance at work and a cooperative attitude (NOVIANTI, 2016). Performance is the output generated by a job's or a profession's functions or indications during a specific period of time (Wirawan, 2009).

PT. Luky Tex Indonesia Semarang as a company engaged in garment faces very tight competition, especially with fellow companies engaged in the same field. The company is developing the concept of "Reborn" which is reborn to become an intelligent competency-based organization. Employee performance is largely determined by their work performance, meaning the level of task implementation that can be achieved by a person, unit, or division using existing capabilities and predetermined limits to achieve organizational goals. Factors that can be used to improve performance include motivation and Good Corporate Governance (GCG), and employee engagement.

Ranupandojo, H. dan Husnan, (2012) say motivation is a process to try to influence someone to do something we want. Motivation is basically a person's drive or desire to do something (Hakim, 2014). Motivation is related to the mental condition/psychology of a person. The spirit or joy of work that motivates work activities as a contribution to the accomplishment of the company's objectives might reveal the inner condition itself. In terms

of psychology, reality demonstrates that a worker's level of excitement or passion for his work, and vice versa, is greatly influenced by the motivations that drive him. (Yahyo. et al., 2013)

Yanthi & Wirasedana, (2021) they found in their study that employee performance is positively impacted by work motivation. Additionally, studies by (Hamdi M, 2017; Wulandari et al., 2019; Hamzah, 2020) demonstrated that employee performance is positively impacted by motivation. Different results were revealed by (Luhur, 2014) that employee performance is not significantly and adversely affected by motivation, as well as (Hidayat, 2021) Research shows that employee performance is unaffected by motivation. The state of employee motivation in this organization demonstrates that many employees continue to have data delays at work, which suggests a deterioration in work discipline and is a reflection of an employee's poor work motivation.

The demand for excellent corporate governance procedures will grow as business management operations become more complicated, which will raise the importance of GCG as a factor in enhancing employee performance. The increase in productivity and efficiency is one form of increasing competitiveness that is very important. Through the implementation of GCG, companies are expected to be able to increase their competitiveness sustainably both during crisis and non-crisis periods, at the regional and international levels (Tobing et al., 2013)

(Adnyana & Sari Dewi, 2020; Gilang et al., 2018) employee performance is positively impacted by good corporate governance, according to their research. Additionally, studies by (Elyanto & Syairudin, 2017; Hamzah, 2020; Syah et al., 2018; Yanthi & Wirasedana, 2021) shown that effective corporate governance affects employee performance in a favorable way. Various outcomes were reported by (Safrina et al., 2016) that employee performance is unaffected by good corporate governance. There is a study vacuum in the association between the two research variables, according to earlier studies.

Employee engagement is another factor that affects employee performance. According to (Vogel et al., 2016) employee engagement is defined as a worker's sense of enthusiasm and loyalty at work to complete tasks competently in order to boost corporate performance. Maslach, et.al. in (Abdurrahman et al., 2019)said employee engagement is the most appropriate opponent for employee burnout. The characteristics of employee engagement are energy, engagement and confidence. These characteristics are contrary to the characteristics of burnout, namely fatigue, cynicism, and self-insecurity so that employee engagement is a natural opposite of the problem of burnout in employees

Research conducted by (Nurdinah & Kurniawan, 2019; Haedar et al., 2021) demonstrated that employee performance is positively impacted by employee engagement. Likewise,

research conducted by (Abdurrahman et al., 2019; Lewuici, P. Mustamu, 2016; Mariza, 2016) added that employee performance is positively impacted by employee engagement. Various outcomes were reported (Joushan, Shindie Aulia , Syamsul, Muhammad , Kartika, 2015) that there is no discernible link between employee engagement and performance. The association between the two study variables has been demonstrated to have a research gap in earlier investigations, with inconsistent or opposing results. The findings of the investigation by (Putra et al., 2015) said that work motivation affects employee engagement, as well as research by (Anjasmara & Gunarto, 2022) shown that employee engagement and performance both significantly depend on work motivation, and vice versa. This demonstrates that the relationship between work motivation and employee performance is mediated by employee engagement.

Employee Performance

Employee performance is something that employees give in determining how much they contribute to the company in the form of production results and services presented. According to Smith, quoted and translated by (Suwatno dan Priansa, 2016) states that Performance is output from processes, human otherwise. Meanwhile, according to (Rivai, 2014) "Employee performance is the result or level of overall success of a person during a certain period in carrying out tasks compared to various possibilities, such as work result standards, targets or objectives or criteria that have been determined in advance have been mutually agreed". Performance is the outcome that a business or organization, whether for profit or not, generates over time.

The human resources a firm has at its disposal have a significant impact on its ability to accomplish goals. This really requires its own attention, because the company's internal and external factors will affect human resources, in relation to work performance, dedication, and loyalty as well as love for work and its company, work motivation, good corporate governance, and work attachment (Yanthi & Wirasedana, 2021). Robbins, P. S dan Judge, (2017) Said performance is a gauge of what can be reasonably expected from the work. Organizational climate, leadership, work ability, initiative, motivation, endurance, quantity of work, and work discipline are all factors that have an impact on performance.

L. Mathis, Robert & H. Jackson, (2011) claimed that there are a number of factors that make up employee performance in general, including attendance, the capacity for teamwork, and the amount, quality, and timeliness of results as determined by how quickly employees perceive an activity to be accomplished from start to finish.

Work Motivation

SP. Hasibuan, (2013) the provision of a motivating factor that makes a person's work exciting so they want to collaborate, work efficiently, and are integrated with all of their efforts to reach fulfillment is referred to as stated motivation. According to (Siagian, 2019), work Motivation is the force that causes a member of the organization to be willing and able to exert abilities in the form of expertise or skills, energy, and time to carry out various tasks that are his responsibility and carry out his duties in order to achieve the goals and objectives of the organization that have been previously determined. Boosting one's motivation to work by best using their skills and expertise to accomplish organizational goals is referred to as motivation. (Sunyoto, 2015). Based on Maslow's theory quoted by (Christian & Kurniawan, 2021) indicators of work motivation are physiological needs or physical needs, security, social, rewarding, and self-actualization

Good Corporate Governance

A good corporate management system is often referred to as Good Corporate Governance (GCG). GCG is a governance to control and direct the company's activities. The Cadbury Committee describes GCG as a framework for managing and directing businesses. GCG relates to the processes, systems, practices, and procedures that govern institutions. GCG is one of the tools to achieve goals and protect the interests of stakeholders by encouraging efficient use of resources and also demanding accountability for their management. GCG is an important process or structure for agencies to carry out so that in carrying out their activities there is no conflict of interest (Tobing et al., 2013). The National Committee for Governance Policy (KNKG) in 2006 revealed that there are five principles so that corporate governance implemented by companies can run well, including: transparency, accountability, responsibility, independence, and fairness

Employee Engagement

Robbins, P. S dan Judge, (2017) discusses worker engagement, which is a level for someone who actively has self-management in performing a job, as a way to increase employee engagement. Meanwhile, according to (Robbins, P. S dan Judge, 2017) individual commitment to, contentment with, and excitement for one's work is employee engagement. While (Schiemann, 2011) the interaction between a person and their workplace environment results in a steady psychological state known as employee engagement.

The characteristics of employee engagement are characters that are considered to affect individual engagement in a company. Many experts explain the characteristics of employee engagement. According to (Schaufeli & Bakker, 2004) mentioned three characteristics in

employee engagement, namely: High energy levels, mental tenacity, the drive to put out effort, and resilience in the face of adversity are characteristics of vigor. Enthusiasm, inspiration, pride, and a will to succeed are qualities that define dedication. Even when an employee is having challenges, time will seem to pass quickly because absorption is defined by complete concentration and enjoyment while working.

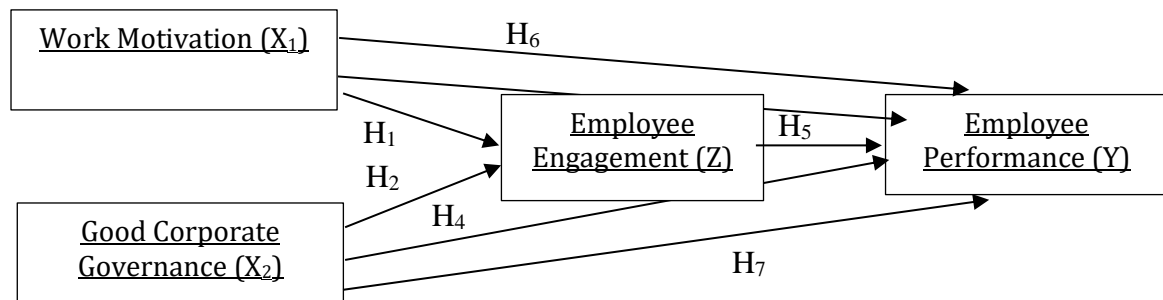


Figure 1. Reserch design

METHOD

When it comes to research objectives, research subjects, research objects, data samples, data sources, and methodology (from data collection to data analysis), quantitative research is one of the approaches whose specifications are systematic, planned, and clearly structured from the start to the creation of research designs. Inferential research, which uses hypothesis testing to investigate the relationship between numerous variables, is the method employed.

In this study, quantitative analysis was utilized to examine data in the form of numbers and statistical computations using information gleaned from questionnaire responses. With the use of the SPSS (Statistical Package for Social Sciences) computer, the study employed route analysis methodologies. Path analysis is a sort of multiple regression analysis that is used to evaluate the amount of direct, indirect, or overall influence that various independent variables have on various dependent variables in a theoretical model. (Sugiyono, 2016).

RESULTS AND DISCUSSION

Test Validity and Reliability

The statements used in the study are valid, as determined by the validity and reliability test of the questionnaire, which included 30 respondents and a significance level (α) of 5%. However, the critical value for testing with samples ($df = n-2$) = 30-2 = 28 and a significance level < of 0.05 and a two-way test. The validity test of the 12 statement items that make up the work motivation variable reveals that all of the items are valid when the calculation exceeds the rtable (0.361), with the validity coefficient's value falling between 0.441 to 0.871. The 12

statement items that make up the strong corporate governance variable items' validity test all pass where the calculation exceeds the r_{table} (0.361), with validity coefficient values ranging from 0.474 to 0.801. The employee engagement variable's item validity test, which included nine statement items, revealed that all of the items were valid where the calculation exceeded the r_{table} (0.361), with a validity coefficient value ranging from 0.413 to 0.690. Statement items compiled in the instruments of work motivation, good corporate governance, employee engagement, and employee performance are worthy of being used for research because the validity test of employee performance variable items, consisting of 12 statement items, reveals that all items are valid where the calculation $> r_{table}$ (0.361), with validity coefficient values ranging from 0.423 to 0.673

The reliability test of the research tool has a better reliability coefficient value than the necessary Cronbach Alpha, which is 0.700, for all research variables, including variables of work motivation, excellent corporate governance, employee engagement, and employee performance. With a Cronbach's Alpha value between 0.854 and 0.918, the results of the reliability test of research instruments have a high level of reliability, or it can be argued that research instruments may be relied upon as a way of gathering research data.

Analysis Results

Regression Analysis I

Regression analysis's findings the following results were derived from a study that examined the impact of job motivation and excellent corporate governance on employee engagement at PT. Luky Tex Indonesia Semarang using SPSS calculations:

Table 1
Regression Equation Analysis Results I

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,308	2,768		3,363	0,001
Work Motivation (X1)	0,238	0,075	0,334	3,160	0,002
Good Corporate Governance (X2)	0,283	0,070	0,429	4,061	0,000

a Dependent Variable: Employee Engagement (Z)
Regression equation I as follows: $Z = 0.334 X1 + 0.429 X2$

The following model summary table shows the extent of the independent variable's impact on the dependent variable as a whole.

Table 2
Regression Coefficient of Determination I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,703(a)	0,495	0,483	3,648

The results of the Regression I double determination test obtained a value of $R^2 = 0.495$ or 49.5%, which means that the variables of work motivation and good corporate governance

simultaneously affect employee engagement of PT Luky Tex Indonesia Semarang employees. by 49.5%.

Table 3
Regression F Test I

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1133,503	2	566,752	42,594	0,000(a)
	Residual	1157,619	87	13,306		
	Total	2291,122	89			

a. Predictors: (Constant), Good Corporate Governance (X2), Work Motivation (X1)

b. Dependent Variable: Employee Engagement (Z)

Test F was conducted to see the significance of the effect of work motivation variables and good corporate governance on employee engagement of PT. Luky Tex Indonesia Semarang. The test results obtained an F value of 42.594 with a sig value. (p) of 0.000 so that $p < 0.05$ indicates that the model is a fit between work motivation and good corporate governance towards employee engagement of PT Luky Tex Indonesia Semarang.

Partial hypothesis testing between the variables of work motivation and good corporate governance partially affects employee engagement of PT Luky Tex Indonesia Semarang uses a t-test with the following results:

Table 4
Regression t Test Results I

No.	Variable	t	Sig, (p)	Information
1	Work Motivation (X1)	3,160	0,002	(Hypothesis 1 accepted)
2	Good Corporate Governance (X2)	4,061	0,000	(Hypothesis 1 accepted)

a. Dependent Variable: Employee Engagement (Z)

Regression Analysis II

The results of regression analysis II, which examined how PT. Luky Tex Indonesia Semarang's employees were motivated at work and how well the company was run, produced the following conclusions:

Table 5
Regression Equation Analysis Results II

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4,400	2,650		1,661	0,100
	Work Motivation (X1)	0,154	0,072	0,173	2,152	0,034
	Good Corporate Governance (X2)	0,172	0,069	0,208	2,511	0,014
	Employee Engagement (Z)	0,724	0,097	0,578	7,500	0,000

a. Dependent Variable: Employee Performance (Y)

Regression equation II as follows: $Y = 0.173 X1 + 0.208 X2 + 0.578 Z$

The following summary model table shows the extent of the independent variable's overall impact on the dependent variable:

Table 6
Regression Coefficient of Determination I

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,861(a)	0,742	0,733	3,285

The Regression II double determination test's findings showed an Adjusted R2 value of 0.733, or 73.3%, indicating that employee engagement, good corporate governance, and motivation at work all have an impact on PT Luky Tex Indonesia Semarang employees' performance by 73.3%,.

Table 7
Regression F Test I

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2668,970	3	889,657	82,430	0,000(a)
	Residual	928,185	86	10,793		
	Total	3597,156	89			

a. Predictors: (Constant), Employee Engagement (Z), Work Motivation (X1), Good Corporate Governance (X2)

b. Dependent Variable: Employee performance (Y)

The importance of the effects of employee engagement, excellent corporate governance, and work motivation determinants on employee performance PT Luky Tex Indonesia Semarang. The regression equation linear test, also known as, is a common term. The F test result is 82.430 with a sig value (p) of 0.000, indicating that a fit between the factors of employee engagement, excellent corporate governance, and work motivation on the performance of PT Luky Tex Indonesia Semarang, employees is present ($p < 0.05$),.

The performance of employees is affected by a partial hypothesis test between the variables of job motivation, good corporate governance, and employee engagement. The following outcomes are obtained via a t-test:

Table 8
Regression t Test Results I

No.	Variable	t	Sig. (p)	Information
1	Work Motivation (X1)	2,152	0,034	(Hypothesis 1 accepted)
2	Good Corporate Governance (X2)	2,511	0,014	(Hypothesis 1 accepted)
3	Employee Engagement (Z)	7,500	0,000	(Hypothesis 1 accepted)

a. Dependent Variable: Employee Performance (Y)

Mediation Variable Testing

It is important to identify the value of the Beta Coefficient in Standardized Coefficients after examining the requirements to establish the existence of a statistical mediating effect and after determining the extent of the direct, indirect, and combined influence of each variable. determining whether employee engagement mediates the considerable and favorable impact of job motivation on PT Luky Tex Indonesia Semarang employees' performance, can be seen in the graph below:

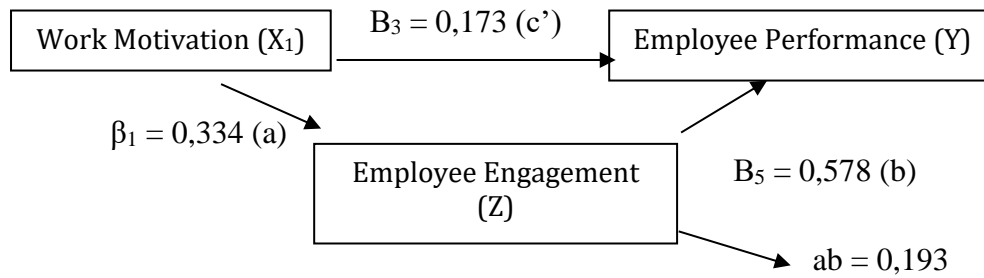


Figure 2. Results of Mediation Effect I

The comparison of the direct and indirect effects of work motivation on employee performance, with the direct influence having a Beta value of 0.173 and the indirect influence having a Beta value of 0.193, demonstrates that employee engagement mediates the effect of work motivation on the performance of PT Luky Tex Indonesia Semarang, employees.

The following graph examines whether employee engagement mediates the beneficial and considerable impact of strong corporate governance on the performance of PT. Luky Tex Indonesia Semarang:

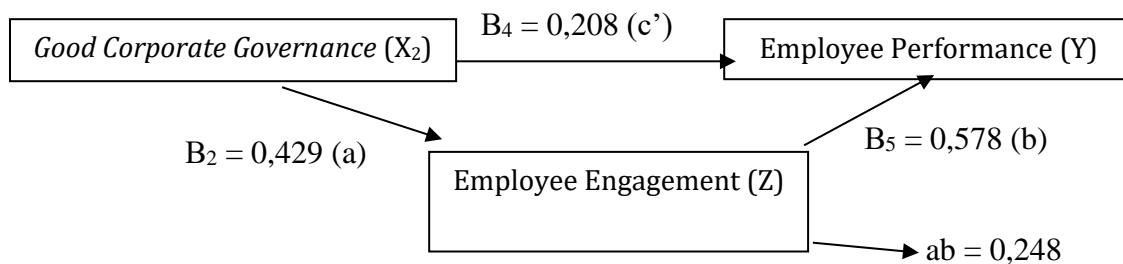


Figure 2. Results of Mediation Effect II

Employee engagement mediates the effect of good corporate governance on the performance of PT. Luky Tex Indonesia Semarang, according to comparisons between the direct effect of good corporate governance on employee performance with a Beta value of 0.208 smaller than the indirect influence of good corporate governance on employee performance with a Beta value of 0.248.

DISCUSSION

The Effect of Work Motivation on Employee Engagement

The findings demonstrated that employee engagement at PT. Luky Tex Indonesia Semarang is positively and significantly influenced by job motivation ($t = 3.160$ and $p < 0.05$). Employee engagement is impacted by work motivation by 21.1%. The findings of this study are consistent with those of (Rahmadany & Lisnatiawati, 2021) who found that employee engagement is positively impacted by motivation.

This study demonstrates that employees who are undermotivated or have low levels of motivation at work will have low levels of attachment to or involvement in their organizations, whereas employees who are motivated or have high levels of motivation at work will exhibit higher levels of work involvement in organizations, demonstrating that motivation has a positive and significant impact on employee engagement.

The Effect of Good Corporate Governance on Employee Engagement

The findings revealed that PT. Luky Tex Indonesia Semarang's employee engagement is positively and significantly influenced by good corporate governance ($t = 4.061$ and $p < 0.05$). Employee engagement, which stands at 28.4%, is greatly influenced by good corporate governance. The study's findings are consistent with those of (Haryanto, 2021) who found that good corporate governance increases employee engagement. An organization's operations will benefit from good corporate governance.

The structure, laws, customs, and procedures that firms utilize to be governed and managed are known as good corporate governance. Corporate governance is the term used to describe a company's overall management and oversight structure. The creation of effective corporate governance that will help the business accomplish its objectives is the responsibility of the board of directors and the board of commissioners. A strong corporate governance system makes sure that businesses can be held accountable for their activities and that the business environment is fair and transparent. Cooperation from all stakeholders, including top leaders, commissioners, top management, and operational personnel, is also necessary for good corporate governance. With cooperation from all parties, company activities such as information collection, information dissemination, and information interpretation will become more effective and efficient. Good Corporate Governance is the basis for employees' initial understanding of positive beliefs that the company runs according to clear and definite signs, and this has an impact on high employee engagement.

The Effect of Work Motivation on Employee Performance

The findings demonstrated that PT. Luky Tex Indonesia Semarang's performance is positively and significantly influenced by work motivation ($t = 2.152$ and $p < 0.05$). Employee performance is only slightly impacted by work motivation, at 11.8%. The findings of this study are consistent with previous studies showing that employee performance is positively impacted by motivation (Hamdi M, 2017; Hamzah, 2020; Yanthi & Wirasedana, 2021).

Work motivation is an action or circumstance that motivates someone to perform or work as much as they can in order to do and achieve. Organizations place a high value on employee motivation since solving problems needs both material and financial resources as well as

people. Human resources can be fully used by using them in the workplace. This can be accomplished by increasing employees' willingness to work.

In order for a firm to encourage its employees' performance and achieve the goals or objectives set by the organization, motivation is a crucial component. A motivated employee will be enthusiastic and engaged, which will positively influence performance and help the organization reach its objectives. In contrast, a low-motivated employee would feel uncomfortable and unappreciative of his labor, which will subtly affect his performance and the achievement of company goals.

The Effect of Good Corporate Governance on Employee Performance

The study's findings demonstrate that GCG significantly and favorably affects PT. Luky Tex Indonesia Semarang's performance ($t = 2.511$ and $p < 0.05$). GCG has a 14.8% impact on employee performance. According to research from ((Elyanto & Syairudin, 2017; Gilang et al., 2018; Syah et al., 2018), GCG has a favorable impact on employee performance. The findings of this study support that finding.

When the GCG concept is used in a business, Human Resources (HR) performance that wasn't performing well can be improved. This is accomplished by incorporating the ideals found in the fundamentals of sound corporate governance into the day-to-day operations of the staff and the management of the business. The principles of excellent corporate governance have an impact on each person's actions that result in performance.

Companies that implement GCG seek to improve corporate governance; this will have an impact on the company's performance in terms of productivity and efficiency, and it will also attract investors and other stakeholders, encouraging them to invest and maintain their investment and cooperation. The adoption of GCG also controls stakeholder interactions, guards against major strategic mistakes, and makes sure that any mistakes made can be corrected right away. Employee performance may be impacted by this condition, which may be explained by the fact that it will have an impact with strong GCG.

The Effect of Employee Engagement on Employee Performance

The study's findings demonstrate that employee involvement has a favorable and significant impact on PT. Luky Tex Indonesia Semarang's performance ($t = 7.500$ and $p < 0.05$). Employee performance is impacted by employee engagement by 47.7%. According to research from ((Abdurrahman et al., 2019; Lewuici, P. Mustamu, 2016; Mariza, 2016), employee engagement has a favorable impact on employee performance. These findings are consistent with those findings.

Employees that fully commit to and are enthusiastic about their work exhibit engagement ideals. In addition to these criteria, the widely held belief is that employee engagement not only encourages employees to give more but also fosters greater loyalty, which lessens the urge to quit the company on their own volition. Employee engagement is the bond between an organization's members on a physical, cognitive, and even emotional level in terms of performance. An engaged worker will be dedicated to the task at hand, use all of his skills to finish it, maintain his behavior while working, ensure that the task was successfully performed in line with the objective, and be prepared to take corrective action or undergo evaluation if necessary. Employees feel truly engaged and enthusiastic about their work and organization. Employees are willing to put in a lot of effort to complete their work and use all their mind and energy and are even willing to work overtime. This is very influential for the resulting employee performance.

The Effect of Work Motivation on Employee Performance Mediated by Employee Engagement

The findings demonstrated that employee engagement served as a mediator between work motivation's positive and significant impact on PT Luky Tex Indonesia Semarang, employees' performance. This can be determined by comparing the direct influence of work motivation on employee performance, which has a Beta value of 0.173, to the indirect influence, which has a Beta value of 0.193. The indirect effect is produced by multiplying the beta value of the relationship between employee engagement and performance (b) and the beta value of the relationship between employee engagement and work motivation (a).

The results of this study are in line with (Putra et al., 2015; Rahmadany & Lisnatiawati, 2021) said that work motivation affects employee engagement, and (Anjasmara & Gunarto, 2022) according to research, employee engagement is significantly impacted by work motivation, and employee performance is impacted by employee engagement. This demonstrates that the relationship between work motivation and employee performance is mediated by employee engagement.

The Effect of Good Corporate Governance on Employee Performance Mediated by Employee Engagement

The findings demonstrated that effective corporate governance had a favorable and significant influence on PT. Luky Tex Indonesia Semarang's performance, which was mediated by employee engagement. This is evident from a comparison of the direct and indirect effects of excellent corporate governance on employee performance, where the direct effect has a beta value of 0.208 and the indirect effect has a beta value of 0.248. The multiplicative effect of (a)

the influence of excellent corporate governance on employee engagement and (b) the effect of employee engagement on employee performance is the indirect effect.

The findings of this study support Haryanto's research (2020), which shows that good corporate governance enhances employee engagement. Similarly, studies by (Yanthi & Wirasedana, 2021) believes that employee engagement influences employee performance, and that employee engagement affects good corporate governance. As opposed to that, (Anjasmara & Gunarto, 2022) employee engagement has an impact on employee performance, according to study. This demonstrates that the effect of good corporate governance on employee performance is moderated by employee engagement.

CONCLUSION

The discussion led to the conclusion that employee engagement at PT. Luky Tex Indonesia Semarang is influenced by job motivation and good corporate governance. Performance of PT. Luky Tex Indonesia Semarang is impacted by employee involvement, good corporate governance, and work motivation. The performance of PT. Luky Tex Indonesia Semarang is influenced by work motivation and excellent corporate governance through the mediation of employee involvement.

Suggestions and Recommendations

- a. The findings indicated that employee engagement has a significant impact on employee performance. As a result, it is crucial for research organizations to keep their relationships with staff members strong in order to keep them motivated to work better.
- b. Employees are urged to boost engagement by showing greater empathy, being more focused at work, and being enthusiastic about their job output and company growth. Employees must believe that teamwork and collaboration are crucial to the company's growth.

Research Future Research

Because the study was limited to those who worked for PT. Luky Tex Indonesia Semarang, it is impossible to extrapolate its findings to other situations. Because each respondent occasionally has different thoughts, presumptions, and understandings, as well as other factors like honesty factors in filling out respondents' opinions in questionnaires, sometimes the information provided by respondents through questionnaires does not reflect the true opinion of respondents.

With an R2 value of 0.742, it is possible for future studies to more fully explore the variables that affect employee performance. This value denotes the degree to which work motivation, excellent corporate governance, and employee engagement characteristics all have an impact on PT employees' performance. The remaining 25.8% was influenced by factors not

examined in this study, such as organizational climate, leadership, job quality, work ability, and work discipline, allowing other researchers to take into account additional variables that affect employee performance. Luky Tex Indonesia Semarang accounted for 74.2% of the total.

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