



A COMPARATIVE ANALYSIS OF EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE: A STUDY OF PT TRAKINDO UTAMA EMPLOYEES

By

Nunung Nurastuti Utami

Sekolah Tinggi Ilmu Ekonomi Malangkeucecwarra Malang Indonesia

Email: nunung@stie-mce.ac.id

Article Info

Article history:

Received Oct 27, 2025

Revised Nov 26, 2025

Accepted Nov 30, 2025

Keywords:

Comparison, Employee Performance, Employee Engagement, Employees, Female Employees.

ABSTRACT

This study aims to examine and analyze differences in employee performance and employee engagement between male and female employees at PT Trakindo Utama Samarinda. Using an independent sample t-test analysis, the results of the t-test were 0.043 (sig: 0.966) and -0.197 (sig: 0.44), respectively. This indicates that there is no difference in employee performance and employee engagement between male and female employees at PT Trakindo Utama Samarinda. It can be concluded that both male and female employees have similar levels of employee performance and employee engagement. The analysis suggests that there is no need to differentiate policies and treatment related to human resource development, either in methods or treatment, between male and female employees, and that they are given equal opportunities.

This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



Corresponding Author:

Nunung Nurastuti Utami

Sekolah Tinggi Ilmu Ekonomi Malangkeucecwarra Malang Indonesia

E-mail: nunung@stie-mce.ac.id

1. INTRODUCTION

A company's success can be measured by its performance in managing its resources. Companies with good performance are effective in managing their human resources and in setting goals to be achieved individually and as an organization (Silaban et al., 2021). This can be achieved by managing human resources effectively and in an organized manner to ensure a satisfied workforce, resulting in maximum performance (Noercahyo et al., 2021). Human resource management is a strategic approach to the effective management of people within an organization, enabling them to help the business gain a competitive advantage. Achieving competitive advantage requires strong employee performance to support the organization in achieving its goals (Ukwadinamor & Oduguwa, 2020).

Employees are required to be part of the company in carrying out its activities. This means that employees have a role in controlling company activities (Aziez, 2022). Generally, employees are divided into various member compositions based on specific position holders. Employees can be divided into two categories: leaders and subordinates. Leaders must be able to manage their subordinates to become superior and productive employees (Akbari & Wahyuni, 2023). Employee performance is defined as the results of individual work within an organization. Performance is the assessment of how someone has worked towards predetermined targets. Employee performance is the actual achievement of employees compared to the expected performance of employees (Novitasari et al., 2021). Good employee performance will be a trend of improvement for a company. Cooperation and responsibility within the company's organizational structure in building and developing the company, employees can demonstrate their abilities, resulting in employees who have quality, quantity, and meet standards (Satata, 2021).

Employee engagement plays a crucial role in organizations, improving individual performance, ultimately leading to job satisfaction. Training in providing service to others is a key factor in employee engagement (Bagis et al., 2019). Other aspects, such as the character of the individuals served, determine their level of involvement in the organization. Externally, employee engagement can be influenced by several factors, including providing appropriate and satisfactory wages for the employee's level (Azmy, 2021). Consistent communication within an organization can

enhance employee engagement, leading to optimal work performance. A conducive work environment can yield positive performance outcomes for individuals, and supportive coworkers can enhance job satisfaction and performance. Internally, employee engagement can be influenced by several factors, including self-efficacy (Bale & Pillay, 2021). Other findings suggest that a good quality of work life increases employee engagement with their work. Furthermore, passion or obsession has been found to foster a sense of engagement in their work.

Employee engagement is the most important factor to consider to keep employees motivated, enthusiastic, and fully absorbed in their work (Kusuma, 2021). It can also be concluded that employee engagement not only helps in keeping employees satisfied and motivated to give their best efforts and go the extra mile to improve organizational performance but is also woven together with other positive performance outcomes such as increased productivity, profitability, customer satisfaction and customer loyalty, lower employee turnover and absenteeism (Lakshmi Narayanamma et al., 2022). Employee engagement has various drivers such as empowering employees, providing complete information, support from top management, aligning efforts with strategy, etc. which organizations must keep in mind while planning to engage their employees effectively (Hendrik et al., 2021).

PT. Trakindo Utama is an authorized Indonesian dealer for Caterpillar heavy equipment, engines, generators, forklifts, and spare parts. As a company that continues to expand its business area throughout Indonesia, PT. Trakindo Utama needs to manage its human resources properly and effectively to ensure optimal performance and contribute to achieving company goals. A positive relationship between the company and its employees must be maintained to improve employee performance. A positive relationship between employees and their organization can also lead to better performance and profitability (Aprianto & Mezzaluna, 2021). This is in line with the opinion of (Ngaochai & Amara, 2021), who stated that Employee Engagement is a factor in human resources or human capital that will lead to success if managed consistently. In employee recruitment, it is necessary to examine the differences in employee performance between men and women. Therefore, gender should be taken into account in recruitment scoring. Therefore, this study analyzes the comparison between employee performance and employee engagement between male and female employees. Based on this description, this research formulates the problem: "Is there a difference in employee performance and employee engagement between male and female employees?"

Research Objectives:

To examine whether there are differences in employee performance and employee engagement between male and female employees.

Hypothesis:

1. There is a difference in average employee performance between male and female employees.
2. There is a difference in average employee engagement between male and female employees.

2. LITERATURE REVIEW

Employee Performance

Performance is the combined results resulting from employee actions based on their expertise and skills. In an organizational setting, employee performance is the accumulated result of the skills, efforts, and abilities of all employees, contributing to increased organizational productivity, leading to the achievement of its goals (Tingo & Mseti, 2022). Improved organizational performance demonstrates efforts toward achieving goals, while requiring more effort in improving employee performance. Employee performance is a crucial factor that significantly contributes to organizational success (Istikomah & Ratnasari, 2022). Learning organizations play a crucial role in improving employee performance by providing training and development for their employees. Furthermore, management standards for evaluating employee performance also play a crucial role in improving employee performance because they provide a picture of actual performance and its alignment with benchmarks. If discrepancies are identified, these standards help restore output to the required level (Iskamto, 2021). Employee performance also depends on their internal satisfaction with their work. If employees are satisfied with their work as well as the organization than they are more interested in working well towards achieving organizational goals (Amha & Brhane, 2020).

Performance is a multicomponent concept and at a fundamental level one can distinguish the process aspect of performance, namely behavioral engagement from expected outcomes (Arnold Kadir & Liga Suryadana, 2020). Behavior here indicates the actions that people demonstrate to complete a job, while the outcome aspect states about the consequences of individual work behavior (Koljaan & Rahadi, 2022). Apparently, in the workplace, behavioral engagement and expected outcomes are related to each other, but a comprehensive overlap between the two constructs has not been proven, because expected outcomes are influenced by factors such as motivation and cognitive abilities rather than behavioral aspects (Oktiani et al., 2019). Performance in the form of task performance consists of explicit job behaviors that include fundamental job responsibilities assigned as part of the job description (Kusumasari & Bagasworo, 2022).



The primary antecedents of task performance are job performance ability and prior experience. In an organizational context, task performance is a contractual understanding between managers and subordinates to complete assigned tasks (Suratman Hadi, 2019). Entrusted task performance is divided into two segments: technical-administrative task performance and leadership task performance. Expected job performance, which involves planning, organizing, and administering daily work through technical skills, business judgment, and so on, is referred to as technical-administrative task performance (Farid & Taher, 2021).

Employee performance can be measured or assessed by comparing the quantity and quality achieved and evaluating the work performed. The indicators used to measure performance by each organization vary depending on the approach employed (Amha & Brhane, 2020).

Employee Engagement.

Employee engagement is categorized as a state of energetic motivation that directs an individual's efforts to complete tasks at work. Job engagement and positive work outcomes are one way employees can reciprocate the development benefits provided by the organization. Work engagement is essentially a unique and important personal construct of well-being and development in the workplace related to job performance (Ali & Anwar, 2021). Employee engagement is a positive and satisfying mental state related to work, characterized by enthusiasm, sacrifice, and dedication. The purpose of developing employee engagement is to create a desire for employees to work energetically, thereby overcoming turnover intentions, which are seen in employees' reluctance to leave the company (Lintang Kamulyanisa Hadi & Rifki Hanif, 2022). The function of employee engagement is to increase employee enthusiasm for their work, thus enabling them to overcome plans to leave the company. Better employee engagement can enhance company success and increase profitability (Asda & Nilasari, 2022).

Employee engagement is also a state in which an employee can identify themselves psychologically and consider themselves important to both the employee and the company. The existence of work engagement in a company can provide benefits in significantly increasing productivity and performance, increasing employee satisfaction, and minimizing employee errors (Rahman et al., 2021). Balanced with employee engagement, employee engagement can strengthen one of the factors influencing employee performance. High employee engagement behavior in an organization will increase job satisfaction, organizational commitment, organizational citizenship behavior, and reduce employee intentions to quit (Tarmizi & Anggiani, 2022).

Employee engagement relates to all types of challenging work. It describes an employee's ability to use their full potential to solve problems, connect with people, and develop innovative services. Management also makes a difference (Syafiril et al., 2022). Employees' responses to organizational policies, practices, and structures influence their potential for engagement. In a stable work environment, employees maintain consistent levels of work engagement. Work engagement thrives in settings that demonstrate a strong connection between company and individual values. In a way, companies promote their values to employees, inspiring their loyalty (Hafiz & Indrayanti, 2022).

On the other hand, companies are responsive to the values employees bring to their work. They maintain sufficient flexibility to accommodate diverse approaches to their complex challenges. They manage human resources in a responsive manner that recognizes employees' diverse contributions to the company (Rahman et al., 2021). As we will see throughout this book, work engagement has implications for both individual and company performance. While engaged employees find their work more enjoyable, they translate that enjoyment into more effective action.

3. RESEARCH METHODOLOGY

Population and Sample

The sample size for this study was 150 employees, comprising 50 employees from the Finance, Management, HR & SHE, Parts, and Sales departments of PT. Trakindo Utama Samarinda Branch. Due to the variables studied in this study, namely employee engagement and employee performance, the service department was not included in the study. Questionnaires were distributed to the 50 employees. However, two questionnaires had outliers, with Z-scores above 2.5, and were therefore excluded from the analysis. This resulted in a total sample size of 48 employees.

Data Collection Techniques

This study used primary data collection techniques, namely: Questionnaires: A questionnaire is a data collection technique that uses a list of questions to respondents using Google Forms.

Operationalization of Research Variables

The operationalization of research variables is a description of the research variables into operational definitions and variable indicators. In this study, there are two variables to be studied: Employee Performance and Employee Engagement, which are described in the following table:

Table 3.1 Operationalization of Variables

Variables	Operational Definitions	Indicators	reference
Employee Performance	Performance is the work results achieved by a person in carrying out the tasks assigned to him, based on his skills, experience, sincerity, and time (Hasibuan, 2017).	1. Quantity 2. Quality 3. Effectiveness 4. Timeliness 5. Independence 6. Commitment	Robbins, 2020
Employee Engagement	Employee engagement is the willingness to advocate on behalf of the company, this includes the willingness to promote the company, buy and even invest in the company (Schiemann, 2021).	1. strong 2. Maximum 3. Resistance or not giving up 4. Enthusiasm 5. Inspiration 6. Proud 7. Focus 8. Serious 9. Concentration	Safiril et al., 2022

Source: processed data

Method:

The analysis method in this study is “independent sample t-statistical test”, starting with conducting a test of the assumption of homogeneity of variance and a test of validity and reliability.

4. ANALYSIS AND DISCUSSION

Independent Sample t-Test

To test whether there is a difference in employee performance between male and female employees of PT Trakindo Utama, an independent sample t-test was used.

The results of the analysis for each item are shown in Table 1 below:

Table 1. Descriptive Statistics of Respondents
Group Statistics

	FM	N	Mean	Std. Deviation	Std. Error Mean
PERFORMANCE F		24	25.7500	3.31335	.67633
M		24	25.7083	3.38127	.69020

Source: processed data

In the employee group, the average performance score was lower at 25.7083 compared to the performance score of 25.7500 for female employees, with standard deviations are 3.31335 and 3.38127.

The next step was a comparative analysis to determine whether there were differences in performance between male and female employees at PT Trakindo Utama's Samarinda branch. The differences in performance between male and female employees at PT Trakindo Utama are shown in Table 2.

Table 2. Results of the Test of Differences in Average Performance between Male and Female Employees at PT Trakindo Utama Samarinda

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower		Upper
PERFORMANCE	Equal variances assumed	.067	.797	.043	46	.966	.04167	.96633	-1.90346	1.98680
	Equal variances not assumed			.043	45.981	.966	.04167	.96633	-1.90348	1.98682

Source: processed data

The independent sample t-test assumption test was obtained from Levine's test of equality of variances with an F-value of 0.067 (sig: 0.797), indicating no difference in variance between the two groups of male and female



employees, and that the variances of both groups are homogeneous. This indicates that the requirement for homogeneity of variance is met.

Next, a comparative analysis of employee performance between the male and female groups was conducted, yielding a t-value of 0.043 (sig: 0.966), indicating no difference in employee performance. This suggests that employee performance at PT Trakindo Utama is similar.

A comparison of employee engagement between male and female PT Trakindo Utama Samarinda employees, after testing each question posed to respondents, is shown in Table 3 below:

Table 3: Descriptive Statistics of Respondents Group Statistics

	FM	N	Mean	Std. Deviation	Std. Error Mean
EMPLOY_ENG F		24	37.7500	4.91891	1.00407
M		24	38.0417	5.31183	1.08427

Source: processed data

The average employee engagement score for employees was higher at 38.0417 compared to the average employee engagement score for female employees at 37.7500, with standard deviations of 5.31183 and 4.91891, respectively.

Next, a comparative test was conducted to determine whether there were differences in employee engagement between employees and female employees.

The differences in average employee engagement between employees and female employees at PT Trakindo Utama Samarinda are shown in Table 4 below:

Tabel 4

		Independent Samples Test									
		Levene's Test for Equality of Variances		t-test for Equality of Means						95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper	
EMPLOY_ENG	Equal variances assumed	.301	.586	-.197	46	.844	-.29167	1.47777	-3.26626	2.68293	
	Equal variances not assumed			-.197	45.731	.844	-.29167	1.47777	-3.26673	2.68340	

Source: processed data

Testing with an independent sample test uses the assumption of Levine's test of equality of variances with a value of $F = 0.301$ (sig: 0.586), which means it is not significant, indicating that there is no difference in the variance of the two employee engagement groups between male and female employees of the data and it can be said that the variance of the two groups is the same or homogeneous, so that the requirement for homogeneity of variance has been met.

The next step of comparative testing of the independent sample t test for employee engagement between the male and female employee groups, produced a t value of -0.197 (sig: 0.44), which means that the hypothesis is rejected in other words there is no difference in employee engagement between employees and female employees, this can be concluded that employee engagement between employees and female employees of PT Trakindo Utama Samarinda is the same.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusions:

1. There is no difference in employee performance at PT Trakindo Utama Samarinda, meaning that both male and female employees have the same performance.
2. There is no difference in employee engagement between both male and female employees, meaning that employee engagement is the same

Recommendation:

Based on the findings of this study, there is no difference in employee performance and employee engagement between male and female employees at PT Trakindo Utama Samarinda. Therefore, there is no need to differentiate policies and treatment related to human resource development and recruitment between male and female employees, as they have the same abilities and should therefore have equal opportunities.

It is necessary to examine issues related to employee performance and employee engagement based on gender using different analytical tools and variables to obtain accurate information related to employee performance and engagement development.

REFERENCE

- [1] Amha, G. G., & Brhane, F. (2020). Determinant of Employee Performance in Public Organization : The Case of Dessie City Municipality Office. *International Journal of Marketing & Human Resource Research*, 1(1), 1–13.
- [2] Asda, S. R., & Nilasari, M. (2022). The Effect of Authentic Leadership and Work Engagement on Job Performance: Evidence from DKI Jakarta Provincial Government. *Jurnal Ilmiah Manajemen*, 18(1), 31–43.
- [3] Aziez, A. (2022). the Effect of Employee Engagement on Employee Performance With Job Satisfaction and Compensation As Mediating Role. *Journal Of Social Research*, 1(3), 221–230. <https://doi.org/10.55324/josr.v1i3.58>
- [4] Azmy, A. (2021). The Effect of Employee Engagement and Job Satisfaction on Workforce Agility Through Talent Management in Public Transportation Companies. *Media Ekonomi Dan Manajemen*, 36(2), 212. <https://doi.org/10.24856/mem.v36i2.2190>
- [5] Azmy, A. (2022). How Great are Implication Factors for Employee Engagement in Application-Based Technology Company? *Binus Business Review*, 13(2), 119–132. <https://doi.org/10.21512/bbr.v13i2.7932>
- [6] Bale, S., & Pillay, A. (2021). Impact of Employee Engagement on Performance at A Pump Supplier. *International Journal of Multi Discipline Science (IJ-MDS)*, 4(1), 1. <https://doi.org/10.26737/ij-mds.v4i1.1673>
- [7] Hadian, D. (2022). Effect of Employee Engagement and Continuance Commitment On Employee Performance. *Jurnal Computech & Bisnis*, 16(1), 35. <https://doi.org/10.56447/jcb.v16i1.269>
- [8] Hafiz, M., & Indrayanti, I. (2022). Work engagement and organizational commitment on millennial employees in terms of authentic leadership perception. *Humanitas: Indonesian Psychological Journal*, 19(February), 41–50. <https://doi.org/10.26555/humanitas.v19i1.5>
- [9] Hendrik, G. E., Fanggidae, R. E., & Timuneno, T. (2021). Effect of Work Engagement on Employee Performance. *Proceedings of the 6th International Conference on Tourism, Economics, Accounting, Management, and Social Science (TEAMS 2021)*, 197(April). <https://doi.org/10.2991/aebmr.k.211124.095>
- [10] Iskanto, D. (2021). Stress and Its Impact on Employee Performance. *International Journal of Social and Management Studies (Ijosmas)*, 03(02), 142–148.
- [11] JKhusanova, R., Kang, S. W., & Choi, S. B. (2021). Work Engagement Among Public Employees: Antecedents and Consequences. *Frontiers in Psychology*, 12(October), 1–15. <https://doi.org/10.3389/fpsyg.2021.684495>
- [12] Koljaan, C. A., & Rahadi, D. R. (2022). Employee Performance Affects the Compensation Provided by the Company. *International Journal of Business Studies*, 6(1), 112–117. <https://doi.org/10.32924/ijbs.v6i1.191>
- [13] Kurwiany, K., & Dhingantara, E. B. (2022). The Effect of Compensation and Workload on Employee Performance with Turnover Intention as a Mediation Variable in Save The Children Indonesia. *Dinasti International Journal of Digital Business Management*, 3(3), 374–384.
- [14] Kusuma, A. (2021). The Role of Employee Engagement Mediates the Influence of Quality of Work Life on Employee Performance. *Jurnal Manajemen*, 12(2), 132. <https://doi.org/10.32832/jm-uika.v12i2.4321>
- [15] Kusumasari, M. C., & Bagasworo, W. (2022). The Effect of Employee Performance Improvement Based on the Influence of Leadership on Organizational Culture and Work Motivation through Work Discipline (Stud-ies on Employees of PT. X Branch of ABC Airport). *Jurnal Ekonomi, Manajemen Dan Perbankan (Journal of Economics, Management and Banking)*, 7(2), 47. <https://doi.org/10.35384/jemp.v7i2.254>
- [16] Kuswati, Y. (2020a). The Effect of Motivation on Employee Performance. *Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences*, 3(2), 995–1002. <https://doi.org/10.33258/birci.v3i2.928>
- [17] Lakshmi Narayanamma, P., Neelima, S., & Mounika, K. (2022). Employee Engagement and Organizational Performance: A Literature Review. *Journal of Positive School Psychology*, 2022(3), 3558–3563. <http://journalppw.com>
- [18] Lintang Kamulyanisa Hadi, & Rifki Hanif. (2022). The Influence of Work Engagement on Employee Performance at PT. Telkom Indonesia Tbk., Witel Malang Through Organizational Citizenship Behavior as a Mediation Variable. *International Journal of Science, Technology & Management*, 3(2), 368–375. <https://doi.org/10.46729/ijstm.v3i2.478>
- [19] Mekka, S., Hamid, W., Zainal, H., & Akxa, A. (2021). The Influence of Organizational Culture on Employee Performance at Bappeda and Statistics of Bone Regency. *Pinisi Business Administration Review*, 2(2), 117. <https://doi.org/10.26858/pbar.v2i2.16492>
- [20] Ngaochai, S., & Amara, V. (2021). The Impact of Employee Engagement on Employee Performance: A Case



- Study of Multinational Corporations in Thailand. *Journal of Asian Finance*, 8(5), 1091–1097. <https://doi.org/10.13106/jafeb.2021.vol8.no5.1091>
- [21] Noercahyo, U. S., Maarif, M. S., & Sumertajaya, I. M. (2021). the Role of Employee Engagement on Job Satisfaction and Its Effect on Organizational Performance. *Jurnal Aplikasi Manajemen*, 19(2), 296–309. <https://doi.org/10.21776/ub.jam.2021.019.02.06>
- [22] Novitasari, D., Asbari, M., & Purwanto, A. (2021). Maximizing Employee Performance: An Analysis of Organizational and Individual Factors. *International Journal of Social and Management Studies (IJOSMAS)*, 01(01), 95–104. <https://ijosmas.org/index.php/ijosmas/article/view/11>
- [23] Nugroho, S. H., Bandonu, A., & Suharyo, O. S. (2021). the Effect of Job Satisfaction and Employee Performance To the Company’S Motivation and Leadership Style (Study of Human Resource Management Literature). *Sttal Postgraduate-International Conference*, 5, 1–10.
- [24] Nusannas, I. S., Yuniarsih, T., Sojanah, J., Disman, Mutmainnah, D., Rahayu, M., & Imbari, S. (2020). The Effect of Self-Efficacy and Employee Engagement on Employee Performance in Mediation by Digital Literation. *Enrichment: Journal of Management*, 11(1), 63–67.
- [25] Pitaloka, E., & Putri, F. M. (2021). The Impact of Employee Engagement and Organizational Commitment on Employee Performance. *Business Management Journal*, 17(2), 117. <https://doi.org/10.30813/bmj.v17i2.2739>
- [26] Prasadjaningsih, M. O., & Alexandra, M. (2022). Impact of Employee Engagement and Motivation on Employee Performance in Pt. Indonesia Morowali Industrial Park. *Dinasti International Journal of Digital Business Management*, 3(2), 232–243. <https://doi.org/10.31933/dijdbm.v3i2>
- [27] Purba, C. B. (2020). How is the impact of employee performance influenced by organizational commitment, integrity and leadership. *Academy of Entrepreneurship Journal*, 26(Special Issue 4), 1–10.
- [28] Rahman, M. F., Susanti, E., & Rojuaniah, R. (2021). The Role of Training Satisfaction and Work Engagement on Employee’s OCB. *International Journal of Multicultural and Multireligious Understanding*, 8(4), 44. <https://doi.org/10.18415/ijmmu.v8i4.2439>
- [29] Satata, D. B. M. (2021). Employee Engagement as An Effort to Improve Work Performance: Literature Review. *Ilomata International Journal of Social Science*, 2(1), 41–49. <https://doi.org/10.52728/ijss.v2i1.152>
- [30] Silaban, R. L., Handaru, A. W., & Saptono, A. (2021). Effect of Workload, Competency, and Career Development on Employee Performance with Organizational Commitment Intervening Variables. *The International Journal of Social Sciences World*, 3(1), 294–311.
- [31] Syafril, E. S., Rivai, H. A., & Lukito, H. (2022). HR Development , Work Engagement and Organizational Commitment to Analyst and Assistant Performance. *Enrichment: Journal of Management*, 12(4).
- [32] Tanwar, A. (2021). Impact of Employee Engagement on Performance at A Pump Supplier. *International Journal of Multi Discipline Science (IJ-MDS)*, 4(1), 1. <https://doi.org/10.26737/ij-mds.v4i1.1673>
- [33] TTarmizi, A., & Anggiani, S. (2022). Organizational Commitment , Employee Engagement , and Employee Performance : A Literature Review. *Dinasti International Journal of Economics, Finance & Accounting*, 4(1), 64–72. <https://doi.org/doi.org/10.31933/dijemss.v4i1>
- [34] Tingo, J., & Mseti, S. (2022). Effect of Employee Independence on Employee Performance. *International Journal of Engineering, Business and Management*, 6(2), 01–11. <https://doi.org/10.22161/ijebm.6.2.1>
- [35] Ukwadinamor, C., & Oduguwa, A. (2020). Impact of Work Overload and Work Hours on Employees Performance of Selected Manufacturing Industries in Ogun State. *IOSR Journal of Business and Managements and Management*, 22(11), 16–25. <https://doi.org/10.9790/487X-2211011625>

THIS PAGE IS INTENTIONALLY LEFT BLANK