

THE IMPORTANCE OF EMPLOYEE ENGAGEMENT IN MEDIATING THE IMPROVEMENT OF STAFF PERFORMANCE AT THE HOSPITAL

Nadia Shabrina Amalia¹, Ratna Indrawati², Endang Ruswanti³
Universitas Esa Unggul, Jakarta
nadiaaaa.rnt@gmail.com¹
ratna.indrawati@esaunggul.ac.id²
endang.ruswanti@esaunggul.ac.id³

ABSTRACT

Staff performance is the success in carrying out the task and the ability to achieve the stated goals, performance can be declared good and successful if the desired goals can be achieved properly. A performance appraisal system is a process that measures employee performance. There are several factors that affect staff performance including: work motivation, work environment, and employee engagement. The research objective is to analyze the effect of work motivation and physical work environment on staff performance mediated by employee engagement. The type of research was a correlational quantitative analytic study with a cross-sectional research design. The sample population of this study amounted to 92 respondents, the sampling technique used non-random sampling, namely total sampling. The measurement in this study used primary data in the form of a questionnaire distributed to 92 respondents and a questionnaire that returned a number of 84 questionnaires. In this study, the analysis used path analysis. The results showed that: work motivation, physical work environment and employee engagement simultaneously had a positive and significant effect on staff performance. Partially, work motivation and physical work environment have a positive and significant effect on staff performance. In this study, it was found that employee engagement was able to mediate an increase in staff performance. Employee engagement and physical work environment have a greater influence on staff performance than work motivation.

Keywords: *staff performance, employee engagement, physical work environment, work motivation*

Author's correspondence: ratna.indrawati@esaunggul.ac.id

Introduction

The success of an organization is largely determined by the achievement of goals that organizations pursue to reach their visions and missions. In an organization, the vision and mission will be carried out by human resources (HR), which in its implementation tends to be influenced by several main factors, including: work motivation, work environment and employee engagement. Therefore, if all of these factors are properly fulfilled, each human resource will be able to improve their performance so that organizational goals can be achieved effectively and efficiently.

Human resource management plays a significant role in determining the success of a hospital system. This causes the investment value of employees to be well-considered as one of the important assets of the hospital by the management. Employee performance is considered as one of the causes of the

emergence of high employee engagement, this was also expressed by Robinson (2004) that employees with many strong ties with the organization often highly improve their work performance for the benefit of the company. In addition, Siddhanta and Roy (2010) also stated that employee engagement is very capable of creating success for the company, particularly through the process of improving employee performance. "Engaged employees work harder, are more loyal and are more likely to go the 'extra mile' for the organization" (Lockwood, 2007).

Referring to the results of the preliminary survey conducted at X Hospital, it was found that the turnover value of staff at X Hospital was quite high with an average of 15 percent per year, where the tolerance value for turnover intention was 10 percent, which estimated that there was still a lack of work motivation and employee engagement on staff at X Hospital.

The results of the observation indicated that 60 percent of the staff did not have a sense of engagement with the hospital. In addition, the workload at X Hospital was also found to be relatively high, which would greatly affect the staff performance. Staff would tend to reduce their performance at work if they were continuously given a workload that exceeds the limits of each staff's ability.

Overlapping tasks that were often found at X Hospital tend to be considered as one of the problems that greatly affect the staff performance. In addition to overlapping tasks, the use of the SIMRS that was only implemented in 2019 resulted in all administrative records at the hospital being applied manually since X Hospital was founded in 2015. The high workload may also be a factor in the high turnover in the X Hospital. This phenomenon appeared in less than a year, and this was also considered an interesting topic to be investigated further in this study, specifically the relationship of the phenomenon to other factors that affect the staff performance and the success of an organization.

The novelty of this study is to place employee involvement as a mediating variable as a development of previous research.

Literature Review

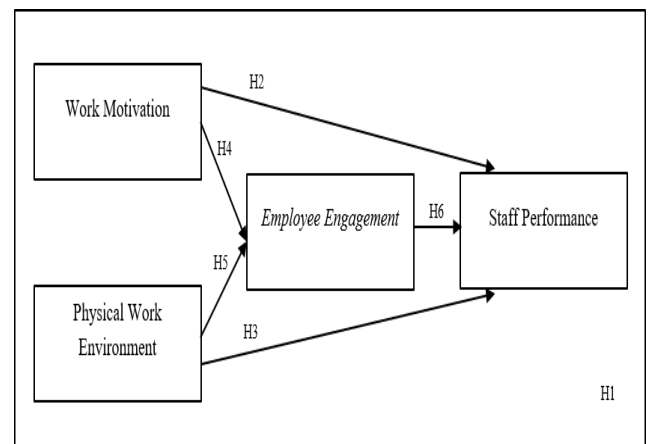
Performance was defined as the achievements or results made by a staff in completing the tasks assigned to them within a certain period of time in a company or field that is being worked on, so that quality staff performance is needed to be able to provide maximum contribution to the organization, because it is capable to provide a significant influence on progress in an organization.

Robbins (2006) suggested that performance is an optimal achievement in accordance with the potential of an employee and is considered to be the concern of organizational leaders. This performance describes the level of a person's activity in carrying out tasks and trying to achieve predetermined goals. Schultz, et al (2009) stated that the term performance derives from the word job performance or actual performance which indicates the quality and quantity of work achieved by an employee in carrying out tasks in accordance with the responsibilities assigned to them. Ivancevich, et al (2001) regarded that performance refers to success in carrying out tasks and the ability to achieve predetermined goals. Performance can

be declared good and successful if the goals set can be achieved properly.

Performance can be defined as a factor involved in employee engagement. Moreover, Maslach and Leiter (1997) assumed that the relationship between 'engagement' and performance is characterized by energy, involvement, and self-efficacy. Employee engagement is characterized by an energetic and effective relationship with work activities and the ability to fulfill their job demands. Employees with high engagement tend to have better performance because they have positive feelings and do not perceive their work as a burden (Markos and Sridevi, 2010), because an increase in employee engagement in their work will lead to better performance results (Obeidat, 2016). Robinson (2004) also stated that employee performance is considered as one of the causes of the emergence of high employee engagement. Moreover, employees with many strong ties with the organization often highly improve their work performance for the benefit of the company.

Model of Study



Relationship Between Variables and Research Hypotheses

According to Wobeser (2007), a hypothesis is a tentative statement about a problem solution. Hypotheses offer solutions to problems that will be verified empirically and based on several reasons. Based on the identification and problem formulation, the researcher compiled six hypotheses in this study, namely:

H1: There is a positive effect of work motivation and work environment on

performance with employee engagement as an intervening variable at X Hospital

H2: There is a positive effect of work motivation on performance at X Hospital.

H3: There is a positive effect of work environment on performance at X Hospital.

H4: There is a positive effect of work motivation on employee engagement at X Hospital.

H5: There is a positive effect of work environment on employee engagement at X Hospital.

H6: There is a positive effect of employee engagement on performance at X Hospital.

Method of the Study

This study was a quantitative correlational study by utilizing a cross-sectional study design approach with the aim of determining the effect of work motivation and physical work environment on staff performance mediated by employee engagement. Hypothesis testing was carried out to evaluate the effect between variables. The data analysis technique applied in this study was the path analysis technique, assisted by the Analysis of Moment Structure (AMOS) program in its statistical processing.

The data collected in this study consisted of primary data and secondary data. On work motivation variable, physical work environment and employee engagement data were assessed by using a closed questionnaire in which each statement item was provided with an answer choice in the form of a rating scale using a Likert scale where the lowest score was one and the highest score was five. The questionnaires were distributed in physical or electronic form by means of google form to 92 respondents. As for staff performance variable, the data that had been collected consisted of secondary data, specifically Individual Performance Indicator (IKI) data that was already available at the hospital.

The validity test was done by using Pearson Product Moment Correlation, where the data is declared to be valid if $r_{count} > r_{table}$. Data from 30 respondents were taken for validity testing. Invalid questionnaire items were not included in further analysis in this study. The reliability test was carried out by using the Cronbach Alpha (α) > 0.6 test, which indicated that all the variables of this study were reliable. All variables tested for reliability were found to be eligible. Data analysis process in this study

was conducted by means of the path analysis model, assisted by the AMOS program.

Results

Descriptive Analysis Results

This study was conducted by distributing questionnaires directly to respondents, specifically the staff of X Hospital Jakarta with a total of 92 people. The questionnaires were distributed in hardcopy or google form which could be accessed easily through the website address. The number of returned questionnaires amounted to 84 sets of questionnaires or 91.3% of the total respondents. Respondents in this study were divided into several categories, namely: gender, age, occupation and last education level.

From a total of 84 respondents examined at X Hospital Jakarta, the number of female respondents was more than male respondents with the percentage of female respondents amounting to 65 people (77.4%). Most of the respondents aged 19-30 years old were 56 people (66.7%). Most of the respondents with an Associate Degree were 38 people (45.2%). Most of the staff were nurses or midwives as many as 33 people (39.3%), while for the latest educational background were dominated by Associate Degree graduates, namely 38 people (45.2%). The results of descriptions of respondents' answers about attitudes in behavior are shown in the behavior matrix in table 1 as follows:

Table 1
Matrix of Respondents' Responses at X Hospital Jakarta

No	Variables	Respondent's Responses Position			
		Low	Medium	High	Behaviour
1	Work Motivation			*	Passion
2	Physical Work Environment			*	Conductive
3	Employee Engagement			*	Interest
4	Staff Performance			*	Outstanding

Normality Test

Normality test using the AMOS program, aims to see the data obtained is normally distributed or not. In this study, the data is said to be normally distributed if the value of $c.r$ is ± 2.58 and no one is an outlier (p -value < 0.001) in the outlier test.

Table 2
Normality Test Results

Variabel	min	max	ske w	c.r.	kurto sis	c.r.
Physical Work Environment	2.833	4.917	.379	1.418	-.073	-.136
Work Motivation	2.800	5.000	.066	.248	.815	1.524
Employee Engagement	3.000	5.000	.186	.697	-.113	-.211
Staff Performance	68.000	98.000	-.064	-.238	-.674	1.262
Multivariate					1.232	.815

Table 2 shows that the value in the c.r (Skewness) column is in the ± 2.58 value range, which means that the data obtained in this study was normally distributed.

Table 3
Outlier Test Results

Observation number	Mahalanobis d-squared	p1	p2
11	15.860	.003	.237
45	12.365	.015	.355
48	12.365	.015	.129
35	9.580	.048	.580
1	9.003	.061	.587
59	8.349	.080	.667
70	8.343	.080	.510
77	7.993	.092	.512
82	7.592	.108	.559

Table 3 shows the results of the outlier test in which no single observation had a p-value < 0.001 or there were no outliers. This shows that the data obtained in this study was normally distributed.

Tabel 4
Goodness of Fit Test Results

Goodness of fit	Cut-off Value	Model Results	Description
X ² - Chi Square	It is expected that the value is low with DF = 1, the table value = 3.815	0.847	Good
Probability	> 0,05	0.357	Good
Cmin/DF	< 2	0.847	Good
GFI	> 0,90	0.995	Good
RMSEA	< 0,079	0.000	Good
AGFI	> 0,90	0.951	Good
TLI	> 0,90	1.005	Good
CFI	> 0,90	1.000	Good

Table 4 shows that the value of X² - Chi Square was amounted to 0.847 and the probability was $p = 0.357$. The probability value of 0.05 indicated that Ho, which stated that there was no difference between the sample covariance matrix and the estimated population covariance matrix, was acceptable. This

indicated that the sample covariance matrix with the estimated population covariance matrix was the same, so the model was declared a good (fit) model.

Hypothesis Test

The relationship between direct and indirect variables was evaluated by using the AMOS program. The results can be seen in the figure below:

Figure 1
Construction Model of the Study

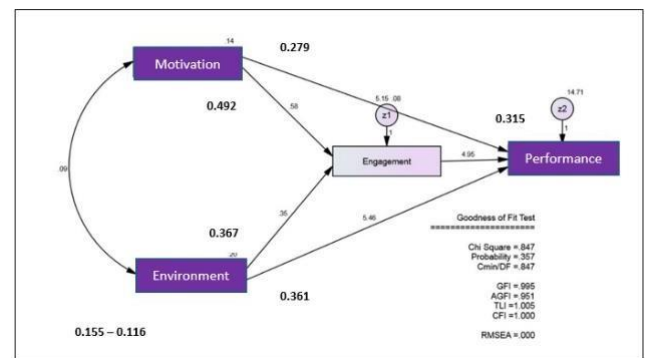


Table 5
Hypothesis Test Results Direct Effect

Variabel	Standar Estimate	S.E	C.R	P	Expl.
Work Motivation to Performance	0.279	1.610	3.199	0.001	(H2) Acceptable
Work Environment to Performance	0.361	1.233	4.428	0.000	(H3) Acceptable
Work Motivation to Employee engagement	0.492	0.100	5.752	0.000	(H4) Acceptable
Work Environment to Employee engagement	0.367	0.082	4.295	0.000	(H5) Acceptable
Employee engagement to performance	0.315	1.489	3.327	0.000	(H6) Acceptable

Discussion

The effect of work motivation and physical work environment on staff performance with employee engagement as an intervening variable.

Hypothesis testing that had been applied by using path analysis with the assistance of the AMOS program showed that work motivation, physical work environment and employee engagement had an effect on staff performance.

All variables had a significant effect (p-value 0.155 – 0.116). Although the estimated values of 15.5% and 11.6% were considered low, it indicated that employee engagement as an intervening variable had a positive effect on work motivation outcomes and work environment on staff performance. This indicated that there were other factors that affect the relationship between these variables, which were not examined in this study.

From the results of the determination analysis, the effect of work motivation, work environment and employee engagement on performance was amounted to 68.3%, while the rest amounted to 31.7% was influenced by other factors outside this study. According to Ivancevich et al, performance refers to success in carrying out tasks and the ability to achieve predetermined goals. Performance can be declared good and successful if the goals set can be achieved properly. Steers revealed that individual work performance is a combined function of three factors, specifically the ability, temperament and interests of a worker; clarity and acceptance or explanation of the role of a worker; and the level of worker motivation. Thus, motivation is considered as one of the factors that can improve the performance of the employees. In addition to motivation from the employees themselves, motivation from the leadership and from the company is also needed to help the realization of increased employee performance. In addition to environmental motivation, physical work can also greatly affect the performance of an employee, where when comfort appears among employees in their work environment, this will certainly affect employees to always make their best efforts to complete their work tasks. To achieve a good performance, a relationship between the organization and staff is highly needed, in order to be able to increase the sense of motivation of the staff to achieve the organizational goals, so that it can be achieved through the good performance.

Similar study conducted by Dewi (2018) with the title “Improving Employee Performance Through Mediating Role of Employee Satisfaction and Engagement with Work Motivation and Environment” concluded that work motivation, work environment and employee engagement had a significant relationship to the staff performance. Employee engagement mediated a partial mediating relationship between work motivation, work

environment and staff performance. Referring to the above discussion, the results of this study were in accordance with the statement of Ivancevich et al. (2001) regarding to the staff performance and study results conducted by Dewi (2018), so it can be concluded that with high work motivation, a comfortable work environment, and strong employee engagement, there will be a significant increase in staff performance.

The effect of work motivation on staff performance.

There was a positive effect of work motivation on staff performance (p-value <0.05) with an estimated value of 0.279. This showed that work motivation affected the staff performance by 27.9% and the remaining 72.1% was influenced by other variables outside of this study. The effect of work motivation directly on staff performance was amounted to 0.279. Meanwhile, if mediated by employee engagement, the estimated value was amounted to 0.155. It can be concluded that employee engagement had a significant role in improving the staff performance.

Based on the descriptive analysis carried out by using the three box method on the work motivation variable, the highest index value was found in the MK1 of work performance indicator, specifically “I will do my job properly” with a score of 77. The lowest index value was found in the MK12 of power indicator, specifically “getting the opportunity to the promotion of position” with a score of 60.6. Work motivation given by the hospital was not in accordance with employee expectations, particularly in job promotions where 40.47% of employees expressed doubts if given the opportunity to show their potential

These results indicated that the hospital needs to pay attention to motivation, particularly in terms of promotion, to be more effective in improving performance. This is

due to the reason that hospitals have the characteristics of capital intensive, labor intensive and technology intensive, and hospital staff are considered to have the most significant role. Work motivation is described as the result of the interaction between individuals and their situation, every human being has different motivations from one another and is formulated as behavior aimed at the target and has an association with the level of effort a person makes in pursuing an

appropriate goal. This is closely related to the level of competence of the employees themselves. With a higher level of education, the employee is expected to have a better thought process. According to Gomez (2003), performance is a function of motivation. The ability is inherent in a person and is innate and is manifested in his/her actions at work, while motivation is a very important aspect to drive one's creativity and ability to do a certain job, and is always enthusiastic in carrying out that job.

Based on the discussion above, the results of this study were supported by the results of studies conducted by Nitasari (2012), Asriyanto (2013), Wenty (2015), Octavianasari (2017) and Sanjaya (2018), which showed that there was a significant positive effect of work motivation on employee performance. Work motivation is considered as an encouragement for a worker to complete his/her job, if each worker has a strong motivation, it is expected to provide output in the form of good performance.

The effect of physical work environment on staff performance.

Hypothesis testing that had been carried out in this study indicated that there was a positive effect of the physical work environment (p -value < 0.05) with an estimated value of 0.361. This indicated that the physical work environment affected the staff performance by 36.1% and the remaining 63.9% was influenced by other variables outside of this study. There was a positive effect between work motivation and work environment directly on staff performance with a value of 0.361, whereas if mediated by employee engagement, the estimated value was amounted to 0.116. It can be concluded that employee engagement had a role to improve staff performance.

Based on the descriptive analysis of the low index value, it was found that the indicator was in the moderate category, specifically the IK11 of 59.4 "I felt that my skin was kept moist while I was in my office." There were 50% of employees who expressed doubts about this statement. In LK10 of environmental conditions indicator, an index value was amounted to 60, specifically "There are many windows in my workspace", 43% of employees expressed doubt about this statement. Based on the results of the descriptive analysis above, it can be concluded that employees felt that the

hospital was not sufficiently supportive with a good physical environment. It was admitted that not all work spaces for hospital employees have the same facilities as rooms that use air conditioner (AC) and room conditions with adequate air and light ventilation. So that the work environment conditions that are not optimal can cause a decrease in the performance of hospital employees.

According to McCoy and Evans (2005), all physical conditions that exist around the workplace can affect employees directly or indirectly. This shows that the realization of a good work environment at work will further improve the employee performance, while a work environment that tends to be bad will result in lower employee performance. The work environment can directly influence employees in improving their performance

Based on the above discussion, this study was in accordance with the theory of Taiwo (2001) which stated that everything, events, people and others affect the way people work. And the work environment is considered as a collection of physical and non-physical factors, both of which are able to influence the way employees perform the work process.

The effect of work motivation on employee engagement

The results of hypothesis testing in this study indicated that there was a positive and significant effect of work motivation on employee engagement of 49.2% and the rest was influenced by other variables not discussed in this study. As previously described, according to McClelland (1965) motivation is defined as the need for power, which is able to motivate a person's spirit, because humans generally tend to want to be more powerful than other humans. This desire in the practice of everyday life can lead to the competition, thus encouraging individuals to always compete with one another

The results of this study were supported by studies conducted by Kari (2013), Shaneen and Farooqi (2014), Rachmatullah, Susanty and Partono (2015), Putri (2017) and Istigfaroh (2018) which showed that there was a significant positive effect of work motivation on employee engagement. Regarding to the above discussion, the researcher argued that the results of this study was in accordance with the opinion of Scahufeli and Bakker (2004) regarding to the employee engagement and the

results of previous studies, it can be concluded that high work motivation can significantly increase the employee engagement.

The effect of work environment on employee engagement.

The results of inferential statistical tests that had been carried out by using the AMOS program indicated that there was an effect of organizational commitment on work discipline by 36.7%. Referring to the results, several other factors were found that affect staff performance, which were not discussed in this study.

Based on the descriptive analysis with the three box method, the staff stated that the work space occupied was in accordance with the staff's expectations with an index of 61.8 and included in the moderate criteria, and 36% of the answers expressed doubt. In addition, the number of staff who felt the cool air in the workspace numbered with an index of 61 and included into the medium category and 42% of the answers expressed doubt. Thus, the employees' physical work environment can significantly influence the employees' performance in carrying out the work that had been assigned to them. A good and pleasant physical work environment will increase employee motivation and a good level of engagement with their work. A work atmosphere with full of healthy competition and mutual respect will subsequently increase employee engagement in the hospital.

According to Schaufeli and Bakker (2004), employee engagement is considered a positive and satisfied emotion towards work which is characterized by vigor, dedication and absorption. Employee engagement is a description of an attitude in the evaluative aspect of an individual (group) in providing an assessment of work. Many people argue that employee engagement should be more focused on HR executives and top executives so that companies can always survive the impact of the crisis.

The results of this study were supported by studies conducted by Aliyah (2017), Toatubun (2018), Restuhadi and Sembiring (2018) and Waluyo (2018), which showed that there was a significant positive effect of the physical work environment on employee engagement. Based on the above discussion, the researcher regarded that the results of this study was in accordance with the opinion of Scahufeli and

Bakker (2004) regarding to the employee engagement and the results of previous studies. Therefore, the researcher concluded that a comfortable physical work environment can significantly increase the employee engagement. This is due to the fact that a supportive physical work environment can contribute to employee engagement. Employees will feel safe and comfortable while carrying out work, so that they can achieve organizational goals effectively and efficiently.

The effect of employee engagement on staff performance.

The results of inferential statistical tests that had been carried out by using the AMOS program indicated that there was an effect of employee engagement on staff performance by 31.5%. This suggested that there were several other factors that affect staff performance which were not discussed in this study.

Based on the descriptive analysis applied with the three box method, employees stated that they would always try to complete the task even though they had to encounter some difficulties in the assigned task with an index value of 73.2, however there were 43% of employees who gave doubts by always trying to complete the task even though there were difficulties in the assigned task. According to Scahufeli and Bakker (2004), employee engagement is considered a psychological statement in which there is a willingness of employees to participate in determining the success of the company and have a strong desire and motivation to perform beyond their obligations. Employees who feel engaged are individuals who have a strong desire to be involved and have high enthusiasm for their work and organization. Engagement is defined as the willingness of the ability of individuals to contribute to the success of the company, specifically, when employees are willing to strive to complete their work and use all their thoughts and energy. This is clearly very influential on the resulting employee performance. Employee engagement has been seen as a prelude to business success in today's competitive marketplace and a determining factor in organizational success.

The results of this study were supported by studies conducted by Annisa (2013), Ramadhan and Sembiring (2014), Gustomo and Azizah (2015), Handoyo and Setiawan (2017) and Motyka (2018) which suggested that there was

a significant positive effect of employee engagement on performance.

Findings of the Study

Work motivation and physical work environment have a positive and significant effect on employee engagement and staff performance. This means that work motivation and physical work environment can increase employee engagement and also improve staff performance, so that employee engagement has a role that is able to mediate the increase in staff performance. One way to improve staff performance is through work motivation, namely by dedicating staff to the organization, it is hoped that the staff will have involvement or ties to the organization. Increasing work motivation, providing a comfortable work environment can increase staff engagement with the organization so that it is also able to improve staff performance.

Moreover, the physical work environment had also the most significant effect on improving performance compared to work motivation and employee engagement, this is in accordance with the theory put forward by Sowmya and Panchanatham (2011), which argued that if companies want to create a comfortable physical work environment, companies are also required to pay attention to workspace arrangement or office design such as the placement of work equipment, lighting, noise, and comfort which in turn can increase employee work discipline so that they will feel comfortable working in their room. This staff performance is reflected in the results of good individual performance appraisals.

Conclusions, Implications and Suggestions

Conclusions

Work motivation and work environment mediated by employee engagement partially had a positive and significant effect on staff performance. Moreover, work motivation and work environment had a direct effect on staff performance.

Implications

This study proves the hypothesis that work motivation, physical work environment and employee engagement have an effect on staff performance. Hospital in this case management must be able to facilitate a physical work

environment that is comfortable, safe and healthy for all working staff so that the staff can work optimally. It was necessary to create a career pathway, to provide a good career path for all staff at the hospital. Providing opportunities for staff to develop self-potential can also build strong work motivation, by forming a work team in order to build good relationships between staff and with superiors. Creating a remuneration system for all staff in order to stimulate staff work motivation to be able to provide good work performance. Reorganizing the office design by prioritizing infection prevention and control can also be done to create a healthy, safe and comfortable working environment and atmosphere for staff in the hospital.

If all of these aspects can be fulfilled, it is hoped that it can foster a bond between the staff and the hospital, so that there will be an engagement, and this engagement can later make staff loyal to the hospital and result in an increase in the quality of staff performance.

Suggestion

Managerial have to build a good organizational culture that can be accepted by all hospital staff, to form a loyal attachment to the hospital. The development of a lean hospital system can also be applied to build a good operational implementation for the hospital. Setting the career pathway, system remuneration to foster staff work motivation.

Reorganizing the workspace of the staff with an office design using the concept of co-working considering the limited land conditions, in order to maximize the available space. The regulation of air circulation is good considering that during the pandemic, virus transmission can spread through airborne. Placing an air purifier or high efficiency particulate air (HEPA) filter in every workspace, to ensure the safety of staff working in an environment that is at high risk of being exposed to viruses or bacteria that are harmful to health.

Acknowledgments

The author expresses her highest appreciation and gratitude to all respondents, Dr. Ratna Indrawati, M.Kes, DK., CIQnR and Prof. Dr. Endang Ruswati, M.M as the supervisor and Dr. Rokiah Kusumapradja, SKM., MHA as the head of program study Masters Hospital Administration at Esa Unggul

University, who has provided support, assistance and motivation since the lecture process was held until the writing of this thesis was completed.

References

- Ivancevich, John M. (2006). *Perilaku dan Manajemen Organisasi*. Jakarta: PT Gelora Aksara.
- Markos, S. and Sridevi, M.S. (2010) *Employee Engagement: The Key to Improving Performance*. *International Journal of Business and Management*, 5, 89-96
- Maslach, C. & Leiter, M.P. (1997). *The Truth About Burnout*. San Francisco, CA: Jossey Bass
- Obeidat, B. Y. (2016). Exploring the Relationship between Corporate Social Responsibility, Employee Engagement, and Organizational Performance: The Case of Jordanian Mobile Telecommunication Companies. *International Journal of Communications, Network and System Sciences*, 09(09), 361–386. <https://doi.org/10.4236/ijcns.2016.99032>
- Robbins, P. Stephen. (2006). *Perilaku Organisasi* (Ed.10). Diterjemahkan oleh Drs. Benyamin Molan. Jakarta: Erlangga.
- Robinson D., P. S. (2004). *The Drivers of Employee Engagement, Report 408*.
- Schaufeli, W. B., & Bakker, A. B. (2004). Utrecht work engagement scale Preliminary Manual Version 1.1. *Occupational Health Psychology Unit Utrecht University, December*, 1–60. <https://doi.org/10.1037/t01350-000>
- Schultz AB, Chen CY, Edington DW. The cost and impact of health conditions on presenteeism to employers. *Pharmacoeconomics*. 2009;27: 365–378
- Sowmya, K. R. and N. Panchanatham. 2011. Job Burnout: An Outcome Of Organisational Politics In Banking Sector. *Far East Journal of Psychology and Business*, 2(1), pp : 49-58.
- Siddhanta, Abhijit dan Roy, Debalina. 2010. Employee Engagement – Engaging The 21st Century Workforce. *Asian Journal of Management Research*.
- Lockwood, N.R. (2007), *Leveraging Employee Engagement For Competitive Advantage: HR's Strategic Role'*, *Society For Human Resource Management Quarterly*. *HR Magazine*, 52(3), 1-11.