

## THE EFFECT OF EMPLOYEE ENGAGEMENT AND JOB SATISFACTION TOWARDS PERFORMANCE

(Case Study PT PERTAMINA REFINERY UNIT VI BALONGAN)

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### Abstract

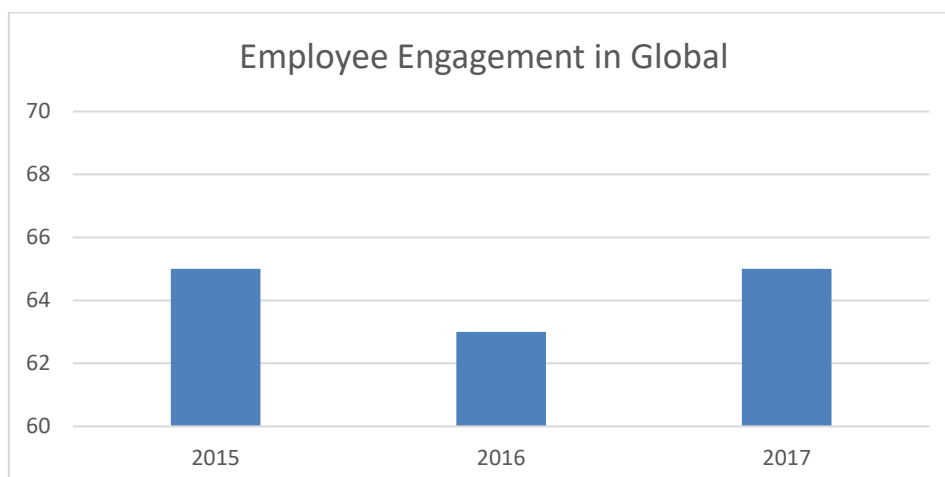
Organized employee engagement will have an impact on both the company and employee. Employee engagement that will adversely affect the company's performance which makes performance degradation identify existing problems. Therefore a company must have a good employee engagement value for the development of the company. This research was conducted at PT Pertamina RU VI Balongan with Employee engagement, Job satisfaction as an independent variable and performance as dependent variable. The purpose of this study is to find out the Employee engagement, Job satisfaction, and performance at PT Pertamina RU VI Balongan. In addition, to determine the effect of employee engagement and job satisfaction on performance at PT Pertamina RU VI Balongan. The population in this study were employees of PT Pertamina RU VI Balongan. The method applied in this research is a quantitative method with descriptive research and using probability sampling with simple random sampling method. Data analysis in this study through descriptive statistical analysis, normality test, multicollinearity test, heterocedasticity test, multiple regression analysis, coefficient determination, hypotesis test, T test and F test. Based on the results of data analysis test with 91 respondents from PT. Pertamina Refinery Unit VI Balongan, it can be concluded that employee engagement and job satisfaction have a significant effect on performance of 15.9%. The results of this study are expected to provide input to PT Pertamina Refinery Unit VI Balongan to increase Employee engagement and Job satisfaction as well as holding job evaluations to improve performance.

**Keywords:** PT Pertamina RU VI Balongan employees, Employee engagement, Job satisfaction, Performance.

### 1. BACKGROUND

Human resources have an important role in the success or loss of a company. This is supported by the opinions expressed by Jackson et al (2010:5) "The value of the company's approach to managing its human resources will eventually arise in the company's profits." To deal with developments and competition in the business world, some companies are more likely to lead to strategies that place importance on sustainable competition. In an effort to implement this strategy, the company must be able to obtain, develop, and retain employees, because the strategy cannot be implemented without the human resources needed. (Jackson et al, 2010: 14).

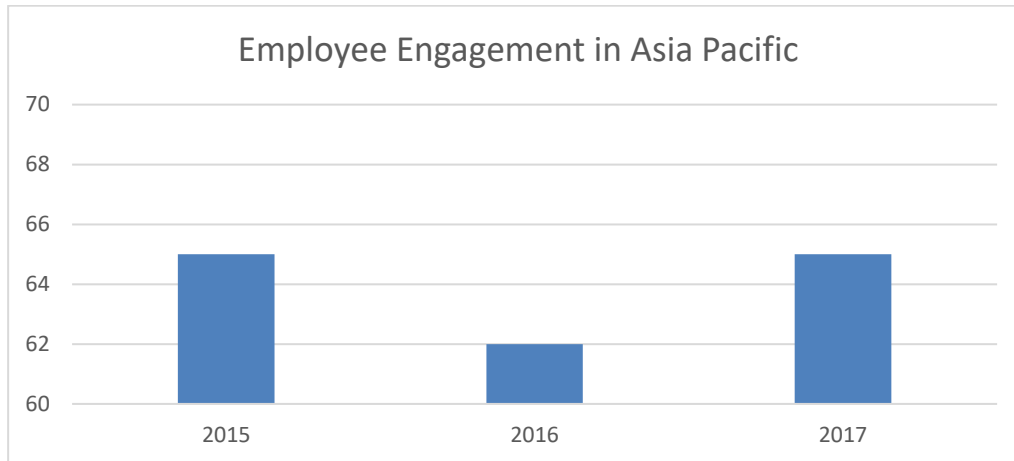
One form of human resource management that is currently a popular issue is employee engagement. In recent years there has been an increase and decrease in the level of employee engagement in the world and in several countries. (aon, 2018)



**Figure 1. 1 Employee Engagement in Global**

Source: Data from www.aon.com, 2018

The data displayed shows us that not all employees in the world have been engaged in the company, as shown in the table there was no change between 2015 until 2017 but there was decrease in 2016 from 65% engagement to 63%. Even so in the Asia Pacific region including Southeast Asia. Some things that happen to increase and decrease can be influenced by several factors that occur such as: Senior leadership, compensation and benefits, healthy and career. Macey and Schneider (2008) stated that employee engagement makes employees have higher loyalty thereby reducing the desire to leave the company (turnover intention).

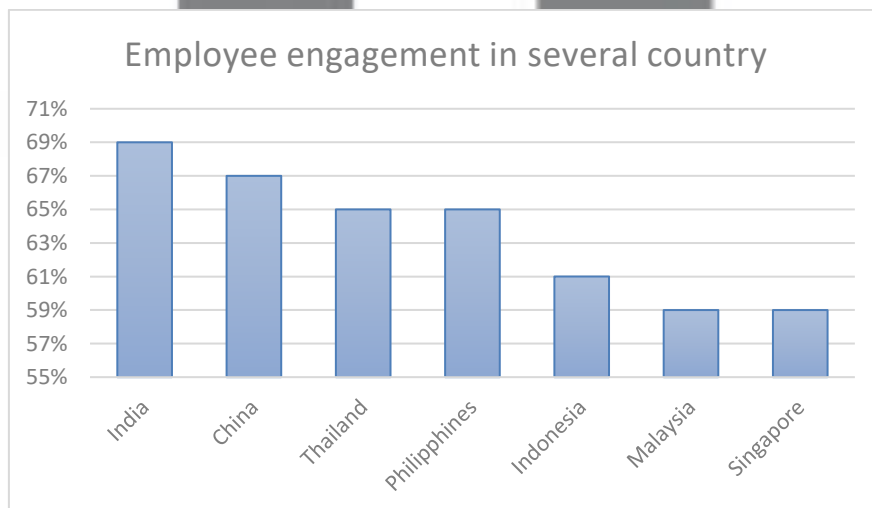


**Figure 1. 2 Employee Engagement in Asia Pacific**

Source: Data from www.aon.com, 2018

Based on research conducted in Cochin, India “In today’s competitive environment, one way to retain people is to have fully engaged employees.” (Susan, 2012)

The essence of the sentence above is that a worker in a company becomes important for the company itself.



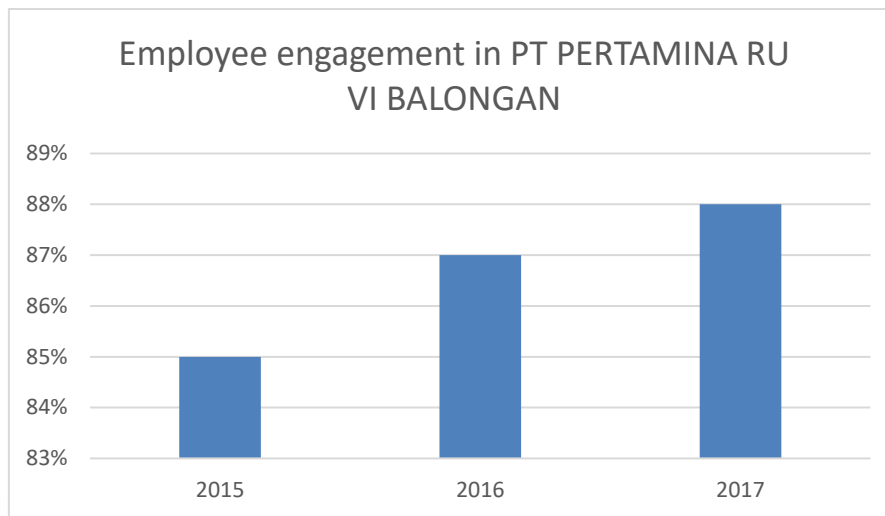
**Figure 1. 3 Employee Engagement in Several Country**

Source: Data from www.straitstimes.com, 2017

Based on the data above, it shows that the rate of employee engagement in Indonesia is 61% which means there are 39% employees do not feel engaged with their company.

Akbar (2013: 11) stated that “Employee engagement has several advantages, increasing productivity, increasing profits, increasing efficiency, reducing turnover, reducing absenteeism, reducing fraud, increasing customer satisfaction, reducing workplace accidents and minimizing employee complaints”. The conclusion of this study that employee engagement affects several aspects of the company. This is the reason why PT

PERTAMINA RU VI BALONGAN must pay attention about the way in managing and developing existing human resources, so it will be a factor that promotes the company, the way is to increase employee engagement.



**Figure 1. 4 Employee Engagement in PT Pertamina RU VI Balongan**  
*Source : Data processed 2019*

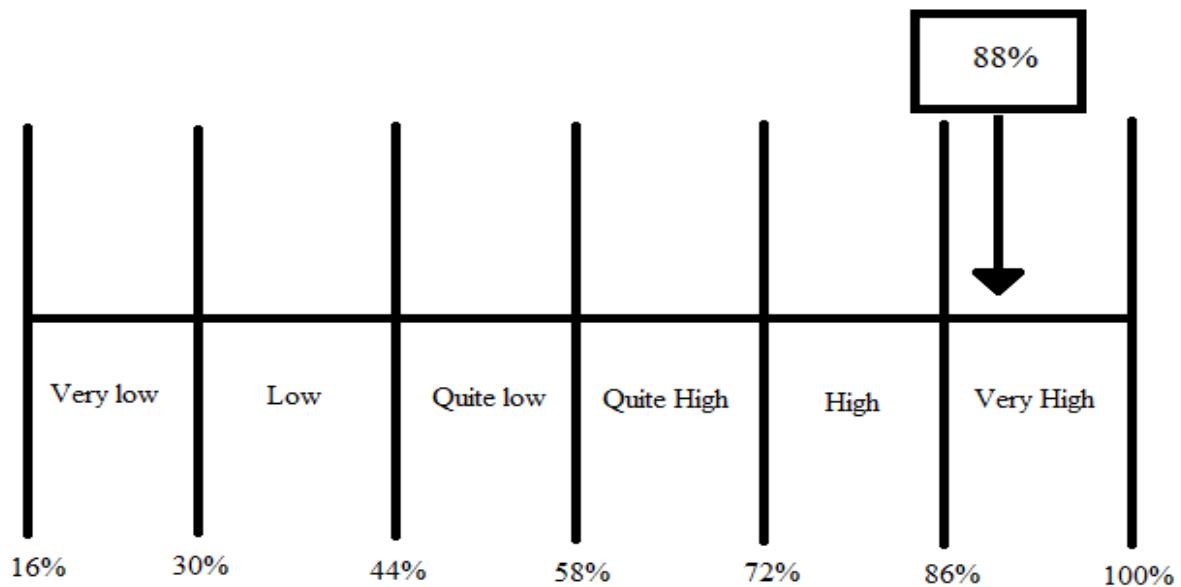
Based on the data above, the level of employee engagement in PT Pertamina RU VI Balongan increased every year, where the results of employee engagement at PT Pertamina RU VI Balongan reach and exceed the target set by the company, the company's target is 80% in accordance with PT Pertamina RU VI Balongan's annual report.

**Table 1. 1 Preliminary study Employee Engagement**

Item	Response						Total	Total Score	Percentage	Ideal Score
	SD	D	QD	QA	A	SA				
1	0	0	0	1	9	5	15	79	88%	90
2	0	0	0	3	4	8	15	80	89%	90
3	0	0	0	1	7	7	15	81	90%	90
4	0	0	0	3	9	3	15	75	83%	90
5	0	0	0	0	10	5	15	80	89%	90
6	0	0	0	0	9	6	15	81	90%	90
7	0	0	0	2	6	7	15	80	89%	90
8	0	0	0	2	8	5	15	78	87%	90
9	0	0	0	1	8	6	15	80	89%	90
Total								714	88%	

*Source : Data processed 2019*

Based on these data, the level of employee engagement at PT PERTAMINA RU VI Balongan Indramayu is categorized as very high because it reach 88% and some program from units not realized. This matter means the level of employee engagement at PT Pertamina RU VI Balongan Indramayu not maximal yet. Then, if displayed in descriptive



**Figure 1. 5 Employee Engagement Continuum line for preliminary**

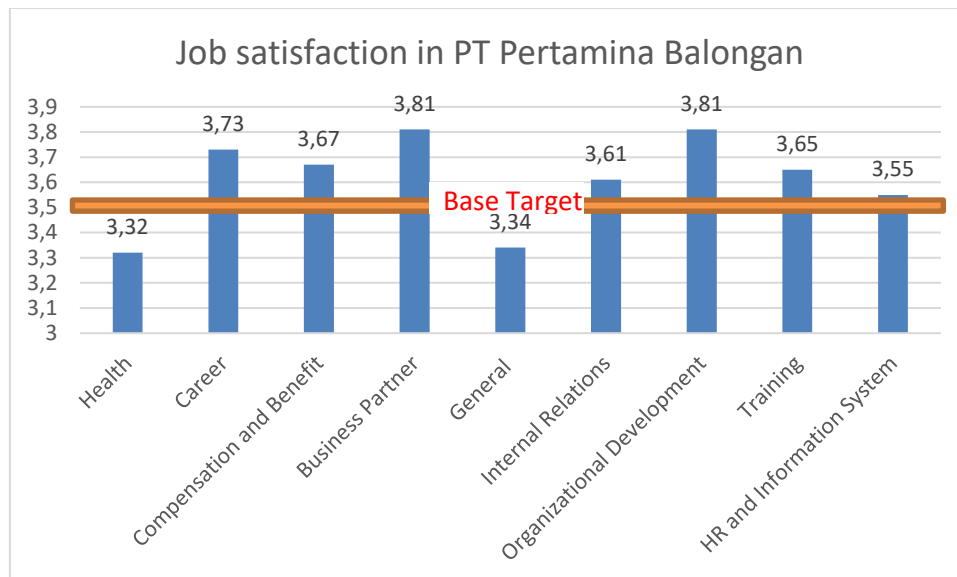
*Source : Data processed 2019*

There is an article stating that “An employee can be satisfied with a job without being engaged in the job. Employee engagement is much more than being content with pay and the ability to leave at 3 pm. That contentedness is merely job satisfaction, and though satisfaction is generally enough to retain employees, it’s not enough to ensure productivity. On the other hand, employee engagement does promote increased productivity.” (Charles, 2018). The statement explained that an employee can be satisfied even though he is not engaged in his job but sometimes there is a condition where satisfied employees can survive in the company he is occupied.” (Charles, 2018).

Based on the explanation above, it can be seen that job satisfaction in a company must have a relationship with employee engagement, which both influence each other. Job satisfaction is the terminology used to describe whether employees are happy, argue and fulfill their wants and needs at work. Hasibuan (2013: 203) states that employee job satisfaction is affected the following factors:

1. Fair and decent remuneration.
2. The right placement according to expertise.
3. The severity of work.
4. The atmosphere and work environment.
5. Equipment that supports the implementation of work.
6. The attitude of the leadership in his leadership.
7. The nature of the work is monotonous or not.

Robbins (2015: 46) said that someone with a high level of job satisfaction has feelings positive about his job, while someone with a level low has negative feelings. According to Ariani (2015:6) Satisfied employees are employees who can be empowered. In other words, employees who are satisfied will have resources and responsibility to understand and meet the customer's demands and needs. Employees who are satisfied with their job assessed as having emotional resources sufficient to show empathy, understanding, respect, and attention to the customer.



**Figure 1. 6 Job Satisfaction in PT Pertamina Balongan**

*Source: Sustainability report 2018*

According to picture 1.7, we can see that job satisfaction in PT. Pertamina Balongan have a good result except 2 which is Health and General because based on the standard score of PT. Pertamina Balongan itself was 3.5. Health and General have a good impact to the employee so when the score of Health and General is low there is something that why the employee feel no too satisfy with this 2 things and some of the above can affect performance because one thing to another is tied together and influence each other.

The definition of performance according to Mangkunegara (2017) is the work result in the quality and quantity achieve by an employee in carrying out his duties in accordance with the responsibilities given to him. In addition, June and Mahmood (2011) said that employee performance is a behavior pattern that aims to meet the goals or expectations set by the company.

Based on the explanation above performance are work result, success to carry out, behaviour pattern and the hope of do a perfect things concerned with work and company.

**Table 1. 2 Preliminary study Performance**

No	Indicator	Response						Total
		SD	D	Q D	Q A	A	SA	
1	Focus on target	0	0	0	0	9	6	15
	Challenging and realistic	0	0	0	0	8	7	15
3	Willingness to contribute	0	0	0	0	11	4	15
4	Quality in accordance with the standards set.	0	0	0	0	11	4	15
5	Have a commitment about quality.	0	0	0	0	12	3	15
6	Has a procedure for quality.	0	0	0	0	7	8	15
7	The level of customer satisfaction with the quality produced.	0	0	0	0	12	3	15
8	Work finished on time	0	0	0	0	12	3	15
9	Customers (internal / external) are satisfied.	0	0	0	0	12	3	15
10	Commitment to the target.	0	0	0	0	14	1	15

11	Do the right way.	0	0	0	0	12	3	15
Total		0	0	0	0	120	45	165
Percentage		0%	0%	0%	0%	72,73%	27,27%	100%

Source : Data processed 2019

The data above shows, the 15 respondents' answers that the researchers got were related to performance. 72.73% stated agree, where it could indicate that out of 15 employees felt that their performance was sufficiently structured, disciplined, on time and following rules that given by the company. The questionnaire itself refers to Edison (2017) about the performance questionnaire.

**Table 1. 3 Pertamina Balongan Activity**

Source : Data processed 2019

Pertamina Balongan Activity by Unit	Target	Activity Realized	Not realized	%
Engingeer and Development	19	16	3	84,21%
HSE	16	15	1	93,75%
Maintenance and Execution	17	15	2	88,23%
Maintenance planning and support	17	14	3	82,35%
OPI (Operational Performance Improvement)	19	16	3	84,21%
Production I	13	12	1	92,30%
Production II	17	17	0	100%
Reliability	17	13	4	76,47%
Refinery Planning and Optimization	17	16	1	94,11%
Operating and Manufacturing (SR)	19	17	2	89,47%
Turn Around	17	14	3	82,35%
(As targeted / Total) x 100%				

According to the data above, we can see that every unit of the organization in PT. Pertamina Balongan has quite good results but in some unit like Engineer and Development unit, OPI unit, Reliability unit and Turn Around unit it has results below the other percentages and for some unit not realized the program. It can be assumed that there is a possibility that causes why the existing activity has not reached the target and this is related to the performance like the explanation about performance is the willingness to do something perfect or make a good result.

## 1. LITERATURE REVIEW

### 2.1 Theory Summary

#### 2.1.1 Human Resource Management

Human resources must be managed properly because it is an important element in the organization, as explained by Sudarmanto (2015: 3) that: "Human resources are one of the factors that determine the success or failure of organizations in achieving the goal, both in public organizations and private". Whereas according to Armstrong and Taylor (2014: 5) suggest that Human Resource Management can be defined as a strategic approach that is integrated with the work, development and welfare of workers in an organization.

#### 2.1.2 Organizational Behaviour

Organizational Behavior is a field of study that investigates the impact of behavior by individuals, groups and structures in organizations, with the intention of applying knowledge to improve organizational effectiveness (Robbins and Judge, 2015: 5). Whereas according to Kreitner and Kinicki (2014: 6), organizational behavior is a field of study that has the aim to better understand and handle workers or employees in the company. Luthans (2011: 20) also explains that organizational behavior as a form of understanding, estimation, and management of a person's behavior in the organization.

### 2.1.3 Employee Engagement

Federman (2009: 22) explained that employee engagement is the degree to which the organization and the impact that they have on how profound they perform and their length of tenure. This explains that employee engagement is the extent to which a person makes a commitment to the organization and the impact of that commitment affects its performance.

The description of engagement is also presented by Armstrong and Taylor (2014: 193) attachment occurs when someone is committed to work and organization and is motivated to achieve a high level of performance. According to (Schiemann, 2011: 208) engagement is a statement of emotional and intellectual commitment to a company or group that produces behavior that will fulfill company promises to customers. Fulfillment of company promises to customers is carried out by a number of employees who are able to commit to realizing a corporate goal.

Bakker and Leiter (2010:13) explain the characteristics of employee engagement as follows:

- a. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties.
- b. Dedication refers to being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge.
- c. Absorption is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

### 2.1.4 Job Satisfaction

Job satisfaction discuss the feelings and an emotional attitude of individuals with their work that is given by employees to the situation and the relationship. Umam (2012: 192) explains that job satisfaction is a positive attitude towards the work of the workforce, which arises based on an assessment of the work situation. Another opinion suggests that job satisfaction is an affective or emotional response to various aspects of one's work (Kreitner and Kinicki, 2014: 171).

According to Gibson et al. (2012: 102), there are five factors that can be used to measure a person's level of job satisfaction, namely:

1. Pay, which is the nominal amount paid by someone based on the work performed. Salary will increase job satisfaction if it can meet needs, and in accordance with the level of difficulty of the work.
2. Job, which is the essence of the job tasks done by someone who might have similarities with abilities and interests for learning and for accepting responsibility.
3. Promotion, namely the possibility of one's career can develop through promotion.
4. Supervisor, supervisor's abilities to demonstrate interest in and concern about employees..
5. Co-workers, namely individuals who always interact in carrying out work. A pleasant coworker can be a colleague who provides encouragement, help and motivation.

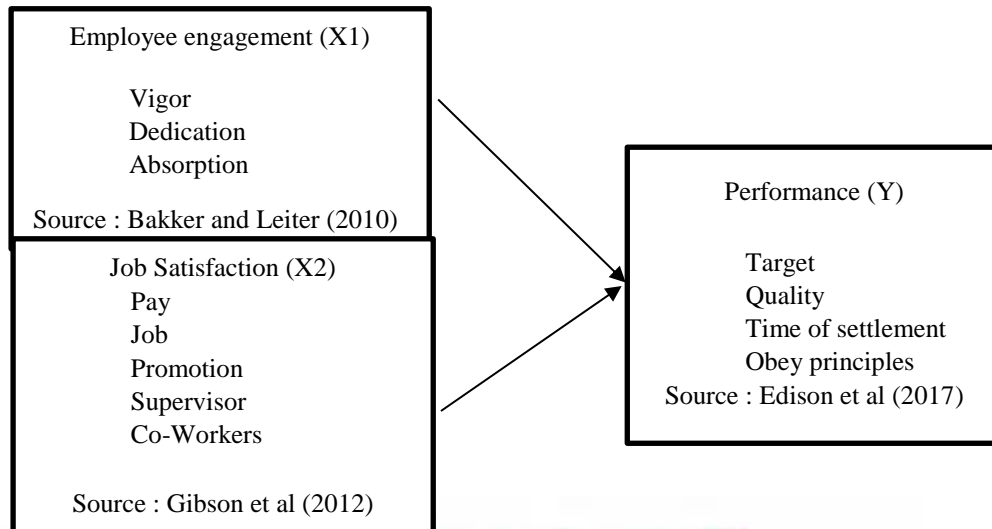
### 2.1.5 Performance

According to Edison et al (2017: 188), revealed that optimal and stable performance is not a coincidence. Surely it has passed the stages with good performance management. Furthermore, according to Fahmi (2015: 2) performance is the result obtained by an organization both the organization is profit oriented and non profit oriented which is produced over a period of time.

According to Edison, et al (2017: 193), there are several dimensions of performance, namely:

- 1) Target.  
The target is an index of job optimization, number of items, or the amount of money generated.
- 2) Quality.  
Quality of the results achieved, and this is an important element, because quality is a skill in maintaining customer satisfaction.
- 3) Time of Settlement.  
Timely settlement and delivery of work, is capital to create customer trust. Understanding customers here also applies to services in other parts of the company / organization's internal scope.
- 4) Obey principles.  
Not only to achieve targets, quality and on time but also must be done in a way that is correct, transparent and accountable.

**2.2 Research Framework**



**Figure 2. 1 Theoretical Framework**  
 Source: Data processed 2019

**2. RESEARCH METHODOLOGY**

Research characteristics are classified based on method, purpose, type of investigation, engagement of researcher, and unit analysis. The characteristics of this study are described as follows:

**Table 3.1 Research Methodology**

No	Research Characteristics	Type
1	Based on method	Quantitative
2	Based on purpose	Descriptive
3	Based on types of investigation	Causal
4	Based on engagement of researcher	Not intervening the data
5	Based on Unit analysis	Individuals
6	Based on time of implementation	Cross sectional

Source: Data processed 2019

**4. RESULT OF RESEARCH AND DISCUSSION**

**4.1 Statistic Descriptive Analysis Result**

**Table 4.1 Statistic Descriptive Analysis Result**

Variable	Average Percentage
Employee Engagement	87%
Job Satisfaction	86.7%
Performance	85.8%

Source: Data processed 2019

**4.2 Classic Assumption Test**

**4.2.1 Normality Test**

**Table 4.2 Result of Kolmogorov Smirnov test**

**One-Sample Kolmogorov-Smirnov Test**

		Employee Engagement	Job Satisfaction	Performance
N		91	91	91
Normal Parameters <sup>a,b</sup>	Mean	63,022330	94,382846	67,956110
	Std. Deviation	11,7262791	13,5045709	10,2191209
Most Extreme Differences	Absolute	,117	,085	,078



	Positive	,064	,085	,078
	Negative	-,117	-,060	-,054
Kolmogorov-Smirnov Z		1,118	,809	,747
Asymp. Sig. (2-tailed)		,164	,530	,632

a. Test distribution is Normal.

b. Calculated from data.

*Source: Data processed 2019*

Based on the results of the Kolmogorov-Sminorv normality test in table 4.4 it can be concluded that the employee engagement variable has a value significance of 0.164. Then the job satisfaction variable has a significance value of 0.530, while the performance variable has a significance value of 0.632. But it can be concluded that the three variables can be said to be normally distributed because has a significance value of more than 0.05.

#### 4.2.2 Multicollinearity Test

**Table 4. 3 Multicollinearity Test Result**

Model	Unstandardized		Standardized	t	Sig.	Collinearity	
	Coefficients		Coefficients			Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	36,429	7,820		4,659	,000		
Employee 1 Engagement	,186	,090	,214	2,080	,040	,905	1,105
Job Satisfaction	,210	,078	,277	2,695	,008	,905	1,105

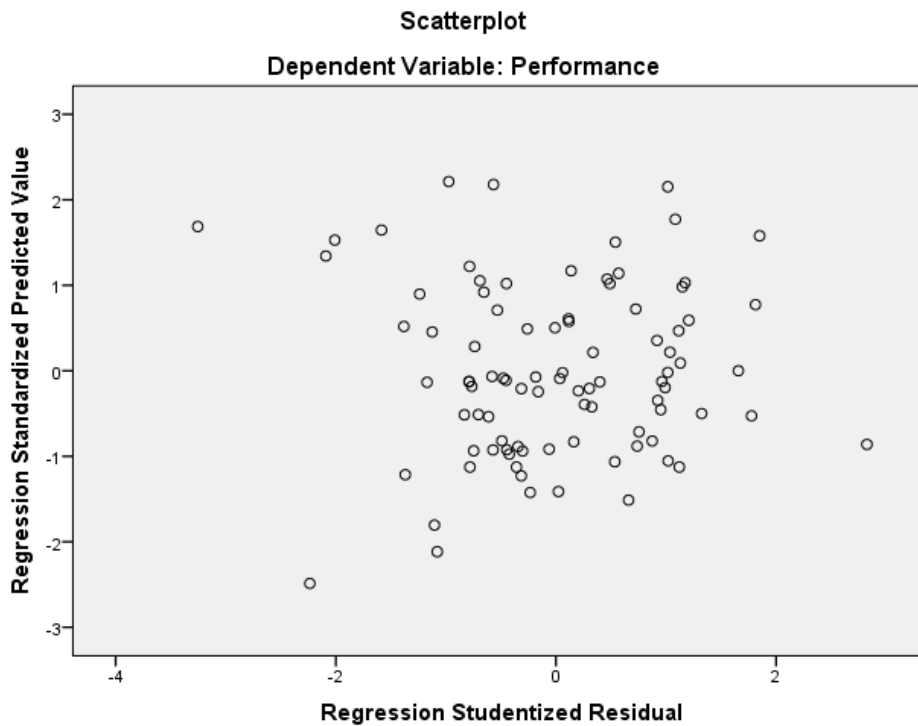
a. Dependent Variable: Performance

*Source : Data processed 2019*

Table 4.3 shows that the Tolerance value obtained is 0,905 with the value of VIF (Variance Inflation Factor) of 1.105, meaning that in the two variables in this study there is no multicollinearity between independent variables.

4.2.3 Heterocedasticity Test

Figure 4. 1 Heterocedasticity Test (Scatterplot)



Source: Data processed 2019

Based on table 4.8 of the Scatter output above it is known that:

1. The data point pattern spreads above and below around the number 0.
  2. Spread the data point pattern does not form a wavy wide pattern then narrows and wide again.
- Thus it can be concluded that there is no problem of heterocedasticity.

4.3 Multiple Linear Regression Analysis

Table 4.4 Multiple Linear Regression Analysis Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	36,429	7,820		4,659	,000
1 Employee Engagement	,186	,090	,214	2,080	,040
Job Satisfaction	,210	,078	,277	2,695	,008

a. Dependent Variable: Performance

Source: Data processed 2019

The following is a multiple linear regression equation from the analysis:

$$Y = 36,429 + 0,186X1 + 0,210X2$$

Based on the results of the linear regression equation can be conclude as follows:

- a) The constant value shows 36,429 so, if the variable employee engagement is worth 0 then the performance value will be worth amounting to 0.186.
- b) The same thing happens, the constant shows equal to 122,787 then, if the job satisfaction variable is 0 then the performance value is valuable at 0, 210.
- c) Employee engagement coefficient value is 0.186 and culture organization 0.210 which means that every increase in one employee unit engagement and job satisfaction, the performance will also increase amounting to 0.186 and 0.210.

4.4 Hypothesis Testing Result

4.4.1 Coefficient of Determination

**Table 4.5 Coefficient of Determination Result**  
**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,399 <sup>a</sup>	,159	,140	9,4772887	1,725

a. Predictors: (Constant), Job Satisfaction, Employee Engagement

b. Dependent Variable: Performance

Source: Data processed 2019

Based on the table above, the value of  $R^2$  is 0.399. The determination coefficient is calculated by measuring 0.399 then multiplied by 100%, the result is 15.9%. This means that independent variable employee engagement and job satisfaction have an influence on the dependent variable of employee performance, only 15.9%. The rest is 84.1% influenced by other variables not examined in this study.

#### 4.4.2 Partial T Test

**Table 4.6 Partial T Test Result**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	36,429	7,820		4,659	,000
1 Employee Engagement	,186	,090	,214	2,080	,040
Job Satisfaction	,210	,078	,277	2,695	,008

a. Dependent Variable: Performance

Source: Data Processed 2019

Based on the table above, t-calculate employee engagement is 2.080 and job satisfaction is 2.695. Meanwhile, t table is obtained from  $\alpha = 0.05$  and  $df = n - k = 91 - 2 = 89$ . So, the value of t table is 1,986. It can be concluded that:

1. In employee engagement variables the value of t count > t table is 2,080 > 1,986 which means that  $H_0$  is rejected. Thus, employee engagement has a significant effect on performance.
2. In job satisfaction variable the value of t count > t table is 2.695 > 1,986 which means that  $H_0$  is rejected. Thus, job satisfaction has a significant effect on employee performance.

#### 4.4.3 Simultaneous F Test

**Table 4.7 Simultaneous F Test Result**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1494,667	2	747,333	8,320	,000 <sup>b</sup>
	Residual	7904,072	88	89,819		
	Total	9398,739	90			

Source: Data Processed

Data 2019

a. Dependent Variable: Performance

b. Predictors: (Constant), Job Satisfaction, Employee Engagement

Based on the table above, F count 8.320 and F table =  $(k; n-k) = (2; 91-2) = (2; 89)$ . So, the value of F calculated from the distribution table is 3.10. This means F count > from F table, which is 8.320 > 3.10 which indicates that  $H_0$  is rejected and  $H_a$  is accepted. So, it can be concluded that employee engagement and job satisfaction are significant for performance

## 5. CONCLUSION AND SUGGESTION

## 5.1 Conclusion

- a. Based on the results of the test of employee engagement variables from descriptive analysis, get a number of 87%. Which means that the variable employee engagement into the category is very high, meaning that the application of employee engagement to employees of PT Pertamina Refinery Unit VI Balongan feels engaged and always challenged with their work.
- b. Based on the testing of job satisfaction variables from the analysis descriptive, getting 86.7%. Which means that variable job satisfaction including in the category is very high, it shows that job satisfaction at PT Pertamina Refinery Unit VI Balongan proves that employees are happy and proud of what they do in their jobs.
- c. Based on the results of the hypothesis test, it can be concluded that employee engagement and job satisfaction variables have an effect on performance variable by showing the percentage obtained at 15.9%. This means that employee engagement and job satisfaction have an effect on the performance of employees at PT Pertamina Refinery Unit VI Balongan. Then, there are 84.1% of the effects of various other variables that can affect performance which was not measured in this study.

## 5.2 Suggestion

### 5.2.1 Practical Aspect

1. The research results for variable employee engagement can be said to be very high. In the indicator related to the mental resilience has low percentage rather than other. The company have to make a solution of mental resilience like approach by superiors to employees, explain the expectations desired by the supervisor and discuss things that can motivate and the supervisors make performance improvement plan (PIP). Than to increase concentration and enjoy doing work company have to do some thing like renewing the workspace layout and companies try to think about the flexibility of work that does not only have to be in front of a computer all day , so that every employee is more concentrated in working when getting tasks. Then in other aspects it is recommended to create an informal activity such as morning tea, outing, and morning motivation, so it can increase the enjoyment of work and employees feel engaged.
2. The results of the research on the promotion sub-variables contained in the job satisfaction variable associated with the promotion system, need to be considered, because this can cause employees to feel distinguished, therefore it is recommended to companies to socialize company policies related to promotion systems so the employees can understood how promotion system work in the company, holding a suggestion box or brief survey on employee satisfaction for employees so that they can convey complaints or suggestions to the company which can make employees feel more satisfied and feel that they are understood by the company.
3. Based on the results of the research performance variables can be said included as very high category. Nevertheless, related to the statement about being motivated to achieve the target given by the company and in working always prioritizing the quality of 2 points it has the lowest percentage compared to other points in the performance variable. Than, to solve this situation, the author recommends that the manager communicate and adjust the tasks that will be given to the employee, giving employees the spirit to be able to do the job well, managers provide objective attention to employees so that employees feel contributing to the progress of the company so it will increase willingness to work better, give financial rewards for those who excel so that other employees are increasingly motivated to produce good results for the company.

### 5.2.2 Theoretical Aspects

1. The variables used in this study are employee engagement and job satisfaction have an effect on performance. Recommended for the next researcher can examine other factors that effect performance, for example, organizational behavior, organizational culture, and other variables. This suggestion is proposed to obtain more varied results and enrich existing theories.
2. Based on the research method, this study uses quantitative methods for future research, it is recommended to use qualitative methods.
3. Based on the object of research, further researchers should use different analysis such as simple linear regression analysis used to measure how much influence one independent variable has towards dependent variables, simple correlation analysis used to determine the closeness of the relationship between two variables and to find out the direction of the relationship that occurs, and multiple correlation analysis used to find out how the degree of relationship between several independent variables (Variable X1, X2, ...) with dependent variables (Variable Y) , which will give different research results, so that further research is expected to expand the object of research or conduct research at universities and other departments.



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