

The Influence of Job Satisfaction on Employee Engagement with Trust as a Moderation Variable in Employees in Private Education X Surabaya

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ABSTRACT

Human Resources is one of the important keys for the organization to be able to achieve goals and develop. For this reason, it requires effective management of human resources to improve the competence and performance of these human resources by making sure that these human resources can feel engaged and have trust in their organization. This study aims to examine and analyze the effect of job satisfaction on employee engagement in non-lecturer employees of Private Higher Education Surabaya with trust as the moderator variable.

This study used a quantitative approach with the dependent variable is employee engagement, independent variable is job satisfaction and the moderating variable is trust. Primary data were obtained from initial interviews and filling out closed questionnaires using a purposive sampling technique involving 156 respondents in non-faculty Administration work units/directorates. Data analysis technique are multiple linear analysis. The results of this study show that job satisfaction has a positive and significant impact on employee engagement, and there is an influence between job satisfaction on employee engagement administration employees at Private Higher Education X Surabaya with trust as a moderator variable.

Keywords: Employee Engagement, Job Satisfaction, Trust

INTRODUCTION

Human resource management (HRM) in the current era of globalization and free Organizations must compete for the greatest resources in the current era of globalization, including human resources, which are one of the crucial elements of an organization's success. Its demands must be properly satisfied because other resources have not taken over its role or function.

Therefore, firms must effectively manage their human resources to create and actualize employee competencies and behaviors based on human resource practices and policies that are consistent with their goals and objectives (Dessler, 2015).

One way to improve the competence and performance of these human resources is to strive for these human resources to feel engaged with the organization because with a sense of involvement, organizational employees can achieve competitive advantage, besides that engaged employees will care about work and the resulting performance which is characterized by vigor, absorption and dedication (Schaufeli et al. 2002).

Based on the Galup Survey over the last 10 years, the percentage of employee engagement shows that the percentage is still fluctuating but leads to an increase, namely in 2017 it was 15%, in 2019 it was 22%, in 2021 and in 2022 it was 21%. Paying attention to these data, Private Higher Education X Surabaya as one of the educational organizations that has been established 55 years ago, with various kinds of achievements and achievements both nationally and internationally. Private College X

Surabaya is also faced with challenges related to employee engagement and has the responsibility and role to be able to increase employee engagement in a sustainable manner. This can be done by designing an environment within the company that provides the opportunity (Robinson, 2009).

Therefore, one of the methods implemented by Private Higher Education X Surabaya is to involve non-lecturer employees with positions at the structural-strategic level but also non-lecturer employees with positions at the functional level to contribute to strategic plans or important organizational agendas as follows: Involve non-lecturer employees in the membership of (1) the Team for Reviewing and Adjusting the Formulation of Statutes of Private Higher Education X, (2) Integrated Annual Audit at the Higher Education level and, (3) Quality Assurance Coordinator of the Directorate/Work Unit.

Furthermore Employee engagement can be enhanced through different HR practices, which consist of job design, recruitment, selection, compensation, training, and performance management (Vance, 2006). Training and development which is given to non-lecturer employees becomes basic tool to get employees involved or engaged in work and make more productive.

According to Phillips et al. (2009) engaged employees are those who are passionate about placing satisfactory efforts on the micro and macro goals of the organization, by focusing on their work with the existence of employee engagement the organization will be able to make

employees more committed and persistent so that they can provide the best performance to achieve the goals of the Organization,

In addition, one of the efforts that can be made to increase employee engagement is to pay attention to job satisfaction (Robinson et al., 2004). According to Locke (1976) job satisfaction is defined as a pleasant emotional feeling resulting from the assessment of one's work.

Satisfaction is basically the employee's perception of their own work that will be obtained if there is a match between job expectations and the reality at work. Job satisfaction is a pleasant attitude or rewarding emotional state which is generally the result of a job performed by an employee (Ugboro and Obeng, 2000).

Someone with high job satisfaction shows a positive attitude towards his job, while someone who is dissatisfied with his job shows a negative attitude towards work. Job satisfaction can also be said to be able to increase involvement in work, employee commitment to the organization, increase productivity and performance (Kreitner & Kinicki in Mangundjaya, 2012).

Furthermore, Trust has also been recognized as an important variable that influences organizational effectiveness (Shaw, 1997), and is also one of the variables that can affect the level of employee engagement. Downey, S.N, et. al (2015) states that trust is an important element in any positive exchange relationship and is a necessary prerequisite for establishing interaction in cooperation so as to create mutual prosperity. When organizational employees believe that

they have trustworthy leaders, they tend to show a positive attitude, that is, they are willing to participate in making decisions related to organizational activities and are more engaged in the work they do (Bakker & Demerouti, 2008; Gierveld & Bakker, 2005).

Then Gaji, MB, et.al (2017) also states that there is a significant relationship between trust and employee engagement, where engaged employees will increase along with an increase in employee trust in leaders and the organization.

This involvement is a form of trust that is formed between employees and the organization, that the organization believes in the abilities of its employees and that employees entrust themselves to be involved in contributing ideas and thoughts and input for the progress of the organization.

Employees tend to show a positive attitude, that is, are willing to participate in making decisions related to organizational activities and are more engaged in their work and employees believe in the trustworthiness of their leaders (Bakker & Demerouti, 2008; Gierveld & Bakker, 2005).

LITERATURE REVIEW

1. Social Exchange Theory

Social exchange theory (SET) is one of the most influential conceptual paradigms in understanding the work behavior of employees in an organization. Furthermore, it is said that social exchange as a sense causes common perceptions of goals in the future, in view of this theory

employees will be motivated and committed on jobs and organizations if treated fairly and equally (Blau 1964).

2. Job Satisfaction

Robbins and Judge (2007:99) say that an employee's job satisfaction is a positive feeling about a job which is the result of an evaluation of several characteristics. Then, according to Spector (1997), job satisfaction is defined as a person's feelings towards work and aspects of his work. This feeling towards his work can be seen through two approaches, namely the general approach (global approach) and the specific approach (based on aspects).. The indicators used according to Luthans (1998) using the Job description index are as follows: factors include: the nature of work, compensation and benefits, attitudes toward supervisors, relations with co-workers and opportunities for promotion.

3. Employee Engagement

According to Kahn (1990) defines work engagement as an effort by members of the organization to bind themselves to their roles at work. In that condition, it will involve and express them physically, cognitively and emotionally acting simultaneously and creating a state of "engagement" in showing their performance which involves involving the investment of one's hands, head, and heart (physical, cognitive, and emotional energy, respectively). respectively) during the performance of job roles. According to the Gallup

Organization (2004) in Lewiuci and Mustamu (2016: 102) there are types of employees based on the level of engagement, namely: engaged, not engaged and Actively Disengaged

The dimensions of employee engagement according to Schaufeli (2009) in Saks (2019) where work engagement can be interpreted as a positive motivational state characterized by vigor, dedication, absorption. Engagement refers to affective and cognitive statements that are more persistent and in-depth, not only focused on some object, activity, individual or behavior.

4. Trust

According to Blobaum (2016) Trust is formed because of the relationship between the trustee and the trustor, where the trustor is a trusted party, while the trustee is a party that decides to trust the trustor, where trust is a person's behavior to rely on the reliability and integrity of other people in fulfilling their expectations in the future (Moorman, et.al in Zulganef and Murni 2008). The extent to which a person is confident and willing to act on the words, actions and decisions of others (McAllister, in Dietz, G., & Den Hartog, DN 2006). In addition, positive expectations of other people that someone believes that they will not take action to seek profit alone (Robbins and Judge 2007:392).

The key dimensions of the concept of trust put forward by Robbins and Judge (2007) include: (1) integrity, referring to honesty and truth; (2) competency, related

to technical and interpersonal knowledge and skills possessed by individuals; (3) consistency (consistency), related to reliability, predictive ability and accurate individual judgment in handling situations; (4) loyalty, the desire to protect and save others; and (5) Openness, which provides true truth.

5. Research Model

In the opinion of Sugiyono (2018) "The research model is a synthesis that reflects the relationship between the variables studied and is a guide for solving research problems and formulating hypotheses in the form of flowcharts equipped with qualitative explanations." In this study the research model created is as follows:

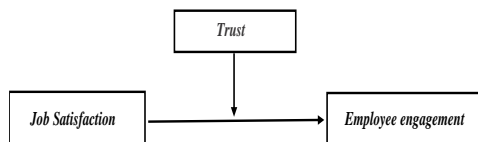


Figure 1. The research model paradigm

6. Hipotesis Penelitian

According to Sugiyono (2018) "The hypothesis is a temporary answer to problems, because it is temporary, it needs to be verified through empirical data collected". The formulation of the hypothesis proposed is as follows:

- H1 : There is a significant influence Job satisfaction on employee engagement at Private College X Surabaya.
- H2 : There is an effect of Job satisfaction on employee engagement with trust as a moderator variable at Private College X Surabaya.

METHOD

1. Population

The population in this study amounted to 156 respondents, namely non-lecturer employees in work units/Directorates other than the Faculties at Private Higher Education X Surabaya.

2. Sample

Sampling techniques sample in research with nonprobability purposive sampling. Determination of the population using non-probability purposive sampling is motivated by the need for researchers to limit certain characteristics (Shindler, 2014) By limiting the characteristics of the sample based on elements that are in the field by using the calculation of the Slovin formula (Yuliati, 2019), thus the sample in this study totaled 111 respondents.

3. Types of research

The type of research used is descriptive where the aim is to describe systematically the facts or characteristics of a particular population or a particular field in a factual and accurate manner.

4. Data analysis technique

In analyzing the data used instrument test, classical assumption test, regression, coefficient of determination and hypothesis testing.

a. Instrument Test

In this test used validity test and reliability test.

1) Validity test.

Validity test has to do with the suitability between a concept and the indicators used to measure it (Priyono, 2016). Validity test is used to measure the validity of the

results of the questionnaire answers which indicate the depth of measurement of a measuring instrument. In this study, the type of validity test used is construct validity, because there is a process carried out in determining validity by analyzing the theory, then making hypotheses about the relationship between variables (Priyono, 2016).

2) Reliability Test.

Reliability test is a series of measurements or a series of measuring instruments that have consistency when the measurements are made with the measuring instrument is done repeatedly. A good instrument will not be tendentious in directing respondents to choose certain answers. The criteria used are as follows:

- (a) If Cronbach's Alpha > 0.600 , then the instrument is reliable.
- (b) If Cronbach's Alpha < 0.600 , then the instrument is not reliable.

b. Classic assumption test

The classic assumption test is intended to determine the accuracy of a data. In this study the classical assumption tests used included: Normality Test, Multicollinearity Test, and Heteroscedasticity Test. The results are as follows:

1) Normality test

The normality test is used to test whether in a regression model, the

dependent variable, independent variable, or both have a normal distribution or not. The normality test uses the Kolmogorov-Smirnov test, provided that:

- (a) If the significance value is < 0.05 , then the data is not normally distributed.
- (b) If the significance value is > 0.05 , then the data is normally distributed.

2) Multicollinearity Test

This multicollinearity test aims to test whether the regression model found a correlation between the independent variables. In this study used the tolerance limit and its opponent, the variance inflation factor (VIF) with the following conditions:

- (a) If the tolerance value is < 1 and the Variance Inflation Factor (VIF) is < 1 , then multicollinearity does not occur.
- (b) If the tolerance value is more than 1 and the Variance Inflation Factor (VIF) value is > 1 , then multicollinearity occurs.

3) Heteroscedasticity Test

The Heteroscedasticity test aims to determine whether in the regression model there is an inequality of variance from one residual observation to another. To predict the presence or absence of heteroscedasticity, the Park test is used with the following criteria (Ghozali,

2011): If the significance value is > 0.05 , it means that there is no heteroscedasticity. If the significance value is < 0.05 , it means that there is heteroscedasticity.

c. Statistic test

1) Linear Regression

Linear regression analysis is a statistical technique used to find a regression equation that is useful for predicting the value of the dependent variable based on the values of the independent variables. In this study used multiple linear regression.

2) Correlation coefficient

Testing the correlation coefficient is intended to determine the level of strength of the relationship between the independent variables and the dependent variable either partially or simultaneously.

3) Coefficient of Determination

Analysis of the coefficient of determination is intended to determine the magnitude of the influence

between the independent variables on the dependent variable either partially or simultaneously.

4) Hypothesis testing

Hypothesis testing is intended to determine whether a hypothesis should be accepted or rejected. In this study used the t test (Partial) and the F test (Simultaneous).

RESULT

1. Instrument Test Results

From the test results, it was obtained that all variable questionnaire items were tested. The validity test of this study used the Corrected Item Total Correlation or also called r-count. The decision-making criteria are (Ghozali, 2011):

If $r\text{-count} > r\text{-table}$ then the statement item is valid. If $r\text{-count} < r\text{-table}$, the item statement is invalid, r-table for a sample of 111 is 0.186. $df = (n-2)$. $df = (111-2) = 109$. r table for df 109 with a significance level of 5% is 0.186. From the results of reliability testing, the following results were obtained:

Table 1. Reliability Test Results

| Variable | Cronbach's Alpha | Alpha Critical Standard | Information |
|-------------------------|------------------|-------------------------|-------------|
| Job Satisfaction (X) | 0.867 | 0.600 | Reliable |
| Employee Engagement (Y) | 0.790 | 0.600 | Reliable |
| Trust (Z) | 0.911 | 0.600 | Reliable |

Based on the test results above, all the variables Job Satisfaction (X), Employee Engagement (Y), Trust (Z) obtained a cronbach alpha value greater than 0.600. Thus declared reliable.

2. Normality test

The results of the normality test with the Kolmogorov-Smirnov Test are as follows:

Table 2. Kolmogorov-Smirnov Test Normality Results

| Tests of Normality | |
|--------------------|---------------------|
| | Kolmogorov-Smirnova |

| | Statistics | df | Sig. |
|--|------------|-----|------|
| Employee engagement (Y) | 059 | 109 | .200 |
| *. This is a lower bound of the true significance. | | | |
| a. Lilliefors Significance Correction | | | |

Based on the test results in the table above, a significance value of 0.059 is obtained, which is greater than the value $\alpha = 0.050$ or $(0.059 > 0.050)$. Thus, the

Table 3. Multicollinearity Test Results with Collinearity Statistics.

| Model | Coefficients ^a | | Standardized Coefficients Betas | Collinearity Statistics | |
|----------------------|----------------------------------|------------|------------------------------------|-------------------------|------|
| | Unstandardized Coefficients B | std. Error | | tolerance | VIF |
| 1 (Constant) | 2,742 | 1,754 | | | |
| Giving Rewards (X1) | -.053 | 032 | -.216 | .523 | 1912 |
| Work Discipline (X2) | .417 | .030 | .112 | .523 | 1912 |

a. Dependent Variable: employee engagement (Y)

Based on the test results in the table above, the tolerance value for each independent variable is $0.523 < 1.0$ and the Variance Inflation Factor (VIF) value is $1.912 < 10$, thus this regression model does not have multicollinearity.

Table 4. Results of the Heteroscedasticity Test with the Park Test

| Model | Coefficients ^a | | Standardized Coefficients Betas | Q | Sig. |
|----------------------|----------------------------------|------------|------------------------------------|--------|------|
| | Unstandardized Coefficients B | std. Error | | | |
| 1 (Constant) | 2,742 | 1,754 | | 1,563 | .121 |
| Job Satisfaction (X) | -.053 | 032 | -.216 | -1,648 | .102 |
| Trust (Z) | .026 | .030 | .030 | .857 | .394 |

a. Dependent Variables:LnAbsRes

The results of this test obtained the value of Sig. > 0.050 . Thus the regression model does

a. Quantitative Analysis

In this analysis it is intended to determine the effect of the independent variables on the dependent variable which is influenced by the intermediary variable. The test results are as

assumption of the distribution of equations in this test is normal.

3. Multicollinearity Test

The multicollinearity test is carried out by looking at the Tolerance Value and Variance Inflation Factor (VIF) values. The test results are as follows:

4. Heteroscedasticity Test

The test was carried out with the Park test tool with the criteria (Ghoozali, 2011), that if the significance value is > 0.05 , it means that there is no heteroscedasticity, and if the significance value is < 0.05 , it means that there is heteroscedasticity. The test results are as follows:

not have heteroscedasticity disturbances.

follows:

b. Multiple Linear Regression Analysis

This regression test is intended to determine changes in the dependent variable if the independent variable changes.

The test results are as follows:

Table 5. Multiple Linear Regression Test Results

| Model | Coefficients ^a | | Standardized Coefficients Betas | t | Sig. |
|------------------------|----------------------------------|------------|------------------------------------|-------|------|
| | Unstandardized Coefficients B | std. Error | | | |
| (Constant) | 9029 | 2,860 | | 3.16 | 2 |
| 1 Job Satisfaction (X) | 0.32 | 52 | 0.511 | 6,121 | 0 |
| Trust (Z) | 0.204 | 0.049 | 0.346 | 4,179 | 0 |
| JS.T (X).(Z) | 0.534 | 0.251 | 0.129 | 2.13 | 0.04 |

a. Dependent Variable: employee engagement (Y)

Based on the test results in the table above, the regression equation $Y = \alpha + B1X + B2Z + B3X.Z + e$, $Y = 9.029 + 0.511X + 0.408Z + 0.96X.0.49 + e$

From these equations it is explained as follows:

- 1) A constant of 9.029 means that if job satisfaction is not owned by non-lecturer employees, then there is a work performance value of 9.029 points
- 2) The regression coefficient on job satisfaction is 0.320 points, so employee engagement will also increase by 0.320 points
- 3) The regression coefficient for Trust is 0.204, where this number is positive, it means that every time there is an increase in Trust by 0.204

points, employee engagement will also increase by 0.204 points.

- 4) The regression coefficient of job satisfaction with the moderation of trust is 0.534, it means that any moderation by the trust variable will strengthen the job satisfaction relationship with employee engagement by 0.534 points

5. Analysis of the Coefficient of Determination

The analysis of the coefficient of determination is intended to determine the percentage influence of the independent variables on the dependent variable either partially or simultaneously. The test results are as follows:

Table 6. Test Results for the Determination Coefficient of Job Satisfaction on Employee Engagement

| Model | Summary models | | | |
|-------|----------------|----------|-------------------|----------------------------|
| | R | R Square | Adjusted R Square | std. Error of the Estimate |
| 1 | .713a | .535 | .531 | 3,435 |

a. Predictors: (Constant), Job Satisfaction (X)

Based on the test results obtained a determination value of 0.535 means that job satisfaction has an influence contribution of 53.5.3% on employee engagement.

6. Hypothesis testing Simultaneous Hypothesis Test (Test F)

Hypothesis testing with the F test is used to determine which simultaneous hypotheses are accepted.

Table 7. Hypothesis Test Results

| ANOVAa | | | | | |
|--------------|----------------|-----|------------|--------|-------|
| Model | Sum of Squares | df | MeanSquare | F | Sig. |
| 1 Regression | 1702679 | 3 | 567,560 | 57,130 | .000b |
| residual | 1062,996 | 107 | 9,935 | | |
| Total | 2765676 | 110 | | | |

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), JS.T, Trust, Job Satisfaction

Based on the test results in the table above, n is obtained the significance value of the F test is $0.000 < 0.05$ which means that Job Satisfaction and Trust as moderating variables together have a significant effect on Employee Engagement. Thus the hypothesis put forward that trust has a moderating effect on job satisfaction on employee engagement is accepted.

DISCUSSION

1. Effect of Job Satisfaction on employee engagement

Job Satisfaction has a significant effect on employee engagement with a coefficient of determination of 53.5%. Testing the hypothesis obtained $t \text{ count} > t \text{ table}$. Thus the hypothesis proposed that there is a significant effect between Job Satisfaction on employee engagement is accepted.

2. Effect of Job Satisfaction on Employee Engagement with Moderation of Trust

Giving job satisfaction to employee engagement with trust moderation obtained a regression equation $a + B1X + B2Z + B3X.Z + e$, with a coefficient of determination of 61.6% while the remaining 38.4% is influenced by other variables not examined otherwise. Testing the hypothesis obtained by the value of $F \text{ count} > F \text{ table}$. Thus the hypothesis

proposed can be accepted

CONCLUSION

1. Conclusion

a. *Job satisfactions* significant effect on work performance with an influence contribution of 40.5%. The hypothesis test obtained by the value of $t \text{ count} > t \text{ table}$ or $(7.992 > 1.984)$.

b. *Trusts* able to moderate the effect with the significance of the interaction variable $0.036 < 0.05$. The effect of Job Satisfaction on Employee Engagement, in other words, Trust strengthens the effect of Job Satisfaction on Employee Engagement, which is indicated by the R-Square value of the moderating effect of 61.6% greater than the R-Square effect of Job Satisfaction on Employee Engagement of 53.5%.

2. Suggestion

a. because job satisfaction has a significant positive effect on employee engagement rewards has a positive and significant effect on employee performance, it is suggested to the Human Resources Department and management to pay attention to the job satisfaction aspect as said by Luthans (1998) is a factor of the type of work, compensation and benefits

outside of salary, treatment of superiors, relations between fellow employees and increased opportunities for promotion. the nature of work, compensation and benefits, attitudes toward supervisors, relations with co-workers and opportunities for which will later have an impact on employee engagement so that organizational goals can be achieved.

- b. *Trust* strengthening the relationship between job satisfaction and employee engagement, oleh because it can be suggested that organizations pay more attention to matters relating to trust in order to increase the sense of trust felt by these employees so that it will further strengthen job satisfaction and increase employee involvement in carrying out the tasks that have been given by the organization

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