

Job Satisfaction, Organizational Culture and Quality of Work Life and Employee Engagement: the case of PT. Granitoguna Building Ceramics

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Abstract. In human resource management studies, study of employee engagement has become important because employee engagement provides so many benefits for companies. The more employees feel attached to the company, the more creative and enthusiastic employees will be in working and exerting all their abilities to meet company goals. The purpose of this study was to determine the effect of job satisfaction, organizational culture and quality of work life on the employee engagement variable at PT. Granitoguna Building Ceramics. Research data was collected using the method of observation and questionnaire, utilizing a saturated sample of 51 respondents who were office employees at PT. Granitoguna Building Ceramics. The data analysis technique used was multiple linear regression analysis to prove the research hypotheses. Data that has fulfilled the validity, reliability, and classic assumption test was then processed to get the regression equation. Based on the results of research and discussion, it could be concluded that the variables of job satisfaction, organizational culture and quality of work life have a positive and significant effect on the variable employee engagement at PT. Granitoguna Building Ceramics.

Keywords: Job Satisfaction; Organizational Culture; Quality of Work Life; Employee Engagement.

1. INTRODUCTION

In the current era of globalization, human resource management plays an important role and becomes the focus of many companies in trying to achieve competitive advantage. Human resources are a key to organizational success. To support the success of an organization, it is necessary to have a sense of employee engagement. The more employees feel attached to the company, the more creative and enthusiastic the employees will be in working and exerting all their abilities to meet company goals (Affini and Surip, 2017).

Job satisfaction is a response of employees to their work and various facilities provided by the company (Prabowo and Fathoni, 2017). This is consistent with the results of research conducted by Lienardo and Setiawan (2017): that job satisfaction has significant and direct effect on employee engagement.

Organizational culture is also factor that influences employee engagement. Denison (2010) quoted in Puspita and Sembiring (2016) argued that companies that have a strong organizational culture will have high employee engagement, and companies that have weak organizational culture will have low employee engagement. Leung's and Wijaya's (2016) research results show that organizational culture has a positive and significant effect on employee engagement.

In addition to job satisfaction and organizational culture, quality of work life has a profound influence on the lives of employees and their families. Because the company is a place where employees spend most of their life, the company has a great responsibility to

create a quality work environment to meet the physical, psychological and social needs of employees (Irmawati and Wulandari, 2017).

Meeting the physical, psychological and social needs of employees will have a positive impact not only for employees, but also the survival of the company. This is consistent with the results of research conducted by Nugroho, et al., (2018), that found that the quality of work life significantly influences employee engagement. Building employee job satisfaction, a good organizational culture and a balanced quality of work life are important to create employee engagement.

2. LITERATURE REVIEW AND HYPOTHESES

2.1 Job Satisfaction

Someone with a high level of satisfaction has a positive attitude towards his job; someone who dissatisfied with his job has a negative attitude towards his job (Robbins, 2007 in Humairoh and Wardoyo, 2017). According to Keither and Kinicki (2005: 271) cited in Prabowo and Fathoni (2017), employee satisfaction is an emotional response to various aspects of work.

2.2 Job Satisfaction Indicators

According to Nor and Hasan (2014) cited in Lienardo and Setiawan (2017), indicators of job satisfaction are as follows: 1. Job satisfaction with work done (the work itself), explains the extent to which the workload and tasks have been considered attractive and have provided opportunities for responsibility. 2. Job satisfaction with co-workers (co-workers), explains the extent to which colleagues are friendly and competent. 3. Job satisfaction with wages or salaries (remuneration), explains how the employees feel about their wages and salaries. 4. Job satisfaction with supervision (supervision), explains the ability and conditions of supervision in an organization or company in supporting work. 5. Job satisfaction with promotion opportunities (promotion opportunities), explains the opportunities available in a company or organization to develop and progress to higher positions.

2.3 Organizational Culture

Organizational culture is basically the values and norms that are followed by an organization in achieving its goals (Sule and Saefullah, 2005) cited in Shehri et al., (2017). Organizational culture refers to the values, beliefs, assumptions, and expectations of a company. (Koesmono, 2005 in Leung and Wijaya, 2016). Because organizational culture can determine the achievement of organizational goals, management needs to properly understand the organizational culture embraced by the employees and how it can be directed towards the achievement of the companies' organizational goals effectively and efficiently.

2.4 Organizational Culture Indicators

According to Denison and Mishra (1995: 216) cited in Leung and Wijaya (2016), there are four indicators to measure organizational culture, namely: 1. Involvement: Involvement is an indicator of organizational culture that shows the level of participation of employees in decision making. 2. Consistency: Consistency shows the level of agreement of organizational members regarding the basic assumptions and values of the organization 3. Adaptability: Adaptability is the ability of an organization to respond to changes in the external environment by making internal changes to the organization. 4. Mission: Mission is a core indicator that describes the organization's core goals that keep employees focused and persistent in what is considered important by the organization.

2.5 Quality of Work Life

Improving the quality of work life is a management approach that is ultimately aimed at improving work quality. Quality of work life according to Cascio (2012) as cited in Nugroho, et al., (2018) is seen as a collection of employee perceptions about security in work, job satisfaction and conditions to be able to grow and develop as human beings. Walton (1997) cited in Irwanti and Wulandari (2017), said that quality of work life is the workers' perceptions of the atmosphere and the experience of workers in their workplaces.

According to Walton (1997) cited in Fatmasari et al., (2018), quality of work life is the extent to which the organization can meet the critical needs of their employees and create satisfaction in their work. Dessler in Fatmasari et al., (2018) states that quality of work life is a condition where employees can meet their important needs through their work in the organization. According to Cascio (1998) quoted in Rahmawati and Setiawati (2017), quality of work life refers to the employees' perceptions about their mental and physical well-being in their workplaces.

2.6 Quality of Work Life Indicators

The indicators for quality of work life according to Cascio (2001) cited in Nugroho, et al., (2018) include:

1. **Work participation:** This is best done by providing opportunities for employees to convey ideas, suggestions, criticisms, opinions, creativity, initiatives, etc., in order to develop and advance the organization. These types of participation will create feelings of acceptance and respect that will result in a feeling of belonging and a feeling of being responsible for the success or failure of the company's goals, and a willingness to carry out one's respective duties, authorities and responsibilities at the highest level.
2. **Career Development:** Management at all levels must pay attention to building the careers of workers by providing equal opportunities to attend HR training and development programs, conducting performance assessments honestly and objectively as the basis for providing bonuses and incentives, carrying out career consultations, promoting employees for higher positions based on work performance, etc. Employees who are given career coaching tend to perform at higher levels.
3. **Conflict Resolution:** Conflict can be divided into two types. The first type is conflict that leads to disfunction and low performance, and this can be conflicts between workers, workers with managers, between managers at the same level, etc. The second type of conflict is functional conflicts that need to be managed (conflict management). To prevent conflicts that lead to disfunction and low performance from occurring, conflict resolution procedures need to be established that clearly point to whom and how to report the problem before it becomes worse. It is necessary to determine who has the obligation and authority to resolve any conflicts in accordance with managerial positions in the organization, so that they do not negatively affect employee performance.
4. **Communication:** This refers to the creation and development of effective communication channels for the process of exchanging information, with one benefit being that each employee gets information on how to improve their performance.
5. **Occupational Health:** Organizing a polyclinic or hospital or providing health insurance to cover medical expenses for workers and their families is a form of organizational protection as occupational health is maintained.
6. **Safety:** Worker safety is extremely important. Managers need to provide protection against the possibility of accidents by maintaining attention to the implementation of safety standards and a healthy work environment. This helps keep the workers safe and will improve performance because workers know that they and their families are getting proper protection at work. Workers also should be provided with the opportunity to buy disability insurance or life insurance.
7. **Job Safety:** A work security program, intended to prevent unilateral dismissal by the company, helps eliminate the workers' fear of having their employment unilaterally

terminated. There is a need to work on and reach agreement on this between the company and the employees. This job security is very important for employees. The agreement should also deal with salaries, employment contracts, etc. The company should also work on the implementation of a pension fund program.

8. Proper compensation: Compensation includes direct cash payments, indirect payments in the form of employee benefits, and incentives to motivate employees to work at their highest level.
9. Pride: Pride in organizations can be fostered in workers through the organization's participation in social service activities for the benefit of the community, such as CSR programs.

2.7 Employee Engagement

The definition of employee engagement according to Robbins and Judge (2008) cited in Humairoh and Wardoyo (2017), is an employee's individual involvement, satisfaction, and enthusiasm for doing his or her work. According to Thomas (2007) cited in Humairoh and Wardoyo (2017), employee engagement is a stable psychological state and is the result of interaction between an individual and the environment in which an individual works.

Robinson et. al., (2004) cited in Humairoh and Wardoyo (2017), define employee engagement as a positive attitude that employees have towards the company where they work and the values that exist within the company.

According to Gibbons quoted in Affini and Surip (2018), employee engagement is an emotional and intellectual relationship that employees have for their work, organization, managers, or colleagues which has an influence on increasing discretionary effort in their work.

2.8 Employee Engagement Indicators

Indicators of employee engagement according to Schaufeli and Bakker (2003) which are quoted in Affini and Surip (2018), are: 1. Vigor: Vigor is characterized by a high level of energy as well as endurance and willingness to try and to not give up easily and to have determination in the face of difficulties. 2. Dedication: Dedication refers to a person's involvement in his or her work which includes feeling enthusiastic and proud of his or her work and inspired by the work he or she does. 3. Absorption: Absorption is characterized by concentration and deep interest, being immersed in work so that time seems to pass quickly and individuals find it difficult to break away from work and forget everything around them.

Hypotheses

Our first hypothesis (H1): job satisfaction will affect employee engagement at PT. Granitoguna Building Ceramics.

Second hypothesis (H2): organizational culture will affect employee engagement (employee engagement) at PT Granitoguna Building Ceramics.

Third hypothesis (H3): quality of work life will have an influence on employee engagement at PT Granitoguna Building Ceramics.

3. DATA AND RESEARCH METHODS

Data collection technique:

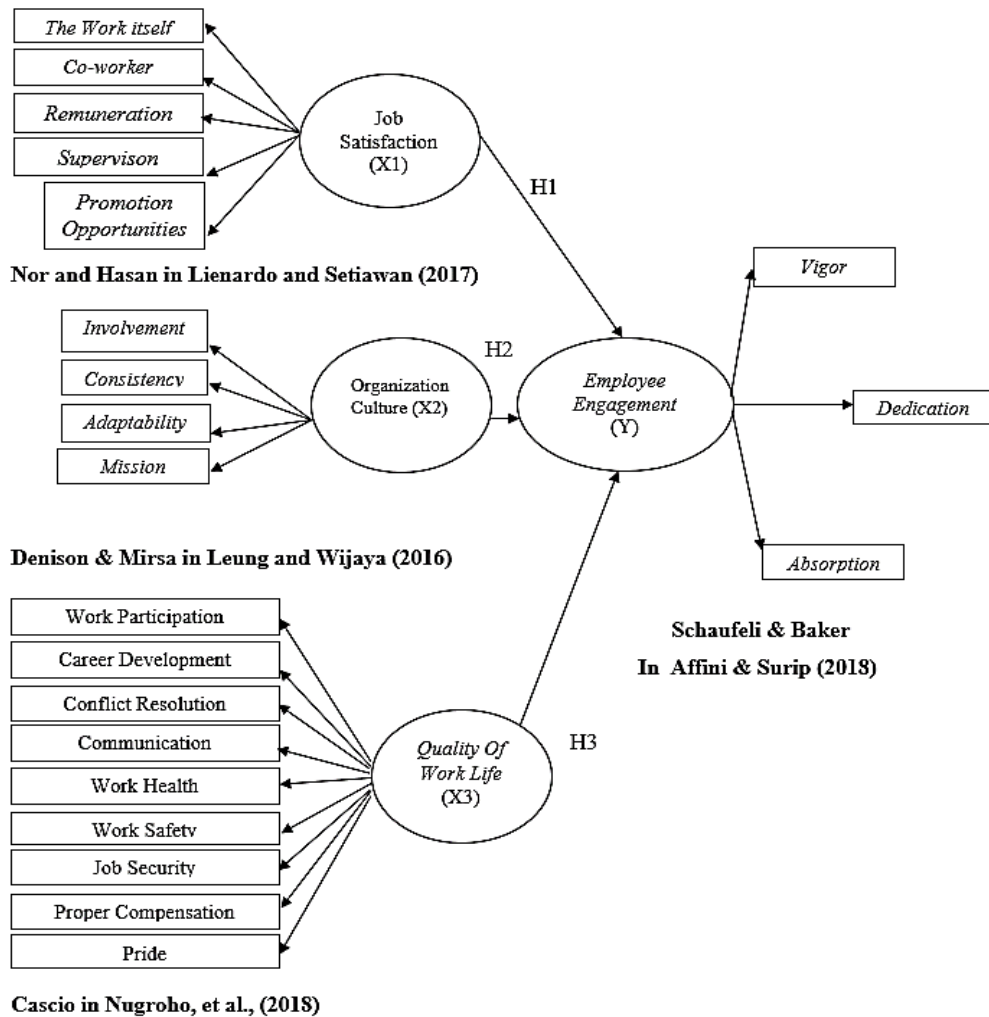
1. Observations:

Staff employees and/or non-production employees were directly observed as an object of research on the influence of job satisfaction, organizational culture and quality of work life on employee engagement at PT Granitoguna Building Ceramics.

2. Questionnaire data:

Data was collected by distributing questionnaires about the effect of job satisfaction, organizational culture and quality of work life on employee engagement. The questionnaires were given to 51 non-production employees at PT Granitoguna Building Ceramics.

Figure 3.1 Research Design



Hypothesis testing

The hypothesis is a statement about a population parameter that must be verified. Hypothesis testing aims to determine whether there is a clear and trustworthy effect between the independent variables (job satisfaction, organizational culture, and quality of work life) on the dependent variable (employee engagement).

Multicollinearity Test Results

Table 1

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	23.124	5.607		4.124	.000		

Job Satisfaction	.149	.014	.264	4.428	.001	.581	1.721
Organization Culture	.298	.081	.412	3.539	.002	.296	3.380
Quality Of Work Life	.279	.087	.679	3.209	.002	.287	3.480

Dependent Variable: Employee Engagement
Source: data processed by SPSS, 2020

Based on table 1 multicollinearity test results on the "coefficients" above, in the "collinearity statistics" section it is known that the Tolerance value for the Job Satisfaction variable is 0.581 > from 0.10 Organizational Culture variable of 0.296 > 0.10 and the Quality of Work Life variable is .287 > .10. VIF value for Job Satisfaction variable is 1,721 < 10 Organizational Culture variable is 3,380 < 10 and Quality of Work Life variable is 3,480 < 10. Then it can be stated that free data does not occur multicollinearity.

Heteroscedasticity Test Results

Heteroscedasticity test is performed to find out whether in a regression model there is an inequality of variance from the residuals of an observation to another observation (Dinar and Surip, 2018). So that results can be seen more clearly can be tested with Glejser Test, with the following results:

Table 2
Glejser Test Result
Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.025	13.377		1.967	.694
	Job Satisfaction	.431	.431	.370	3.317	.250
	Organization Culture	.454	.753	.250	2.541	.384
	Quality Of Work Life	.199	.046	.476	4.298	.784

Dependent Variable: Employee Engagement
Source: data processed by SPSS, 2020

Based on the results of heteroscedasticity test with Glejser test can be seen from table 2 that the results of each variable can be seen in Sig. showed results greater than 0.05. Then there is no heteroscedasticity problem in the data.

Multiple Linear Regression Analysis

Table 3
Multiple Linear Regression Test Results
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.739	4.632		5.988	.000

Job Satisfaction	.632	.297	.260	2.124	.029
Organization Culture	.876	.305	.353	2.868	.006
Quality Of Work Life	.893	.412	.285	2.167	.015

Dependent Variable: Employee Engagement

Source: data processed by SPSS, 2020

The results of data processing for multiple linear regression analysis in accordance with table 3 can be arranged in multiple linear regression equations as follows $Y = 27.739 + 0.632X_1 + 0.876X_2 + 0.893X_3$. Then it can be concluded that:

1) Job Satisfaction Regression Test Results (X1) on Employee Engagement (Y)

The constant value is 27.739; this means that the Employee Engagement will be 27.739 if the Job Satisfaction is equal to zero. Employee Engagement will increase from 27.739, if there is any Job Satisfaction.

The Job Satisfaction Variable (X1) has a positive effect on Employee Engagement, with a regression coefficient of 0.632 indicating that if Job Satisfaction increases by 1 point the Employee Engagement will increase by 0.632 assuming the other independent variables are constant.

Organizational Culture Regression Test Results (X2) on Employee Engagement (Y)

The constant value is 27.739; this means that the Employee Engagement will be 27.739 if the Organizational Culture is equal to zero. Employee Engagement will increase from 27.739, if there is any Organizational Culture.

Organizational Culture Variable (X2) has a positive effect on Employee Engagement, with a regression coefficient of 0.876 indicating that if Organizational Culture increases by 1 point the Employee Engagement will increase by 0.876 assuming the other independent variables are constant.

2) Quality of Work Life (X3) Regression Test Results on Employee Engagement (Y)

A constant value of 27.739; this means that the Employee Engagement will be 27.739 if the Quality of Work Life is zero. Employee Engagement will increase from 27.739, if there is any Quality of Work Life.

The Quality of Work Life (X3) variable has a positive influence on Employee Engagement, with a regression coefficient of 0.893 indicating that if Organizational Culture increases by 1 point the Employee Engagement will increase by 0.893 with the assumption that the independent variable others are constant.

Hypothesis Test Results

Hypothesis testing is a statement about a population parameter that will be verified. Hypothesis testing aims to determine whether there is a clear and trustworthy influence between the independent variables (job satisfaction, organizational culture and quality of work life) on the dependent variable (employee engagement).

T Test Results (Partial)

This t test was conducted to test the significance of each variable (X1, X2 and X3) partially or to find out the most significant influence among the variables in the study. With the t table used in this study is 2.012, the results of the partial t test in this study can be seen in table 3.

1) Testing of First Hypothesis

The first hypothesis states there is a positive influence between Job Satisfaction (X1) on Employee Engagement (Y). To test this first hypothesis, multiple linear regression analysis with t test (partial) was used. The results can be seen in table 3.

a. Based on Significance Value (Sig.)

Based on the SPSS output table "Coefficients" above, it is known the Significance value (Sig) of Job Satisfaction variable (X1) is equal to 0.029. Because the value of Sig. 0.029 is smaller than the 0.05 probability, it can be concluded that H1 is accepted or the first hypothesis is accepted. This means that Job Satisfaction (X1) has an influence on Employee Engagement (Y).

b. Comparison of Calculated t Value from t Table (First t Test)

Based on the SPSS output above, it can be seen that the t value is 3.317. Because the t value of Job Satisfaction is $3.317 > t$ table value (2.012), it can be concluded that H1 or the first hypothesis is accepted. This means that Job Satisfaction (X1) has an influence on Employee Engagement (Y).

2) Second Hypothesis Testing

The second hypothesis states there is a positive influence between Organizational Culture (X2) on Employee Engagement (Y). To test this second hypothesis, multiple linear regression analysis is used with the t test (partial). The results can be seen in table 3

a. Based on Significance Value (Sig.)

Based on the SPSS output table "Coefficients" above, it is known that the Significance value (Sig) of Organizational Culture variable (X2) is equal to 0.006. Because the value of Sig. 0.006 is smaller than the probability of 0.05, it can be concluded that H2 is accepted or the second hypothesis is accepted. This means that Organizational Culture (X2) has an influence on Employee Engagement (Y).

b. Comparison of Calculated t Value from t Table (Second t Test)

Based on the SPSS output above, it can be seen that the t value is 2.541. Because the t value of Organizational Culture is $2.541 > t$ table value (2.012), it can be concluded that H2 or the second hypothesis is accepted. This means that Organizational Culture (X2) has an influence on Employee Engagement (Y).

3) Third Hypothesis Testing

The third hypothesis states there is a positive influence between Quality Of Work Life (X3) on Employee Engagement (Y). To test this third hypothesis multiple linear regression analysis is used with the t test (partial). The results can be seen in table 3.

a. Based on Significance Value (Sig.)

Based on the SPSS output table "Coefficients" above, it is known that the Significance value (Sig) of the Quality Of Work Life (X3) variable is equal to 0.015. Because the value of Sig. 0.015 is smaller than the probability of 0.05, it can be concluded that H3 is accepted or the third hypothesis is accepted. This means that there is an influence between Quality of Work Life (X3) on Employee Engagement (Y).

b. Comparison of Calculated t Calculate Value from t Table (Second t Test)

Based on the SPSS output above, it can be seen that the t value is 4.298. Because the t value of Quality of Work Life is $4.298 > t$ table value (2.012), it can be concluded that H3 or the third hypothesis is accepted. This means that there is an influence between Quality of Work Life (X3) on Employee Engagement (Y).

CONCLUSION

Based on the results of testing the instruments and the results of data analysis above and the results of observations made, the affect of Job Satisfaction, Organizational Culture

and Quality of Work Life on Employee Engagement at PT. Granitoguna Building Ceramics can be explained as follows:

Discussion of Data Analysis Results

From the data analysis that has been carried out using the classic assumption test consisting of normality test, multicollinearity test and heteroscedasticity test and also a multiple linear regression analysis test consisting of multiple regression tests, hypothesis tests and partial t tests of each variable, it can be concluded as follows:

1. Discussion of Job Satisfaction's Influence on Employee Engagement

The results support the first hypothesis that the variable Job Satisfaction (X1) has a partially positive effect on Employee Engagement. This is indicated by the regression coefficient X1 of 0.431 stating that each increase in Job Satisfaction of 1 unit will increase Employee Engagement by 0.431. Since the probability value smaller than 5% is $0.002 < 0.05$, this indicates that Job Satisfaction has a significant effect on Employee Engagement. This means that the hypothesis proposed by the author is accepted, that there is a positive and significant influence by the variable Job Satisfaction on Employee Engagement in PT Granitoguna Building Ceramics.

The results of this study are consistent with previous research conducted by Lienardo and Setiawan (2017) which states that job satisfaction has a positive and significant effect on employee engagement, as well as research conducted by Affini and Surip (2018) that states that job satisfaction has a significant effect on employee engagement. The dimension that has the strongest relationship is the dimension of pay level with salary satisfaction that shows that if the perception of satisfaction with salary levels is higher, it will increase the sense of job satisfaction by employees which will increase employee engagement.

Apart from that, other factors of satisfaction that support the sense of employee engagement include the work environment, supervisors and the work itself. So it can be concluded that Job Satisfaction has an important influence on increasing the sense of Employee Engagement at PT Granitoguna Building Ceramics.

2. Discussion of Organizational Culture's Influence on Employee Engagement

The results support the second hypothesis that the variable Organizational Culture (X2) has a partially positive effect on Employee Engagement. This is indicated by the regression coefficient X2 value of 0.454 stating that each increase in organizational culture by 1 unit will increase Employee Engagement by 0.454. Since the probability value smaller than 5% is $0.014 < 0.05$, this indicate that Organizational Culture has a significant effect on Employee Engagement. This means that the hypothesis proposed by the author is accepted, that there is a positive and significant influence by Organizational Culture on Employee Engagement in PT Granitoguna Building Ceramics.

The results of this study are consistent with previous research conducted by Leung and Wijaya (2016) which states that organizational culture has a positive and significant effect on employee engagement, as well as research conducted by Puspita and Sembiring (2016) which states that organizational culture has a significant effect on employee engagement. Corporate culture can be said as a corporate personality. This shows that corporate culture influences all activities of employees in the company: how they work; how they view a job; how they work with colleagues; and how they look to the future.

Organizational culture that is implemented well by the company can directly affect the sense of employee engagement. Employee engagement will be increased as compared to companies that do not have a good and structured organizational culture. It can be concluded that Organizational Culture provides an important influence on increasing Employee Engagement at PT Granitoguna Building Ceramics.

3. Discussion of Quality Of Work Life's Influence on Employee Engagement

The results support the third hypothesis that the Quality of Work Life (X3) variable has a partially positive effect on Employee Engagement. This is indicated by the regression coefficient X3 value of 0.199 stating that each increase in quality of work life by 1 unit will increase Employee Engagement by 0.199. A probability value of less than 5% is 0,000 <0.05 indicating that Quality of Work Life has a significant effect on Employee Engagement. This means that the hypothesis proposed by the author is accepted, that there is a positive and significant influence between the Quality of Work Life variable on Employee Engagement in PT Granitoguna Building Ceramics.

The results of this study are consistent with previous research conducted by Nugroho, et al., (2018) which states that quality of work life has a positive and significant effect on employee engagement, as well as research conducted by Irmawati and Wulandari (2017) which states that quality of work life significantly influences employee engagement.

The strategy to be able to increase employee engagement by the company is the need to pay attention to the quality of work life or the quality of work life that has been applied to employees, even though the quality of work life that is implemented is deemed sufficient, but with further improvement in the quality of work life of employees will can bring more employee engagement attitudes found in employees.

Steps that need to be taken such as paying attention to compensation, career development and conducive working environment conditions, so that it can be concluded that Quality of Work Life has an important influence on increasing the sense of Employee Engagement in PT. Granitoguna Building Ceramics.

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