



The Importance of Employee Engagement in Mediating the Improvement of Staff Performance at the Hospital

Nadia Shabrina Amalia¹, Ratna Indrawati², Endang Ruswanti³

^{1,2,3} Master of Hospital Administration Universitas Esa Unggul, Jakarta

Artikel info

Article history:

Received; 08 Maret 2021

Revised: April 10th, 2021

Accepted: April 20th, 2021

Correspondence author:

Nadia Shabrina Amalia

E-mail:

nadiaaa.rnt@gmail.com

DOI:

<http://doi.org.10.35654/ijnhs.v4i3.455>

Abstract. Staff performance is the success in carrying out the task and achieving the stated goals. Performance can be declared excellent and successful if the desired goals can be appropriately performed. A performance appraisal system is a process that measures employee performance. Several factors 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 84 questionnaires. In this study, the analysis used path analysis. The results showed that work motivation, physical work environment, and employee engagement simultaneously positively and significantly affect 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 could mediate an increase in staff performance. Employee engagement and physical work environment have a more significant influence on staff performance than work motivation.

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

This is an Open Access article distributed under the terms of the Creative Commons Attribution 4.0 International License CC BY -4.0



INTRODUCTION

The success of an organization is primarily 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 primary factors, including work motivation, work environment, and employee engagement. Therefore, if all of these factors are appropriately fulfilled, each human resource will 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 crucial assets of the hospital by the management. Employee performance is considered as one of the causes of the emergence of high employee engagement. Robinson also expressed that employees with many strong ties with the organization often highly improve their work performance for the company's benefit (1). In addition, Siddhanta and Roy also stated that employee engagement is very capable of creating success for the company, mainly through improving employee performance (2). "Engaged employees to work harder, are more loyal and are more likely to go the 'extra mile' for the organization" (3).

Referring to the preliminary survey results at X Hospital, it was found that the turnover value of staff at X Hospital was relatively high, with an average of 15 percent per year. The tolerance value for the 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 observation results 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 significantly 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 one of the problems that significantly affect the staff performance. In addition, overlapping duties, 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. This was also considered an exciting 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.

Performance was defined as achievements or results made by staff in completing the assigned tasks within a certain period in a company or field that is being worked (4). Therefore, quality staff performance is needed to provide maximum contribution to the organization because it is capable of significantly influencing progress in an organization.

Robbins suggested that performance is an optimal achievement following an employee's potential and is considered to be the concern of organizational leaders.¹ This performance describes the level of a person's activity in carrying out tasks and trying to achieve predetermined goals. Schultz et al. stated that the term performance derives from the word job performance or actual performance, which indicates the quality and quantity of work performed by an employee in carrying out tasks following the responsibilities assigned to them.⁵ Ivancevich regarded that performance refers to success in carrying out tasks and achieving predetermined goals. Performance can be declared excellent and successful if the goals set can be adequately completed (5).

Performance can be defined as a factor involved in employee engagement. Moreover, Maslach and Leiter assumed that the relationship between ‘engagement’ and performance is characterized by energy, involvement, and self-efficacy (6). Employee engagement is characterized by an energetic and effective relationship with work activities and fulfilling 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 (7). An increasing employee engagement in their work will lead to better performance results (8). Robinson also stated that employee performance is considered as one of the causes of the emergence of high employee engagement⁽⁹⁾. Moreover, employees with many strong ties with the organization often highly improve their work performance for the company's benefit.

Study Hypotheses

Based on the identification and problem formulation, the researcher compiled six hypotheses in this study were [1]there is a positive effect of work motivation and work environment on performance with employee engagement as an intervening variable at X Hospital; [2]there is a positive effect of work motivation on performance at X Hospital; [3]there is a positive effect of work environment on performance at X Hospital; [4]there is a positive effect of work motivation on employee engagement at X Hospital; [5]there is a positive effect of work environment on employee engagement at X Hospital and [6]there is a positive effect of employee engagement on performance at X Hospital.

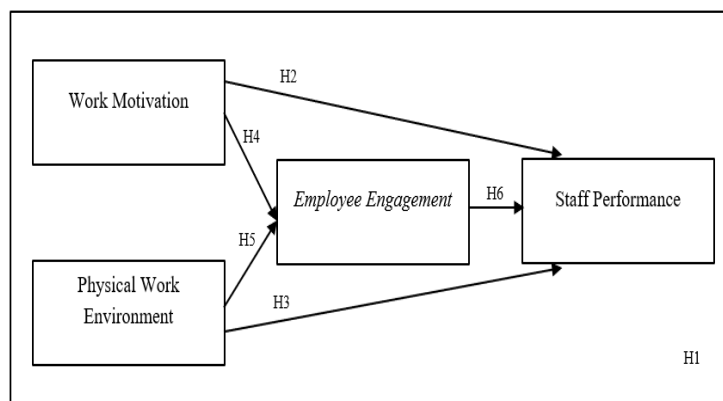


Figure 1. Study Model

METHOD

Sample and sampling technique

The sample in this study was all hospital staff x with the sampling technique used was the total sampling technique or the saturated sample technique. It was based on the sample size calculation in the staff population in 2020 (n=92). Using a 95% confidence level and a 5% absolute error for one sample test as a proportion. We recruited the total population from hospital staff, which was more significant than the total number of the estimated subjects as our target sample to examine the path analysis.

The instrument for data collection

Data collection used to use a printed questionnaire or google form. The questionnaire consists of 5 parts. The first part was the respondent's agreement sheet. The second part was the respondent's identity which consists of age, gender, occupation, and educational

background. The third part was a question about work motivation which consists of 3 topics, each of 5 questions on each topic, and the topics were work performance, recognition, and power. The fourth part was a question about the work environment which consists of 2 topics, six questions each for each topic. The first topic was about office design, and the second topic was the conditions of the work environment. The last part was employee engagement, consisting of three topics; with each, there were five questions on any topic, the topic was vigor, dedication, and absorption.

Validity and Reliability Test

The validity test was done 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 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. The data analysis process in this study was conducted using the path analysis model, assisted by the AMOS program.

Table 2 Work Motivation Validity and Reliability Test

Question	R Count Value	R Table Value	Validity	Reliability Value
MK1	0.532	0,361	valid	0.909
MK2	0.618	0,361	Valid	0.906
MK3	0.553	0,361	Valid	0.908
MK4	0.676	0,361	Valid	0.904
MK5	0.709	0,361	Valid	0.903
MK6	0.504	0,361	Valid	0.909
MK7	0.713	0,361	Valid	0.903
MK8	0.529	0,361	Valid	0.909
MK9	0.731	0,361	Valid	0.902
MK10	0.643	0,361	Valid	0.905
MK11	0.608	0,361	Valid	0.906
MK12	0.381	0,361	Valid	0.915
MK13	0.650	0,361	Valid	0.905
MK14	0.753	0,361	Valid	0.901
MK15	0.609	0,361	Valid	0.906

Table 3 Work Environment Validity and Reliability Test

Question	R Count Value	R Table Value	Validity	Reliability Value
LK1	0.417	0,361	Valid	0.877
LK2	0.322	0,361	Not Valid	0.883
LK3	0.650	0,361	Valid	0.865
LK4	0.599	0,361	Valid	0.868
LK5	0.596	0,361	Valid	0.868
LK6	0.513	0,361	Valid	0.874

Question	R Count Value	R Table Value	Validity	Reliability Value
LK7	0.475	0,361	Valid	0.874
LK8	0.691	0,361	Valid	0.862
LK9	0.610	0,361	Valid	0.868
LK10	0.553	0,361	Valid	0.871
LK11	0.765	0,361	Valid	0.857
LK12	0.724	0,361	Valid	0.859

Table 4 Employee Engagement Validity and Reliability Test

Question	R Count Value	R Table Value	Validity	Reliability Value
EE1	0.652	0,361	Valid	0.924
EE2	0.793	0,361	Valid	0.920
EE3	0.757	0,361	Valid	0.922
EE4	0.543	0,361	Valid	0.929
EE5	0.310	0,361	Not Valid	0.932
EE6	0.625	0,361	Valid	0.925
EE7	0.763	0,361	Valid	0.921
EE8	0.771	0,361	Valid	0.921
EE9	0.705	0,361	Valid	0.923
EE10	0.718	0,361	Valid	0.922
EE11	0.589	0,361	Valid	0.926
EE12	0.599	0,361	Valid	0.926
EE13	0.765	0,361	Valid	0.921
EE14	0.710	0,361	Valid	0.923
EE15	0.595	0,361	Valid	0.926

Statistical Analysis

Path analysis was performed responding to the following objectives: 1) examine the pathway of the predictive relationship among the variables constructed based on the model and 2) compare the variation of the theoretical constructed model with the causal structure found. Path analysis is suitable and was suggested by different researchers to test the social cognitive model's causal relationship.

Model Fit

The AMOS Program was used to estimate the path analysis using maximum likelihood estimations of each parameter in the hypothetical model. Each significant parameter in the path analysis was determined using a standardized regression weight estimate (b) of the adjusted model fit with the theoretical model. Test for the goodness of fit of the pathways on influencing factors toward intention to practice healthy eating behaviors and physical activity are summarized in Table 4:

Ethics Consideration

The committee of the Ethics Review Board was approved for this research before collecting data. Informed consent was obtained from each participant willing to participate in this study.

RESULTS

Demographic Data

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%).

3.2 Descriptive statistic and correlation matrix

The results of descriptions of respondents' answers about attitudes in behavior are shown in the behavior matrix in table 6 as follows:

Table 6 Matrix of Respondents' Responses at X Hospital Jakarta

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

Tabel 7 Goodness of Fit Test Results

<i>Goodness of fit</i>	<i>Cut-off Value</i>	Model Results	Descrip tion
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 7 shows that the value of X² - Chi-Square has amounted to 0.847, and the probability was p = 0.357. The probability value of 0.05 indicated that Ho, which stated no difference between the sample covariance matrix and the estimated population covariance matrix, was acceptable. This suggested 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

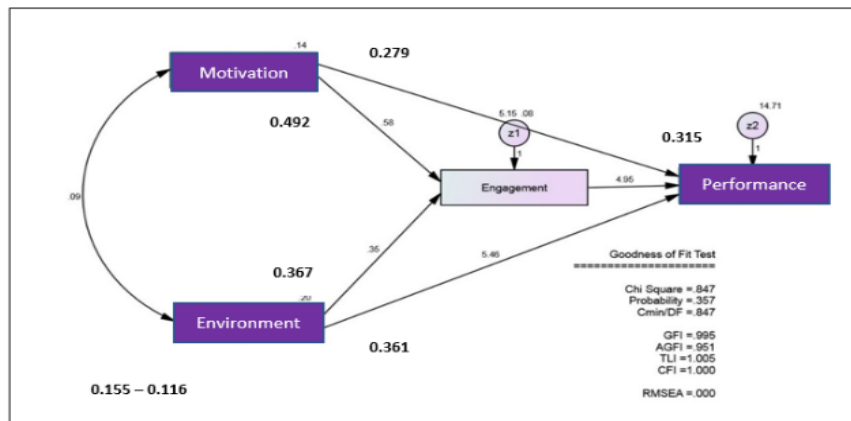


Table 8
Hypothesis Test Results from Direct Effect

Variable	Standard 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

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

Hypothesis testing applied by using path analysis with the assistance of the AMOS program showed that work motivation, physical work environment, and employee engagement affected 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 positively affected work motivation outcomes and work environment on staff performance. This indicated that other factors 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 amounted to 68.3%. In comparison, the rest amounted to 31.7%, which was influenced by other factors outside this study. According to Ivancevich et al., performance refers to success in carrying out tasks and achieving predetermined goals. Performance can be declared excellent and successful if the goals set can be completed properly. Steers revealed 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⁽¹⁰⁾. Thus, motivation is considered one factor that can improve the employees' performance of the employees. Motivation from the employees themselves, motivation from the leadership and the company is also needed to help realize increased employee performance (11). In addition to environmental motivation, physical work can also significantly affect an employee's performance. When comfort appears among employees in their work environment, this will undoubtedly affect employees to do their best to complete their work tasks. To achieve good performance, a relationship between the organization and staff is highly needed to increase the sense of motivation of the staff to achieve the organizational goals so that they can be achieved through good performance.

A 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 staff performance (12). 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 under Ivancevich et al. regarding the staff performance and study results conducted by Dewi. 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 (4,12).

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 other variables outside of this study influenced the remaining 72.1%. The effect of work motivation directly on staff performance amounted to 0.279. Meanwhile, if mediated by employee engagement, the estimated value amounted to 0.155. It can be concluded that employee engagement had a significant role in improving staff performance.

Based on the descriptive analysis carried out 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 promote position," with a score of 60.6. Work motivation given by the hospital was not following employee expectations, particularly in job promotions where 40.47% of employees expressed doubts if allowed to show their potential

These results indicated that the hospital needs to pay attention to motivation, particularly in promotion, to be more effective in improving performance. This is because hospitals have the characteristics of capital intensive, labor-intensive, and technology-intensive, and hospital staff is 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. It is formulated as behavior aimed at the target and associated 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 Gomes, performance is a function of motivation (13). The ability is inherent in a person and is innate and is manifested in his/her actions at work. At the same time, motivation is an essential aspect to drive one's creativity and ability to do a specific job, and one is always enthusiastic in carrying out that job.

Based on the discussion above, the results of this study were supported by the previous studies showed that there was a significant positive effect of work motivation on employee performance (14-16). 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 (17).

The effect of physical work environment on staff performance.

Hypothesis testing that had been carried out in this study indicated 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 other variables outside of this study influenced the remaining 63.9%. There was a positive effect between work motivation and work environment directly on staff performance with a value of 0.361. If mediated by employee engagement, the estimated value amounted to 0.116. It can be concluded that employee engagement had a role in improving 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 supported with an excellent physical environment. It was admitted that not all workspaces for hospital employees have the same facilities as rooms that use the air conditioner (AC) and room conditions with adequate air and light ventilation. The work environment conditions that are not optimal can cause a decrease in the performance of hospital employees.

According to McCoy and Evans, all physical conditions around the workplace can affect employees directly or indirectly (18). This shows that the realization of a good work environment at work will further improve employee performance. In contrast, 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 under the theory of Taiwo, which stated that everything, events, people, and others affect how people work (19). The work environment is considered a collection of physical and non-physical factors, both of which can influence how employees perform the work process.

The effect of work motivation on employee engagement

The results of hypothesis testing in this study indicated 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, motivation is defined as the need for power, which can motivate a person's spirit because humans generally tend to want to be more potent than other humans.²⁰ This desire in the practice of everyday life can lead to competition, thus encouraging individuals to compete with one another consistently.

The results of this study were supported by previous studies, which showed a significant positive effect of work motivation on employee engagement (21-22). Regarding the above discussion, the researcher, argued that the results of this study were following the opinion of Scahufeli and Bakker regarding employee engagement and the consequences of previous studies. It can be concluded that high work motivation can significantly increase employee engagement (23).

The effect of work environment on employee engagement.

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

Based on the descriptive analysis with the three-box method, the staff stated that the workspace occupied was under the staff's expectations with an index of 61.8 and included in the moderate criteria, and 36% of the answers expressed doubt. The number of staff who felt 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 full of healthy competition and mutual respect will subsequently increase employee engagement in the hospital.

According to Schaufeli and Bakker, employee engagement is considered a positive and satisfying emotion towards work characterized by vigor, dedication, and absorption.²³ 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.

It was consistent with the previous studies which showed a significant positive effect of the physical work environment on employee engagement (24,25). Based on the above discussion, the researcher regarded that the results of this study followed Scahufeli and Bakker's opinion regarding employee engagement and the results of previous studies (23). Therefore, the researcher concluded that a comfortable physical work environment could significantly increase employee engagement. This is because a supportive physical work environment can contribute to employee engagement. Employees will feel safe and comfortable while carrying out work to achieve organizational goals effectively and efficiently.

The effect of employee engagement on staff performance.

The inferential statistical tests that had been carried out using the AMOS program indicated an effect of employee engagement on staff performance by 31.5%. This suggested that several other factors affect staff performance which was 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, 43% of employees gave doubts by constantly trying to complete the job even though there were difficulties in the assigned task. According to Scahufeli and Bakker, employee engagement is considered a psychological statement in which employees are willing to participate in determining the company's success and have a strong desire and motivation to perform beyond their obligations (23). 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 individuals to contribute to the company's success, precisely when employees

are willing to strive to complete their work and use all their thoughts and energy. This is 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. It were supported by previous studies, which suggested that there was a significant positive effect of employee engagement on performance (26-28)

CONCLUSIONS

This study proves that work motivation, physical work environment, and employee engagement affect staff performance. In hospitals, 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 team 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 to build good relationships between staff and superiors. Create a remuneration system for all staff to stimulate staff work motivation to provide suitable work performance. Reorganizing the office design by prioritizing infection prevention and control can also 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 to be an engagement. This engagement can later make staff loyal to the hospital and increase the quality of staff performance.

Author contribution

Nadia Shabrina Amalia conceived, designed the research, analyzed the data, wrote and edited the manuscript; Ratna Indrawati and Endang Ruswanti acted as supervisors.

Acknowledgments

The author expresses her highest appreciation and gratitude to all respondents.

REFERENCES

- (1) Robbins PS. Perilaku Organisasi. 10th Ed. In Molan Benyamin, Editor. Jakarta: Erlangga. 2006
- (2) Siddhanta Abhijit, Roy Debalina. Employee Engagement – Engaging The 21st Century Workforce. Asian Journal Of Management Research. 2010
- (3) Lockwood NR. *Leveraging Employee Engagement For Competitive Advantage: HR's Strategic Role*, Society For Human Resource Management Quarterly. HR Magazine. 2007; 52(3): 1-11.
- (4) Ivancevich John M. Perilaku Dan Manajemen Organisasi. Jakarta: PT Gelora Aksara. 2006
- (5) Schultz AB, Chen CY, Edington DW. The Cost And Impact Of Health Conditions On Presenteeism To Employers. Pharmacoeconomics. 2009; 27: 365–378
- (6) Maslach C, Leiter MP. The Truth About Burnout. San Francisco, CA: Jossey Bass. 1997
- (7) Markos S, Sridevi MS. *Employee Engagement: The Key To Improving Performance*. International Journal Of Business And Management. 2015; 5: 89-96
- (8) Obeidat BY. 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. 2016; 9(9): 361–386.
- (9) Robinson DPS. *The Drivers Of Employee Engagement*. 2004.
- (10) Steers RM. Efektivitas Organisasi: Seri Manajemen. Jakarta : Erlangga. 1977.

- (11) R. Ficke H. The Effect Of Leadership On The Work Motivation Of Higher Education Administration Employees. *Journal Of Business And Management*. 2013; 15(1): 28-33.
- (12) Pringgabayu D, Dewi EF. Meningkatkan Kinerja Karyawan Melalui Peran Kepuasan Dan Keterikatan Karyawan. *EKOBIS*. 2018; 23(1): 12-20.
- (13) Gomes FC. *Manajemen Sumber Daya Manusia*. Jakarta: Andi Offset. 2003
- (14) Afrisalia Nitasari R, Lataruva E. Analisis Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Intevening Pada PT. Bank Central Asia Tbk. Cabang Kudus. *Diponegoro Journal Of Management*. 2012;1(4):446-454.
- (15) Rahman DR, Triarso I, Asriyanto. Analisis Bioekonomi Ikan Pelagis Pada Usaha Perikanan Tangkap Di Pelabuhan Perikanan Pantai Tawang Kabupaten Kendal. *Journal Of Fisheries Resources Utilization Management And Technology*. 2013;2(1):1-10.
- (16) Wenty CS. Hubungan Motivasi Kerja Dengan Kinerja Pegawai Dinas Pendidikan Kabupaten Pesisir Selatan. *JBMP*. 2015; 3(2): 937-942.
- (17) Herzberg F, Mausner B, Sznjderman B. *The Motivation To Work*. *Organisational Behavior And Human Performance*. 1996; 8:15 – 20.
- (18) Mccoy JM, Evans G. Physical Work Environment. In J. Barling EK Kelloway, M Frone Eds. *Handbook Of Work Stress*. Thousand Oaks, CA: Sage Publication. 2005: 219-245.
- (19) Taiwo AS. The Influence Of Work Environment On Workers Productivity: A Case Of Selected Oil And Gas Industry In Lagos, Nigeria. *African Journal Of Business Management*, 2001; 4(3):299-307.
- (20) Mcclelland DC. Toward A Theory Of Motive Acquisition. *American Psychologist*. 1965; 20(5): 321–333.
- (21) Shaheen A, Farooqi Yasir. Relationship Among Employee Motivation, Employee Commitment, Job Involvement, Employee Engagement. *International Journal Of Multidisciplinary Sciences And Engineering*. 2014; 5(9): 12-18.
- (22) Rachmatullah A, Susanty AI, Partono A. Pengaruh Motivasi Kerja Terhadap Employee Engagement (Studi Pada PT. House The Bandung). *E-Proceeding Of Management*. 2015; 2(3).
- (23) Schaufeli WB, Bakker AB. Utrecht Work Engagement Scale Preliminary Manual Version 1.1. *Occupational Health Psychology Unit Utrecht University*. 2004:1–60.
- (24) Toatubun RN. The Influence Of Physical And Nonphysical Work Environment On Employee Performance. *JIMFEB*. 2018; 6(2): 1-15.
- (25) Restuhadi R, Sembiring J. Pengaruh Lingkungan Kerja Non Fisik Terhadap Employee Engagement Di PT. Bank Mandiri (Persero) Tbk Unit Mikro Banking Dan Business Banking Area Bandung Asia Afrika. *E-Prociding Of Management*. 2017; 4(3):2530-2540.
- (26) Azizah A, Gustomo A. The Influence Of Employee Engagement To Employee Performance At Pt Telkom Bandung. *Journal Of Business And Management*. 2015; 4(7): 817-829
- (27) Setiawan Roy, Handoyo Agnes Wahyu. Pengaruh Employee Engagement Terhadap Kinerja Karyawan Pada PT Tirta Rejeki Dewata. *Agora*. 2017; 5(1).
- (28) Motyka Błażej. Employee Engagement And Performance: A Systematic Literature Review. *International Journal Of Management And Economics*. 2018; 54(3): 227–244