

Employee Engagement Affected By Transformational Leadership And Intrinsic Motivation : Case Study PT. Telkomsel Branch Medan Area

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Abstract.

The purpose of this study was to determine the effect of transformational leadership on employee engagement, to determine the effect of intrinsic motivation on employee engagement, to determine the effect of transformational leadership and intrinsic motivation on employee engagement. This research uses a quantitative approach. As for the population in this study are employees of PT. Telkomsel Medan Area Branch totals 65 people. Saturated sampling technique is a sampling technique when all members of the population are used as samples so that the sample used in this study is 65 people. The results of this study on hypothesis 1 obtained the results of $t_{count} > t_{table}$ ($2.534 > 1.998$) with a significance level of 0.01 ($0.01 < 0.05$), it can be concluded that there is a significant effect of Transformational Leadership on employee engagement. Hypothesis 2 obtained the results of $t_{count} > t_{table}$ ($3.337 > 1.998$) with a significance level of 0.00 ($0.00 < 0.05$), it can be concluded that there is a significant effect of intrinsic motivation on employee engagement. Hypothesis 3 there is an influence between Transformational Leadership and intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch obtained $F_{count} > F_{table}$ ($10.120 > 3.145$) with a significance level of 0.00 ($0.00 < 0.05$) thus H_0 is rejected and H_1 is accepted which means there is a significant influence between Transformational Leadership and intrinsic motivation to employee engagement. The conclusion of this study is that there is a significant influence between Transformational Leadership on employee engagement at PT. Telkomsel Medan Area Branch, there is a significant influence between intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch and there is an influence between Transformational Leadership and intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch.

Keywords: Transformational Leadership, intrinsic motivation and employee engagement

I. INTRODUCTION

Employee engagement is critical to the company's long-term growth and increasing profitability in an increasingly competitive industry. In recent years, the increasingly fierce industry competition has resulted in many companies needing to restructure their strategies to increase their existence. Employees in a company are not only a part of carrying out company functions, but also become valuable assets in the company's success. In order to realize the success of the company, the company's valuable assets, namely employees, need to have full attachment to the company.

Companies must also encourage the creation of employee engagement with their work so as to improve company performance.

One of the drivers of employee engagement besides income is leadership, according to Schaufeli and Bakker (2013: 147) explaining employee engagement. is a state of mind, characterized by strength (high levels of energy and investing effort in work), dedication (work involved experience a sense of pride and enthusiasm in work), and absorption (fully concentrated and enjoys in work. Leader as the holder of the greatest responsibility in the company have an influence on the success of the company, so the purpose of this study was to determine the effect of transformational leadership on employee engagement at PT Telkomsel Medan Area Branch, to determine the effect of intrinsic motivation on employee engagement at PT Telkomsel Medan Area branch and to determine the effect of transformational leadership and intrinsic motivation to the attachment of employees of PT Telkomsel Medan Area Branch.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Transformational leadership

According to Rivai (2013:3) leadership is a behavior with a specific purpose to influence the activities of group members to achieve common goals designed to provide individual and organizational benefits, so that in an organization leadership is a very important factor in an organization leadership is a very important factor. important in determining the achievement of the goals set by the organization.

According to Mardiana and Sudiarditha (2019:45) transformational leadership is more based on shifting values and beliefs of the leader, as well as the needs of his followers. Transformational leaders use legitimacy tactics more often and result in higher levels of identification and internalization, perform better, and develop followers.

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According to Mardiana and Sudiarditha (2019:45) the transformational leadership indicators used as a reference are:

1. Identify and articulate a vision.

A leader's behavior aimed at identifying new opportunities for his unit or division of the company for development, articulating and inspiring others with his vision of the future.

2. Giving the Right Model

Leader behavior that aims to set or set an example for appropriate employees to follow in order to be consistent with the values espoused by the leader.

3. Fostering Acceptance of Group Goals

behavior aimed at promoting cooperation among employees and making them work together towards a common goal.

4. High Performance Expectations

Behavior that demonstrates the leader's expectations for excellence, quality, and/or high performance from followers.

5. Providing Individual Support

Leader behavior that indicates that the leader values followers and is concerned about followers' personal feelings and needs.

6. Intellectual Stimulation

A leader's behavior aimed at challenging followers to re-examine some of their assumptions about their work and rethink how it can be done.

Intrinsic Motivation

According to Kadarisman (2012: 275) motivation means encouraging people to act and act. Meanwhile, in everyday life, motivation is defined as the whole process of giving encouragement to employees so that they can work willingly.

According to Risqi, *et al* (2016: 2), intrinsic motivation is the motivation that encourages a person to excel which originates within the individual, which is better known as the motivational factor.

According to Risqi, *et al* (2016: 2) intrinsic motivation is the motivation that encourages a person to achieve that comes from within the individual, which is better known as the motivational factor. According to Luthans quoted by Risqi, *et al* (2016: 2) indicators of intrinsic motivation classified as motivational factors include:

1. Success (*Achievements*)

The success of an employee can be seen from the achievements he has achieved so that an employee can succeed in carrying out his work, the leader must study his subordinates and their work by providing opportunities for them so that employees can try to achieve good results. If the employee has succeeded in doing his job, the leader must declare that success.

2. Recognition (*Recognition*)

As a continuation of the successful implementation, the leadership must provide a statement of acknowledgment of the employee's success which can be done in various ways such as awarding certificates of appreciation or cash.

3. The work itself (*Work it self*)

Leaders make real and convincing efforts, so that subordinates understand the importance of the work they do and try to avoid boredom in the work of employees and make sure that every employee is right in their work.

4. Responsibility (*Responsibility*)

Responsibility can be a motivating factor for subordinates if the leader avoids supervision or strict supervision, namely by allowing subordinates to work alone as

long as the work is possible and apply the principle of participation. The principle of participation applied by the leader makes subordinates fully plan and carry out their own work.

5. Development (*Advancement*)

Development is one of the motivating factors for subordinates. If this development factor really functions as a motivator, then the leader can start by training his subordinates for more responsible work. When this has been done, the leader then makes recommendations about subordinates who are ready for development, to raise their rank, to be sent for further education and training

Employee Engagement

According to Perrin in Yulianti, *et al* (2018: 11) *employee engagement*, namely: employees' willingness and ability to contribute to the continued success of the company. This sense of attachment to the organization is strongly influenced by various factors such as emotional and rational factors related to work and overall work experience.

According to Rustono and Akbari (2015; 1173) added that employee engagement can be associated with greater success and various business consequences such as employees being more persistent in their efforts, better performance, higher quality and lower employee turnover rates. If *engagement* is associated with the consequences of each employee, it can reduce stress and conflict levels, better health and greater job satisfaction.

Measuring *employee engagement*, a measuring tool or indicator is needed to measure employee engagement. According to Schaufeli in Yulianti, *et al* (2018: 11) indicators of employee engagement, namely:

1. Spirit (*Vigor*)

Characterized by high levels of energy and mental toughness at work, as well as a desire to put effort into work and resilience in the face of adversity. The research indicators are high energy, work resistance, and persistence.

2. Dedication (*Dedication*)

Characterized by enthusiasm, pride, inspiration and challenge. The research indicators are enthusiasm for work, pride in work, and inspiration and challenges.

3. Appreciation (*Absorption*)

Characterized by being fully concentrated in work and happy when involved in work, so time will pass quickly. The research indicators are time flies and totality and pleasure when working.

2. Hypothesis Development

Based on the description above, the framework of thought can be described as follows:

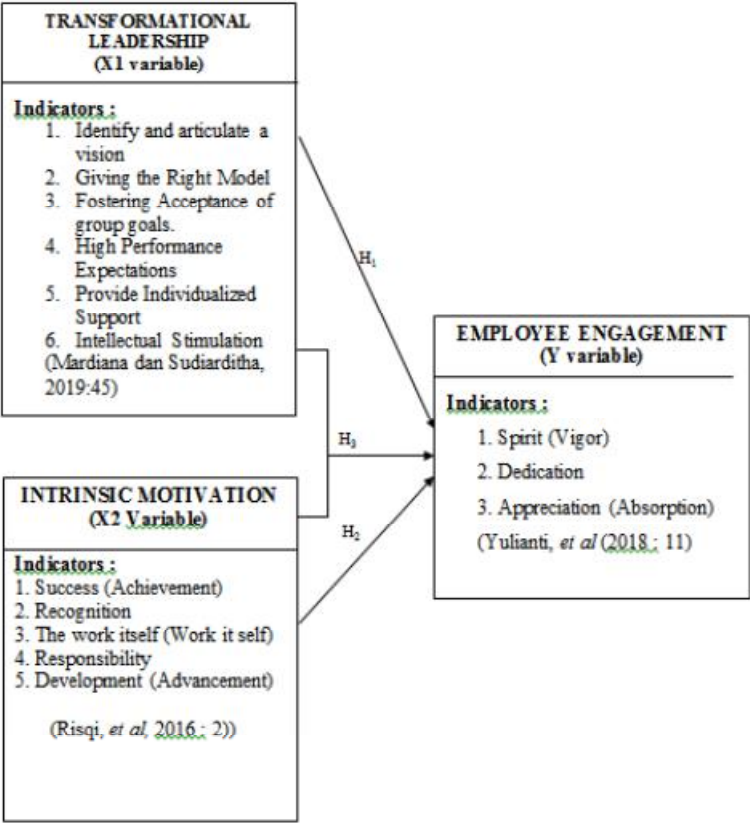


Fig. 1 Framework for Thinking

Research Hypothesis

According to Sugiyono (2016: 84) the hypothesis is a temporary answer to the research problem formulation, where the research problem formulation has been stated in the form of a question sentence. Based on the explanation above, the hypothesis that the author proposes is as follows:

- H₁: It is suspected that there is an influence of transformational leadership on employee engagement of PT. Telkomsel Medan Area Branch
- H₂: It is suspected that there is an influence of intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch
- H₃: It is suspected that there is an influence of transformational leadership and intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch

III. RESEARCH METHODOLOGY

Research methods

In this study the authors use quantitative research methods, quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is

quantitative /statistics with the aim of testing the established hypothesis. According to Sugiyono (2014: 22) the research method is descriptive analysis, which is a method that seeks to collect, present and analyze data, so that it can provide a fairly clear picture of the research object being studied and then conclusions can be drawn.

Research subject

Scientific research certainly cannot be separated from the problem of the data source, namely the population. According to Sugiyono (2014:61) population is a generalization area consisting of objects/subjects that have certain characteristics and have the same opportunity to be selected as sample members. The population in this study were employees of PT. Telkomsel Medan Area Branch numbered 65 people.

According to Sugiyono (2014:62) the sample is part of the number and characteristics possessed by the population. If the population is large and it is impossible for the researcher to study everything in the population, the researcher can use samples taken from that population.

In this study using a saturated sampling technique that is taking all of the population, so that the sample set is 65 employees of PT. Telkomsel Medan Area Branch.

Variable Operational Definition

In a study entitled the effect of transformational leadership and intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch, there are three variables. These variables are connected to determine the level of influence of these variables. To clarify the position of each variable studied in this study with an interval scale as follows:

1. Transformational leadership is an independent variable and is given the symbol X_1 , which is a variable that can affect the dependent variable.
2. Intrinsic motivation, is an independent variable and is given the symbol X_2 , which is a variable that can also affect the dependent variable.
3. Employee engagement is the dependent variable and is given the symbol Y , which is the variable that is influenced by the independent variable (X_1 and X_2).

Data collection technique

The data collection techniques used in the preparation of this research are as follows:

1) Library Research (*Library Research*)

Namely data collection is done by reading and studying literature, reports or scientific writings, lecture notes and agendas or library files, all of which have a direct relationship with the problem being studied.

2) Research (*Field Research*)

- a. Interview, *which* is a data collection technique by submitting various statements

orally or directly about the topic of the problem being studied.

- b. Observation (*Observation*), namely data collection techniques by means of research and direct observation of the object under study.
- c. Questionnaire (*Questionnaire*), which is a data collection technique that is carried out by giving a set of written statements to the respondent to be answered.

IV. RESULTS AND DISCUSSIONS

1. Descriptive statistics

Multiple Linear Regression Test

Furthermore, to determine the prediction between the *independent variable*, namely Transformational Leadership and intrinsic motivation to the dependent variable, namely employee engagement using the SPSS 21 program, the output of the multiple regression coefficient is as follows:

Table 1. Multiple Regression Test
Coefficients ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.175	5.436		.216	.830
1 Kep. Transformational (X1)	.221	.087	.282	2,534	.014
Intrinsic Motivation (X2)	.296	.089	.371	3.337	.001

a. Dependent Variable: Employee Engagement (Y)

Source: SPSS 21 Data Processing

Based on the table above, the following equation can be formed:

$$\hat{Y} = 1.175 + 0.221.X_1 + 0.296.X_2 + e$$

Based on the obtained regression line equation, the regression model can be interpreted as follows:

1. The constant coefficient value = 1.175 this means that if the value of Transformational Leadership (X₁) and intrinsic motivation (X₂) is equal to zero, then the level or magnitude of employee engagement (Y) is 1.175 units.
2. The price of the coefficient b₁ = 0.221 means that, if the value of Transformational Leadership increases by 1 unit, while the other independent variables are fixed, then the level of employee engagement variable will increase by 0.221 units.
3. Price coefficient b₂ = 0.296. This explains that, if the intrinsic motivation value has increased by 1 unit, while the other independent variables are fixed, then the level of employee engagement variable has increased by 0.296 units.

Test (R^2)

The coefficient of determination shows how many percent of the variation (up and down) the *dependent variable* can be explained or explained by the variation of the independent variable. The coefficient of determination is the correlation coefficient and is expressed in percent.

Table 2. Coefficient of Determination Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.496 ^a	.246	.222	3.06341

a. Predictors: (Constant), Intrinsic Motivation (X2), Kep. Transformational (X1)

Source: SPSS 21 Data Processing

Based on the table above, it is obtained that the coefficient of multiple determination (R^2) *r Square* is 0.246. This can be interpreted that the Transformational Leadership variable and intrinsic motivation affects 24.6% of employee engagement while the remaining 75.4% is influenced by other factors.

Research Hypothesis Test**Partial Hypothesis Test**

The results obtained are:

Table 3. t test (Partial)**Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.175	5.436		.216	.830
1 Kep. Transformational (X1)	.221	.087	.282	2,534	.014
Intrinsic Motivation (X2)	.296	.089	.371	3.337	.001

a. Dependent Variable: Employee Engagement (Y)

Source: SPSS 21 Data Processing

Hypothesis Testing 1 The Effect of Transformational Leadership on Employee Engagement

Based on table 4.22 the results of the t test on the hypothesis that Transformational Leadership affects employee engagement, it is obtained that t_{count} is 2,534 and t_{table} on degrees of freedom (dk) = $n-2$ ($65-2 = 63$) is 1,998 so that $t_{count} > t_{table}$ ($2.534 > 1.998$) with a significance level of 0.01 ($0.01 < 0.05$) it can be concluded

that H_0 is rejected and H_1 is accepted, so there is a significant effect of Transformational Leadership on employee engagement at PT. Telkomsel Medan Area Branch.

Hypothesis Testing 2 The Effect of Intrinsic Motivation on Employee Engagement

Based on table 4.22 the results of the t test on the hypothesis that intrinsic motivation affects employee engagement, it is obtained that t_{count} is 3.337 and t_{table} on degrees of freedom (dk) = $n-2$ ($65-2 = 63$) is obtained at 1.998 so that $t_{\text{count}} > t_{\text{table}}$ ($3.337 > 1.998$) with a significance level of 0.00 ($0.00 < 0.05$) it can be concluded that H_0 is rejected and H_1 is accepted, so there is a significant effect of intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch.

Simultaneous Hypothesis Testing

Simultaneous hypothesis testing on transformational leadership and intrinsic motivation together has an effect on employee engagement, then the F test is carried out as follows:

Table 4. F Test (Simultaneous)

Anova ^A

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	189,947	2	94,973	10,120	.000 ^b
Residual	581,838	62	9,384		
Total	771.785	64			

a. Dependent Variable: Employee Engagement (Y)

b. Predictors: (Constant), Intrinsic Motivation (X2), Kep. Transformational (X1)

Source: SPSS 21 Data Processing

Based on table 4.23 the results of the F test on the hypothesis that transformational leadership and intrinsic motivation affect employee engagement, the results of the calculated F test are 10.120 and the F_{table} is at Degrees of Freedom (dk) = $n-k-1$ or $65-2-1 = 62$ of 3.145 so $F_{\text{count}} > F_{\text{table}}$ ($10.120 > 3.145$) with a significance level of 0.00 ($0.00 < 0.05$) it can be concluded that H_0 is rejected and H_1 is accepted, so there is a significant effect of Transformational Leadership and intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch.

The Effect of Transformational Leadership on Employee Engagement

The results of the test on hypothesis 1 on the effect of transformational leadership on employee engagement obtained the results of $t_{\text{count}} > t_{\text{table}}$ ($2.534 > 1.998$) with a significance level of 0.01 ($0.01 < 0.05$) so it can be concluded that there is a significant effect of transformational leadership on employee engagement of PT. Telkomsel Medan Area Branch.

If employees get what they want such as motivation, positive interpersonal support from the leader and are in a good work environment, employees will feel attached to the organization.

According to Perrin in Yulianti, *et al* (2018: 11) *employee engagement*, namely: employees' willingness and ability to contribute to the continued success of the company. This sense of attachment to the organization is strongly influenced by various factors such as emotional and rational factors related to work and overall work experience.

The results of this study are in accordance with the research of Wailulu, *et al* (2019), Mardiana and Sudiarditha (2019) Yulianti, *et al* (2018) and Maulana and Verawati (2014) who stated that the results of their research on Transformational Leadership have a significant influence on employee engagement.

Influence of Intrinsic Motivation on Employee Engagement

The test results on hypothesis 2 on the effect of intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch obtained the results of $t_{\text{count}} > t_{\text{table}}$ ($3.337 > 1.998$) with a significance level of 0.00 ($0.00 < 0.05$), it can be concluded that there is a significant influence of intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch.

Awards and recognition given by a leader for the success of an employee in improving his work will make employees feel enthusiastic and passionate about working so that employees will dedicate themselves to the company and will have a positive impact on the company.

If a leader every time doing work provides encouragement and support to his employees before working, the employee will feel that he has enthusiasm which indicates readiness to give more effort in carrying out his work. So the better the transformational leadership applied by the leader, the higher the employee engagement in the company.

The results of this study are in accordance with the research of Abdurrahman, *et al* (2019) and Subekti, *et al* (2018) which stated that the results of their research had a positive and significant effect on employee engagement.

The Effect of Transformational Leadership and Intrinsic Motivation on Employee Engagement

The test results on hypothesis 3 there is an influence between transformational leadership and intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch obtained $F_{\text{count}} > F_{\text{table}}$ ($10.120 > 3.145$) with a significance level of 0.00 ($0.00 < 0.05$) thus H_0 is rejected and H_1 is accepted which means there is a significant influence between Transformational Leadership and intrinsic motivation to employee engagement at PT. Telkomsel Medan Area Branch.

The results of this study are in accordance with Fitriani's research (2020) which states that the results of his research simultaneously Transformational Leadership and intrinsic motivation significantly affect employee engagement.

V. CONCLUSION

From the results of research conducted by the author, the authors conclude that the first is that there is a significant influence between transformational leadership on employee engagement at PT. Telkomsel Medan Area Branch, the second is that there is a significant influence between intrinsic motivation on employee engagement at PT. Telkomsel Medan Area Branch and the third there is an influence between Transformational Leadership and intrinsic motivation on employee engagement of PT. Telkomsel Medan Area Branch

VI. RECOMMENDATIONS

Based On The Conclusions Above, The Authors Can Provide The Following Suggestions: First, Suggestions For Academics In This Study Are Expected To Contribute To Knowledge About The Influence Of Transformational Leadership And Intrinsic Motivation On Employee Engagement And Secondly, Further Researchers, Can Conduct Further Research, Whether There Are Other Factors That Can Be Influenced By Employee Engagement, Such As Employee Compensation, Work Motivation, Work Environment, Promotion And Work Productivity.

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