

## Analysis Of High Job Satisfaction And Employee Engagement With High Employee Turnover: A Curious Case Of Edutech

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### ABSTRACT

*This study explores the paradoxical phenomenon at edutech, where there is a simultaneous occurrence of high employee turnover alongside high levels of job satisfaction and employee engagement. The research aims to uncover the deeper managerial aspects contributing to this discrepancy, offering insights and strategies to manage employee turnover while maintaining a positive work environment. The study employs a purely qualitative methodology, centering on the subjective experiences and perceptions of edutech employees. The collection of primary data involves conducting in-depth interviews with a purposive sample of approximately 50 employees from different divisions. The objective is to capture the intricate and multifaceted aspects of job satisfaction, employee engagement, and turnover intentions. The study's conceptual framework is centered on three primary variables: job satisfaction, employee engagement, and turnover intention. The study of job satisfaction involves examining employees' perceptions of their career advancement, remuneration, perks, and the overall working conditions. The concept of employee engagement is analyzed based on factors such as emotional attachment, energy, commitment, and absorption in work. The investigation of turnover intention focuses on employees' expressed probability of leaving the company, with a particular emphasis on both intrinsic and extrinsic motivations. The qualitative methodology enables a thorough investigation of psychological, economic, and demographic factors that impact these variables. Employees' personal aspirations, alignment with organizational objectives, perceptions of compensation, professional growth opportunities, and demographic attributes like age and length of service are scrutinized. The study's robustness lies in its capacity to capture the intricate and frequently elusive aspects of the work experience that quantitative methods might fail to consider. The study's findings demonstrate a complex relationship between job satisfaction, employee engagement, and turnover intentions. Although employees at edutech experience positive job satisfaction and high levels of engagement, there are undisclosed factors that are causing the high turnover rates. Notable factors include unrealized professional ambitions, an imbalance between work and personal life, appealing external job prospects, and internal problems within the organization. The research emphasizes the significance of comprehending the extent and range of these factors, which, despite not being immediately evident, greatly impact employees' choices to depart. The study emphasizes the crucial importance of proficient communication, compassionate managerial assistance, and a fostering organizational culture in influencing employee attitudes and choices. The statement implies that edutech should adopt strategies that tackle both concrete factors, such as compensation, and intangible elements, such as recognition, career advancement, and maintaining a healthy work-life balance. To summarize, this qualitative study offers a detailed and thorough comprehension of the factors influencing employee turnover in the context of high levels of job satisfaction and engagement. This study enhances the existing literature on human resources management by providing a clear understanding of the intricate*

*dynamics between these factors within an organizational context. The findings and suggestions obtained from this study are extremely valuable for HR professionals, executives, and academics, providing a more profound comprehension of employee attrition and its complex factors in a business setting.*

**Keywords : job satisfaction, employee engagement, turnover intention, career aspirations, managerial support.**

#### **ABSTRAK**

Penelitian kualitatif ini menjelajahi fenomena paradoks di edutech di mana terdapat kejadian bersamaan dari tingkat pergantian karyawan yang tinggi bersamaan dengan tingkat kepuasan kerja dan keterlibatan karyawan yang tinggi. Penelitian ini bertujuan untuk mengungkap aspek manajerial yang lebih dalam yang berkontribusi pada ketidaksesuaian ini, memberikan wawasan dan strategi untuk mengelola pergantian karyawan sambil mempertahankan lingkungan kerja yang positif. Penelitian ini menggunakan metodologi yang sepenuhnya kualitatif, berfokus pada pengalaman dan persepsi subjektif karyawan edutech. Pengumpulan data primer dilakukan melalui wawancara mendalam dengan sampel berwewenang dari sekitar 50 karyawan dari berbagai divisi, dengan tujuan untuk menangkap aspek-aspek yang rumit dan beragam dari kepuasan kerja, keterlibatan karyawan, dan niat pergantian. Kerangka konseptual penelitian ini berpusat pada tiga variabel utama: kepuasan kerja, keterlibatan karyawan, dan niat pergantian. Kepuasan kerja dieksplorasi melalui pengalaman karyawan terkait perkembangan karir, kompensasi, tunjangan, dan kondisi kerja secara keseluruhan. Keterlibatan karyawan dianalisis dalam hal keterikatan emosional, semangat, dedikasi, dan keterlibatan dalam pekerjaan. Penelitian tentang niat pergantian difokuskan pada probabilitas yang dinyatakan oleh karyawan untuk meninggalkan perusahaan, dengan penekanan khusus pada motivasi intrinsik dan ekstrinsik. Metodologi kualitatif memungkinkan penyelidikan mendalam terhadap faktor-faktor psikologis, ekonomi, dan demografi yang memengaruhi variabel-variabel ini. Aspirasi pribadi karyawan, kesesuaian dengan tujuan organisasi, persepsi terhadap kompensasi, peluang pertumbuhan profesional, dan atribut demografis seperti usia dan masa kerja dianalisis secara seksama. Keunggulan penelitian ini terletak pada kemampuannya untuk menangkap aspek-aspek yang kompleks, seringkali tidak terlihat, dari pengalaman kerja yang metode kuantitatif mungkin gagal memperhatikannya. Temuan dari penelitian ini mengungkapkan hubungan yang kompleks antara kepuasan kerja, keterlibatan karyawan, dan niat pergantian. Meskipun karyawan di edutech mengalami kepuasan kerja yang positif dan tingkat keterlibatan yang tinggi, terdapat faktor-faktor yang tidak diungkapkan yang menyebabkan tingkat pergantian yang tinggi. Faktor-faktor penting di antaranya adalah ambisi profesional yang tidak terwujud, ketidakseimbangan antara pekerjaan dan kehidupan pribadi, peluang pekerjaan eksternal yang menarik, dan masalah internal dalam organisasi. Penelitian ini menekankan pentingnya memahami kedalaman dan jangkauan faktor-faktor ini, yang, meskipun tidak segera terlihat, sangat memengaruhi keputusan karyawan untuk pergi. Penelitian ini menyoroti peran penting komunikasi yang efektif, dukungan manajerial yang empatik, dan budaya organisasi yang mendukung dalam membentuk sikap dan keputusan karyawan. Ini menyarankan perlunya edutech untuk menerapkan strategi yang mengatasi faktor-faktor konkret seperti kompensasi dan elemen-elemen yang bersifat abstrak seperti pengakuan, pengembangan karir, dan menjaga keseimbangan antara pekerjaan dan kehidupan pribadi. Secara ringkas, penelitian kualitatif ini memberikan pemahaman yang kaya dan komprehensif tentang dinamika pergantian karyawan di tengah tingkat kepuasan kerja dan keterlibatan yang tinggi. Ini

memberikan kontribusi bagi literatur manajemen sumber daya manusia dengan menjelaskan interaksi yang kompleks dari faktor-faktor ini dalam konteks organisasi. Wawasan dan rekomendasi yang diperoleh dari penelitian ini sangat berharga bagi praktisi SDM, pemimpin organisasi, dan ilmuwan, memberikan pemahaman yang lebih dalam tentang pergantian karyawan dan faktor-faktor yang kompleks dalam lingkungan bisnis.

**Kata kunci :** *kepuasan kerja, keterlibatan karyawan, niat pergantian, aspirasi karier, dukungan manajerial.*

## **BACKGROUND**

The correlation between job satisfaction and job performance has been a subject of interest in industrial and organizational psychology, as noted by Bowling (2009). Similar to previous researchers, he holds the belief that there is a correlation between the two entities. Additionally, job performance can be defined as the achievement of desired outcomes by employees within particular contexts (Prasetya & Kato, 2011). According to Sonnentag (2003), work engagement is a constructive condition that enhances an organization's overall performance. The concept holds important importance in assessing the overall well-being of an organization as it has a substantial impact on several factors such as employee performance, job satisfaction, turnover intentions, customer satisfaction, organizational success, and firm profitability (Harter et al., 2002; Richman, 2006). According to research findings, it has been observed that highly engaged employees tend to exhibit a more positive attitude towards their jobs and the organizations they work for. Additionally, they demonstrate a greater level of respect towards their colleagues, actively assist others in enhancing their work effectiveness, consistently strive to enhance their own skills related to their work, and display a high level of involvement and performance both within and beyond their designated roles (Bakker and Demerouti, 2009). Organizations allocate significant resources to developing policies and practices that promote employee work engagement, as evidenced by the research conducted by Robinson et al. (2004).

Several studies have investigated the impact of different characteristics on employees' work engagement. For instance, Park and Gursoy (2012) explored the influence of generational disparities, while Jones and Harter (2005) analyzed the role of race. Additionally, Kim et al. (2009) investigated the impact of personality on work engagement. Nevertheless, the majority of these research primarily concentrate on employees at the line-level, leaving supervisors' work involvement with limited empirical investigation. Supervisors, acting on behalf of the organization, department, and general manager, are responsible for the delegation of tasks to line-level employees, providing guidance on appropriate conduct, monitoring work performance, addressing and resolving issues related to service delivery, and serving as role models for other

employees (Powell and Watson, 2006; Hughes and Rog, 2008). Furthermore, supervisors are responsible for guaranteeing that personnel at the line level are motivated, engaged, and able to achieve optimal performance (Torres and Kline, 2006). According to Menguc et al. (2013), supervisors that are highly engaged are more likely to cultivate a higher level of engagement among their staff, resulting in overall benefits for the organization.

The study is grounded in the theoretical framework of career adaptability theory, as proposed by Savickas in 1997. Career adaptability refers to an individual's preparedness to effectively handle anticipated job responsibilities and their inclination to make appropriate modifications along with their professional positions. According to Klehe et al. (2011), employees make efforts to ensure a congruence between their personal characteristics and the requirements of their job. This is achieved through aligning their goals, identities, and attitudes with the specific scenario they are confronted with. When comparing supervisors to line-level employees, it can be observed that supervisors are entrusted with more challenging responsibilities and obligations, which in turn contribute to a greater sense of fulfillment. Differences in work engagement, job satisfaction, and intentions to leave are likely to arise between supervisors and line-level employees due to the adaptation of role-oriented attitudes, values, and task skills associated with specific positions (McBain, 2006; Robinson et al., 2004; Stalcup and Pearson, 2001).

Hence, the primary objective of this study is to fill this research void by conducting a comparative analysis of work engagement, job satisfaction, and turnover intentions among supervisors and line-level employees. Furthermore, this research endeavor also examines the moderating influence of different roles, specifically line-level employees and supervisors, on the associations between work engagement and two distinct outcomes: job satisfaction and turnover intentions. A comprehensive comprehension of how employees' positions influence work-related outcomes can assist firms in formulating tailored human resource strategies for both supervisors and line-level employees.

### **Research Methodology**

This chapter will cover everything related to the data research process. It mainly covers the research methodology, the author's method of conducting research and answering the research questions already mentioned in Chapter I. This research is supported by data obtained from the survey conducted by the author. The results of the survey showed factors that greatly influenced Job Satisfaction, Employee Engagement, and a high turnover rate on edutech.

#### **1. Research Problems**

Research begins with the declaration of problems as the first step. The author interrogated Vokraf's Head of HRD, questioned various aspects of the business and identified business problems.

## 2. Research Objectives

Definition that After collecting business problems, the research objectives are identified and defined, which helps narrow the focus of the author for this research. Furthermore, it was all concluded on the basis of preliminary interviews with the HRD Chief and the Questionnaire.

## 3. Data collection

In this step, the author will conduct a survey to collect data from edutech headquarters employees and Folks. This will support the effective factors proposed within the conceptual framework.

## 4. Business Solutions

After collecting data, this chapter will provide solutions to find factors that cause high job satisfaction, employee engagement and turnover on edutech.

## Results and Discussions

### Triangulation Analysis

The research study employed a comprehensive triangulation approach, utilising a qualitative data source to gain a deep understanding of the organisational dynamics within edutech. The initial phase involved administering an extensive questionnaire to systematically collect demographic information, such as gender, age distribution, and tenure length, from a cohort of 50 participants. The dataset was juxtaposed with the valuable insights derived from in-depth interviews conducted with the esteemed head of HR, Vokraf. This served as the foundation for comparing and verifying various viewpoints and validating the research results.

The survey findings unveiled a notable disparity in gender representation, as an astounding 78.6% of the respondents self-identified as female. Furthermore, the interviews conducted with the HR lead unveiled a noteworthy revelation: there exists a prominent undercurrent of discontent among employees, which is closely linked to their dissatisfaction with the existing salary structures.

### Saturation Data Analysis

The findings of the Data Saturation Analysis demonstrate the broad range of valuable insights obtained from surveys and interviews, serving as dependable sources of information that offer a comprehensive understanding of the challenges encountered by employees in edutech. Specifically, the data indicates that discontentment with

compensation, perks, and amenities is a major driver behind the organization's elevated employee attrition rates.

Moreover, this analysis has reached a critical stage of saturation, where the information gathered from these two sources encompasses all the essential components required to bolster the foundation of the present study. The observed saturation indicates that the collected data adequately supports and validates the findings outlined in this research. This accomplishment underscores the efficacy of the data in bolstering the conclusions put forth in this document.

### **Employee Relationships with Management**

According to Truckenbrodt (2000), "the superior-subordinate relationship is intended to maximize the success of the organization through the interaction of both parties." The results of his study demonstrate that a positive working connection between management and employees boosts job satisfaction. Building and maintaining relationships between management and employees is advantageous to both parties, but it also helps the organization as a whole achieve success, growth, and performance.

The item needs to be improved in this dimension is :

#### **1. Management's recognition of employee job performance**

Management's recognition is a crucial indicator of the employee's relationship with management. According to Nelson (2013), recognition serves as the primary incentive for enhancing work performance and job satisfaction. Job satisfaction is a result of acknowledging and appreciating employees' work. Management's recognition is exemplified by communication that demonstrates respect and superiors who positively evaluate the work of subordinates. Employees believe that providing recognition can enhance employees' positive mindset (Danish & Usman, 2010). Additionally, Danish & Usman (2010) assert that employee satisfaction and happiness can be enhanced by receiving recognition for their work, leading to increased motivation in the workplace.

Essentially, acknowledging the efforts of management is a highly effective method for enhancing the enthusiasm of employees. This motivates them to enhance their performance in their work. Additionally, this will be advantageous for the company. The recognition award bestowed upon employees can take various forms:

##### **a. Employee awarded as the top performer of the month**

This is awarded to employees who demonstrate exceptional performance during each evaluation period. This form of recognition accolade typically enhances an individual's enthusiasm in terms of emotional contentment and personal

gratification. This will also foster and inspire other employees to attain the same level of achievement.

b. An award for an outstanding accomplishment

This pertains to the successful culmination of a project that yields optimal outcomes. The bestowal of this accolade has the potential to incentivize individuals involved in a project to successfully finalize their tasks while upholding the standard of their achievements.

### **Employee Engagement**

#### **Condition for Engagement**

According to SHRM (2017), several indicators of job satisfaction are related to employee engagement; those aspects are described as conditions for engagement. The conditions for engagement refer to the capacity and reasons for employees to be engaged. The company can achieve the optimal level of employee engagement by providing an ideal condition or situation that allows employees to give full attention to their work. Therefore, indicators in this dimension should be well-created. But in edutech there are several items that need to be improved:

1. Meaningfulness of job
2. Communication between employees and senior management
3. Management's recognition of employee job performance

For the meaningfulness of a job, companies need to explain to employees how their work has meaning to society. With this, employees will feel the work they are doing can be useful to the community, so they will work more seriously.

Same in the employee relationship with management dimension, management's recognition is an effective way to improve employee enthusiasm. This encourages them to do something better in their work. And of course, this will benefit the company too. The recognition award given to employees can be like this:

1. The best employee of the month

This is given to employees who have outstanding performance in each period. This type of recognition award usually increases the person's enthusiasm in terms of emotional satisfaction and personal fulfilment. This will also encourage and motivate other employees to be able to achieve it, too.

2. A special project award

This is given to employees who have outstanding performance in each period. This type of recognition award usually increases the person's enthusiasm in terms of

emotional satisfaction and personal fulfilment. This will also encourage and motivate other employees to be able to achieve it, too.

A good relationship with employees needs to be done by every company because employees are one of the biggest assets owned by the company to be able to achieve every goal. In order to have a good relationship with employees, it is not about giving a certain salary increase or award only, but some things as follows:

1. Transparent

Applying a transparent attitude is one good way to establish relationships with employees. The transparent attitude refers to that management is willing to open up to accepting ideas and opinions from employees regarding certain things.

2. Be Fair to Employees

One reason for employee dissatisfaction is unfair treatment from the company or boss. It can be said that usually, the boss has their favourite staff of subordinates so that other employees feel unfairly treated. Management may not privilege one of its employees. If an employee has an achievement, give them an award. If employee violate company rules, give them a punishment. There should be no differentiation between employees.

3. Don't Communicate Only Because You Need To Communicate

There are limits in the form of formalities between subordinates and the boss, but that does not mean the boss cannot greet or even take time to joke or find out more about employees. Thus, employees can feel more comfortable with the management.

### **Engagement Opinions**

According to SHRM (2017), Engagement opinions are indications of intense focus, longing, and fervour. Indicators in this dimension elucidate the introspective evaluation of employee relationships with their own work. If individuals possess the strong motivation and genuine passion for their work, they will diligently engage in their tasks, resulting in a profound sense of personal fulfilment.

The items needs to improved in this dimension is :

1. Motivated with work goals
2. Focus on work
3. Organization's financial stability
4. Plugged in at work and always on full power

In order to maximize employee productivity and engagement, it is crucial to create a work environment that is optimized for comfort. An ergonomic and enjoyable work environment enhances employee productivity and fosters a sense of engagement and connectivity. Furthermore, employees also appreciate external encouragement that

motivates them to maintain a positive mindset, enabling them to successfully and punctually complete their tasks.

Furthermore, to motivate employees company can do the following methods:

1. Providing rewards for outstanding employees

To show gratitude towards the top-performing employees, the company can offer bonuses or incentives that are proportionate to their accomplishments. This approach will enhance the motivation of fellow employees to strive for optimal performance in service of the company.

2. Strengthening the kinship of fellow employees

Establishing strong familial bonds with colleagues fosters a sense of ease in the workplace and enhances loyalty towards the organization. An effective approach to achieve this is by organizing frequent gatherings or monthly meetings to foster camaraderie among company employees.

3. Control by often appearing when employees are at work

The boss's presence can enhance employee morale. A significant number of employees exhibit a lack of motivation and productivity due to their boss's presence. Even his superior appeared indifferent towards the outcomes of his subordinates' diligent efforts.

### **Engagement Behavior**

According to SHRM (2017), Engagement behaviour, commonly referred to as “the look” of employee engagement, can be described as an action that positively contributes to the welfare of the organization. Engagement behaviour involves employees as a group more than employee engagement as an individual (i.e., engagement opinion). If this dimension is created well, of course, job satisfaction will be created even better because the positive actions given by employees as a group will mean more to the organization.

The item that needs to be improved in this dimension is :

1. Encourage them to take action when they see a problem/opportunity
2. Never give up
3. Adapt to challenging or crisis situations
4. Deal very well with unpredictable or changing work situations

### **Conclusion**

The turnover rate at edutech is higher than the typical threshold of 5-10%, as explained by Gillies (1994). The employee turnover rates at edutech, especially the significant increase observed in June 2023 with 13 employees resigning, indicate a pressing issue. The significant turnover can be attributed to various complex factors,

including internal organizational issues that require changes in higher-level management, misperceptions within specific departments, and attractive opportunities provided by other companies, particularly higher compensation. The significant departure from edutech, as indicated by the data on exit clearance forms, highlights the appeal of more attractive financial incentives in other places in contrast to edutech. Furthermore, conversations with edutech key decision-makers uncovered a significant factor: the lack of harmony between the attributes of employees and the leadership approaches of their managers and department heads, which has emerged as the primary cause of high turnover rates. Although employees at edutech express satisfaction, they demonstrate a lack of motivation to advance their careers within the organization. This arises from an internal culture in which advancing in one's career requires having connections with influential individuals or being in close proximity to senior executives—a practice that is seen as dishonest and unfair. Hence, it is crucial for edutech to conduct a thorough analysis in order to determine effective strategies for employee retention.

Edutech high turnover rates are significantly influenced by factors such as internal management changes, prevailing organizational misconceptions, and the attractiveness of better prospects elsewhere, despite the fact that employee satisfaction is recorded. To tackle these challenges, it is essential to adopt a comprehensive strategy that addresses issues in management practices, promotes fair organizational culture, and adjusts career advancement opportunities. edutech could achieve a reduction in turnover rates by implementing a comprehensive restructuring plan. This plan would not negatively impact job satisfaction or employee engagement, but rather create an environment that promotes continuous employee development and organizational success.

### **Recommendation**

The strategy developed at edutech, after extensive research and data analysis, focuses on improving job satisfaction, increasing employee engagement, and tackling high turnover rates in order to retain employees. In addition to the substantive recommendations given to the organization, specific suggestions arise to help facilitate the smooth implementation of these strategies and to outline potential paths for future research.

Strategies for putting plans into action :

1. Create a comprehensive implementation plan that clearly outlines specific timelines, identifies the responsible stakeholders, and establishes key performance indicators (KPIs) to measure the effectiveness of the proposed initiatives.
2. Commence a preliminary phase to evaluate the suggested tactics in specific departments or teams prior to complete deployment, in order to identify possible obstacles and refine methodologies.

Surveillance and Assessment:

1. Implement a comprehensive monitoring system to consistently assess the progress and effectiveness of measures that have been put in place. Periodic evaluations should be carried out to measure the efficacy of salary appraisals, welfare initiatives, and recognition systems.
2. Utilize qualitative and quantitative metrics to assess alterations in employee satisfaction, levels of engagement, and rates of turnover within defined time periods. Integrate feedback mechanisms to directly collect insights from employees regarding the effectiveness of implemented strategies.

Study of the culture and leadership within an organization.

1. Promote a corporate environment characterized by honesty and clarity by fostering channels of communication that allow for both parties to engage in dialogue, and by actively seeking input from employees. Leadership should prioritize fostering an open and receptive attitude towards suggestions and ideas from employees.
2. Enable middle management to assume a crucial role in disseminating the company's vision, guaranteeing harmony with employee job responsibilities, and fostering frequent interactions to enhance employee relationships.

Prospective areas for further investigation:

1. Conduct longitudinal studies to evaluate the long-term effects of implemented strategies, examining their durability and the changing dynamics of employee satisfaction and engagement.
2. Examine comparative analyses conducted across different industries or organizations to extract valuable knowledge about the most effective strategies and innovative methods employed elsewhere to address similar issues in employee retention.

Ongoing enhancement and adjustment:

1. Adopt an iterative methodology by consistently improving strategies according to immediate feedback and changing organizational requirements. Cultivate a culture that promotes the ability to adjust and respond quickly as needed.
2. The aforementioned recommendations aim to facilitate the seamless execution of the proposed strategies, while also outlining opportunities for continuous enhancement and future research efforts in the field of employee retention and organizational dynamics.

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