

The Influence of Organizational Resources, Organizational Engagement Climate and Job Resources on Employee Engagement Generation Y in Tangerang

Yudistiranda Satya¹, Yudi Nur Supriadi², Iwan Kresna Setiadi³, Desmintari⁴

^{1,2,3,4}*Department of Management, Faculty of Economics and Business, UPN Veteran Jakarta*

¹ yudistirandasnp26@gmail.com, ² yudinursupriadi@upnvj.ac.id, ³ iksetiadi@upnvj.ac.id.com,
⁴ desmintari@upnvj.ac.id

Abstract

This study aims to analyze regarding the making of employee engagement (EE) in the Tangerang area which is predicted by organizational resources (OR), organizational engagement climate (OEC), and job resources (JR). This research method uses quantitative methods with a sample of 200 respondents from Generation Y employees in Tangerang who have a range of years of birth from 1988 to 1998 and have a minimum service period of 3 months at the current company. The analytical technique used is descriptive analysis and inferential analysis using Smart PLS 3 software. The results of this study indicate that OR has a positive and significant effect on OEC in Generation Y in the Tangerang area. OR has a positive and significant effect on JR in Generation Y in the Tangerang area. OR has a positive and significant effect on EE in Generation Y in the Tangerang area. OEC has a positive and significant effect on EE in Generation Y in the Tangerang area. JR has a positive and significant effect on EE in Generation Y in the Tangerang area. OR has a positive and significant direct effect on EE without having to be mediated by OEC and JR.

Keywords : *Organizational Resources, Organizational Engagement Climate, Job Resources, Gen Y, Milenial, Tangerang*

1. Introduction

Human resources are one aspect that has an important role in the sustainability of the company, because if the company does not have qualified human resources, the company will fail to achieve the expected goals. Global business competition is very tight and dynamic, requiring companies to have a strategy in order to continue to have competitiveness, competitive advantage and continue to innovate so that they are not inferior to competitors or even abandoned by customers. One strategy that has a significant enough impact to win the competition in the business market is the human resource development strategy.

Superior human resources are valuable assets of the company that must continue to be maintained by the company by providing appropriate benefits, rewards or repayments and involving employees in decision making so that strong employee attachment arises. Thus employees have a high commitment to continue to be with the company and have no thoughts of leaving work and the company. Employee engagement shows positive energy and a sincere attitude without compulsion to employee work that is carried out with enthusiasm and enthusiasm to contribute success and success to the company (Allen & McCarthy, 2017). The role of Organizational resources when aligned from the bottom to the top management level can have an impact on employee attachment which will be stronger towards the company so that it will continue

to contribute to the company which will then create a long-standing sustainability for the company (Gamble et al, 2020). Employees will be comfortable and increasingly have a strong attachment to the company when within the company a climate of company involvement is created such as a work culture and healthy and pleasant communication practices. With the realization of a climate of corporate engagement, employees will feel that they have a place to continue to grow, develop their potential and continue to contribute to the company (Ehrhart et al, 2014). Job resources or job resources are related to the work of employees which then directly affect the physical, psychic and work performance of employees. A company if it has the work resources described above, will get employees who have high productivity, master competency standards and have a strong attachment to the company (Simon Albrecht et al, 2018).

Generation Y is a workforce that has a character that wants flexibility in all aspects of work such as: conveying ideas, a pleasant work environment, free to express themselves in dressing and tends not to like various strict regulations. The phenomenon that currently occurs in generation Y or millennial employees is that the millennial generation has a tendency to have low engagement, reinforced by the fact that the turnover rate is high. Indians who are actively working, 32% have no attachment in their workplace or are disengaged. Even highly engaged employees in India, 42% have the potential to leave their jobs in the next 2 years (Gallup, 2017). According to Novi Triputra, Director of Human Resources (HR) of Deloitte Consultant Indonesia, the average industry turnover rate is above 10%. With a fairly high turnover rate of employees in the company, especially millennial generation workers, this shows that the problem of the level of employee attachment of generation Y is still low. (Deloitte Indonesia Perspective, 2019).

The results of previous studies that have been carried out can be used as a reference to conduct this research. Although there are differences in terms of research objects, variables and research locations, this relevant previous research can be used as an illustration to conduct this research:

1. Simon Albrecht et al in 2018 entitled Organizational resources, organizational engagement climate, and employee engagement. The results obtained in this study are (1) company resources (organizational resources) proven to affect the climate of corporate engagement (organizational engagement climate), (2) company resources (organizational resources) affect how employees perceive job resources, (3) strategic alignment and company autonomy (organizational resources) affect employee engagement, even after considering the influence of job resources and the climate of corporate engagement (organizational engagement climate), (4) the climate of corporate engagement (organizational engagement climate) affects how employees perceive job resources (job resources) and are directly or indirectly related to employee engagement.
2. Hasan Abolghasem Gorgi et al in 2019 entitled Strategic alignment, meaningful work, and employee engagement among teaching hospital's workforce in 2017. The result of this study is that strategic alignment (organizational resources) and meaningful work have an influence on employee engagement.
3. Khahan Na-Nan et al in 2016 conducted a study entitled Influence of Job Characteristics, Organization Climate, Job Satisfaction and Employee Engagement that Affect the Organizational Citizenship Behavior of Teachers in Thailand. The results of the study are job characteristics or job resources directly affect employee engagement and the climate of company engagement directly affects employee engagement.
4. Andrew Marty and Simon L Albrecht in 2017 with the title Personality, self-efficacy and job resources and their associations with employee engagement, affective commitment and

turnover intentions. The results of this study show that job resources have an influence on employee engagement.

5. Ms. Ruchi Arya and Ms. Ruchi Arya in 2017 with the title To Study the Impact of Organizational Climate on Employee Engagement in the Banking Sector with Special Reference to State Bank of India (SBI), Indore. The results showed that job variations, development opportunities, autonomy, and feedback were all positively related to employee engagement. However, despite the positive bivariate correlation, supervisor support is negatively related to employee engagement.
6. Sudhir Chandra Das in India in 2016 entitled Relationship between HR Practices and Employee Engagement: A Study based on Indian Insurance Companies. The results of the study found a very weak relationship between HR indicators (organizational resources) and employee involvement except for a few indicators, namely job security, training and development and employee welfare.
7. Alfatih et al (2020) with the title The Effect of Millennial Generation Characteristics of Job Satisfaction Relations and Employee Engagement (Study of Millennials work in Micro Finance in Lebak Regency, Banten). The results of the study stated that job resources have a positive influence on employee engagement.

Here is the hypothesis in this study:

H1: Organizational resources have a direct effect on the organizational engagement climate.

H2: Organizational resources have a direct effect on job resources

H3: Organizational resources have a direct effect on employee engagement.

H4: Organizational engagement climate directly affects employee engagement.

H5: Job resources have a direct effect on employee engagement.

H6: Organizational engagement climate mediates the influence of organizational resources on employee engagement.

H7: Job Resources mediates the influence of Organizational resources on employee engagement.

2. Literature Review

2.1. Employee Engagement

Employee involvement has an important role so that it can be said to be the key to success for a company in achieving goals. The goal of employee engagement is to increase productivity and sustained efficiency in the workplace (Allen & McCarthy, 2017). The involvement and motivation of employees is not entirely the responsibility of the company's program. This should be done by the individual employee himself, as an individual who leads himself every day and is able to be a motivator for himself. This positive action is not difficult to do and does not require costs, so that every employee can do it by only needing to make it a habit in carrying out work in the company (Allen & McCarthy, 2017). Decision making in the form of strategy and innovation, the company involves employees to give ideas, ideas or even in the decision-making process. This will give rise to an attachment between the employee and the company because the employee feels that he is considered and valued for his existence (Allen & McCarthy, 2017). Employees who are highly engaged today can feel less engaged tomorrow for a variety of other personal or situational reasons. There are at least four reasons why engaged workers perform better than non-engaged workers:

- Employees who have involvement often experience positively marked emotions.
- Employees who have involvement have better health both physical and psychic.
- Employees who have involvement create their own personal work and resources.

- Employees who have an engagement can transfer their involvement to others (Albrecht S. L., 2010).

2.2. Organizational Resources

Organizational Resources are resources or capital owned by the company to run the company's business operations. The company's sources represent its competitive assets and are determinants of its competitiveness as well as its ability to succeed in the business market. Physical resources are the easiest to recognize, because they can be touched and measured easily. These physical resources include various types such as manufacturing facilities, mineral resources, financial resources of the enterprise, technological resources and enterprise resources such as communication systems as well as enterprise control. Non-physical resources are harder to see, but they are often one of the company's most important competitive assets. Non-physical resources include various types of human assets, intellectual capital, brands, image, and reputation assets of the company (Gamble et al, 2020).

Dave Ulrich has a great influence in trying to explain what makes a Human Resources (HR) professional effective and constantly researching and developing his ideas. Several large companies have widely implemented Ulrich's HRM model which consists of 3 main elements, namely: *The HR Business Partner, Centre of Excellence, Shared services*. The purpose of this HR operation is none other than to improve the quality of services provided to customers (Margareth et al, 2016).

2.3. Organizational Engagement Climate

The corporate climate is defined as the mutual understanding of all employees towards the events, policies, practices, and procedures they experience and the behaviors they see valued, supported and expected. The corporate climate is an embodiment of the overall observation and experience of employees while working. Thus, climate is conceptually the embodiment of the meaning of an event for employees who experience it in a company (Ehrhart et al, 2014). The corporate climate does not belong to an individual or one of the employees alone, but belongs to a divisional unit and even a company, it is based on joint experience and mutual meaning in carrying out work. A positive work environment is defined as a social environment that has the characteristics of a positive emotional climate, inclusion and makes human beings thrive. One of the indicators that the work environment is positive is the employee's perception of the workplace environment as a positive, respectful, inclusive and psychologically safe environment. The climate of company involvement by creating a positive work environment is very necessary for employees in order to fully release their potential to the company (Ashkanasy, 2011).

2.4. Job Resources

Work resources relate to all the demands of the employee's work that must be completed in order to achieve the goals of the company. The demands of work are the physical, social and corporate aspects of the work that require physical and cognitive involvement related to the physical and psychological. The demands of the job can be divided into the challenging and the hindering. Examples of challenging job demands are complex work pressures and assignments, while role conflicts and poor physical work conditions are examples of hindering job demands (Peter Y. Chen & Cary L. Cooper, 2014). The theory that researchers often use to discuss job resources is the theory of job demand resources (JDR) which is mostly carried out by Demerouti. Using this JD-R theory can understand, explain and make predictions about the well-being of employees, for example: fatigue, health, motivation, work involvement and work achievements. With JD-R theory, all work environments or job characteristics can be modeled using two different categories, namely job demand and job resources (Peter Y. Chen & Cary L. Cooper, 2014). The

JD-R theory says that personal resources and work resources reinforce each other and both contribute to work engagement and performance (Wingerden, 2016).

2.5. Generation Y

Generation is defined as an age group that shares the experiences of approximately the first 20 to 23 years of their lives and develops a unique core of values and attitudes that are different from other generations. Generation Y is a resident born from 1981 to 1996. Currently, the population of generation Y or commonly known as the millennial generation in Indonesia is quite large, which occupies the second position after generation Z. Based on population census data from the Central Statistics Agency in 2020 (Central Statistics Agency, 2020), the total population of generation Y is 69.38 million people or 25.87% of the total population of Indonesia of 270.2 million people. The large number of generation Y is a challenge as well as an opportunity for companies and the Indonesian nation.

Table 1. Composition of Indonesia's Population by Generation

Generation	Year of Birth	Population	Proportion
<i>Pre-Boomer</i>	< 1945	5,03 Million	1,87%
<i>Baby Boomer</i>	1946 – 1964	31,01 Million	11,56%
Generation X	1965 – 1980	58,65 Million	21,88%
Generation Y	1981 – 1996	69,38 Million	25,87%
Generation Z	1997 – 2012	74,93 Million	27,94%
Post Generation Z	> 2013	29,17 Million	10,88%
Total		268,17 Million	100%

Source: (Central Statistics Agency, 2020)

Each generation has different characteristics that are determined by the year of birth and the important events experienced, as well as a variety of strengths and weaknesses. The table below shows a summary of synopsis about different generations:

Table 2. Generation Synopsis Summary

Generation	Other Name	Year of Birth	Values	Work-related values
GI	Traditional Conservative, Silent, Mature	1925–1945	Fit, Thrifty, Maturity	Obedience, Loyalty, Obligations, Security
<i>Baby Boomers</i>	<i>Boom(er)</i>	1946-1964	Idealism, Creativity, Tolerance, Freedom	Workaholic, Critical, Innovation
<i>Generation X</i>	<i>Xers</i> , 13 th <i>Generation</i>	1965-1980	Individualism, Skepticism, Flexibility	Learning Entrepreneurship, Spirit, Materialism
<i>Generation Y</i>	Milenial, <i>Generation Next</i>	1981-2000	Moralism, Self-confidence, Positif Thinking	Passion Relaxed, Agile

Source: (Del Campo et al, 2011)

3. Methodology

The population in this study are generation Y employees or commonly called millennials with a range of births from 1988 to 1998 in the Tangerang area who have a minimum work period of 3

months in the current company. The number of populations in this study is unknown, so in determining the number of samples the study used the calculation of the Cochran formula. Based on the number of calculations using the Cochran formula, the minimum number of samples used with a probability of correct 85% is 196 samples. In the book written by Naresh et al in 2017, the sample sizes commonly used in research are as follows:

Table 3. Minimum Number of Research Samples

Types of Research	Minimum Sample	Recommendation Range
<i>Problem identification</i>	500	1000 – 2500
<i>Problem-solving research</i>	200	300 – 500
<i>Product tests</i>	200	300 – 500

Source: (Naresh et al, 2017)

Strengthened by the literature from the book (Naresh et al 2017) with a total sample of 200, because it is not too far apart, the number of samples to be used in this study is as many as 200 data. The type of data in this study is a type of quantitative data. In this study, the sampling technique used was a non-probability sampling technique which is sampling that does not pay attention to the selection procedure based on certain criteria, but relies on the researcher's personal assessment. (Naresh et al, 2017). The method used in sampling is a convenience sampling method that carries out a sample selection process based on the researcher's preferences.

The measurement scale in this study is a likert scale that is useful for measuring a person's attitude and opinion towards a social phenomenon in the form of statements given by researchers. The likert scale number score for each answer to a question or statement is from 1 to 5 which is from Strongly Disagree until Strongly Agree.

Data analysis is a process to process data after data from all respondents have been successfully collected (Sugiyono, 2017). After that, the data is compiled systematically by categorizing the data, synthesizing, choosing the data that is important and to be researched, then ending by making conclusions so that the research carried out is easy to understand by readers. In this study using descriptive and inferential analysis techniques starting from Outer Model Measurement, Inner Model Measurement and Path diagram analysis.

4. Result and Discussion

4.1 Result

The primary data for this study was obtained directly from respondents through the distribution of electronic questionnaires (google forms) to residents domiciled in Tangerang Regency, Tangerang City and South Tangerang City with a total of 200 respondents. Information regarding the characteristics of respondents in this study consisted of domicile, age, gender, education, occupation and length of service.

Table 4. Characteristics of Respondents

Characteristics	Information	Frequency	(%)
Domicile	Tangerang Regency	81	40,50%
	Tangerang City	90	45,00%
	South Tangerang City	29	14,50%
Age	22-25 Years	100	50,00%
	26-29 Years	85	42,50%
	30-33 Years	15	7,50%
Gender	Male	105	52,50%
	Female	95	47,50%
Education	SHS	22	11,00%
	Diploma 3	12	6,00%
	Diploma 4	3	1,50%
	Bachelor	152	76,00%
	Magister	11	5,50%
Occupation	Civil Servant	8	4,00%
	Employees Owned Enterprises	13	6,50%
	Private sector employee	156	78,00%
	Health Workers	4	2,00%
	Teacher	14	7,00%
	Others	5	2,50%
Length of service	< 1 Year	64	32,00%
	1 - 2 Years	75	37,50%
	3 - 5 Years	43	21,50%
	> 5 Years	18	9,00%

Descriptive statistics of research variables are described in the form of a table that aims to obtain abstractions from respondents' answers to all research variables. In this study, the variables that will be analyzed include employee engagement, organizational resources, organizational engagement climate and job resources. The minimum value of the descriptive statistical table means the smallest score answer collected from each statement.

Table 5. Descriptive Statistics of Organizational Resources Variables

Dimension	Code	Mean	Standard Deviation	Information
Human Resources Department Practice	PDHR1	3,77	0,926	High
	PDHR2	4,155	0,901	High
	PDHR3	4,025	0,863	High
<i>Strategic Alignment</i>	SA1	3,945	0,75	High
	SA2	4,02	0,735	High
	SA3	4,1	0,693	High
Clarity of Company Objectives	KTP1	3,975	0,886	High
	KTP2	3,77	0,829	High
	KTP3	3,76	0,789	High
Company Adaptation	AP1	3,995	1,102	High
	AP2	4,06	0,968	High
<i>Senior Leadership</i>	SL1	3,91	0,844	High
	SL2	3,43	1,227	High
Average			3,91	High

Table 6. Descriptive Statistics of Organizational Engagement Climate Variables

Dimension	Code	Mean	Standard Deviation	Information
Company Climate	IP1	3,65	1,152	High
	IP2	3,995	0,682	High
	IP3	4,07	0,682	High
	IP4	4,18	0,829	High
Average			3,97	High

Table 7. Descriptive Statistics of Job Resources Variables

Dimension	Code	Mean	Standard Deviation	Information
Job Variety	VP1	4,26	0,723	Very High
	VP2	4,18	0,926	High
Self-Development	PD1	4,14	0,889	High
	PD2	4,26	0,795	Very High
Job Autonomy	OP1	3,795	1,064	High
	OP2	3,105	1,176	Middle
	OP3	2,935	1,141	Middle
<i>Supervisor Support</i>	SS1	4,135	1,108	High
	SS2	4,215	0,894	Very High
Average			3,89	High

Table 8. Descriptive Statistics of Employee Engagement Variables

Dimention	Code	Mean	Standard Deviation	Information
Engagement	KT1	4,055	0,729	High
	KT2	4,27	0,638	Veri High
	KT3	4,115	0,763	High
	KT4	4,195	0,798	High
Desire to be with the company	KBP1	3,85	0,953	High
	KBP2	4,015	0,925	Middle
	KBP3	3,43	1,231	Middle
Average			3,99	High

The first step that must be measured is to test whether the model has met the convergent validity i.e. whether the dimension loading factor value for each construct or variable has met the convergent validity. The validity test results shown on the path diagram formed in the Smart PLS 3 application are as follows:

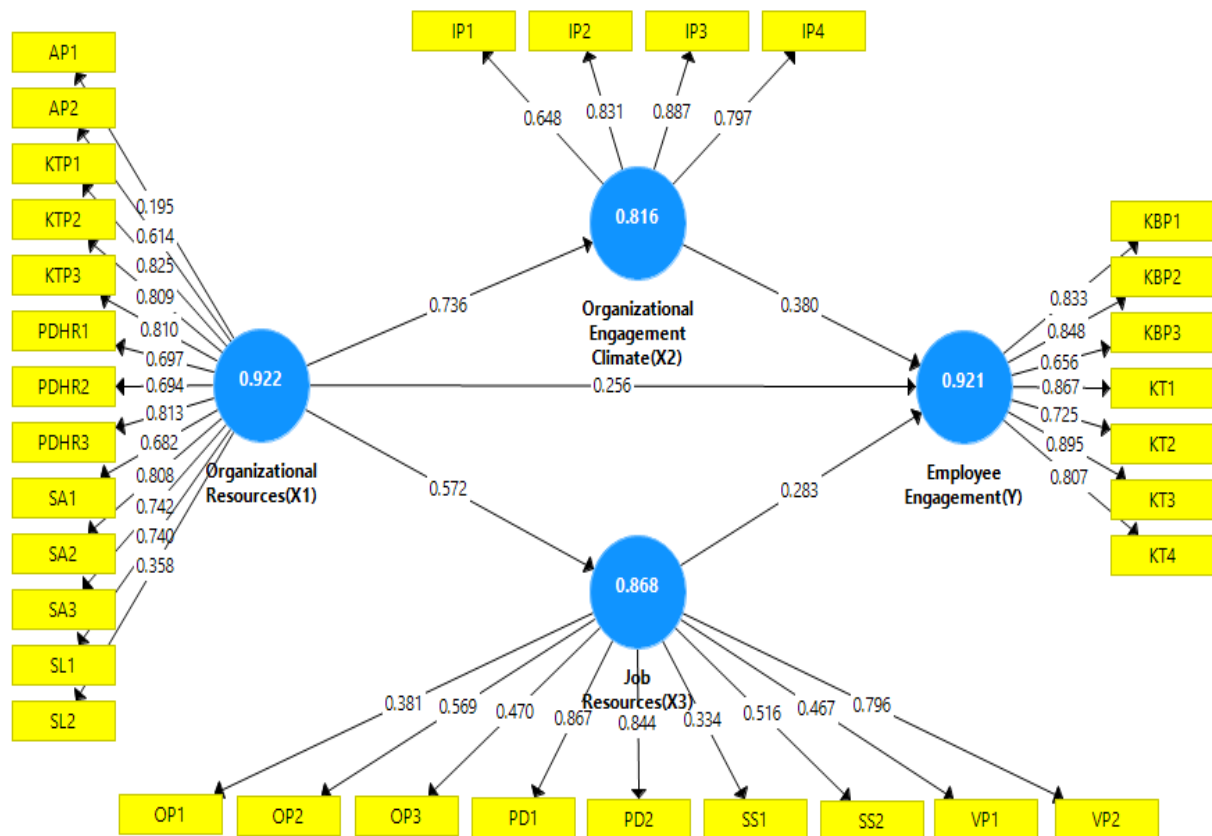


Figure 1. Outer Model Before Re-Estimation

Source: (Processed Data, 2021)

Indicators that are considered valid if they have a correlation value above 0.7. However, in research at the development stage, the loading scale of 0.50 to 0.60 is still acceptable (Ghozali, 2014). Invalid statement instruments are removed, then re-estimated or recalculated with the result as follows:

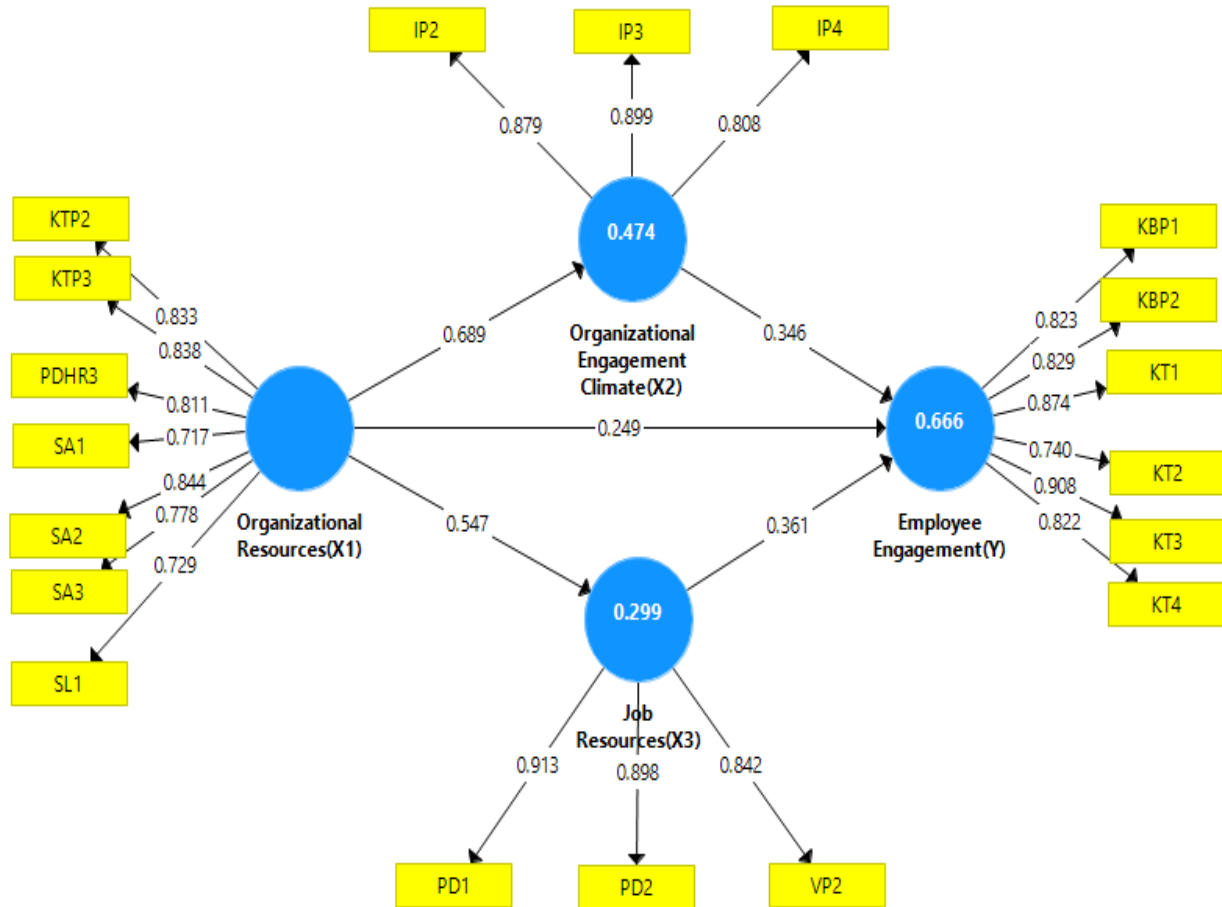


Figure 2. Outer Model After Re-Estimation
 Source: (Processed Data, 2021)

Based on the results of the re-estimation or recalculation in figure 3, it can be seen that all instruments of each indicator of all variables have met the requirements and are declared valid because they have a loading factor value of > 0.70 and an Average Variance Extracted (AVE) value of > 0.50 .

4.2 Discussion

4.2.1 The Effect of Organizational Resources on Organizational Engagement Climate

The results it was found that Organizational Resources (X1) significantly affects the Organizational Engagement Climate (X2) and the relationship between variable X1 and variable X2 is positive. If organizational resources are running and managed properly and understood by all employees, it will create a comfortable and supportive work environment. The indicator that contributes greatly to the largest loading factor value is strategic alignment or strategic alignment of the company which means with the company's ability to align the understanding of company goals to the entire company, then that way the climate of involvement in the company will be conducive, lively, supportive and comfortable so that it will increase employee productivity.

The results of this study are in line with research conducted by Simon Albrecht et al (2018) which shows that organizational resources directly affect the organizational engagement climate and Barrick et al (2015) that senior leadership contributes quite a large contribution to the climate of organizational involvement with its role in instilling a work culture and creating a supportive work environment situation in the company environment.

4.2.2 The Effect of Organizational Resources on Job Resources

The results it was found that Organizational Resources (X1) significantly affects Job Resources (X3) and the relationship between variable X1 and variable X3 is positive. The results of this study are in accordance with research conducted by Simon Albrecht et al (2018) which shows that organizational resources have proven to have a direct effect on job resources. Generation Y or millennial employees in the Tangerang region consider the role of organizational resources which consists of indicators of clarity of company goals, human resources department practices, strategic alignment and senior leadership are important in matters related to their work such as job variations and opportunities for self-potential development.

4.2.3 The Effect of Organizational Resources on Employee Engagement

The results it was found that Organizational Resources (X1) significantly affects Employee Engagement (Y) and the relationship between variable X1 and variable Y is positive. Another similar study conducted in Iran by Hasan Abolghasem Gorgi et al (2019) resulted in that strategic alignment (organizational resources) and meaningful work have an influence on employee engagement. Another study by Simon Albrecht et al (2018) showed the results that strategic alignment and company autonomy (organizational resources) affect employee engagement.

Generation Y in the Tangerang region consider the role of organizational resources important in matters related to employee attachment or involvement so that employees will be loyal, make the best contribution and have no thoughts of leaving the company. The characteristics of generation Y that tend not to last long in only one company, it needs special treatment in the form of flexible policies or rules so that the best abilities of generation Y employees can be optimized to help achieve company goals.

4.2.4 The Effect of Organizational Engagement Climate on Employee Engagement

The results it was found that Job Resources (X3) significantly affects Employee Engagement (Y) and the relationship between variable X3 and variable Y is positive. In line with previous research, Khahan Na-Nan et al (2016) are characteristics of work or job resources directly affecting employee engagement. Similar to Andrew Marty (2017) shows that job resources have an influence on employee engagement. Another research conducted by Ms. Ruchi Arya and Ms. Ruchi Arya (2017) showed results that job variations, development opportunities, autonomy, and feedback (job resources) were all positively related to employee engagement and according to Alfatih et al (2020) results were obtained stating that job resources have a positive influence on employee engagement.

The indicator that contributes greatly with the largest loading factor value is Self-Development which means that the opportunity to increase competence and skills is an important thing for generation Y employees in Tangerang to be able to continue to trust and contribute to the company.

4.2.5 The Effect of Job Resources on Employee Engagement

The results it was found that the indirect influence of the Organizational Resources (X1) variable on Employee Engagement (Y) through Organizational Engagement Climate (X2) showed a significant influence.

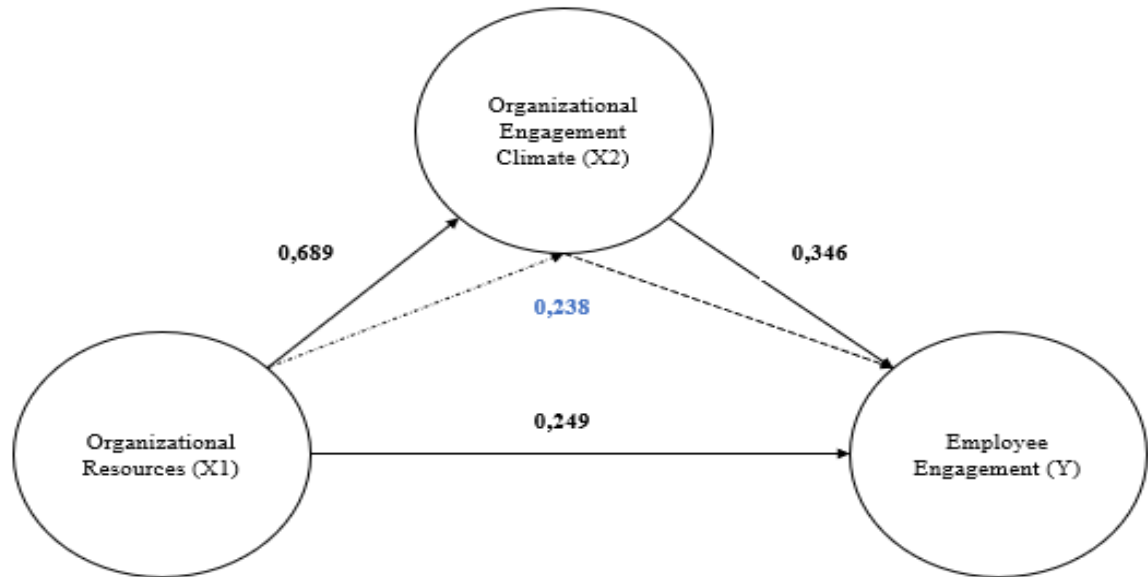


Figure 3. Influence of Mediation Variables for Employee Engagement Climate
 Source: (Processed Data, 2021)

It is known that the direct influence of organizational resources on employee engagement is greater than the indirect influence of organizational resources to employee engagement through the organizational engagement climate. Thus, the variable organizational engagement climate does not mediate the influence between organizational resources on employee engagement. In contrast to research conducted by Simon Albrecht et al shows the results that organizational resources affect employee engagement, even after considering the influence of job resources and organizational engagement climate.

4.2.6 Indirect Effect of Organizational Resources on Employee Engagement

It was shown that the results of testing the indirect influence of Organizational Resources variables on Employee Engagement through Organizational Engagement Climate showed a significant influence.

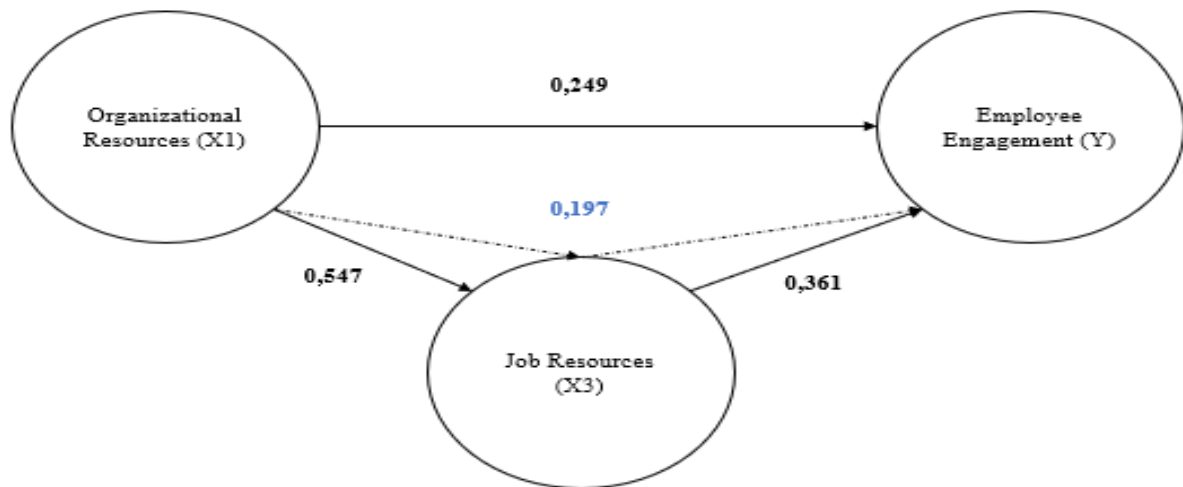


Figure 4. Influence of Mediation Variables for Job Resources
 Source: (Processed Data, 2021)

It is known that the direct influence of organizational resources on employee engagement is greater than the indirect influence of organizational resources to employee engagement through job resources. Thus, the job resources variable does not mediate the influence between organizational resources on employee engagement. In contrast to the research of Simon Albrecht et al (2018) with the results that strategic alignment and company autonomy (organizational resources) affect employee engagement, even after considering the influence of job resources and organizational engagement climate.

5. Conclusion

In this study, all hypotheses that have a relationship between variables are directly acceptable, except for the hypothesis that have indirect relationships. Organizational Resources have a significant and positive effect on Organizational Engagement Climate, Organizational Resources has a significant and positive effect on Job Resources, Organizational Resources has a significant and positive effect on Employee Engagement, Job Resources has a significant and positive effect on Employee Engagement and Organizational Resources has a significant and positive effect directly on Employee Engagement and has a mediation influence partial through Employee Engagement Climate and Job Resources in generation Y in the Tangerang area.

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