

The Influence of LMX, Job Demands, Job Resources and Personal Resources on Work Engagement: Case Studies on PT Evergreen Shipping Agency Indonesia Employee

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Abstract: *The indication of the decreasing level of job satisfaction and work engagement on PT Evergreen Shipping Agency Indonesia is level of absenteeism, during 2014-2016 percentage of employee absenteeism below 2014 (21,56%) in 2015 (58.89%), in 2016 (67.66%), based on these data, employee absenteeism tends to increase each year. This study aims to analyze the influence of Job demands, Job Resources, Personal Resources and LMX quality on work engagement on PT Evergreen Shipping Agency Indonesia, the sample In this study of 159 employees. The data were collected by interview using questionnaires conducted during June 2017. Data analysis used in this research is descriptive analysis and structural equation modeling (SEM) analysis of PLS. The result of the feasibility analysis of the model indicates that in general the model proposed in this study is able to reflect the variable with the indicator. Work engagement in PT Evergreen Shipping Agency Indonesia can be explained by the variability of Job demands, Job resources, personal resources and LMX quality by 58.5% while the remaining 41.5% is explained by other variables outside studied. In PT Evergreen Shipping Agency Indonesia showed The quality of LMX, job resources, and personal resources significantly influence of work engagement, this shows that higher the value of it wil increase work engagement of employee, the job demands significant negative correlation this shows the higher job demands will decrease work engagement of employee.*

Keywords: Work engagement, job demands, job resources, personal resources, LMX.

1. Introduction

Work engagement is a current issue in HR management, employees with high levels of job engage will show their best performance to do (Bakker 2010). In addition, one of the indications of employee satisfaction and employee engagement decrease is high absenteeism score, increase of turnover, and decreasing employee performance, PT Evergreen Shipping Agency Indonesia decrease of employees satisfaction during the period 2014-2016 based on data percentage of employee absenteeism during in year 2014 21.56% in 2015 58.89%, 2016 67.66%, based on the data trend of employee absenteeism is increase each year, from the employee attendance data of PT Evergreen Shipping Agency Indonesia employee absenteeism can be indicated a problem of low employee's engage with company, this will greatly affect the turnover and bad performance of employee.

2. Literature Review

2.1 Work Engagement

Schaufeli in Bakker and Leiter (2010) suggests working engagements that are positive mental states, satisfying, and associated with work characterized by vigor, dedication and appreciation. Engagement is a very effective concept of positive psychology and its function. The concept of positive psychology is stored perspective long-oriented to 4D (Disease, Damage, Disorder and Disability).

2.2 Dimensions of Work Engagement

According Macey et al. (2009) work engagement have two important dimensions are:

- Work engagement as a psychic energy where employees feel the ultimate experience by being in the job. Work engagement is self-sustenance in work, striving in work, absorption, focus and also involvement.
- Work engagement as behavioral energy. Cooperation looks like a person in the form of behavior such as: (1) employees will think and work proactively there will be an opportunity to take action and will take action in a manner consistent with the goals of the organization; (2) moving employees are not tied to job descriptions, they focus on business goals to achieve the appropriate objectives; (3) Employees are actively seeking ways to capabilities that are consistent with the company's mission; (4) unyielding employees despite confronted with obstacles or situations that are not.

2.3 Characteristic of Work Engagement

Employees with high work engagement have characteristics (Federman 2009): (1) Focus on completing a job and also on subsequent work; (2) to feel is part of a team and something bigger than it is; (3) feeling inadequate and not feeling a technique in a leap building in work; (4) unyielding employees despite confronted with obstacles or confused situations.

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2.4 Factors Affecting Work Engagement

Bakker (2009) there are three factors that become the main cause of work engagement, namely:

- 1) Job resources, refer to the physical, social and organizational aspects of the work that allows the individual to:
 - a) Reduce employment alternatives and the psychological and physiological costs associated with the job.
 - b) Achieving of job targets
 - c) Stimulates growth, learning and personal development
- 2) Salience of job resources. This factor illustrates how important or useful the individual of job resources.
- 3) Personal resources, an individual aspect that generally relates to the resilience and success of individuals to control their environmental environment (Hobfoll et al. 2003). there have three types of Personal Resources that is self efficacy is the belief of a person to run his work on a certain level that affects personal activity to performance, self-esteem is a sense of valuable and meaningful to do the best in every task and responsibility in work or can be called self-esteem and optimism is the framework of how employees perceive their successes and failures.

2.4. Job Demands, Job resources, Personal Resources and LMX

1) Job Demands

(Jones and Fletcher quoted from Coetzer and Rothmann 2007) defines job demands as the degree of environment providing command stimuli requiring attention and response from employees. Schaufeli and Bakker (2004) stated that Job Demands are the physical, social, and organizational aspects of work that require effort, physically as well as piskologis (cognitive and emotional).

2) Job Resources

According to Schaufeli and Bakker (2004), job resources are aspects of work that function in the achievement of employment goals, where these aspects will reduce job demands and matters related to psychological and physical costs.

3) Personal Resources

Further research Bakker and Demerouti (2008) emphasized the engagement predicted by the Job resources, related to personal resources and ultimately will result in high performance. Personal Resources is an individual aspect that generally relates to the resilience and success of an individual to control the environmental impact of his work.

4) Leader - Member Exchange Theory (LMX)

LMX is a theory that explains how interpersonal relationships develop between superiors and subordinates (Yukl, 2012). LMX is a process of interaction that occurs in two individuals and will continuously develop.

Sparrowe and Liden (1997) explain that there are several stages in the process of relationship between superiors and subordinates, namely:

- 1) Assessing Subordinates (Testing and Assessment), At this stage there is still no relationship between leaders and subordinates. The leader still weighs which one can enter into both in-group and out-group categories based on subjective or objective criteria.
- 2) Development of Trust, this stage leaders provide new opportunities and challenges to foster trust among them. In return, the subordinates belonging to the in-group category will show loyalty to their leader.
- 3) Created Emotional Bond, a subordinate who has a good relationship with the leader can enter into this stage, where the relationship and also the bond between the two become emotionally strong. At this stage, a subordinate has a high commitment to the boss.

3. Research Methods

The research was conducted at PT Evergeen Shipping Agency Indonesia, of shipping service company which is a Taiwanese company established since January 1, 2003 and continues to develop until now. This is of very appropriate with this research, where researchers analyze about how the work engagement in the company in terms of job demands, job resources, personal resources and quality LMX research conducted in January 2017 - June 2017.

3.1 Technique of Selection Respondents

Kerlinger (2004). Total of population (N) is 263 employee with margin of error or 5% probability level. The sample size 159 employee. Sample technique in this research is probability sampling.

3.2 Data Processing and Analysis

The influence of job demands on work engagement,
H₀: Job demands have no effect on work engagement.

H₁: Job demands affect work engagement

Influence of Job resources to work engagement.

H₀: Job resources has no effect on work engagement.

H₁: Job resources affect work engagement.

The influence of personal resources on work engagement.

H₀: Personal resources does not affect work engagement

H₁: Personal resources affect work engagement.

LMX quality on work engagement

H₀: The quality of LMX has no effect on work engagement

H₁: The quality of LMX affects the work engagement.

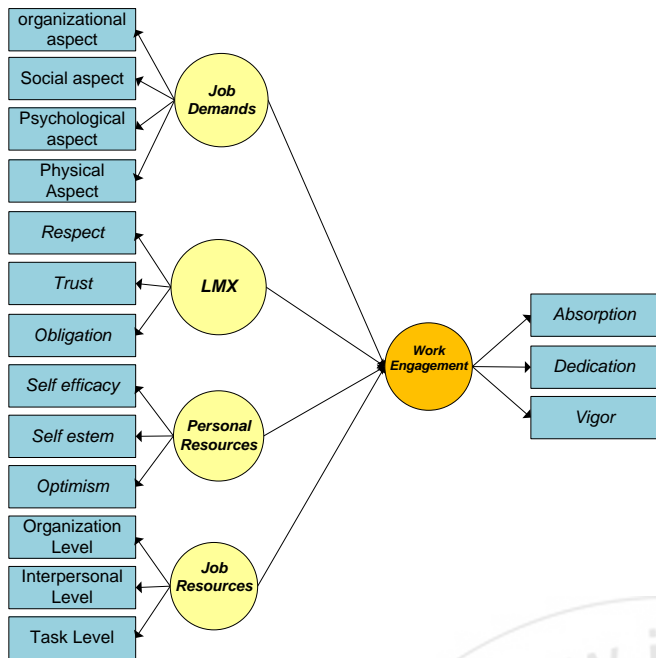


Figure 1: The SEM model influences job demands, job resources, personal resources and LMX against Work engagement

4. Result

Evergreen Group began with the establishment of Evergreen Marine Corporation (EMC) by Dr. Yung-Fa Chang on 1 September 1968. From humble beginnings operating just one secondhand general cargo vessel, Evergreen has grown throughout its history to gain many outstanding achievements. It is now one of the leading international shipping companies in terms of its fleet operations, service quality and innovative shipbuilding concepts.

Technology

As such Evergreen took advantage of the most advanced shipbuilding technologies to enhance the environmental protection capability of its 8,500 TEU L-type container ships, the delivery program of which commenced in 2012. In addition to the eco-friendly features available on the S-type ships, the L-type vessels are designed with an optimized hull profile to reduce fuel consumption and greenhouse gas emissions.

Evergreen Line has also embraced e-commerce as an essential element of a comprehensive transportation service and works hard to keep its integrated information system at the forefront of technological advancement. The line's user-friendly e-commerce system "ShipmentLink" enables customers to quickly search sailing schedules and track the movements of their shipments on the internet.

4.1 Relationship Respondent Characteristic with LMX, Job Demands, Job Resources, Personal Resources and Work Engagement

Spearman's correlation test was performed to see the relationship between employee characteristics of sex, age, length of service, marital status to variables of LMX, Job

demands, Job resources, Personal resources and Work engagement at PT Evergreen Shipping Agency Indonesia.

Table 1: Relationship of Respondent Characteristics with Variables

Variables	LMX	Job demands	Job resources	Personal resources	Work engagement
Sex	-0.102	-0.117	-0.061	-0.083	0.119
Age	0.061	0.069	-0.062	0.062	0.105
Length of services	-0.127	-.204**	-.328**	-0.116	-0.064
Marital Status	0.065	-0.012	-.160*	-0.001	0.000

Remark : ** Correlated significantly at 0.01 level (2-tailed)

* Correlated significantly at 0.05 level (2-tailed).

Based on correlation test results revealed that sex, age and marital status have a significant positive relationship with work engagement with value coefficient correlation of 0.00 - 0.20 showed a weak correlation relationship with work engagement. Based on the correlation test on the LMX quality variable with age there is a positive correlation. At the Job demands and Personal Resources variables only ages have a positive correlation. The variables of Job Resources based on the correlation test results have no have correlation with respondent characteristics consisting of sex, age, length of service and marital status.

4.2 Influence of LMX, Job Demands, Job Resources, Personal Resources to Work Engagement

Result of test validity and reliability of the study based on indicators that there are indicators have a loading factor value of less than 0.5, so that the research model in accordance with the criteria done the process of dropping. The dropping process is the process of eliminating the loading factor value on a research model one by one to obtain the value of loading factor in accordance with the criteria. In this research, the process of dropping to 23 indicators, presented in the table 2.

Table 2: Value Loading Factor First Model

Indicator	λ [Loading Factor]	Validity
JD1	0.348	Invalid
JD10	0.682	Valid
JD2	-0.229	Invalid
JD3	0.471	Invalid
JD4	0.513	Valid
JD5	0.581	Valid
JD6	0.248	Invalid
JD7	0.317	Invalid
JD8	0.569	Valid
JD9	0.760	Valid
JR1	0.390	Invalid
JR2	0.568	Valid
JR3	0.238	Invalid
JR4	0.271	Invalid
JR5	0.661	Valid
JR6	0.533	Valid
JR7	0.748	Valid
JR8	0.591	Valid
JR9	-0.251	Invalid
LMX1	0.559	Valid
LMX2	0.714	Valid
LMX3	-0.395	Invalid

LMX4	0.464	Invalid
LMX5	0.511	Valid
LMX6	0.476	Invalid
LMX7	0.753	Valid
LMX8	0.678	Valid
PR1	-0.529	Invalid
PR10	0.383	Invalid
PR11	0.532	Valid
PR12	-0.195	Invalid
PR2	0.438	Invalid
PR3	-0.030	Invalid
PR4	0.638	Valid
PR5	-0.554	Tidak Valid
PR6	0.665	Valid
PR7	-0.430	Invalid
PR8	-0.493	Invalid
PR9	-0.359	Invalid
WOA7	-0.514	Invalid
WOA8	0.686	Valid
WOA9	0.558	Valid
WOD4	0.653	Valid
WOD5	0.544	Valid
WOD6	0.636	Valid
WOV1	0.733	Valid
WOV2	0.564	Valid
WOV3	-0.388	Invalid

LMX5	0.511	0.183	0.465	0.075	0.164
LMX6	0.476	0.378	0.314	0.205	0.132
LMX7	0.753	0.408	0.408	0.285	0.351
LMX8	0.678	0.36	0.379	0.332	0.336
PR1	-0.189	-0.294	-0.316	-0.529	-0.184
PR10	0.13	0.216	0.16	0.383	0.149
PR11	0.272	0.239	0.264	0.532	0.293
PR12	-0.067	0.107	0.01	-0.195	-0.045
PR3	0.05	0.166	0.207	-0.03	-0.005
PR4	0.131	0.224	0.174	0.638	0.281
PR5	-0.125	-0.003	-0.239	-0.554	-0.316
PR6	0.409	0.34	0.386	0.665	0.471
PR7	-0.086	-0.217	-0.166	-0.43	-0.103
PR8	-0.092	-0.181	-0.205	-0.493	-0.171
PR2	0.197	0.442	0.318	0.438	0.133
PR9	-0.088	0.163	-0.113	-0.359	-0.119
WOA7	-0.191	0.049	-0.196	-0.271	-0.514
WOA8	0.315	0.322	0.258	0.214	0.686
WOA9	0.175	0.215	0.111	0.296	0.558
WOD4	0.332	0.303	0.296	0.337	0.653
WOD5	0.138	0.147	0.124	0.162	0.544
WOD6	0.272	0.217	0.261	0.412	0.636
WOV1	0.333	0.144	0.321	0.42	0.733
WOV2	0.325	0.198	0.184	0.271	0.564
WOV3	-0.163	-0.207	-0.285	-0.286	-0.388

Discriminant validity is useful to assess whether the variable has an adequate discriminatory validity that is by comparing the correlation indicator with the intended construct must be greater than the correlation with other constructs. If the correlation of the indicator has a higher value than the correlation of the indicator with another construct, then it is said that the variable has high discriminant validity. This value can be seen on the value of cross loading factor. The results of cross loading values at PT Evergreen Shipping Agency Indonesia presented in the Table 3.

Table 3: Cross loading Value First Model

Indicator	LMX	Job Demands	Job Resources	Personal Resources	Work Engagement
JD1	0.115	0.348	0.16	0.123	0.085
JD10	0.25	0.682	0.307	0.154	0.185
JD2	-0.147	-0.229	-0.203	-0.196	-0.156
JD3	0.303	0.471	0.113	0.065	0.131
JD4	0.219	0.513	0.232	0.128	0.072
JD5	0.299	0.581	0.258	0.116	0.071
JD6	0.223	0.248	0.131	-0.036	0.04
JD7	0.228	0.317	0.168	0.174	0.098
JD8	0.101	0.569	0.319	0.252	0.149
JD9	0.481	0.76	0.539	0.372	0.336
JR1	0.151	0.346	0.39	0.048	0.149
JR2	0.259	0.316	0.568	0.207	0.237
JR3	0.43	0.206	0.238	-0.031	0.037
JR4	0.167	0.066	0.271	0.267	0.071
JR5	0.566	0.336	0.661	0.309	0.264
JR6	0.315	0.351	0.533	0.304	0.067
JR7	0.452	0.49	0.748	0.346	0.26
JR8	0.293	0.299	0.591	0.299	0.282
JR9	-0.196	-0.007	-0.251	-0.304	-0.118
LMX1	0.559	0.334	0.312	0.033	0.148
LMX2	0.714	0.339	0.4	0.319	0.318
LMX3	-0.395	-0.278	-0.374	-0.295	-0.251
LMX4	0.464	0.042	0.227	0.023	0.188

The test of composite reliability of the indicator block that measures the construct. A construct is said to be reliable if the value of composite reliability is more than 0.60 (Ghozali 2006). The high value of composite reliability indicates a good consistency of each indicator in the latent variables to measure the variables. Criteria value composite reliability > 0.7 indicates that the variable has a good internal consistency. Details can be showed in Table 4.

Table 4 Construct Reliability and Validity First Model

Criteria	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
LMX	0.646	0.743	0.728	0.339
Job Demands	0.673	0.724	0.708	0.252
Job Resources	0.567	0.651	0.677	0.255
Personal Resources	-0.030	0.729	0.000	0.221
Work Engagement	0.509	0.783	0.674	0.353

Result of research on PT Evergreen Shipping Agency Indonesia employee for LMX and Job demands have composite value of reliability > 0.7 then it can be said LMX and Job demands have internal consistency and good stability (details in Table 4). The Average Variance Extracted (AVE) value indicates the range value for each indicator in the construct that can be captured by the variables more than the variance caused by the AVE measurement error is expected >

0.5.

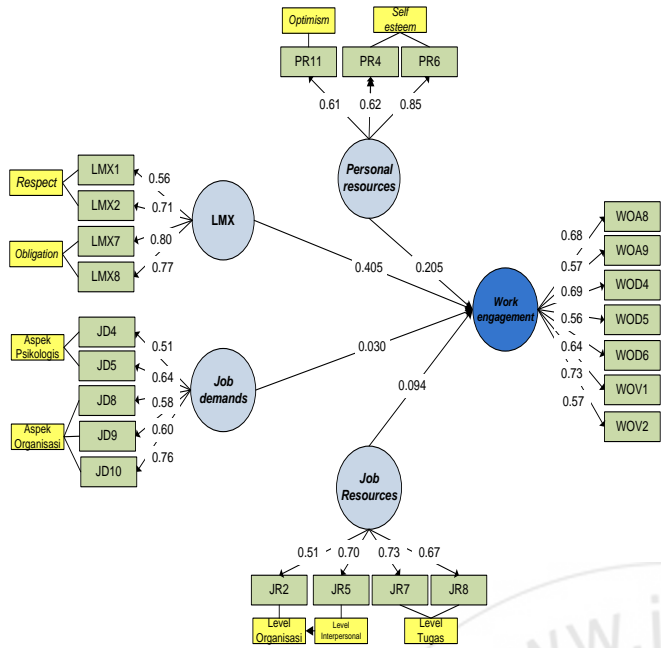


Figure 2: PLS model after dropping

The results of the elimination indicators on the first model are five indicators for the job demands variables, four Indicator indicators for job resource variables, eight Indicators for personal resource variables, four indicators for LMX variables, and two indicators for work engagement variables process drop considered insignificant and affect the measurement model.

Table 4: Assessment results of criteria and standard values of the model reflektif

No	Criteria	Remarks	Standard	Result
1	Loading Factor (LF)	Power indicator in reflect latent variables	≥ 0.5	JD10=0.76 JR8=0.68 JD4=0.64 LMX1=0.56 JD5=0.58 LMX2=0.71 JD8=0.61 LMX7=0.80 JD9=0.78 LMX8=0.77 JR2=0.51 PR11=0.61 JR5=0.70 PR4=0.62 JR7=0.73 PR6=0.85 JD10=0.76 WOA8=0.68 JD4=0.64 WOA9=0.57 JD5=0.58 WOD4=0.69 JD8=0.61 WOD5=0.56 JD9=0.78 WOD6=0.65 JR2=0.51 WOV1=0.73 JR5=0.70 WOV2=0.57 JR7=0.73
2	Cross Loading	Discriminant Validity	Each indicator have cross value loading > indicators at never others	All indicators on latent variables have higher value with the intended construct than the correlation indicators with other constructs.

3	Composite reliability	Internal Consistency	> 0.7	Job demands = 0.809 Job resources = 0.756 Personal resources = 0.737 LMX = 0.804 Work engagement = 0.827
4	Average Variance Extracted (AVE)	Construct Validity	> 0.5	Job demands = 0.860 Job resources = 0.607 Personal resources = 0.502 LMX = 0.510 Work engagement = 0.628
5	Cronbach's alpha	Strengt consistency test	> 0.7	Job demands = 0.756 Job resources = 0.802 Personal resources = 0.702 LMX = 0.945 Work engagement = 0.924

Based on Figure 2 on PLS model PT. Evergreen Shipping Agency Indonesia showed the direct influence of LMX on worker's variables 0.405, while for Job demands the direct influence to work engagement variables of 0.030, and for the variables of Job Resources the direct influence on work engagement variables is 0.094, and for personal resources direct influence against working factor variables of 0.205 of the overall variables affecting the work engagement variables are the largest LMX variable, its mean LMX greater influence than the other variables. Based on the results of research on employees of PT. Evergreen Shipping Agency Indonesia found that all constructs have composite reliability value > 0.7 then all constructs in research have internal consistency and good stability (details can be seen in Table 4). The AVE value showed the variance value of each indicator in the construct that can be captured by the variables more than the variance caused by measurement error. AVE value is expected > 0.5. The complete results of the AVE value are presented in table 4. Of all the construct measurements the AVE value has a value > 0.5 this indicates the variance in each indicator in the corresponding construct and no error is found in the measurement. The next test on the outer model is seen from reliability test reinforced with alpha cronbach's value. Limit of alpha cronbach's reliability test is more than 0.7, the results of alpha cronbach's values based on the model before dropping on PT.Evergreen Shipping Agency Indonesia company based on the processing obtained all results have been reliable because the value of alpha cronbach's > 0.7.

Inner Model Analysis (structural model)

The structural test model is done by looking at the value of R₂ in the dependent construct, this test is a model feasibility test or Goodness of the fit. Work engagement construction at PT. Evergreen Shipping Agency Indoneisa obtained R₂ value of 0.585 which can be interpreted that variant on work engagemnt in PT. Evergreen Shipping Agency Indonesia can be explained by variability Job demands, Job resources, Personal resources and LMX are 58.5% (0.585 x 100%) while the remaining 41.5% (100% - 58.5%) are explained by other variables outside of the study.

Table 5: R-Square Value

Criteria	Remark	Standard	Result
Endogenous variable of R ²	Variability Construct endogenous could explained by variability construct exogenous	R ² of 0.67 as substantial; 0.33 as moderate; 0.19 as weak (Chin and Peter in Ghazali and Lattan 2015)	0.585

The next test is significance of the influence of independent (exogenous) constructs on the dependent (endogenous) and answer what has been hypothesized. Testing with a significance level of 5% if the value of t-statistic > 1.96 then the null hypothesis (H₀) is rejected. The t-statistical coefficient of influence of the latent constraint is obtained from PLS Bootstrapping. The results of the Bootstrapping PLS Model at PT Evergreen Shipping Agency Indonesia are presented in Table 6.

The value of the parameter coefficient can be seen in the value of (original sample) and the t-statistic value presented in table 6 below.

Table 6: Coefficient Value

Influence Test	Original Sample (O)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STDEV)
Mutu LMX -> Work Engagement	0.405	0.085	0.085	2.395
Job demands -> Work Engagement	0.030	0.082	0.082	0.374
Job resources -> Work Engagement	0.094	0.096	0.096	1.978
Personal resources -> Work Engagement	0.205	0.072	0.072	5.631

Hypothesis 1

PT Evergreen Shipping Agency Indonesia, the value of LMX quality influence coefficient on work engagement is 0.405, standard error error 0,085 and t-statistic 2.395. Because the value of t-statistics 2.395 > 1.96 then reject H₀. This proves that in PT. Evergreen Shipping Agency Indonesia, on the quality of LMX have a significant positive effect on work engagement, so the higher the quality of LMX it will increase employee satisfaction and work engagement to the company.

Hypothesis 2

PT Evergreen Shipping Agency Indonesia, the coefficient of job demands influence on work engagement is 0.094, standard error error 0.096 and t-statistic 0.374. Since the value of t-statistics is 0.374 < 1.96 then it receives H₀. This proves that in PT. Evergreen Shipping Agency Indonesia, the job demands variables have no significant effect on work engagement, so the higher the job demands the work engagement to the company will be lower. Job demands consist of physical condition, psychological condition, social condition, and organization. If employees of PT Evergreen Shipping Agency Indonesia feel physical, psychological, social and organizational fatigue it will have an impact in reducing the level of work engagement. The more work demands employees have to endure, the more easily tired

they will be, the lower the vigor, dedication, and absorption that lead to low work engagement (Broeck et al., 2008).

Hypothesis 3

PT Evergreen Shipping Agency Indonesia, it affects Job resources on work engagement of 0.094, standard error 0.096 and statistical level 1.978. Because t-statistics 1.978 > 1.96 then reject H₀. This is proves that in PT. Evergreen Shipping Agency Indonesia, on significant with job resource variables, so the higher the job resources the work engagement in company will be higher.

Hypothesis 4

PT Evergreen Shipping Agency Indonesia, the coefficient of influence of Personal Resources on Work Engagement is 0.205, the standard error value is 0.072 and the value of t-statistic is 1.978. Because the value of t-statistics 5.631 > 1.96 then reject H₀. This proves that in PT. Evergreen Shipping Agency Indonesia, on variable personal resources have a significant positive effect on work engagement, so the higher the personal resources hence the employee's attachment to the company will be higher.

5. Conclusion

Work engagement at PT Evergreen Shipping Agency Indonesia is influenced by job demands, job resources, personal resources and LMX, the most influencing factor of work engagement at PT Evergreen Shipping Agency Indonesia based on measurement result is LMX. PT Evergreen Shipping Agency Indonesia has individuals with employee character who already have job satisfaction and work engagement that leaders in performing their leadership tasks can always pay attention to aspirations and also organize tasks considered well, This is what will lead to a feeling of pleasure in employees against leaders. The least influential factor is the job resources, the employees at PT Evergreen Shipping Agency Indonesia do not look at the aspects of job resources as being very influential for themselves it showed management had good work practices so that employees feel comfortable working in the company, the job demands factor have no significant effect on work engagement because the company is always trying to make employees who have a positive assessment of the working environment then employees feel that the work environment psychologically good, so that raises the spirit and high willingness and reduce burnout rate to employees.

6. Suggestion

Here are suggestions:

- 1) Management of PT Evergreen Shipping Agency Indonesia is expected to review current performance appraisal system so that employees get clarity about the income as well as the workload received.
- 2) Need to do further research by considering the scope of research object wider, in order to more to know the factors influencing work engagement, besides need to do further test with more respondent in order to get more information regarding work engagement research.

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