

# Factors Affecting Lecturer Engagement in E-Learning Teaching Method

Mochamad Rizki\*

Faculty of Business and Management  
Universitas Mercu Buana  
Jakarta Barat, Indonesia  
\*mochrzk@gmail.com

Yetti Supriyati, Maruf Akbar

Postgraduate Studies  
State University of Jakarta  
Jakarta Timur, Indonesia  
y\_supriyati@yahoo.com

**Abstract**—Engagement is generally accessed with human resource management indicators through compensation or motivation. This narrower criterion for accessing engagement is how university management improves lecturers engagement. The aims of this study is to find out effective management, and work culture, affect lectures Engagement in Universitas Mercu Buana Jakarta. For this purpose, 220 lectures were selected using purposive random sampling. The tool of this study is a researcher-made questionnaire containing 108 questions and is scored on Likert scale. Data was collected after completion of questionnaire by samples. In order to find out the results, path analysis calculation model is used with emphasis on lecturer engagement and it was concluded that the impact of effective management, and work culture toward employee engagement is positive in the level of 5% error.

**Keywords:** *e-learning, engagement, management effectiveness, work culture*

## I. INTRODUCTION

Higher education is one way to contribute high quality human resources. Organizations and companies today consider college graduates as the main requirement in recruiting new employees. This requirement increases the number of high school graduates or equivalent who continuing their education to higher education as required by the current labor market. Increasing number of high school graduates leads to increasing universities.

The challenge for the Indonesian is to produce superior quality and productive human resources. This can be achieved by making improvements in national education system. Advance education system and continuous improvement in way of learning are one of the improvements in higher education. Education system should take benefit with unstoppable technology advancement.

The universities challenge's is to meet national challenge in human resources. This can be achieved through continuous improvement in education system. Indonesian education system is still embracing a traditional in-class teaching method. Universities have an opinion that in-class teaching method delivers better understanding for students in absorbing the materials than online teaching. However, some universities already implemented an online system in delivering teaching materials to students. Maximizing the use of information

technology in education system becomes one of the compulsory in many universities in Indonesia. Online teaching reduces spaces for classroom which price keep increasing in a big city like Jakarta. This is one of the reasons why universities start to use online teaching as their way of transferring knowledge.

Rapid increase in student numbers requires universities to apply information technology as part of education system. Paperless education such as e-learning is becoming a compulsory in Indonesian education. Some universities have started to implement e-learning method of teaching in giving materials to students. E-learning is a new way of teaching and learning [1]. E-learning is the basic logical consequence of the development of information and communication technology. With e-learning teaching participants (students) do not need to sit in the classroom to listen to each teacher's speech directly. There are two methods of e-learning system namely synchronous and asynchronous. Synchronous means student and lecture are online at the same time and asynchronous means materials are uploaded to website by lecturer and student study them in other time. The second option is a universities common practice in delivering learning material to student. Student has flexible time in accessing the material anywhere.

Online learning requires adequate infrastructure and user friendly application. Furthermore, competencies, knowledge and experience might be other concern. Highly trained and certification operator and administrator should be in place in order to have a smooth online method of learning. Once those are in place then lecturers are also should have adequate computer knowledge to make online learning running smoothly. When we have system, people who running the system and lecturers in place other things such as human resource management becomes important. In order to run e-learning process successfully the organization should maintain its human resource management carefully. A highly supported human resource management factors may overcome the problems in e-learning operation. The purpose of this paper is to analyze human resource factors that the e-learning system would perform at maximum level in university. Management effectiveness, work culture, and lecturer engagement were variables studied and analyze in order to make online learning becoming effective and efficient.

### A. Statement of Problem

The existence of technology must be interpreted as an effort to increase effectiveness and efficiency. Technology cannot be separated from problems. Technology exists because it solves problems faced by humans. So that humans need the right technology that is effective and efficient to solve problems without having to be limited by space and time. Online learning could be one of the ways in delivering learning materials effective and efficient. Because of its advantages, e-learning learning model becomes one of the choices of university learning method. The basic concept of e-learning is learning through electronic assistance services. It is one of alternative to overcome various problems in education. It gives benefits such as less use of paper, time and classroom. Since learning process is becoming online there will be no more paper for exam or in class exercise. Students have flexible time in reading the materials and undertaking exercises. Land is a scarcity item, with e-learning there will be no class room required. Student and lecturer become more creative in learning process and student has flexible time in pursuing their education degree. Ideally, when e-learning becomes the choice of learning system the institution can provide an environment supporting this learning method. Providing an adequate management practice, better working culture and better work life are some of the benefit for lecturer so they will have a higher engagement in the institution.

E-learning teaching method uses computers as a media in learning while one of the learning theories is humanistic theory is humanizing humans and e-learning is less humanizing to humans. In Indonesia some lecturers are not able to use e-learning because they did not have a chance of electronic learning during their studies. Lack of institution management willingness also contributes to lecturer drawback of online learning method. In today's world to be online is one of the compulsory items. People are using their electronic device such as smartphone as a part of daily life. Providing an online supportive working culture in academic environment will create efficient method of learning. These factors should be included in an institution while applying e-learning method in their education system. When those factors are met the lecturer may escalate their engagement level to the institution.

In order to create a successful e-learning process more detailed studies should be carried out and prepared. Study in human resource and other management function may overcome e-learning problem. This research analyzes management effectiveness, work culture affecting lecturer engagement. Conclusion of this research presents how each of the variables affects engagement of the lecturer.

### B. Research Objectives

Education plays a very important role in country's development. This effort is because education is a vehicle for improving and developing human resources. Along with the development of computer technology and information technology, universities in Indonesia have developed their management information systems to be able to keep up with online demand. E-learning improves the quality of education. It minimizes the use of class room; students may use their time to learn from video and practice exercises outside the class. E-

learning education allows student to expand student's interest and creativity. E-learning lecturer must be able to create and present good and interesting learning material so that students can be active in learning. Students are required to be active in learning in the learning process; students are given material through e-learning and self-learning both learning individually or in groups. Lecturer becomes facilitators who support these students. Learning becomes effective because students learn independently. Lecturers should be managed and maintained so that they will engage and work well.

Factors that influence engagement are management effectiveness, work culture. Lack of management effectiveness creates low willingness in e-learning teaching method. Second factor is work culture that has not been fully implemented. Students are difficult to understand the materials given by the lecturers through e-learning. Students prefer in class teaching method because it is easy to absorb.

This paper has an objective to find out which factor within the human resource area of institution can be improved in conjunction with e-learning method of learning. Improvement should involve higher management and other lower level of hierarchy in organization. Primary area of analysis is the effect of management effectiveness, and work culture on lecturers into self-engagement. The research limited to the learning process using e-learning systems. The results of this study are expected to be used as a reference by the university in conducting the learning process for students and for further online education development.

### C. Research Question

Basically, employee engagement not only influenced by management effectiveness and work culture but also influenced by broader and more complex factors. Since there are time and funds limit in doing the research. Management effectiveness, and work culture lecturers are variables researched. There are six questions in this research to find the effect of independent variables to dependent variable which is engagement.

- Does management effectiveness directly affect self-engagement?
- Does work culture have a direct effect on self-engagement?
- Does management effectiveness directly influence work culture?

Each of the questions above is analyzed and tested. Statistical method of analyzing was used in obtaining the answer for the above questions. We tested lecturers who use e-learning as learning method in Universitas Mercu Buana using questioners. The results were analyzed by comparing to benchmark numbers from statistical table. We are sure the answers might be useful for Universitas Mercu Buana and other education institutions for further development in learning system.

## II. RESEARCH BACKGROUND

Truss stated that employee engagement as the harnessing of organization member's selves to their work roles; in

engagement, people employ and express themselves physically, cognitively, and emotionally during role performance [2]. Another quotation from The Institute for Employment Studies IES; Endres and Smoak state that engagement is a positive attitude adopted by employees towards the organization and organizational values [3]. Engaged employee is awareness in the business context and works with colleagues to improve performance in jobs that benefit the organization. Schaufeli et al., mentioned work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption [4]. Employee has the feeling of going to work is something she likes. She feels the day is not complete without going to work. An employee who has a high level of engagement with the organization has an understanding and concern for the operational environment of the organization, enthusiasm in work, being able to work with other employees, talking positively about the organization and acting beyond the expectations of the organization. It demonstrates attitudes and communications in their workplace. Fewer employees quit their jobs and demonstrate more working eagerness. Albrecht wrote that employee engagement as an individual's sense of purpose and focused energy, evident to other in the display of personal initiative, adaptability, effort, and persistence directed toward organizational goals [5]. According to Noe, employee engagement refers to the extent to which employees are fully involved in their work and the strength of their commitment to the work of the company [6]. Robinson defines employee engagement as a positive attitude that employees have towards the organization they work in and the values that the organization has [7].

The nature of managerial work is then to coordinate the work of individuals, groups and organizations by performing four management functions [8]: planning, organizing, leading and controlling. In addition, Terry has theory that management function is planning, organizing, actuating and controlling [9]. Furthermore, the nature of effectiveness from Bacal means an effective system helps organizations, managers, and employee succeed [10]. It helps the organization meets short and long term goals and objectives by helping managers and employees do their jobs better. Sharpe wrote that effective management requires defining and redefining the mission and activities of the organization [11]. The manager must keep in close contact with the needs and views of both staff and customers while designing and executing programs. It is the responsibility of the manager to ensure that the organization's performance results in accomplishments and products that serve public needs. The essence of management is how one could manage based on planning, organizing, actuating and controlling. These functions have to be performed orderly and carefully implemented to get the best result. If there is a mistake in any of the function, then the process has to be evaluated and corrected to eliminate. Effective is usually associated with efficient. Effective means something is done according to standard or objective which has been set. When a patient is treated and has to stay a few days in a hospital. She is recovering in two days. The process that making the patient recovered is effective. However, when the patient can be recovered without staying in the hospital means efficient. Effective management is making the right decisions and successfully implementing them [12]. Effective management is

influenced by three factors, namely the effectiveness of organizations, groups and individuals [13]. Effective organization can be measured by looking at the extent to which the organization can achieve its stated objectives

Robbins said that work culture is built and maintained based on the philosophy of the founder or company leader [14]. This culture is strongly influenced by the criteria used in hiring process. The actions of the leader will greatly influence the behavior that can be accepted or that cannot be accepted by workers. The form of socialization will depend on the success achieved in setting values in the selection process. But slowly these values will automatically be selected to make adjustments to changes, which will eventually emerge the desired work culture. The color of work culture is productivity in the form of work behavior that can be measured, among others [15]: hard work, tenacious, disciplined, productive, responsibility and motivation, benefit, creative, dynamic, consistent, consistent, responsive, and independent and be a better person. Culture in an organization, both government and private organizations reflect the appearance of the organization, how the organization is seen by people who are outside [16]. Organizations that have a positive culture will show a positive image. Organizational culture can be the basis of behavior for all team members and groups in achieving the organization's final goals [13]. Organizational culture can be an element that maintains the stability of employees in behaving in carrying out organizational functions. The concept of work culture according to Sedarmayanti, the work culture of human resources is a life attitude and a human way of life that is based on a life view that rests on the value of commendable behavior that is generally accepted and has become the nature, habits and driving force positive power in humans to always succeed at work [17]. Universitas Mercu Buana has implemented work culture among employee and worker that consists of six actions, namely, honest, disciplined, responsible, creative, local wisdom and environmentally friendly. This work culture is written in the employee guidance book and hanging in some of the walls in the classes.

Hypothesis is an answer or a temporary guess that must be verified by scientific research [18]. Based on the research background above, we need a hypothesis testing to find out whether there is an effect between the independent variables on the dependent variable.

We have created hypothesis and related research from the above research background. Hypothesis 1 is management effectiveness affecting employee engagement. Herminingsih conclude in her quantitative research that human resource management practice did not affect employee engagement [19]. Another research by Aprilian [20], in the Journal of Industrial and Organizational Psychology. This study used employees as a sample with descriptive quantitative methods. The result from this study is employee productive behavior does not have an effect on employee engagement.

Hypothesis 2 is work culture affecting engagement. This hypothesis is proved by Syamsun and Kartika [21]. They conducted research with title of Effect of Organizational Culture and Employee Engagement on Employee Performance at PT PLN (Persero) Bekasi Area. The research result is similar

to Hermningsih [19]. They used National Electricity employee as sample. Naidoo and Martins from South Africa also wrote about culture with title of Investigating the Relationship between Organizational Culture and Work Engagement [22]. Their research used quantitative method of research and the result was there is an effect of organization culture into work engagement.

Hypothesis 3 is management effectiveness affecting work culture. Research done by Tjihajadi proved that the hypothesis is true meaning that management effectiveness is affecting work culture [23]. This research was conducted by comparing organizations in Japan, South Korea and Indonesia. The results from observations is national customs have an important role in the existing organizational culture. Therefore, it is necessary to find and develop an organizational culture that fits the national personality. This condition will increase the effectiveness of the organization. Based on the explanation in this study, it can be concluded that the organizational culture of various organizations around the world has a very important contribution in creating organizational effectiveness that supports organizational success. This research suggested that the need for an organizational culture embedded in the employee's heart. Furthermore, the culture itself should be inherent, understood and lived out by all members of the organization. Subsequent research was written by Armia with the title The Effect of Culture on Organizational Effectiveness: Hofstede's Cultural Dimension [24]. The result from this research is there was the effectiveness of organizations, especially educational organizations, is strongly influenced by culture. This study uses a type of educational organization using an authoritarian model, with organizational leaders being the command center of the entire organization. In addition, this organization has been established for a long time, so the organizational culture has been well formed. The figure 1 is the research framework used in this research.

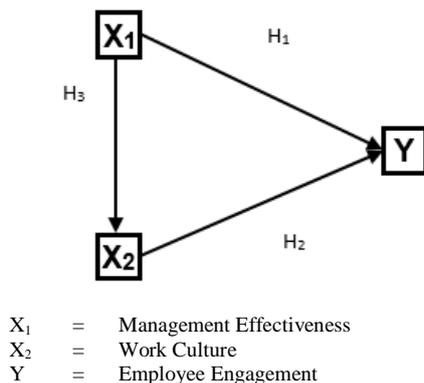


Fig. 1. Research framework.

The first path represents hypothesis 1 from management effectiveness (X<sub>1</sub>) as independent variable to employee engagement as dependent variable. Second path represents hypothesis 2 from work culture (X<sub>2</sub>) as independent variable to employee engagement (Y) as dependent variables. Third path is management effectiveness (X<sub>1</sub>) as independent variable to work culture (X<sub>2</sub>) as dependent variable.

**III. METHODOLOGY**

The model used in this study is a model of causality. To test the hypothesis that proposed in this study, the technique of analysis used is Structural Equation Modelling (SEM) operated by SPSS and Microsoft Excel. Modelling studies through SEM allows researchers to answer the research questions that are dimensionally (i.e. measure what the indicators of a concept) and regression (measure of influence or degree of relationship between the factors that the dimensions have been identified). Ferdinand stated several reasons for the use of SEM program as an analytical tool due its compatibility for [25]:

- Confirming non-dimension of various indicators to a dimension /construct /concept /factor.
- Testing suitability or provision of a model based on empirical data.
- Examining the suitability of the model as well as the causality relationship between the factors constructed or observed in the research model

Confirmatory factor analysis factor analysis was used to test the indicators that make up variables of employee engagement by management effectiveness, and work culture. Questionnaire distributed to Universitas Mercu Buana lecturers by using a purposive random sampling technique. The number of sample was 220 out of 700 active e-learning lecturers as a total population. The questionnaire has 108 statements represent four variables. Each subject was requested to respond to the closest match of five-point scaled. The scale is ranging from strongly disagree (1), disagree (2), neutral (3), agree (4) and strongly agree (5).

Further test is data analysis. Data analysis is the process of inspecting, cleaning and transforming data with the objective of making it useful for research. Collected data were tested and analyzed. Test includes reliability, validity and normality. The results were compared with data analysis thresholds. We found all data are passed and useable for testing the hypotheses.

**IV. RESULTS AND DISCUSSION**

This section presents the results of the analysis and describe of the research data description. It includes the prerequisite test for the analysis and hypothesis test. Data description consists of distribution of the average value, standard deviation, median variance, mode, minimum value and maximum value. Prerequisite analysis test must be carried out and met several requirements. The tests are regression test with significant value, linear values and regression equation of each research path with normal data residual distribution.

This research is to find out the effect of independent variable management effectiveness (X<sub>1</sub>) on dependent variables, work culture (X<sub>2</sub>), and employee engagement (Y). We used linear regression to find out the effect of each variable into another. Regression can be carried out with normality and validity. These processes had been done and turned out the variables were normal and valid. Further tests are regression, t-test and hypothesis test. The results are presented in the table 1.

TABLE I. NORMALITY TEST (LILIEFORS)

No	Regression	N	L <sub>test</sub>	L <sub>table</sub>		Comment
				$\alpha = 5\%$	$\alpha = 1\%$	
1	Y on X <sub>1</sub>	220	0.0469	0.0597	0.073	Normal
2	Y on X <sub>2</sub>	220	0.0414	0.0597	0.073	Normal
3	X <sub>2</sub> on X <sub>1</sub>	220	0.0498	0.0597	0.073	Normal

Normality test is an analysis to test whether data comes from populations that are normally distributed. Normality test is important because most inferential statistical analysis requires data that is normally distributed. Normal distribution testing with Lilliefors test is generally used for single data.

The test was taken with level margin of error 1% and 5%. Notation N means number of sample. L-test is the result from

calculation and L-table is numbers from statistical table. According to calculation and comparing the L-test and L-table, all the L-test numbers fall below L-table meaning that the data is normally distributed. The highest number is number 6 which is 0.0498 and the lowest is number 5 which is 0.0369.

**A. Regression Result**

Regression test is to find out the relationship on one variable to another variable based on research diagram. If the result is positive meaning that any increase in variable will increase another variable. We calculated regression line for each line between variables and the results are shown in table 2.

TABLE II. REGRESSION RESULT

Reg	Regression Result	Regression Test		Linearity Test		Result
		F <sub>test</sub>	F <sub>table</sub> $\alpha = 0.01$	F <sub>test</sub>	F <sub>table</sub> $\alpha = 0.05$	
Y on X <sub>1</sub>	$\hat{Y} = 56.838 + 0.672 X_1$	85.41	6.75**	0.891	1.47 <sup>ns</sup>	Positive
Y on X <sub>2</sub>	$\hat{Y} = 36.078 + 0.635 X_2$	97.33	6.75**	1.058	1.45 <sup>ns</sup>	Positive
X <sub>2</sub> on X <sub>1</sub>	$\hat{X}_2 = 76.690 + 0.559 X_1$	74.58	6.75**	1.287	1.47 <sup>ns</sup>	Positive

Regression test shows positive effect on variable X<sub>1</sub>, X<sub>2</sub>, and Y. X<sub>1</sub> is management effectiveness, X<sub>2</sub> is work culture, and Y is employee engagement. This shows any additional effort on each variable would give positive impact on other variable. Regression test shows significant value for each regression line. Linearity test shows the distribution of estimated points forms an acceptable linear line. The point distribution approaches linear regression equation. Both numbers from regression test and linearity test are compared and when they meet the criteria, they have a positive value of regression.

**B. T-test Result**

The t-test is known as a partial test, which is to confirm the hypothesis. Results from analysis are compared to number from table (t table). According to Ghozali when the number is higher means that alternative hypothesis is accepted [26]. Calculation from t-test is shown in table 3.

TABLE III. T-TEST RESULT

Hypothesis	Path Coefficients	t <sub>test</sub>	t <sub>table</sub>	Test Result
X <sub>1</sub> on Y	0.244	3.97	1.97	H <sub>0</sub> is rejected, H <sub>1</sub> is accepted. There is a direct positive effect of X <sub>1</sub> on Y
X <sub>2</sub> on Y	0.279	4.47	1.97	H <sub>0</sub> is rejected H <sub>2</sub> is accepted. There is a direct positive effect of X <sub>2</sub> on Y
X <sub>1</sub> on X <sub>2</sub>	0.505	8.64	1.97	H <sub>0</sub> is rejected, H <sub>6</sub> is accepted. There is a direct positive effect of X <sub>1</sub> on X <sub>2</sub>

The values of t<sub>test</sub> are higher than t<sub>table</sub>, meaning that alternative hypotheses are accepted. In other words, each variable observed is affected another variable. This result confirmed the hypothesis stated above.

The result of first hypothesis test indicated that Management Effectiveness has a significant effect on Self Engagement. Management effectiveness is part of achieving company goals, Management is also concerned with being effective, completing activities so that organization goals are attained [14]. Management effectiveness is an effective process in an organization in achieving its objectives. The organization has two kinds of goals, namely short-term goals and long-term goals. The role of management effectiveness is a very important factor in the short-term and long-term success of an organization. Success is measured in the form of achieving organizational goals according to their needs.

Second hypothesis indicated that work culture has a significant influence on engagement. The conclusion of this result is that if there is an increase in work culture, self-engagement will be even better. Research by Herminingsih with the title of Effect of Human Resource Management Practices and Organizational Culture on Employee Engagement conducted on employees who work in Jakarta its surrounding cities [19]. The conclusion of this study is that effective organizational management does not directly influence employee engagement. This study also states that the factors which influence engagement are compensation and employee religiosity, meaning that employees really hold firm to the underlying value of their behavior, including behavior at work.

Third hypothesis is indicated that management effectiveness has a significant influence on work culture. If there is an increase in management effectiveness, there will be an increase in work culture. Effective is a variable derives from a management goal focuses on the expected results, objectives and targets. Effective organizations are organizations that established success in inputs, processes, outputs, and outcomes. It is characterized by the quality of these indicators. The effectiveness of a university is not only achievement of targets and fulfillment of various needs, but

also it is closely related to quality, or in other words the establishment of quality development of educational institutions. A theory revealed by Tampubolon [13] the task of management is to find out how to increase the effectiveness of individuals, groups, and organizations. This is due to organizations as a tool for carrying out community work is that the organization can do more work than individual. Effective managers are able to choose the right thing to do and the right method to get the most optimal results. Manager should focus on planning, organizing, actuating and controlling. When these factors are achieved then a company will achieve its goal effectively.

## V. CONCLUSION

Conclusion from the analysis shows better management effectiveness will improve lecturer engagement, and work culture. Management effectiveness for instance better planning preparation in academic work such as class scheduling, teaching materials and learning objective. Better planning includes lecturer involvement in class planning or creating plan list in line with lecturer background, experience and schedule. Freedom in choosing teaching material is also part of management effectiveness. Remove the hierarchy and build a trust. This creates better intimacy and flow of ideas.

Extensive lecturer training and knowledge development of already implemented working culture might also increase the level of lecturer engagement. Lecturer training in work culture may increase awareness for discipline, honest, responsible, and creative and better knowledge of environment friendly and local wisdom. Health and safe working condition training is a part of lecturer awareness in work culture.

Lecturer may have better idea of how to work safely and healthy. University should stick more written work culture on the walls so it can be seen by the lecturer. This may unify a culture and awareness of how to behave according to university culture.

There are still many factors would affect lecture engagement which might be addressed for further research. This research is limited to management effectiveness and work culture. May this research would give a better idea of how to increase lecturer engagement in university environment.

## REFERENCES

[1] D. Darmawan, *The Development of E-learning Theory and Design*, Bandung: PT Remaja Rosdakarya, 2014.  
 [2] C. Truss, D. Mankin and C. Kelliher, *Strategic Human Resource Management*, Oxford: University Press, 2012.

[3] G.M. Endres and L. Mancheno-Smoak, "The Human Resource Craze: Human Performance Improvement and Employee Engagement," *Organization Development Journal*, vol. 26, 2008.  
 [4] A.B. Bakker and E. Demerouti, "The crossover of work engagement between working couples A closer look at the role of empathy", *Journal of Managerial Psychology*, vol. 24, no. 3, pp. 220-236, 2009.  
 [5] S.L. Albrecht, *Handbook of Employee Engagement*, United Kingdom: Edward Elgar Publishing Limited, 2010.  
 [6] R.A. Noe, *Human Resource Management: Achieve Competitive Advantages*, Jakarta: Salemba Empat, 2010.  
 [7] M. Rachmawati, "Employee Engagement as a Key to Improving Employee Performance," *International Journal Review*, vol. 6, no.12, pp. 55, 2013.  
 [8] Gibson, *Organizations, Behavior, Structure and Process*, Singapore: Mc Graw Hill, 2009  
 [9] G.R. Terry, *Management Principles*, Jakarta: Bumi Aksara, 2006.  
 [10] R. Bacal, *Performance Management*, 2th edition, Madison: Mc Graw Hill, 2012.  
 [11] M.E. Sharpe, "Defining and Measuring Effectiveness in Public Management, Public Productivity and Management Review," vol. 17, 1993.  
 [12] R.W. Griffin, *Management: Principles and Practices 11th edition*. Canada: South Western Cengage Learning, 2013.  
 [13] M.P. Tampubolon, *Organization Behaviour*, 2nd edition. Bogor: Ghalia Indonesia, 2008.  
 [14] S.P. Robbins and M. Coulter, *Management*, 11th edition, England: Pearson, 2013.  
 [15] D.A.N. Arianto, "The Effect of Discipline, Work Environment and Work Culture on Teacher Performance," *Journal Economia*, vol. 9, no. 2, 2013.  
 [16] Wibowo, *Work Culture*. Jakarta: Raja Grafindo Perkasa, 2013.  
 [17] Sedarmayanti, *Human Resource Management, Bureaucratic Reform and Civil Servants Management*, Bandung: PT. Refika Aditama, 2007.  
 [18] C. Gunawan and M.E. Sutanto, "Job Satisfaction, Organizational Commitment and Turnover Intentions," *Journal Economic and Business Management Partners*, vol. 4, no.1, pp. 76-88, 2013.  
 [19] A. Herminingsih, *The Effect of Human Resource Management Practices and Organizational Culture on Employee Engagement*, *Proceeding and Seminar Management Technology XX*, Program Studi MM-ITS Surabaya, 2014.  
 [20] F. Aprilian, S. Widodo and Sami'an, "Employee Engagement and Employee Productivity", *Journal Psikologi Industri dan Organisasi*, vol. 2, no. 1, 2013.  
 [21] M.S. Joushan and L. Kartika, "The Effect of Organizational Culture and Employee Engagement on Employee Performance at PT PLN (Persero) Bekasi Area," *Applied Management Journal (JAM)*, vol. 13, no. 4, 2013.  
 [22] A. Naidoo and N. Martins, "Investigating The Relationship Between Organizational Culture and Work Engagement, Problems and Perspectives in Management," vol. 12, pp. 433-441, 2014.  
 [23] S. Tjihajadi, "The Importance of Cultural Position and Organizational Effectiveness in Competition," *Journal Management*, vol. 6, no. 2, 2007.  
 [24] C. Armia, "The Effect of Culture on Organizational Effectiveness: Hofstede's Cultural Dimension," *JAAI*, vol. 6, no. 1, 2007.  
 [25] A. Ferdinand, *Structural Equation Modelling dalam Penelitian Manajemen*. Edisi 4. Semarang: Badan Penerbit Universitas Diponegoro, 2006.  
 [26] I. Ghozali, *Multivariate Analysis Application with the SPSS Program*. Semarang: UNDIP, 2016.