

## The Connection Between Work Motivation and Work Stress with Work Engagement for Bakti Timah Medika Employees

### *Hubungan Antara Motivasi Kerja dan Stres Kerja dengan Work Engagement pada Karyawan Bakti Timah Medika*

Muchtadin\*<sup>1</sup>, Zelvy Emmelya Sunday<sup>2,3</sup>

<sup>1</sup>Management Study Program, YPPI University, Rembang, Indonesia

<sup>2</sup>HSE and QS Manager, PT. Bakti Timah Medika, Pangkalpinang, Indonesia

<sup>3</sup>Nursing Science Study Program, STIKES Citra Delima, Pangkalpinang, Indonesia

#### ARTICLE INFO

##### *Article History*

Submitted: 26 November 2023

Final Revised: 6 June 2023

Accepted: 16 June 2023

##### Keywords:

Job stress,  
work motivation,  
work engagement.

##### *Kata kunci:*

*Keterlibatan kerja,  
motivasi kerja,  
stres kerja.*



*This is an open access article under the [CC-BY-SA](#) license*

*Copyright © 2023 by Author, Published by Universitas Negeri Surabaya*

#### ABSTRACT

This research aims to determine the strength of the relationship between motivation and work stress with work involvement individually or simultaneously. Quantitative approach used in research. Sampling used is the saturated sample method. A total of 270 people filled out the questionnaire with a response rate of 17.21% of the total population. The data analysis method used quantitative descriptive analysis, simple correlation and multiple correlation. Normality and linearity tests were used before hypothesis testing. The finding in this study is that work motivation is positively and strongly correlated with work engagement. Job stressor has a negative and weak correlation with work engagement. Motivation and work stress are simultaneously positively connected with work engagement. The company is expected to provide motivation, increase the benefits provided and provide freedom in managing work schedules and ways of working so that employees feel more comfortable with their work. Further researchers can use factors that mediate the link between job stress and job engagement to explain the weak relationship found in this study. The next researcher can compare work motivation, job stress and job involvement on employees who have different job positions.

#### ABSTRAK

*Penelitian ini bertujuan untuk mengetahui kekuatan hubungan motivasi dan juga stres bekerja dengan work engagement secara masing-masing maupun simultan. Pendekatan kuantitatif dipakai dalam penelitian. Pengambilan sampel yang dipakai ialah metode sampel jenuh. Sebanyak 270 orang yang mengisi kuesioner dengan tingkat respon 17,21% dari total populasi. Metode analisis data memakai analisis deskriptif kuantitatif, korelasi sederhana dan korelasi berganda. Uji normalitas dan linearitas dipakai sebelum pengujian hipotesis. Temuan dalam penelitian ini ialah motivasi kerja berkorelasi positif*

*dan kuat dengan work engagement. Stres kerja berkorelasi negatif dan lemah dengan work engagement. Motivasi dan stres kerja secara berbarengan berkorelasi positif dengan work engagement. Pihak perusahaan diharapkan memberikan pelatihan motivasi, meningkatkan tunjangan yang diberikan serta memberikan kebebasan dalam mengatur jadwal kerja dan cara bekerja agar karyawan lebih merasa terikat dengan pekerjaannya. Peneliti selanjutnya dapat menggunakan faktor yang memediasi hubungan antara stres kerja dengan work engagement guna menjelaskan lemahnya hubungan yang ditemukan dalam penelitian ini. Peneliti selanjutnya bisa juga membandingkan tingkat motivasi kerja, stres kerja dan work engagement pada karyawan yang memiliki posisi pekerjaan yang berbeda.*

Correspondence regarding this article can be addressed to Muchtadin via e-mail: [muchtadinmuch12@gmail.com](mailto:muchtadinmuch12@gmail.com)

---

Health becomes an important factor for a country. Health has an impact on economic growth in a country (Sharma, 2018). Health in a country must certainly be supported by various factors including the quality of human resources from workers in the health sector. Presiden RI (2014) stated that health workers are people who serve, have skills and knowledge about health, and have authority in carrying out health efforts.

The survey results (Harter, 2017) found employees in the world have a work engagement rate of 21% while in Indonesia have a work engagement rate of 24%. This means that as many as 76% of employees in Indonesia do not feel tied to their work. Still in a survey conducted (Harter, 2017) that Indonesia has a daily stress level of 20%. Stress itself is a trigger for low work engagement (Zhang et al., 2021).

It is important for employees who work in the health sector to have high work engagement. Employees with good work engagement will have a low intention to change jobs (Memon et al., 2021). Work engagement is able to increase organizational commitment and organizational behavior which in turn can improve team performance in the organizational context (Uddin et al., 2019). When employees feel attached to their work, they will behave more innovatively at work

(Ariyani & Hidayati, 2018). Low work engagement triggers increased burnout and stress felt by employees (Agarwal et al., 2020). The more an employee feels attached to his job, the better his performance will be (Puspita et al., 2020).

Motivation is a fundamental impetus for someone to behave in accordance with the urge within him (Prayetno & Ali, 2020). Work motivation is a driver for employees to work harder according to their duties and responsibilities (Hasibuan & Silvy, 2019). Work motivation is influenced by a variety of factors. Management controls such as personnel control, culture control and result control can increase employee motivation (van der Kolk et al., 2019). Training can be considered as the main key in increasing work motivation (Ozkeser, 2019). Work motivation is impacted by ethical leadership and emotional leadership (Ouakouak et al., 2020). A supportive work environment can have an impact on employee motivation intrinsically (Ciobanu et al., 2019). The high-performance work system is one of the factors increasing employee motivation at work (Bryson & White, 2019). Increased skills and participation opportunities also contribute to increased employee motivation in the workplace (Beltrán-Martín & Bou-Llusar, 2018). Increased work motivation depends on work facilities, employee

discipline levels and compensation obtained (Anggrainy et al., 2018). Rewards and punishments are factors that affect motivation at work (Pradnyani et al., 2020).

Job stress is a response that is issued due to work situations and causes changes in aspects such as behavioral, psychological, physiological employees (Ramlawati et al., 2021). Job stress is influenced by various types of factors. Length of work, social support and awarding are factors that have an impact on changes in work stress (Yoon et al., 2018). The amount of work stress is influenced by the work environment, work resources, work load, time pressure, working hours per day, length of work, number of night shifts per week, and level of academic qualifications (Zhan et al., 2020). Managerial, personal, physical, patient care and interpersonal factors were each identified as sources of stress (Raesi et al., 2021). The amount of work stress is influenced by conflicts between work, family, and workload (Dodanwala et al., 2022). Sensory processing sensitivity is one of the factors that have an impact on work stress (Andresen et al., 2018).

Work engagement is a positive and satisfied employee's state of mind towards their work which is characterized by dedication, vigor and absorption (Kristiana et al., 2019). Changes in employee work engagement are influenced by various types of factors. Increased work engagement occurs when employees have intrinsic motivation and autonomous motivation (Chua & Ayoko, 2021). Employee satisfaction with their work is a driver of increased work attachment (Garg et al., 2018). Learning culture can increase work attachment (Saputra, 2018). Work engagement is influenced by factors of psychological capital and quality of work life (Wardani & Anwar, 2019). Leadership determines the amount of employee

engagement (Asif et al., 2019). Employment engagement is influenced by performance appraisal, reward and compensation (Aboramadan et al., 2020). Spirituality in the workplace and organizational commitment determine work engagement (Adi & Fithriana, 2020).

Previous research has found that work motivation can increase work engagement (Endayani & Saman, 2021). Then, work stress can reduce work engagement (Shibuya & Tsujikawa, 2022). The study aims to see the magnitude of the relationship between motivation and work stress with work engagement independently or combined.

## Method

### Population/Sample

The research population is 1569 employees under the authority of PT. Bakti Timah Medika with various job professions such as nurses, doctors, admins, etc. The study population is employees who work at Bakti Timah Pangkalpinang Hospital, PT. Bakti Timah Medika, FKTP Pangkalbalam, FKTP Sudirman, KM Stannia Belinyu, KBT Toboali, Paritiga, Tanjung Pandan, Bakti Timah Muntok Hospital, Bakti Timah Karimun Hospital, and Stannia Sungailiat Medical Hospital. The sampling method uses saturated sampling or as many responses as received will be processed into research results.

### Data Collection

Data collection using google form media which is disseminated through leaders in each agency. The research instrument in the google form consists of 5 alternative answer options. A total of 37 statement items from 3 variables were distributed to various respondents in the population.

### Research Instruments

The work motivation research instrument was adapted from Gagné et al.

(2015) which consists of six aspects, namely amotivation (3 items), extrinsic social regulation (3 items), extrinsic material regulation (3 items), introjected regulation (4 items), identified regulation (3 items), intrinsic motivation (3 items) and has a majority reliability value above 0.80 in nine countries. The work stress research instrument is adapted from Shukla & Srivastava (2016) which consists of two aspects, namely time stress (4 items) and anxiety (5 items) and has a reliability level of 0.83. The work engagement research instrument was adapted from Kristiana et al. (2019) which is formed from three dimensions, namely vigor (3 items), dedication (3 items), absorption (3 items) and has a reliability value of 0.85.

Validity testing uses Product Moment correlation where as many as 19 items of work motivation statements, 9 points of work stress statements and 9 points of work engagement statements are declared valid. The basis of decision making is that  $r$  calculation must be higher than  $r$  table. The  $r$  value of the table in this study was 0.119. The overall  $t$  value of the calculation is higher than the  $t$  table so that all items of work motivation, work stress and work engagement are declared valid. The  $r$  value of calculating the work motivation variable is in the range of 0.256 to 0.626. The  $r$  value of calculating the work stress variable is in the range of 0.451 to 0.742. The  $r$  value of calculating the work engagement variable is in the range of 0.598 to 0.780.

The results of reliability testing from three variables where work motivation has a reliability level of 0.812. Work stress has a reliability score of 0.791. Work Engagement has a Cronbach Alpha reliability level of 0.850. All three variables were declared reliable because the Cronbach Alpha score was higher than 0.6.

Gagné et al. (2015) have proven the

stability of work motivation measurement tools in nine countries and seven different languages with the majority reliability value above 0.80. The results of this study found that in the field of health the level of reliability obtained was 0.812 and this finding reinforces the results of previous studies that have been conducted by Gagné et al. (2015). This study found a reliability value of work stress of 0.791, while previous research by Shukla & Srivastava (2016) was found at 0.830. The reliability of the work engagement measurement tool in this study was found to be 0.850 and these results reinforce the previous findings by Kristiana et al. (2019) who also found results of 0.850. The reliability value of work engagement was found to be higher than this study at 0.902 even though it was used in various types of work (Muchtadin, 2022). Based on previous exposure, it can be concluded that the measuring tools for work motivation, work stress and work engagement used in this study tend to be stable when used in different time spans.

### Data Analysis

Table 1. Normality Test Results

		Unstandardized Residual
N		270
Normal Parameters <sup>a,b</sup>	Mean	0.000000
	Std Deviation	3.09336198
Most Extreme Differences	Absolute	0.048
	Positive	0.048
	Negative	-0.024
Test Statistic		0.048
Asymp. Sig. (2-tailed)		0.200 <sup>c</sup>

a. Test distributions is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: processed data (2022)

The normality test was performed on residual unstandardized values using KS (Kolmogorov Smirnov). The results of the normality test where the Sig. number is 0.2 and the number is higher than 0.05, the research data is declared normally distributed.

**Linearity Test**

Table 2. Linearity Testing

Variable	Deviation from Linearity Value
Work Motivation	0.063
Work Stress	0.071

Dependent variable: Work Engagement

Source: processed data (2022)

The results of the data linearity test showed the value of Deviation from Linearity of the work motivation variable 0.063 and the value was >0.05. That is, the relationship between work motivation and work engagement is linear. The value of the Deviation from Linearity of the work stress variable is 0.071 and the value is greater than 0.05. That is, stress has a linear relationship with work engagement.

This study uses parametric data analysis techniques because it has fulfilled assumption tests in the form of normality tests and data linearity tests. The data analysis process uses quantitative descriptive analysis to provide an overall picture of respondents. In addition, simple correlation analysis and multiple correlation analysis are used in hypothesis testing.

**Result**

**Overview of Respondents**

This study managed to gather as many as 270 respondents or 17.21% response rate of the total population. The description of respondents contains information about sample characteristics such as last education,

length of work, job position, age, agency origin, gender, marital status.

The respondents of this study were divided into 86 men (31.9%) and 184 women (68.1%). A total of 230 respondents (85.2%) stated that they were married, 32 respondents (11.8%) were not married and 8 people (3%) were divorced. In the last education, as many as 22 respondents (8.2%) were high school graduates/equivalent, 141 respondents (52.2%) were Diploma graduates, 98 respondents (36.3%) were Bachelor/equivalent graduates, 9 respondents (3.3%) were Master / equivalent graduates. The age of respondents varied, there were 36 respondents (13.3%) aged 18-27 years, 134 respondents (49.6%) aged 28-37 years, 77 respondents (28.5%) aged 38-47 years, 23 respondents (8.5%) aged 48 years and over. As many as 41 (15.2%) respondents have worked < 5 years, 71 respondents (26.3%) have worked ≥ 5 years but < 10 years, 75 respondents (27.7%) have worked ≥10 years but < 15 years, 41 respondents (15.6%) have worked ≥ 15 years but < 20 years, 41 respondents (15.2%) have worked for more than 20 years.

In job positions, as many as 134 respondents (49.6%) were nurses, 16 respondents (5.9%) were doctors, 21 respondents (7.8%) were senior officers, 38 respondents (14.1%) answered others, 61 respondents (22.6%) were a combination of pharmacy, admin, finance, chief, physiotherapy, officer, nutrition, labor and midwife. When viewed from the origin of the agency, as many as 161 respondents (59.6%) came from Bakti Timah Pangkalpinang Hospital while the remaining 109 respondents (40.4%) were a combination of PT. Bakti Timah Medika, FKTP Pangkalbalam, FKTP Sudirman, Stannia Belinyu Medical clinic, Bakti Timah Toboali clinic, Bakti Timah Paritiga clinic, Bakti Timah Tanjung Pandan clinic, Bakti

Timah Muntok Hospital, Bakti Timah Karimun Hospital, and Stannia Sungailiat Medical Hospital.

The majority of respondents in this study were women, married, have a diploma final education, aged 28-37 years, have worked for more than 10 years but less than 15 years, occupy nurse positions and come from Bakti Timah Pangkalpinang Hospital. All research instruments from the three variables were declared valid and reliable without any items falling even though they were used in different positions or job characteristics. The research data were found to be normally distributed and passed the linearity test.

### Simple Correlation Test

Table 3. Simple Correlation Test Results

Variable	Work Engagement
Work Motivation	0.628**
Work Stress	-0.230**

\*\* = Degree of significance 99%

Source: processed data (2022)

Table 3 is the result of a simple correlation test where a correlation of 0.628

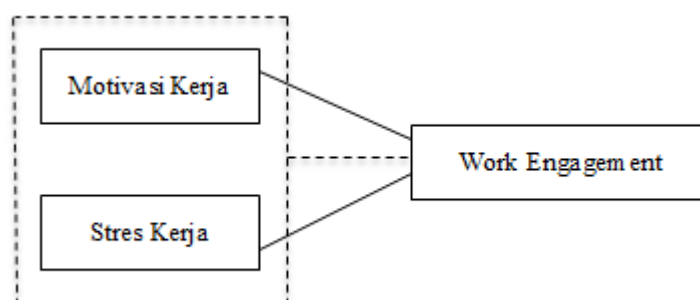


Figure 1. Research Model

(Note: motivasi kerja = work motivation; stres kerja = work stress)

### Discussion

The results of this study found that work motivation was positively correlated

is found in the relationship between work motivation and work engagement. A correlation of -0.230 was found in the relationship between work stress and work engagement. Both results were found to be valid at a 99% confidence level.

### Multiple Correlation Test

Table 4. Multiple Relationship Testing

R	R Square	F. Change	Sig. F Change
0.643 <sup>a</sup>	0.413	94.026	0.000

Source: processed data (2022)

Multiple correlation testing is shown in table 4. The value of Sig. F Change was found to be 0 and < 0.05. This means that work engagement is influenced simultaneously by motivation and work stress. The strength level of the relationship is seen at an R value of 0.643. A positive R value indicates that the relationship between work motivation and work stress simultaneously with work engagement is positive.

with work engagement. The findings are supported by research conducted by Chua & Ayoko (2021) where work motivation is positively correlated with work engagement. Another similar thing was expressed by

Endayani & Saman (2021) where the more motivated workers are while working, the more work engagement these workers will increase. Work motivation originating in individuals can increase the work attachment of workers (Solatani Arabshahi et al., 2019). The drive to work better makes workers become enthusiastic and dissolved when on the job but must be accompanied by a good assessment and compensation system (Rahmana & Soliha, 2022). Motivation tends to reflect inner psychological factors whereas engagement is more activity-oriented (Martin et al., 2017). In the end, motivation as a psychological drive to work better can make workers feel enthusiastic, proud and excited when doing their work activities.

A person's encouragement in work can make workers feel more attached to their work which can then increase productivity at work (Ratnaningtyas et al., 2021). When a person has the motivation to be fully involved in his choice at work, employees will feel more attached to their work (Moreira-Fontán et al., 2019). A leader can make workers feel more attached and engrossed to their work when they are able to increase the motivation of their subordinates (Chen & Cuervo, 2022; Chua & Ayoko, 2021; Santiago et al., 2021). Satisfaction with basic needs can encourage employees to work better so that employees feel exciting, proud and enthusiastic in their work (Xu et al., 2022). When workers are given freedom in managing their work, workers will be more motivated while working and feel more cool, proud and enthusiastic when working (Malinowska et al., 2018). Birth order was found to encourage employees to work better and be more enthusiastic, feel proud and exciting while working (Yunita, 2019). In the end, various factors that can increase employee motivation at work will be able to increase

employees' sense of attachment to their work and employee work productivity will increase and bring benefits to the organization/company.

Work stress was found to be negatively correlated with work engagement in this study. This finding is supported by Zhang et al. (2021) where workers with low stress levels tend to feel more attached to their work, especially in terms of service to their organization. The same thing was expressed by Shibuya & Tsujikawa (2022) that stress can reduce employee work engagement. Perceived burnout and stress are negatively associated with work attachment from workers (Agarwal et al., 2020). Work stress due to the pandemic was found to be a predictor of decreased morale and employee pride in their work (Bernburg et al., 2022). Work stress is a determining factor of work attachment but depends on how much welfare the worker has (Vandiya & Etikariena, 2018). Conditions of tension that occur due to work stress can have a negative impact on the sense of sacrifice and also reduce the effort that employees put into their work (Misbah et al., 2017). Stress was found to bridge the influence of other variables on work attachment. Stress was found to reduce the impact of self-efficacy on work engagement (Pérez-Fuentes et al., 2019).

The findings in this study concluded that work motivation and work stress together (simultaneously) correlate positively with work engagement (attachment/morale). This happens because the positive correlation between work motivation and work engagement is stronger when compared to the negative correlation between work stress and work engagement (see table 7). A value of 0.628 was found when work motivation was positively correlated with work engagement. Then a value of negative 0.230 was found when

work stress correlated with work engagement. If interpreted, the relationship between work motivation and work engagement is in the strong category (0.6-0.8) while the correlation value between work stress and work engagement is in the weak category (0.2-0.4) (Sihombing & Bangun, 2019). The cause of the weak relationship between work stress and work engagement occurs because work motivation has a greater relationship with work engagement.

### Conclusion

This study concludes that work motivation is positively correlated with the work engagement of Bakti Timah Medika employees. This means that the higher the work motivation, the higher the employee work engagement. The relationship between work motivation and work engagement is in the strong category because it is in the range of 0.6 to 0.8 with a positive direction.

Work stress is negatively correlated with the work engagement of Bakti Timah Medika employees. This means that the higher the work stress, the more it will reduce employee work engagement. The relationship between work stress and work engagement is in the weak category because it is in the range of 0.2 to 0.4 and has a negative direction.

Work motivation and work stress together are positively correlated with work engagement. The measuring instruments measuring the three variables have good validity and reliability without a single item being discarded.

### Suggestion

The Bakti Timah Medika company is expected to increase employee work engagement by increasing work motivation and reducing the level of stress owned by its

employees.

Researchers are then expected to use mediating variables on the relationship between work stress and work engagement which is the cause of the weak relationship between the two variables. Further researchers can also compare levels of work motivation, work stress and work engagement in employees who have different job positions.

### References

- Aboramadan, M., Albashiti, B., Alharazin, H., & Dahleez, K. A. (2020). Human resources management practices and organizational commitment in higher education: The mediating role of work engagement. *International Journal of Educational Management*, 34(1), 154–174. <https://doi.org/10.1108/IJEM-04-2019-0160>
- Adi, A. N., & Fithriana, N. (2020). How the workplace spirituality influences work engagement through organizational commitment: Evidence from banking industry. *Management Science Letters*, 10(14), 3375–3386. <https://doi.org/10.5267/j.msl.2020.5.041>
- Agarwal, G., Mosquera, M., Ring, M., & Victorson, D. (2020). Work engagement in medical students: An exploratory analysis of the relationship between engagement, burnout, perceived stress, lifestyle factors, and medical student attitudes. *Medical Teacher*, 42(3), 299–305. <https://doi.org/10.1080/0142159X.2019.1679746>
- Andresen, M., Goldmann, P., & Volodina, A. (2018). Do Overwhelmed Expatriates Intend to Leave? The Effects of Sensory Processing Sensitivity, Stress, and Social Capital on Expatriates' Turnover Intention. *European Management Review*, 15(3), 315–328.



- <https://doi.org/10.1111/emre.12120>
- Anggrainy, I. F., Darsono, N., & Putra, T. R. I. (2018). Pengaruh Fasilitas Kerja, Disiplin Kerja dan Kompensasi Terhadap Motivasi Kerja Implikasinya pada Prestasi Kerja Pegawai Negeri Sipil Badan Kepegawaian Pendidikan dan Pelatihan Provinsi Aceh. *Jurnal Magister Manajemen*, 2(1), 1–10. <http://202.4.186.66/JMM/article/view/10227/8072>
- Ariyani, N., & Hidayati, S. (2018). Influence of Transformational Leadership and Work Engagement On Innovative Behavior. *Etikonomi*, 17(2), 275–284. <https://doi.org/10.15408/etk.v17i2.7427>
- Asif, M., Qing, M., Hwang, J., & Shi, H. (2019). Ethical leadership, affective commitment, work engagement, and creativity: Testing a multiple mediation approach. *Sustainability (Switzerland)*, 11(16). <https://doi.org/10.3390/su11164489>
- Beltrán-Martín, I., & Bou-Llusar, J. C. (2018). Examining the intermediate role of employee abilities, motivation and opportunities to participate in the relationship between HR bundles and employee performance. *BRQ Business Research Quarterly*, 21(2), 99–110. <https://doi.org/10.1016/j.brq.2018.02.001>
- Bernburg, M., Hetzmann, M. S., Mojtahedzadeh, N., Neumann, F. A., Augustin, M., Harth, V., Groneberg, D. A., Zyriax, B. C., & Mache, S. (2022). Stress perception, sleep quality and work engagement of german outpatient nurses during the covid-19 pandemic. *International Journal of Environmental Research and Public Health*, 19(1), 1–24. <https://doi.org/10.3390/ijerph19010313>
- Bryson, A., & White, M. (2019). HRM and small-firm employee motivation – before and after the Great Recession Alex Bryson (University College London) and Michael White (University of Westminster). *Ilr Review*, 72(3), 1–48.
- Chen, S., & Cuervo, J. C. (2022). The influence of transformational leadership on work engagement in the context of learning organization mediated by employees’ motivation. *Learning Organization*. <https://doi.org/10.1108/TLO-01-2022-0011>
- Chua, J., & Ayoko, O. B. (2021). Employees’ self-determined motivation, transformational leadership and work engagement. *Journal of Management and Organization*, 27(3), 523–543. <https://doi.org/10.1017/jmo.2018.74>
- Ciobanu, A., Androniceanu, A., & Lazaroiu, G. (2019). An integrated psychosociological perspective on public employees’ motivation and performance. *Frontiers in Psychology*, 10(JAN), 1–7. <https://doi.org/10.3389/fpsyg.2019.00036>
- Dodanwala, T. C., Santoso, D. S., & Shrestha, P. (2022). The mediating role of work–family conflict on role overload and job stress linkage. *Built Environment Project and Asset Management*, 12(6), 924–939. <https://doi.org/10.1108/BEPAM-12-2021-0153>
- Endayani, F., & Saman, S. (2021). Dampak Kualitas Kehidupan Kerja dan Motivasi Kerja pada Employee Engagement. *Jurnal Bisnis Dan Manajemen*, 8(1), 1–6. <https://doi.org/10.26905/jbm.v8i1.4955>
- Gagné, M., Forest, J., Vansteenkiste, M., Crevier-Braud, L., van den Broeck, A., Aspel, A. K., Bellerose, J., Benabou, C., Chemolli, E., Güntert, S. T., Halvari, H., Indiyastuti, D. L., Johnson, P. A., Molstad, M. H., Naudin, M., Ndao, A., Olafsen, A. H., Roussel, P., Wang, Z., & Westbye, C. (2015). The Multidimensional Work Motivation Scale: Validation evidence in seven languages and nine countries. *European Journal of Work and Organizational*

- Psychology*, 24(2), 178–196. <https://doi.org/10.1080/1359432X.2013.877892>
- Garg, K., Dar, I. A., & Mishra, M. (2018). Job Satisfaction and Work Engagement: A Study Using Private Sector Bank Managers. *Advances in Developing Human Resources*, 20(1), 58–71. <https://doi.org/10.1177/1523422317742987>
- Harter, J. K. (2017). State of the Global Workplace. *Employee Engagement Insights for Business Leaders Worldwide*, 1–122.
- Hasibuan, J. S., & Silvy, B. (2019). Disiplin Kerja dan Motivasi Terhadap Kinerja Karyawan. *Prosiding Seminar Nasional Multidisiplin Ilmu “Inovasi Produk Penelitian Pengabdian Masyarakat & Tantangan Era Revolusi 4.0 Industri,”* 2(1), 1–147. <https://doi.org/10.32832/inovator.v9i1.3014>
- Kristiana, I. F., Fajrianti, F., & Purwono, U. (2019). Analisis Rasch Dalam Utrecht Work Engagement Scale-9 (Uwes-9) Versi Bahasa Indonesia. *Jurnal Psikologi*, 17(2), 204. <https://doi.org/10.14710/jp.17.2.204-217>
- Malinowska, D., Tokarz, A., & Wardzichowska, A. (2018). Job autonomy in relation to work engagement and workaholism: Mediation of autonomous and controlled work motivation. *International Journal of Occupational Medicine and Environmental Health*, 31(4), 445–458. <https://doi.org/10.13075/ijomeh.1896.01197>
- Martin, A. J., Paul, G., & Brad, P. (2017). Motivation and engagement: Same or different? Does it matter? *Learning and Individual Differences*, 150–162.
- Memon, M. A., Salleh, R., Mirza, M. Z., Cheah, J. H., Ting, H., Ahmad, M. S., & Tariq, A. (2021). Satisfaction matters: the relationships between HRM practices, work engagement and turnover intention. *International Journal of Manpower*, 42(1), 21–50. <https://doi.org/10.1108/IJM-04-2018-0127>
- Misbah, R. C., Arifin, R., & Khoirul. (2017). Pengaruh work life balance dan stres kerja terhadap employee engagement (Studi kasus pada skyrocket supply). *Jurnal Riset Manajemen*, 1(1), 218–230. <http://riset.unisma.ac.id/index.php/jrm/article/view/12591>
- Moreira-Fontán, E., García-Señorán, M., Conde-Rodríguez, Á., & González, A. (2019). Teachers’ ICT-related self-efficacy, job resources, and positive emotions: Their structural relations with autonomous motivation and work engagement. *Computers and Education*, 134(May 2018), 63–77. <https://doi.org/10.1016/j.compedu.2019.02.007>
- Muchtadin, M. (2022). Hubungan antara Work Engagement dengan Turnover Intention pada Pekerja Generasi Milenial di Jabodetabek. *Jurnal Psikologi Teori Dan Terapan*, 13(3), 377–391. <https://doi.org/10.26740/jppt.v13n3.p377-391>
- Ouakouak, M. L., Zaitouni, M. G., & Arya, B. (2020). Ethical leadership, emotional leadership, and quitting intentions in public organizations: Does employee motivation play a role? *Leadership and Organization Development Journal*, 41(2), 257–279. <https://doi.org/10.1108/LODJ-05-2019-0206>
- Ozkaser, B. (2019). Impact of training on employee motivation in human resources management. *Procedia Computer Science*, 158, 802–810. <https://doi.org/10.1016/j.procs.2019.09.117>
- Pérez-Fuentes, M. del C., Jurado, M. del M., Martín, A. B. B., Márquez, M. del M. S., Martínez, Á. M., & Linares, J. J.

- G. (2019). The mediating role of perceived stress in the relationship of self-efficacy and work engagement in nurses. *Journal of Clinical Medicine*, 8(1), 4–15. <https://doi.org/10.3390/jcm8010010>
- Pradnyani, G. A. A. I., Rahmawati, P. I., & Suci, N. M. (2020). Pengaruh Reward Dan Punishment Terhadap Motivasi Kerja Karyawan Pada Cv Ayudya Tabanan Bali. *Prospek: Jurnal Manajemen Dan Bisnis*, 2(1), 21. <https://doi.org/10.23887/pjmb.v2i1.26186>
- Prayetno, S., & Ali, H. (2020). The influence of work motivation, entrepreneurship knowledge and advocate independence on advocate performance. *International Journal of Innovation, Creativity and Change*, 12(3), 147–164. [https://www.ijcc.net/images/vol12/iss3/12319\\_Prayetno\\_2020\\_E\\_R.pdf](https://www.ijcc.net/images/vol12/iss3/12319_Prayetno_2020_E_R.pdf)
- Presiden RI. (2014). Undang-Undang RI Nomor 36 Tahun 2014 tentang Tenaga Kesehatan. In *Presiden Republik Indonesia* (pp. 1–78). [http://www.pdpersi.co.id/diknakes/data/regulasi/undang\\_undang/uu362014.pdf](http://www.pdpersi.co.id/diknakes/data/regulasi/undang_undang/uu362014.pdf)
- Puspita, N., Nugroho, M. N., & Banun, A. (2020). The Influence of Organizational Culture and Work Engagement Over Employee Performance Mediated by Employee Loyalty. *Journal of Multidisciplinary Academic*, 4(5), 289–294. <http://kemalapublisher.com/index.php/JoMA/article/view/490>
- Raesi, R., Abbasi, Z., Saghari, S., Bokaie, S., Raei, M., & Hushmandi, K. (2021). Evaluation of factors affecting job stress in nurses caring for COVID-19 patients. *J Mar Med*, 3(4), 80–88. [http://jmarmed.ir/files/site1/user\\_files\\_39f2f3/kiavashkiavash-A-10-198-1-8fb6513.pdf](http://jmarmed.ir/files/site1/user_files_39f2f3/kiavashkiavash-A-10-198-1-8fb6513.pdf)
- Rahmana, H. A., & Soliha, E. (2022). Penilaian Kinerja dan Kompensasi Berpengaruh Terhadap Employee Engagement Dimediasi Motivasi Kerja: Studi Empiris di Indonesia. *Among Makarti*, 15(1), 19–37. <https://doi.org/10.52353/ama.v15i1.225>
- Ramlawati, R., Trisnawati, E., Yasin, N. A., & Kurniawaty, K. (2021). External alternatives, job stress on job satisfaction and employee turnover intention. *Management Science Letters*, 11, 511–518. <https://doi.org/10.5267/j.msl.2020.9.016>
- Ratnaningtyas, H., Handaru, A. W., & Eryanto, H. (2021). Transformational Leadership and Work Motivation on Work Productivity Mediated by Work Engagement: An Introductory Analysis. *The International Journal of Social Sciences World*, 3(1), 25–32. <https://www.growingscholar.org/journal/index.php/TIJOSW/article/view/129>
- Santiago, Jaime, & Jaime. (2021). Impact of Authentic Leadership on Work Engagement and Organizational Citizenship Behavior: The Meditating Role of Motivation for Work. *International Journal of Economics and Business Administration*, IX(Issue 3), 3–31. <https://doi.org/10.35808/ijebe/716>
- Saputra, N. (2018). Does Learning Culture Impact Directly or Indirectly on Work Engagement in the Indonesia Oil Palm Industry? *International Journal of Engineering & Technology*, 7(3.30), 561. <https://doi.org/10.14419/ijet.v7i3.30.18431>
- Sharma, R. (2018). Health and economic growth: Evidence from dynamic panel data of 143 years. *PLoS ONE*, 13(10), 1–20. <https://doi.org/10.1371/journal.pone.0204940>
- Shibuya, K., & Tsujikawa, M. (2022). Interactive Effects of Productivity and Work Engagement on Mediation Analysis using Chronic Stress as Explanatory variable. *Annual International Conference of the IEEE*

- Engineering in Medicine and Biology Society. IEEE Engineering in Medicine and Biology Society. Annual International Conference, 2022*, 350–354.  
<https://doi.org/10.1109/EMBC48229.2022.9871224>
- Shukla, A., & Srivastava, R. (2016). Development of short questionnaire to measure an extended set of role expectation conflict, coworker support and work-life balance: The new job stress scale. *Cogent Business and Management*, 3(1).  
<https://doi.org/10.1080/23311975.2015.1134034>
- Sihombing, A. O., & Bangun, R. H. (2019). Analisis Korelasi Sektor Pertanian Terhadap Tingkat Kemiskinan di Provinsi Sumatera Utara. *Jurnal Agrica*, 12(1), 17.  
<https://doi.org/10.31289/agrica.v12i1.2220>
- Soltani Arabshahi, K., Sorabi, Z., Keshavarzi, M. H., & Ramezani, G. (2019). Investigation of the Relationship between Self-determined Motivation and Work Engagement of Faculty Members of Iran University of Medical Sciences. *Journal of Medical Education Development*, 12(33), 26–41.  
<https://doi.org/10.29252/edcj.12.33.26>
- Uddin, M. A., Mahmood, M., & Fan, L. (2019). Why individual employee engagement matters for team performance?: Mediating effects of employee commitment and organizational citizenship behaviour. *Team Performance Management*, 25(1–2), 47–68.  
<https://doi.org/10.1108/TPM-12-2017-0078>
- van der Kolk, B., van Veen-Dirks, P. M. G., & ter Bogt, H. J. (2019). The Impact of Management Control on Employee Motivation and Performance in the Public Sector. *European Accounting Review*, 28(5), 901–928.  
<https://doi.org/10.1080/09638180.2018.1553728>
- Vandiya, V., & Etikariena, A. (2018). Stres Kerja dan Keterikatan Kerja pada Karyawan Swasta: Peran Mediasi Kesejahteraan di Tempat Kerja. *Journal Psikogenesis*, 6(1), 19–34.  
<https://doi.org/10.24854/jps.v6i1.648>
- Wardani, L. M. I., & Anwar, M. S. (2019). The role of quality of work life as mediator: Psychological capital and work engagement. *Humanities and Social Sciences Reviews*, 7(6), 447–463.  
<https://doi.org/10.18510/hssr.2019.7670>
- Xu, L., Wang, Z., Li, Z., Lin, Y., Wang, J., Wu, Y., & Tang, J. (2022). Mediation role of work motivation and job satisfaction between work-related basic need satisfaction and work engagement among doctors in China: a cross-sectional study. *BMJ Open*, 12(10), e060599.  
<https://doi.org/10.1136/bmjopen-2021-060599>
- Yoon, Y., Ryu, J., Kim, H., Kang, C. won, & Jung-Choi, K. (2018). Working hours and depressive symptoms: The role of job stress factors. *Annals of Occupational and Environmental Medicine*, 30(1), 1–9.  
<https://doi.org/10.1186/s40557-018-0257-5>
- Yunita, M. M. (2019). Gambaran Motivasi Kerja dan Work Engagement Ditinjau dari Urutan Kelahiran Karyawan. *Jurnal Ilmiah Psikologi MIND SET*, 10(01), 36–44.  
<https://doi.org/10.35814/mindset.v10i01.737>
- Zhan, Y., Ma, S., Jian, X., Cao, Y., & Zhan, X. (2020). The Current Situation and Influencing Factors of Job Stress Among Frontline Nurses Assisting in Wuhan in Fighting COVID-19. *Frontiers in Public Health*, 8(October), 1–6.  
<https://doi.org/10.3389/fpubh.2020.579866>
- Zhang, M., Zhang, P., Liu, Y., Wang, H., Hu, K., & Du, M. (2021). Influence of

perceived stress and workload on work engagement in front-line nurses during COVID-19 pandemic. *Journal of Clinical Nursing*, 30(11–12), 1584–1595.  
<https://doi.org/10.1111/jocn.15707>