

THE INFLUENCE OF WORK ENGAGEMENT AND EMPLOYEE RELATIONSHIP ON EMPLOYEE WELL-BEING AT PT. REMAJA JAYA MOBILINDO MANADO

PENGARUH KETERLIBATAN KERJA DAN KOMUNIKASI KARYAWAN TERHADAP KESEJAHTERAAN KARYAWAN DI PT. REMAJA JAYA MOBILINDO MANADO

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Abstract: In Manado, there are several Honda dealers. One of them is Honda Martadinata which is now run by PT. Remaja Jaya Mobilindo Manado. High levels of work engagement are when employees are involved with, committed to, enthusiastic, and passionate about their work. Employee relationship is one of key factors that can increase the employee's well-being. The purpose of this study is to know the influence of work engagement and employee relationship on employee well-being at PT. Remaja Jaya Mobilindo Manado. This research using multiple regression with total sample 101 employees. The result shows that both of work engagement and employee relationship have a significant and positive influence toward employee well-being. The employee feel engage with their work and put all their efforts and knowledge on it and also has a great communication between one and another employee and also with their superiors. The company should arranging their employee to put them into a fitted division according to their skills and talent so their employee can give an efficient work that can increase the company performance in all sectors and should work hand-in-hand to enhance workplace happiness and in generating productive employee with the potential of being high performance achievers.

Keywords: *employee well-being, work engagement, employee relationship*

Abstrak: Di Manado, ada beberapa dealer Honda. Salah satunya adalah Honda Martadinata yang kini dijalankan oleh PT. Remaja Jaya Mobilindo Manado. Tingkat keterlibatan kerja yang tinggi adalah ketika karyawan terlibat, berkomitmen, antusias, dan bersemangat dengan pekerjaan mereka. Hubungan karyawan adalah salah satu faktor kunci yang dapat meningkatkan kesejahteraan karyawan. Tujuan penelitian ini adalah untuk mengetahui pengaruh keterlibatan kerja dan hubungan karyawan terhadap kesejahteraan karyawan di PT. Remaja Jaya Mobilindo Manado. Penelitian ini menggunakan regresi berganda dengan jumlah sampel 101 karyawan. Hasil penelitian menunjukkan bahwa baik keterlibatan kerja dan hubungan karyawan memiliki pengaruh signifikan dan positif terhadap kesejahteraan karyawan. Karyawan merasa terikat dengan pekerjaan mereka dan menaruh semua upaya dan pengetahuan mereka dan juga memiliki komunikasi yang baik antar karyawan maupun dengan atasan. Perusahaan sebaiknya menempatkan karyawan mereka ke dalam divisi yang sesuai dengan keterampilan dan bakat mereka sehingga karyawan mereka dapat memberikan pekerjaan yang efisien yang dapat meningkatkan kinerja perusahaan di semua sektor dan harus bekerja bahu-membahu untuk meningkatkan kebahagiaan di tempat kerja dan dalam menciptakan karyawan yang produktif dengan potensi menjadi orang yang berprestasi.

Kata Kunci: *kesejahteraan karyawan, keterlibatan kerja, hubungan karyawan*

INTRODUCTION

Research Background

Human resource development is the process of assisting employees in a certain organization to improve their personal and organizational skills, their abilities and use of knowledge. This includes helping them through taking them for training, career development courses, organizational and performance management. According to Joy-Matthews, Megginson, Surtees (2004), the main aim of human resource development is to develop an advanced workforce that will enable the organization to achieve its goals and offer the best to its customers.

Honda has been the world's largest motorcycle manufacturer since 1959, as well as the world's largest manufacturer of internal combustion engines measured by volume, producing more than 14 million internal combustion engines each year. Honda became the second-largest Japanese automobile manufacturer in 2001. Honda was the eighth largest automobile manufacturer in the world behind Toyota, Volkswagen Group, Hyundai Motor Group, General Motors, Ford, Nissan, and Fiat Chrysler Automobiles in 2015.

In Manado, there are several Honda dealers. One of them is Honda Martadinata which is now run by PT. Remaja Jaya Mobilindo Manado. The company started to take over Honda Martadinata since 2016 with 101 employees. The employee is the key of corporate success, which makes employee to be an important part of the company. At PT. Remaja Jaya Mobilindo, there are some action to keep the employee feel comfortable and happy to work at the company such as employee's gathering and sharing, vacation, promotion, and even bonuses and rewards. High levels of work engagement are when employees are involved with, committed to, enthusiastic, and passionate about their work.

PT. Remaja Jaya Mobilindo has a comprehensive process for assessing the ability of employees to work and for rehabilitating them in the event of injury or illness. The process starts with a rigorous pre-employment screening process and staff are then assigned tasks appropriate to their physical attributes. All employees receive private medical insurance (PMI) and the firm has a healthcare staff onsite, including occupational health nurses and a team of outsourced physiotherapists. Not only that, PT. Remaja Jaya Mobilindo also provide the career development for the employee to develop their abilities, learn new skills, acquire new knowledge and realize their potential. The company also make a fair evaluation of the employee which is transparent and not biased. It makes employees work with passion and feel a profound connection to their company. The employee drive innovation and are self-motivated to drive the PT. Remaja Jaya Mobilindo forward and create a great company performance.

Employee relationship is one of key factors that can increase the employee's well-being. The communication at work is one of the most important aspect to increase the relationship between the employees. If the entire organization works together by helping each other, all the employees as well as the supervisors coordinate well than the employees will be engaged. PT. Remaja Jaya Mobilindo always give the employee will to make speak up about some ideas or even make a decision. The company always have a quality time outside the working hours which are gathering and sharing, and also company dinner in purpose to create a bond between the employees.

Research Objective

Based on the research problem, the objectives of this research are to know the influence of work engagement and employee relationship on employee well-being.

THEORETICAL REVIEW

Human Resource Management

Human Resources Management is a distinctive approach in managing committed and capable people in an organization to achieve the organization goals/organization competitive advantage by strategically using some cultural, structural and personnel techniques and interventions in an integrated array or system (Macky, 2008).

Employee Well-Being

Ryan and Deci (2001:142) define well-being as 'optimal psychological functioning and experience'. In the literature, well-being is not simply the absence of mental illness. It is something over and above the simple dichotomy of mental illness and its absence. Focusing on well-being at work presents a valuable opportunity to benefit societies by helping working individuals to feel happy, competent, and satisfied in their roles.

Work Engagement

According to Robinson, Perryman, and Hayday (2004). Employee engagement has become a widely used and popular term. However, most of what has been written about employee engagement can be found in practitioner journals where it has its basis in practice rather than theory and empirical research. As noted, there has been surprisingly little academic and empirical research on a topic that has become so popular. As a result, employee engagement has the appearance of being somewhat faddish or what some might call, "old wine in a new bottle." Employee engagement as a positive attitude held by the employee towards the organization and its value.

Employee Relationship

Torrington, Hall, and Taylor (1998) refers to the relationship between employees and management as framework of organizational justice consisting of organizational culture and management style as well as rules and procedural sequence for grievance and conflict management indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment

Previous Research

Caesens, Stinglhamber, and Luypaert (2014) conducted a research with title "The Impact of Work Engagement and Work Holism on Well-Being The Role of Work-Related Social Support. The purpose of this paper is twofold. First, the authors examined the effects of two types of working hard (i.e. work engagement, work holism) on employees' well-being (i.e. job satisfaction, perceived stress, and sleep problems). Second, the authors tested the extent to which both types of working hard mediate the relationship between three types of work-related social support (i.e. perceived organizational support, perceived supervisor support, and perceived coworker support) and employees' well-being. An online questionnaire was administered to 343 PhD students. Results revealed that work engagement mediates the relationships between perceived organizational support and job satisfaction and perceived stress. Perceived organizational support has also a direct positive impact on job satisfaction and a direct negative impact on perceived stress and sleep problems. Furthermore, work engagement mediates the influence of perceived supervisor support on job satisfaction and perceived stress. Finally, work holism was found to mediate the relationships between perceived coworker support, and job satisfaction, perceived stress, and sleep problems.

Narainsamy and Westhuizen (2013) conducted a research with title "Work Related Well-Being: Burnout, Work Engagement, Occupational Stress and Job Satisfaction within a Medical Laboratory Setting". This study investigated work-related well-being in a medical laboratory setting. A cross-sectional survey design was used to gather data from a convenience sample of 202 medical laboratory staff. Participants completed the Burnout Inventory – General Survey (MBI), Utrecht Work Engagement Scale (UWES), Job Demands-Resources Scale (JD-RS) and the revised Minnesota Job Satisfaction Questionnaire (MSQ) were used. Pearson product-moment correlation coefficients were used to specify the relationships between the variables. Structural equation modeling (SEM) was used to test the models of work-related well-being. The results provided support for a four-factorial model of work-related well-being consisting of burnout, engagement, occupational stress and job satisfaction. Job satisfaction characterizes work-related well-being the most and work engagement the least.

Wok and Hashim (2015) conducted a research with title "The moderating effect of employee relation on networking towards workplace happiness among married women in Malaysia". This study tries to examine the moderating effect of employee relation in enhancing the workplace happiness. A social exchange theory was used. A total of 1200 married working woman in the public, private government linked organizational in Kuala Lumpur., Malaysia were sampled using a stratified random sample. The study employed a survey method, using questionnaire as the research instrument to collect data. Results showed that there is a strong positive relationship between internal contacts and workplace happiness while the relationship between external contacts is moderately positive.

Tsitmideli, *et al* (2016) conducted a research with title "Supervisors and subordinates Relationship impact on job satisfaction and efficiency: The case of obstetric Clinics in Greece". The purpose of this research is to investigate supervisors and subordinates Relationship factors and their impact on job satisfaction and employee performance. The research examines private and public obstetric clinics through a sample of 100. Subordinates and 30 supervisors, using a structured questionnaire based on a five-point Likert scale. The research results show that the main factor that affects job satisfaction and employee performance is the relationship developed between supervisors and subordinates. Furthermore, the research results show that recognition of the work and open communication with the supervisor affect positively subordinates'

psychology. It is also proved that team spirit and equal treatment between the subordinates ultimately lead in the development of subordinates and the success of the supervisors. Finally, the importance of the factors of honesty and trust between supervisors and subordinates is confirmed.

Proctor (2016) conducted a research with title "Effective Organizational Communication Affects Employee Attitude, Happiness, and Job Satisfaction." This paper contributes to the literature by demonstrating that effective bi-directional communication between employees, supervisors, and management improves attitude and happiness thereby affecting job satisfaction in one division at a small university. Participants are from the Enrollment Services Division of Southern Utah University; the majority was found to be satisfied with their jobs and consider themselves to be positive in nature and happy in their work. Further, it is recommended that all people take responsibility for their attitude and happiness. It is possible for a person to change his/her basic nature from negative to positive to increase happiness on and off the job; however, individuals must be desirous of making the change, receptive to suggestions, willing to use available resources, and do the work necessary to realize the benefits of improved attitude and levels of happiness.

Conceptual Framework



Figure 1. Conceptual Framework

Source: *Theoretical Framework*, 2019.

Type of Research

This research is causal type of research where it will investigate the influence of work engagement and employee relationship on employee well-being. This research uses a quantitative method and multiple regression analysis.

Place and Time of Research

This study is conducted at PT. Remaja Jaya Mobilindo Manado. This research is held on July 2018.

Population and Sample

Population is the entire group of people, events or things of interest that the researcher wishes to investigate. (Sekaran and Bougie, 2010). The population that is mainly observed in this current research is the entire employee at PT. Remaja Jaya Mobilindo Manado. The number of samples in this study has been representative because based on Slovin formula calculation and also according to the definition the minimum sample size that can be taken on a sample is based on population or can also be based on the number of variables (Sugiyono, 2013). The sample size in this research is 101 employee at PT. Remaja Jaya Mobilindo Manado.

Data Collection Method

This primary data generated by distributing the questionnaire with the relevant person in charge that become the point of interest for the research. In order to generate more accurate data. In this research the questionnaire distributed to employee of PT. Remaja Jaya Mobilindo Manado. Secondary data is data collected for some purpose other than the problem at hand. The secondary data is taken from books, journals, and relevant literature from library and internet. These secondary data were used in the background, literature review, research method, and discussions.

Operational Definition of Research Variable

1. **Work Engagement.** An emotional and intellectual commitment and dedication to the job of PT. Remaja Jaya Mobilindo Manado employees. (Indicators: Dedication, Absorption, Commitment)
2. **Employee Relationship.** The connection or bond of the employees of the employee at PT. Remaja Jaya Mobilindo Manado. (Indicators: Formal Communication, Employee Participation, Harmonious Relatives)
3. **Employee Well-Being.** Happiness at the workplace means a situation at the workplace when personnel are happy working at PT. Remaja Jaya Mobilindo Manado. (Indicators: Job Satisfaction, Employee Loyalty, Intention to Stay).

Data Analysis Method

Validity and Reliability Test

Reliability analysis is used to measure the correlation between multiple measurements of a construct in order to quantify some underlying dimension. The reliability of a measure is established by testing for both consistency and stability (Sekaran and Bougie, 2010). The purpose of testing reliability is to determine the level of measurement non error, it means showing the consistency of measurement.

Multiple Regression Analysis Model

Multiple regressions is a descriptive tool used to develop a self-weighting estimating equation by which to predict values for a dependent variable from the values of independent variables, to control confounding variables to better evaluate the contribution of other variables, or to test and explain a causal theory. The formula of multiple regression models in this research is shown below:

$$y = a + \beta_1 X_1 + \beta_2 X_2 + e$$

- Y : Employee Well-Being
 a : Intercept
 β_1 - β_2 : Regression Coefficient of Each Variable
 X_1 : Employee Well-Being
 X_2 : Employee Relationship
 e : Error

RESULT AND DISCUSSION

Result of Reliability and Validity Test

Reliability Test

“The minimum value of Cronbach’s alpha must be 0.6. It is better if the value is above 0.6 (Sekaran, 2003). The table above shows that Cronbach’s Alpha > 0.6.

Tabel 1. Reliability Test

No	Variables	Standard Deviation	Cronbach’s Alpha
1	Work Engagement	0.6	0.716
2	Employee Relationship	0.6	0.739
3	Employee Well-Being	0.6	0.720

Source: SPSS Output version 22.00, 2019.

Table 1 shows the Cronbach’s Alpha values of all indicators are above 0.60, it means that all the variables in this research is considered reliable and can be used to retrieve data.

Validity Test

According Arikunto (2002: 146) Validity is a measure that indicates the validity or degree of validity of an instrument. This research use Pearson Correlation formula. The purpose of validity test is to know whether the instrument is valid or not. If the correlation coefficient between the value of one indicator and the total value of all indicators is positive and $\geq R_{table}$ (0.193) then the instrument is considered as valid (Sugiyono, 2006).

All the total values for each indicator for independent variables and dependent variables are above 0.193. It means all the indicators are valid and can be used on this research.

Classical Assumption Test Multicollinearity Test

Tabel 2. Multicollinearity

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Work Engagement	.952	1.051
Employee Relationship	.952	1.051

Source: SPSS Output version 22.00, 2019.

Table 2 shows that the tolerance value of work engagement is 0.952 and employee relationship is 0.952, meaning the tolerance value of each variable is more than 0.1. The VIF value of work engagement is 1.051 and employee relationship is 1.051, meaning the VIF value of each variable is less than 10. Since all the tolerance value is more than 0.1 and the VIF value is less than 10, so this research is free from multicollinearity.

Heteroscedasticity

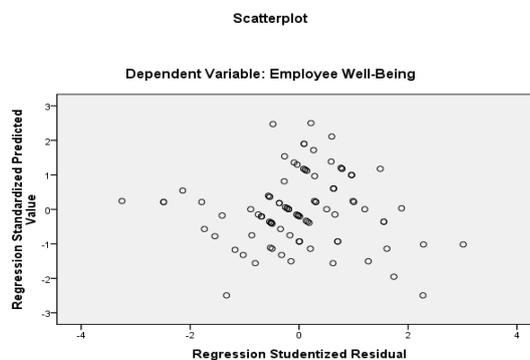


Figure 2. Heteroscedasticity

Source: SPSS Output version 22.00, 2019.

Figure 2 shows that the dots is not created a specific pattern and also spread above and below 0 (zero). It proves that there is no heteroscedasticity in this regression model.

Normality Test

Normal P-P Plot of Regression Standardized Residual

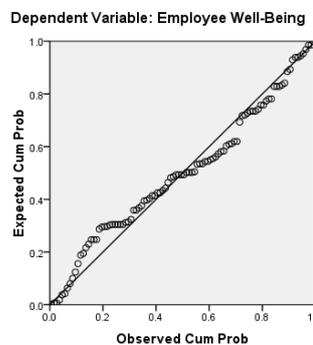


Figure 3. Normality Test

Source: SPSS Output version 22.00, 2019.

Figure 3 shows that the dots are speard in the direction of the diagonal lines, it shows that the distribution of the data in this research is normally distributed.

Multiple Regression Analysis**Table 3. Multiple Linear Regression Analysis**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.945	.360		2.626	.010		
Work Engagement	.536	.069	.584	7.789	.000	.952	1.051
Employee Relationship	.248	.070	.266	3.550	.001	.952	1.051

Source: SPSS Output version 22.00, 2019.

The result in the Table 3 can be expressed in regression equation as:

$$Y = 0.945 + 0.536 X_1 + 0.248 X_2 + e$$

- 0.945 shows the influence of work engagement (X_1) and employee relationship (X_2) to the employee well-being (Y). It means that if all the independent variables are zero, the employee well-being (Y) as dependent variable is predict to be 0.945.
- 0.536 is the coefficient of work engagement (X_1) meaning if there is one unit increasing in X_1 while other variables are constant then Y is predicted to increase by 0.536.
- 0.332 0.248 is the coefficient of employee relationship (X_2) meaning if there is one unit increasing in X_2 while other variables are constant then Y is predicted to increase by 0.248.

Table 4. R and R²

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 ^a	.481	.470	.24014

Source: SPSS Output version 22.00, 2019.

Table 4 shows that the R² is 0.481 which mean the independent variable affecting the dependent variable with 48.1% and the rest 51.9% affecting by other variable that are not examined on this research.

Hypothesis Testing**Table 5. F-Test Output**

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.176	2	2.588	44.882	.000 ^a
	Residual	5.593	97	.058		
	Total	10.770	99			

a. Predictors: (Constant), Employee Relationship, Work Engagement

b. Dependent Variable: Employee Well-Being

Source: SPSS Output version 22.00, 2019.

In this research the F_{count} is higher than F_{table} , $F_{count}=44.882 > F_{table}=3.089$, thus H_0 is rejected and H_1 is accepted. Independent variables work engagement and employee relationship are simultaneously and significantly influence employee well-being as the dependent variable.

Table 6. T-Test Output

Variables	T_{count}	T_{table}	Description
Work Engagement (X_1)	7.789	1.984	Accepted
Employee Relationship (X_2)	3.550	1.984	Accepted

Source: SPSS Output version 22.00, 2019.

1. Table 6 shows that T_{count} is 7.789 and since the level of significant is 5% (0.05) then the T_{table} is 1.984, the result is $T_{\text{count}} = 7.789 < T_{\text{table}} = 1.984$. Since the T_{count} is greater than T_{table} then H_0 is rejected and H_1 is accepted. It means that variable work engagement is significantly influences employee well-being.
2. Table 6 shows that T_{count} is 3.550 and since the level of significant is 5% (0.05) then the T_{table} is 1.984, the result is $T_{\text{count}} = 3.330 < T_{\text{table}} = 1.984$. Since the T_{count} is greater than T_{table} then H_0 is rejected and H_1 is accepted. It means that employee relationship is significantly influence employee well-being.

Generally, work engagement (X_1) and employee relationship (X_2) have influences to employee well-being (Y). Based on the result, all of the independent variable has a significant influence toward the dependent variable. Which mean, the hypotheses 2 and 3 are accepted because work engagement and employee relationship have a significant influence on employee well-being at PT. Remaja Jaya Mobilindo Manado.

Discussion

Work Engagement and Employee Well-Being

This research supports the previous research by Caesens, Stinglhamber, and Luypaert (2014) and Narainsamy and Westhuizen (2013). The result of this research shows that variable work engagement (X_1) has influence the employee well-being (Y), has been shown on Table 4.7 that T_{count} (7.789) is greater than T_{table} (1.984). The context of work engagement is the employees' passion of work, how they feel engage to their current job at PT. Remaja Jaya Mobilindo Manado. Result shows that work engagement have a significant influence on employee well-being. The employees at PT. Remaja Jaya Mobilindo used all their passion, knowledge, and stay focused when doing their job and their feel satisfied with their job because their get a salary which is suitable with their work. The company also assign the employee's position based on their expertise. Feel satisfied and happy about their work, the employee decide to keep working at PT. Remaja Jaya Mobilindo even if there is a bigger salary offer from another company. The company should keep focused on the employee salary and assign of the job, they should fitted the employee's skill and their job division.

Employee Relationship and Employee Well-Being

This research supports the previous research by Wok and Hashim (2015), Tsitmideli *et al* (2016), and Proctor (2014). The result of this research shows that variable employee relationship (X_2) has influence the employee well-being (Y), has been shown on Table 4.7 that T_{count} (3.550) is greater than T_{table} (1.984). The context of employee relationship is the communication between the employees and employee-superior at PT. Remaja Jaya Mobilindo Manado. The result show that employee relation have a significant influence on employee well-being. Employee at PT. Remaja Jaya Mobilindo Manado have a good communication between one and another employee, and between employee and their superior. The employee never have a difficulty in communicated in office which makes the employee feel satisfied on their job and feel excited to doing their work. Employee relations within the organization is important for the employees to feel they are part of the organization as most of the organization activities are organized together and the sense of belonging is bound to be felt and the employees tend to be cohesive and happier to work together. The corporate communication division and the human resource division should work hand-in-hand to enhance workplace happiness and in generating productive employee with the potential of being high performance achievers.

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the result of analyzing and discussing, then three conclusions can be purposed.

1. Work engagement and employee relationship give a simultaneous influence on well-being at PT. Remaja Jaya Mobilindo Manado.
2. Work engagement is given a positive partial influence on employee well-being at PT. Remaja Jaya Mobilindo Manado.
3. Employee relationship is given a positive partial influence on employee well-being at PT. Remaja Jaya Mobilindo Manado.

Recommendation

There are two recommendations that can be concluded from the overall result in this research, which are listed as follow:

1. Based on the result of this research, work engagement has the most significant influence on employee's performance at PT. Remaja Jaya Mobilindo Manado. The employee feel engage with their work and put all their efforts and knowledge on it. PT. Remaja Jaya Mobilindo Manado should keep their greatness of arranging their employee to put them into a fitted division according to their skills and talent so their employee can give an efficient work that can increase the company performance in all sectors.
2. Employee relationship also have positive and significant influence on employee well-being at PT. Remaja Jaya Mobilindo Manado. The employee has a great communication between one and another employee and also with their superiors. The corporate communication division and the human resource division should work hand-in-hand to enhance workplace happiness and in generating productive employee with the potential of being high performance achievers.

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