

The Relation of Motivation, Engagement, and Job Performance of Nurses at Advent Hospital

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Abstract— Organization should start focusing on the employee performance if they want to thrive in the business. Several factors affect the employee performances. Motivation and Engagement level of the employee are two of them. The organization which enhances their employee motivation and engagement will certainly have the opportunity to increase the performance level. This research discusses the relation between motivation and engagement toward nurse performance at the Advent Hospital in Indonesia. We used 248 nurses as respondents. We focus on the nurses as they are the closest persons who interact with customers. The path analysis was used to measure the direct and indirect effect. The research found both independent variables significantly affect the dependent variable. The direct and indirect effect of motivation and engagement also reveal but it was not strong. While organization should try to maintain the motivation and engagement level, they are also has to find other ways to improve their employees performance.

Keywords—*motivation, engagement, job performance, health-care, path analysis*

I. INTRODUCTION

Hospital considered as the public services which provide healthcare for the society. In order to provide the best service hospital need to get the good human resources. As we all know that the service provider rely their sustainability in their human resources. Human resources are the key to provide good services. The human resources quality affects the organization's capability to create and deliver services. Great customer service will reflect on the organization performance. In reality, the service is still far from satisfying. Reference [15] and [31] gave two examples of complaint related with hospital services. The Advent Hospital also faces the same problems where the service still perceived below average. The interview with one of the head nurse reveal several letters from customers complaining the services. The complaint varies from slow respond, to the negligence. The interview with patients at Advent Hospital reveals the decreasing level of services. They used to feel that the nurses are more friendly and the doctors are came on the exact schedule. Now, all are gone. The customer felt that they treated badly.

Of course the Advent Hospital management cannot let this go on. They should at least try to improve several aspects of their services in order to win back customer's heart. Reference [21] stated that at least 4 factors can cause the bad hospital services; efficiency, the hospital design, staff management, and clinical effectiveness. We will focus on the staff management effort. As mention earlier staff is the key resources to provide the services. One of the key resources in hospital industry is their nurses. It is not just they represent the largest in number but they are the link between the customer and the service provided. They are directly contact with customer and the contact from they day the check in until the patient recover and go home. The long duration of contact need a full attention and care from the nurses.

This research study the level of motivation and engagement of the nurses at Advent Hospital and then measure the relation with the perceived performance. The nurses held critical role in the hospital operations. Yet they are vulnerable from stress and high job demand. Their main responsibility is to make sure the patient get the treatment according to their need. Sometime these demands are beyond the nurse's authority. With the high responsibility, we assume the nurse will experience high level of stress and the higher the stress level, the lower the performance. We are interested to study this phenomenon using the

motivation and engagement level to find out whether these variables could become the cure for the performance problems.

II. LITERATURE REVIEW

A. Motivation

Motivation closely related with the human behavior [5] It is no wonder if motivation is one of the important aspects when determining person behavior, including their work behavior. Reference [19] defined motivation as a series of forces that drive people to engage in certain behavior. Meanwhile, [23] describe motivation as series of attitude and value which influence individual action to achieve certain result which correspond with their goals or target. Other definition come from [8] explain motivation as the set of processes that arouse, direct, and maintain human behavior toward attaining some goal". From the above explanation, it is very clear that motivation is a form of person attitude and value which affect or drive the people to act in a certain way to achieve their goals. People usually will attract or interested to do something if they feel they have something to achieve while doing it. For example an employee will maintain their good performance with the expectation that management will give them the advancement opportunity. In this research, nurses are motivated by the work environment, which they felt correspond to their need.

Reference [6] explain the motivation theory which widely used are from Maslow (need hierarchy), Herzberg (two factors), Alderfer (ERG), McLelland (learned need), Expectancy, and equity theory. Reference [30] added acquired need theory (104) and goal-setting (112). Meanwhile [25] completed with the Self-Determination Theory (208), Job Engagement (211), Self-Efficacy Theory (215), and Reinforcement Theory (218). Griffin & Moorhead (2014) mention dual structure theory (95) and Luthans (2011) introduce The Porter-Lawler Expectancy Theory of Work Motivation (167), Attribution Theory (173), and Other Work Motivation Theories: Control and Agency (177). Refers to these expert, we can say that motivation drew constant interest to explore. And from the theory, we also found several factors which drive motivation, such as: rewards, supervisor/leadership, management decision, communication, respect, and positive feedback [2].

The relations between motivation and job performance already proved from previous research. Most of them found that motivation significantly related with job performance. We found one research in Nederland which stated otherwise [12]. To support this research, we present previous article which found that motivation and job performance are positively related. Reference [2] present the result which explained that high productivity is a long-term benefit of employee motivation. It means that employees who are highly motivated is a valuable asset. They will deliver great contribution that can increase value to the organization. Reference [26] also found that the motivation can contribute to the performance. We suggest that the management should concern and set up the program which can motivate the police so they can improve their performance. Reference [10] also mention the results that employees with high motivation will perceived high job performance.

B. Engagemenet

Reference [23] explain that engagement can comprise of several method which systematically drive the employee to participate in decision making process which related with their job and organizations. Through this involvement approach employee expected to be more engage and responsible for the decisions. Reference [18] defined the engagement as the involvement and bond relating with commitment. Reference [25] mention engagement as the new concept, an describe it as individual involvement in a certain situation because they

feel satisfaction and enthusiasm for the work they do. Employee engagement is a strong sense of connection with the organization and passion for one's job [30]. An employee who are feel engage are willing to help others, he/she willing to do extra work to increase performance, and most important thing is they also speak and thought positively about the organization. Reference [32] described engagement as the commitment employees feel toward the organization. The above explanation reveal that the engagement are the kind of involvement and willingness from the employees to fully support the organization and direct all their effort to pursue the organization's goals.

Many aspects influenced the form of engagement. According to [4], there are four factors which influenced the engagement; Pace, Anxiety, Schedule, and Technology. Reference [18] present other factors such as; supervisor, respect, trust, relation with the end result, detail information about job. We design the questionnaire using the engagement dimension introduce by [29]; satisfaction of the employee toward their organizations, employees commitment, and advocacy. Advocacy is an employee positive attitude regarding their organization. They feel satisfy and commit, then they are willing to promote the organizations to others. Reference [25] also discuss that highly engaged employees have a passion for their work and feel a deep connection to their company. Caterpillar who succeeded in increasing their employee's engagement recorded a resulting 80 percents drop in grievances and a 34 percents increase in highly satisfied customers. This mean engaged employee can contribute to the organizations goals.

We present previous researchers about the engagement which discussed its relation with job performance. Reference [3] found that employee engagement is one of the best predictors for job performance. They said negative affect, employee engagement, job satisfaction, organizational commitment, and POS were significantly related to all three performance criteria (2012:E308). Reference [1] express their finding which stated that work engagement and work self-efficacy beliefs refer to key mechanisms turning POS into job performance.

C. Job Performance

Reference [27] defined performance as the result achieved by a person or a group which work in an organization. Reference [23] describe job performance as the individual's overall result in a certain time when they perform their job. For example; exceed productivity measure, achieving target which set by the organizations. From the three definitions we can say that performance related with behavior and result. Behavior to achieve the result (in work situation) and result is when employee carry out their work very well in a certain period of time.

Reference [17] explain the two factors which influence performance, individual and environment. Individual factor is when a person own high integrity both spiritually and physically. The environment factor related with clear job descriptions, adequate authority to do the job, productivity culture, career opportunities, and support from organization. Reference [11] express the notion about two factors which influence performance; ability and motivation. In other words a person must have capability then he should have willingness to utilize his resources. Other approach about performance describes by [16] introduces three factors which affect the performance; individual capability to perform the duties, the amount of effort put into the work, and support from the organizations. The relation of the three factors describe as $Performance (P) = Ability (A) \times Effort (E) \times Support (S)$. This research will use the six dimension introduce by [3] which consist of quality, quantity, time effectiveness, cost, supervision, and interpersonal effect. The six dimension covered the work result usually experience by employees. They should focus on quality and quantity. In doing so they also have to consider the time and cost to finish the job. Great quality and sufficient

amount of product will consider meaningless if employee provide the result exceed the deadline or using more resources. The employee also practice a great deal of autonomy, they must work with less supervision. The last dimension is related with the sense of self achievement. When employee acquire all the five dimension but left the last one unachieved, they might be feel less satisfy because their need is not yet achieved. This is a complete approach to measure the performance because it covered both organization and employee interest.

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D. Hypothesis

After discussing the variables for the research and also study the previous research, now we determine the hypothesis. There are two hypothesis which we will try to answer in this research. The first hypothesis is:

H0a : The job performance did not affected significantly & partially by motivation and engagement

H1a : The job performance affected significantly & partially by motivation and engagement

And the second hypothesis is

H0b : Motivation and engagement did not affect job performance significantly & simultaneously

H1b : Motivation and engagement affected job performance significantly & simultaneously

III. METHODOLOGY

The research population is the Advent Hospital in Indonesia, excluded the one in Java Island. The total number of respondent for the research is 248 nurses. We use the Slovin formula to draw the sample from the population with the error tolerance 10% to set the number of respondent as the sample [20] We used the nonprobability sampling based on the convenience. This method based on the limitation in time, place, and condition [20]. We try considerably to accommodate the population by distributing the questionnaires through the Nurses Supervisor.

The goal of this research is to measure the influence of independent variables towards dependent variable. Path analysis with SPSS 22 was used to get the result. Before using the data to measure the result we check the validity and the reliability of the questionnaire. We build the tools base on the theories of McLelland [30] for the motivation, Schiemann (2011) for the engagement, and [3] for the Job Performance. There are 31 questions which then reduce to 30 because one item is not valid (item 4 of Performance measurement). Using SPSS 22, we found the questionnaire for the three variables have higher score of Cronbach Alpha higher than 0.7. As for corrected item-total correlation for each question are above 0.30. The Cronbach Alpha higher than 0.70 consider accepted [22]. And corrected item-total correlation

which is above 0.30 consider as valid [22]. There is only one question which we should drop from the questionnaire of performance (item number 4)

IV. RESULT & DISCUSSION

The research show that level of motivation of the nurses at Advent Hospital is at 77.9% which consider as high. The table below showed the detail result;

Table 1. Level of Motivation of Advent Hospital Nurses

Level of Motivation									
	1	2	3	4	5				
	Very Low	Low	Average	High	Very High		Lowest	Highest	
Achievement	5	29	83	580	295	4107	992	4960	82.8%
Power	13	88	291	298	54	2524	744	3720	67.8%
Affiliation	1	12	66	460	205	3088	744	3720	83.0%
				Average		3,240	827	4,133	77.9%

The nurses at Advent Hospital have high motivation and this could mean the nurses are eager to do their duties. They might feel tire sometime but it did not affect their passion to serve.

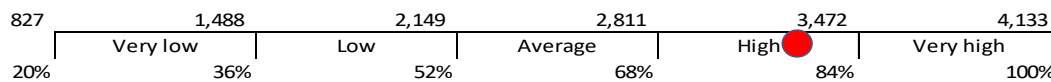


Figure 1. Continuum Line for Motivation

From the figure above we can identify the exact position of the motivation level. Of course this result is very good for the management. But they should be aware that the motivation is a process. These processes continually need attention. Now the nurses are highly motivated, but the management should put some effort to maintain that level. Even better, if they can increase the level. The motivated employees will bring good business. When nurses are motivated, they will give all their effort and attention to the customer. Happy customer surely will be an asset in the service industry.

The second variable which is the engagement also show the good result for management. All three dimensions show the average point of 80% and classified as high.

Table 2 Level of Engagement of Advent Hospital Nurses

Level of Engagement									
	1	2	3	4	5				
	Very Low	Low	Average	High	Very High		Lowest	Highest	
Satisfaction	4	23	215	587	163	3858	992	4960	77.8%
Commitment	0	6	75	458	205	3094	744	3720	83.2%
Advocacy	1	12	156	422	153	2946	744	3720	79.2%
				Average		3,299	827	4,133	80.0%

The organizations which have the engaged employee also tend to be successful. The figure below shows the nurse's engagement level, which is slightly different from the motivation level.

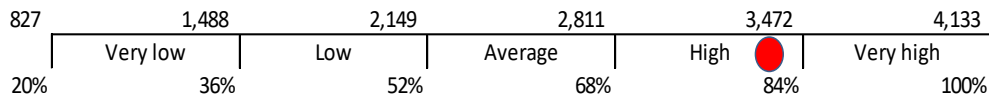


Figure 2. Continuum Line for Job Engagement of Advent Hospital Nurses

Similar with the motivation, the employee's engagement also need to be maintain. Failure to do this properly will result in decreasing of the engagement level. Organization should try to apply various ways to make sure the employee feel engage to their organization. Pride to be a member of the organization can enhance the engagement level.

The job performance level also shows the good result. The 80% in average show that nurses of the Advent Hospital perceived they are already perform well.

Table 3. Level of Job Performance of Advent Hospital Nurses

Level of Job Performance									
	1	2	3	4	5				
	Very Low	Low	Average	High	Very High		Lowest	Highest	
Quality	1	4	113	292	86	1946	496	2480	78.5%
Quantity	0	1	54	149	44	980	496	1240	79.0%
Time	0	18	104	250	124	1968	496	2480	79.4%
Cost	0	5	103	304	84	1955	496	2480	78.8%
Supervisor	0	7	52	310	125	2035	496	2480	82.1%
Interpersonal	0	4	69	276	147	2054	496	2480	82.8%
				Average		1,823	496	2,480	80.1%

The figure below will point the level of the job performance of the nurses. There are many reasons why employee performance is great. We can say that the employee feel satisfy or feel that the management are taking care of them. We analyzed the performance using motivation and engagement level and try to find is there any relation between these variables.

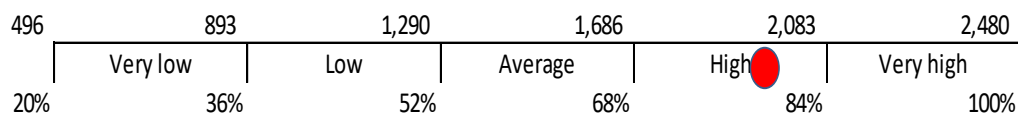


Figure 3. Continuum Line for Job Performance

We use the multiple regressions to measure to influence of motivation and engagement towards the performance. Since we use the path analysis, we have to make sure that the data met the path analysis requirement. First, we must measure the normality of the data. And

using One Sample Kolmogorov Smirnov, we get the Asymp. Sig. (2-tailed) of 0.396 which is bigger than 0.05, so research data normally distributed. That is can be used for path analysis.

We present the research model in the figure below. The figure 4 represents the individual and simultaneous relation between motivation and engagement toward the job performance.

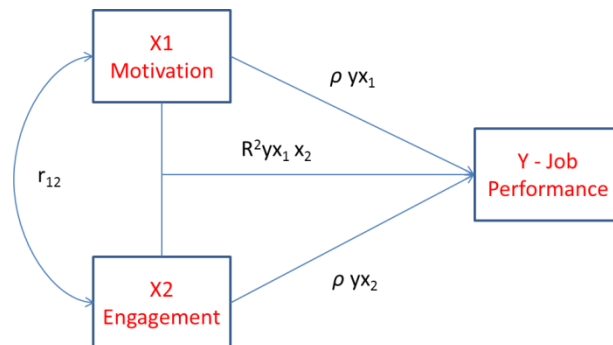


Figure 4. Causal Relation between X1 & X2 towards Y

The next step is to calculate the correlation coefficients and the regression. As we mention earlier, we used the SPSS 22 to get the result. The following figure is the data analysis result from the software.

		Motivation	Engagement	Performance
Motivation	Pearson Correlation	1	.365**	.576**
	Sig. (2-tailed)		.000	.000
	N	248	248	248
Engagement	Pearson Correlation	.365**	1	.650**
	Sig. (2-tailed)	.000		.000
	N	248	248	248
Performance	Pearson Correlation	.576**	.650**	1
	Sig. (2-tailed)	.000	.000	
	N	248	248	248

** . Correlation is significant at the 0.01 level (2-tailed).

Figure 5. Correlations

Both variables have significant correlation with the job performance (Sig. < 0.05). and the relation between motivation and engagement towards job performance is consider close because the figure is above the 0.5.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3427.127	2	1713.564	152.605	.000 ^b
	Residual	2751.050	245	11.229		
	Total	6178.177	247			

a. Dependent Variable: Performance

b. Predictors: (Constant), Engagement, Motivation

Figure 6. Anova

The Anova on Figure 6 can tell us that motivation and engagement have significant affect towards the job performance (Sig. < 0.05). Based on the result we reject the H0a and accept H1a, which mean the job performance affected significantly & simultaneously by motivation and engagement.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.677	2.413		1.110	.268
	Motivation	.485	.057	.390	8.527	.000
	Engagement	.564	.051	.508	11.083	.000

a. Dependent Variable: Performance

Figure 7. Coefficients

The Coefficients figure also showed that motivation and engagement partially have significant affect towards the job performance (Sig. < 0.05). The figure directly answer that we reject the H0a and accept H1a, which mean the job performance affected significantly & partially by motivation and engagement.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.745 ^a	.555	.551	3.35094

a. Predictors: (Constant), Engagement, Motivation

b. Dependent Variable: Performance

Figure 8. Model Summary

We come to the final analysis of the overall relation. For ease of understanding, the figure 9 clearly describe how the three variables correlate and how's the relation between motivation and engagement towards the job performance.

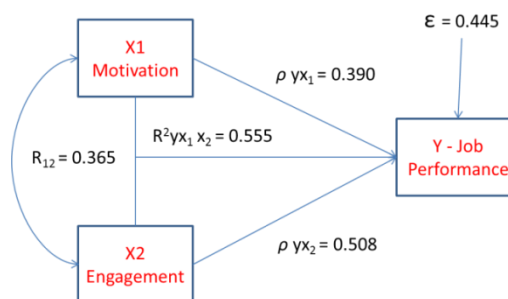


Figure 9. the result

The effect of motivation towards job performance is equal to 39.0%. The effect of engagement towards job performance is 50.8%. The engagement has stronger effect on job performance compare to motivation. But when both variables combine, they make stronger effect (55.5%) on job performance. In business terms, both variables should be use simultaneously because they can create bigger effect. The rest of the effect, 44.5%, is caused by other factors or variables which are not discussed in the research. From the nurse's point of

view in Advent Hospital they perform their job better when they were more engaged because they felt satisfied. This satisfaction then build up the commitment which turn into willingness to provide positive organization image in form of advocacy. It can be said that engagement has deeper impact towards nurses behavior.

Motivated employee will perform better. This notion alligned with research from Chaudary et al [3] and Leisink et al [13]. Motivation did affect the employee performance. The employee tend to conduct positive behavior at the workplace when they felt that the job they do allign with their interest. As for the engagement, its effect on performance also understandable. Previous studies from Alesandri et al [1] and Dalal et al [14] stated that engagement affected the employee performance. The result of this study also allign with the idea. Employee who were engage to their organization tend to show their best effort. The two variables also simultaneously affect the performance because their basic principles was the behavior towards the job and the organization. If they like their job they might also favour the organization who provided it.

We can track this high motivation and engagement on the daily activities run by the nurses. They work in a happy and kinship environment. They can share their problems and private matter to each other. The management did not impose strict regulation. They just remind the nurses how important their contribution and they are expected to give 100% effort to the customer (patient). With this approach, the nurses know their duties and responsibility. Without strict rule they can work with less burden and stress. This kind of environment is very important, especially for the nurses who expose daily with the different customer with their unique needs. As for the engagement, we also can explain from the sense of belonging from the nurses.

V. CONCLUSIONS

Two hypothesis submitted for the research was answered. Motivation and engagement partially and simultaneously affect the job performance. Engagement has stronger effect compare to motivation. The correlation of motivation and engagement toward job performance is 74.5%, which mean they have strong correlation. Considering the result, the organizations should enhance their human resources strategy on building the employee motivation and engagement. We suggest several ways to improve nurse's motivation by giving them more flexible hours, where they can decide their own work schedule management can also improve their knowledge on new health procedures, and provide the work environment where nurses can interact freely but responsibly. To improve the success management should also give rewards to motivate the nurses. The type of rewards suitable for the nurses can be further explores on the next research.

Regarding the engagement, management can create program which improve or increase the pride as the Advent Hospital members. This can achieve by setting the compensation above the market, form an internal nurse organization, start a nurse of the month program and post the winner in the main hall, and continously stated the importance of the nurses for the hospital. Which one of these alternatives is the fit can be identify by the further research or just a discussion with the head nurse.

Advent Hospital is considers very lucky because they have highly motivated and highly engaged employees. Moreover, the nurses, one of the important human resources function to run the hospital. With the high motivation and engagement, the organization success is within the reach. The management should maintain these important factors to make sure they achieve their level of performance.

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