



## **CONTRIBUTION OF EMPLOYEE ENGAGEMENT AND INTERPERSONAL RELATIONSHIP TO IMPROVE EMPLOYEE PERFORMANCE**

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### **ABSTRACT**

*The purpose of this study is to investigate the contribution of employee engagement with mediating variabel rapport to improve employee performance of nurses at Advent Hospital in Indonesia. Using Structural Equation Modeling (SEM), the effect between employee engagement, interpersonal relationship and performance were examined. Data were obtained through a questionnaire. Using proporsionate random cluster sampling, there were 418 respondents answered the questionnaire a. Exploratory factor analysis (EFA) was conducted using principal component analysis and principal axis factoring (PAF) found that among four dimensions of interpersonal relationship, rapport is driven factor of interpersonal relationship. The results indicated that satisfaction negatively affect rapport, commitment has positive relationship toward rapport, advocacy has positive influence toward rapport, satisfaction has negative influence toward employee performance, commitment has positive relationship toward employee performance, advocacy has positive influence toward employee performance.*

**Keywords:** Employee engagement, Rapport, Performance.

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### **Contribution/ Originality**

This study is one of very few studies which have investigated the effect of employee engagement which is satisfaction, commitment and advocacy with mediating variable interpersonal relationship which is rapport, bonding, breadth and affinity. Using exploratory factor analysis, rapport is driven factor of interpersonal relationship toward employee performance.

### **1. INTRODUCTION**

The hospital is one form of public service that organizes public health efforts. Therefore, in making its services, Hospitals need to have a qualified human resource. Qualified human resources will improve employee performance at every hospital. Nurses at the hospital is the spearhead of service that has the largest number of employees and the most widely interact with patients, and continuously and sustainably provide comprehensive nursing care to patients. In fact, the conditions in the field based on interviews and observations made to the patient for six months from September 2014 until the month of March 2015 at Adventist hospitals across Indonesia showed that the implementation of hospital services is still from optimal and far from patient expectations. It can be seen from the number of complaints and public complaints users of hospital services, either directly or complaints filed by the public through the mass media. Complaints concerning about convoluted registration procedures outpatient /

inpatient, there is no certainty of a period in the settlement a problem, the attitude of nurses who are less responsive to the request of the patient, to be harsh when nurses serving patients. These things lead to unfavorable image to the hospital.

Wong (2012) wrote in an article written on July 12, 2012, which is accessible online stating one of the complaints of patients to nurses that the nurses are less responsive to the needs of the patient, as the quoted "in a Robert Wood Johnson Foundation, NPR and Harvard School of Public Health poll, one out of three patients who stayed in a hospital at least one night, reported that "nurses weren't available when needed or didn't respond quickly to requests for help." Meeting patient expectations is hard enough as it is and some people fear it may worsen as healthcare and the elderly population increases. They also worry that nurses will be stretched too thinly and may not be able to achieve the needs and demands for their patients.

Still regarding the complaint against the nurse, written in the Mail online by Welham (2011) on November 8, 2011 that investigations conducted by Good Health (Good Health Investigation) by using a Freedom of Information request (Freedom Information Request) found that there is a lack of basic care and sympathy given by nurses with a percentage of 49% following a complaint against the doctors, 29% of complaints against nurses, 6% of complaints against administrative personnel, and 2% of complaints given to the midwife.

Welham also revealed through an investigation of Good Health (Good Health Investigation) regarding complaints of patients who were treated at various hospitals in Britain against the nurses. The complaint revolves around the attitudes and behavior of nurses. The most common complaints come from the Queen Elizabeth Hospital Margate ie from number 392 occupied beds have 180 complaints from 180 patients bed or equal to 46% and the second most frequent complaint received by the William Harvey Hospital Ashford of 479 beds are occupied by existing 189 complaints from patients of 189 beds or by 39%. Complaints that occurred in other hospitals is below 39% to 12%.

Previous studies conducted at several hospitals in Indonesia stated that working performance of nurses are low.

Anjaryani (2009) recorded complaints in the Regional General Hospital (Hospital) Tugurejo Semarang increased annually by 10% every year, for hospitalization due to sluggish services performed by nurses in the inpatient unit. This is because many nurses are pregnant and the number of nurses who work limited, so they are understaffed and do double work, and also because there are nurses who work outside their competence.

Similarly, the case appeared at Elim Rantepao Hospital Toraja based on research conducted by Lande (2008) concluded that the performance of nurses in implementing nursing care in inpatient hospital room Elim Rantepao Toraja on each individual showed low performance. The low performance caused by stress levels. Simanjanrang (2008) explains that the nurses in performing their duties at the Hospital Dr. Pringadi Medan experiencing stress level in the medium category is 59.6%, which means that nurses have not been able to provide good service for patients.

Obedience or disobedience of a nurse can affect a person's performance. Natasia (2014) found that the level of compliance in the Intensive Care Unit at the Regional Public Way Home Gambiran of Kediri that is 57.9% less adherent to the implementation of the Standard Operating Procedure (SOP) and 42.1% of nurses adherence to SOP compliance means nurses SOP implementation is still lacking. The results also provide an overview of the existing relationship between motivation and performance of employees. Lack of motivation nurse resulted in non-compliance to the implementation of the SOP and it affects the performance of nurses.

Hafid (2014) in his research on the relationship of performance nurses on patient satisfaction users yankestis in nursing services at the General Hospital of Shaykh Yusuf was found that the a good performance of nurse is as much as 9 respondents (30.0%), and low performance of nurses were 21 respondents (70.0%). From these data it can be concluded that the performance of the nurses at the General Hospital of Shaykh Yusuf was low.

Complaints from patients, both outpatient and inpatient occurs also in Adventist Hospital. Based on the results of interviews to the quality control staff and observations made during care and caring family while sick, there were some complaints that have been submitted either by mail or verbally to the head nurse, that is about the length of the nurses responding to requests and complaints of patients, length of nurses in dealing with new patients to be treated, the length of nurses in providing treatment or in providing supplies the patient during the patient is treated, by the time the bell rang, the nurse does not come soon, the nurse answered patient's questions with a rush.

Low performance can be caused by many factors. In this study the factors that affect performance are the factors that will be examined the relationship between employee performance and employee engagement (Hall-Lengnick and Hall-Lengnick, 2003; Robbins, 2006; Kondalkar, 2007; Marciano, 2010; Dachaer, 2011; Greenberg, 2011).

## 2. LITERATURE REVIEW

### 2.1. Relation between Employee

An organization is a network of relationships (relationships). Therefore, a relationship is very important (Darmawan, 2013). Work will be completed through relationships, often a relationship can replace the formal hierarchy in an organization. Which makes a relationship is important in an organization because it contribution to the relationship of social capital, whereas social relationships is an important element for creating a competitive advantage in the organization.

Hall-Lengnick and Hall-Lengnick (2003) testified that human capital concerned about "what you know" while social relations (social capital) regarding "Whom you know". That's why in the book *Emerging Themes in International Management of Human Resources* edited by Benson in 2011 said, "Cesky Telecom managers stated that it was Reviews their goal to form" more individual relationships with Their employees " Rowley and Jackson (2011) give an explanation about relationship between employees as follows: "A broader and more inclusive view is to see HRM as the management of people. This is in terms of managing people in the broad areas of resourcing (varieties of recruitment and selection), rewarding (forms of pay), developing (forms of training and assessment), and the building and sustaining of relationships, primarily here, employment relations ".

Pela and Inyati (2011) reveals that the definition of relationships between employees means interacting with the right people, while at the same time stay away from people who are not right related to the developing potential and performance. Still according to Pela and Inyati (2011) that "the quality of a person is determined based on ten people closest to him and most often associate with it". Crosling (2008) explains that the relationship between employees occurred in various forms, but the most productive, effective and useful is a relationship of mutual dependence.

From the above description it can be concluded that the relationship between employees is very important, with good employee relationship in organisation, the work will be completed and could form a synergy among employee so that the right people will interact together to achieve performance.

Dimensional relationship between employees in the view of Hall described as the four dimensions of the relationship (relationship) that is rapport, bonding, breadth and affinity. Although these dimensions is a factor that is applied to an individual, but with some modifications, these dimensions can be applied between groups within the organization and inter-organizational relationships. In this study, rapport will be chosen to be the dimensions to be studied. Rapport dimension related to one's convenience when dealing with others. Rapport becomes very strong if the level of trust, interpersonal disclosure, empathy, acceptance and high esteem.

## 2.2. Employee Engagement

Employee engagement is a phenomenon of recent management. Employee engagement has been the driving force of companies throughout his life. One of the methods used today to improve the quality of working life is to strengthen employee engagement. Rivai (2004) wrote, employee engagement consists of various systematic method that employee participation in decision-making and their relationship with the work, tasks and companies. Through the efforts of involving employees in decision making, employees will feel responsible in, and take ownership of the decision in which he participated in it.

Marciano (2010) gave a definition about engagement as everything related to commitments; The word comes from the Old French (en + gage) which means "to pledge oneself." (promised myself). the concept of employee engagement is also about the extent of committed, dedicated, and loyal to the organization, jobs, coworkers, and bosses. That is why Schiemann (2011) describes the engagement of employees as a positive attitude towards companies. Hewit (2012) defines engagement as the emotional and intellectual involvement that motivates employees to do their best work.

According to Cook (2008) engagement personified is spirit and energy of employees who have to give their best ability to the organization to serve customers. It is about the willingness and ability of employees to give effort to help their organizations succeed. Therefore, engagement is characterized by employees who are committed to the organization, believe in what has been set by the company and do its work beyond what is expected of the companies by providing exceptional service to customers.

Dimensions of employee engagement according to Schiemann (2011) are [1] Satisfaction, [2] Commitments and [3] Advocacy, described as follows:



Picture-1. Engagement Dimensions

Source: Schiemann (2011)

Performance has become a concept that is often used by people in a variety of discussions, especially within the framework of encouraging the success of the organization or human resources.

Simply Stewart and Brown (2011) gave the notion of performance as the contribution of each individual is given to organizations that employ them.

More clearly Campbell (1990) states that the performance is behavior that can be distinguished from the results. Confirmed by Brumbach (1988) "Performance means both Behaviours and results. Behaviours emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, Behaviours are Also outcomes in their own right - the product of mental and physical effort applied to tasks - and can be judged apart from the results." It can be concluded that the performance means both the behavior and

results. Behavior comes from the employee who transform abstract performance becomes action . Action means mental and physical product in its effort to complete task.

Dimension of Performance according to [Bernardin and Russel \(2013\)](#) are:

1. Quality: The degree to which the process or result of carrying out an activity approaches perfection, in terms of either conforming to some ideal way of performing the activity or fulfilling the activity's intended purpose.
2. Quantity: the amount produced, expressed in such terms as dollar value, number of units or number of completed activity cycles.
3. Timeliness: The degree to which an activity is completed, or a result produced, at the earliest time desirable from the standpoints of both coordinating with the outputs of others and maximizing the time available for other activities.
4. Cost-effectiveness: The degree to which the use of the organization's resources (e.g. human, monetary, technological, material) is maximized in the sense of getting the highest gain or reduction in loss from each unit or instance of use of a resource.
5. Need of supervision: The degree to which a performer can carry out a job function without either having to request supervisory assistance or requiring supervisory intervention to prevent an adverse outcome.
6. Interpersonal impact: The degree to which a performer promotes feelings of self-esteem, goodwill, and cooperation among co-workers and subordinates.

### **3. RESEARCH HYPOTHESES**

1. How employee engagement on the dimension of satisfaction influence on the relationship of employee on the dimension of rapport of the Adventist Hospital nurse?
2. How employee engagement on the dimension of commitment influence on the relationship of employee on the dimension of rapport of the Adventist Hospital nurse?
3. How employee engagement on the dimension of advocacy influence on the relationship of employee on the dimension of rapport of the Adventist Hospital nurse?
4. How employee engagement on the dimension of satisfaction influence on the performance of the Adventist Hospital nurse?
5. How employee engagement on the dimension of commitment influence on the performance of the Adventist Hospital nurse?
6. How employee engagement on the dimension of advocacy influence on the performance of the Adventist Hospital nurse?

### **4. RESEARCH FRAMEWORK OF THE STUDY**

Based on theories and the review of previous literature, the following research framework as presented in Figure 1 is offered. The research framework illustrates the overall relation between the independent variables employee engagement and dependent variable employee performance.

The first independent variable is employee engagement with 3 dimensions which are satisfaction, commitment and advocacy.

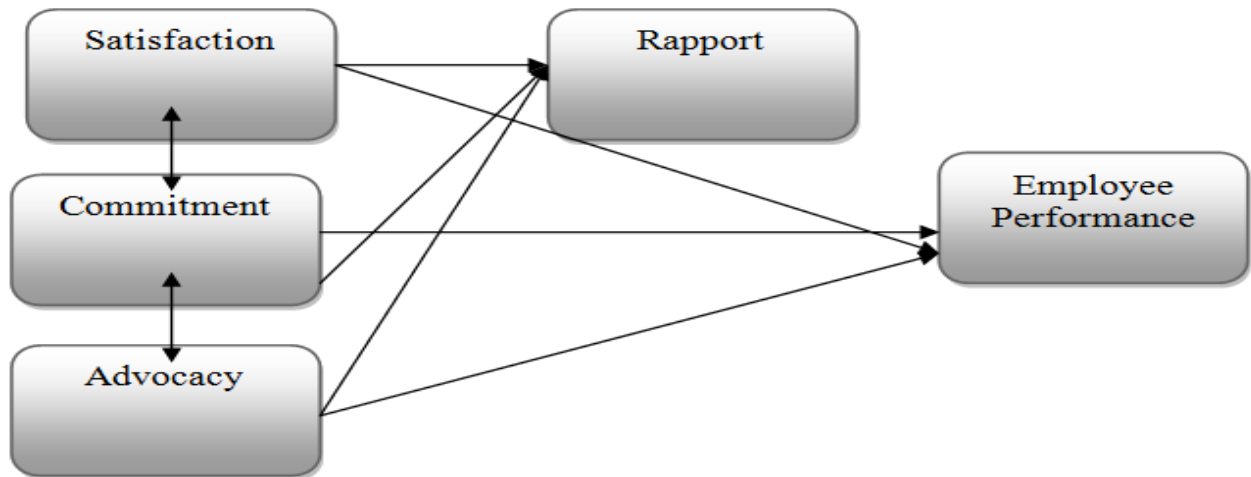


Figure-1. Research Framework of the Study

(Data processed)

## 5. RESEARCH METHODOLOGY

### 5.1. Research Design

The study used a survey design to explain the effect of personality and motivation toward employee engagement. According to Morissan (2014) survey is often used in research that uses human individual as the unit of analysis. Survey research is one of the best methods available to social researchers who are interested in collecting data to describe a population that is too large to be observed directly. Questionnaires used as an instrument for data collection. All items used a five-point Likert scale, while 1 represented strongly disagree and 5 strongly agree.

In this study, researchers used a statistical correlation coefficients, corrected item-total to test validity , standard correlation coefficient corrected item total is 0.25 or 0.30 as the minimum limit. Reliability, researchers using Cronbach alpha coefficient. Adequate reliability Cronbach alpha coefficient greater than or equal to 0.70 (Hair *et al.*, 2010; Azwar, 2012). All indicators valid an reliable. The result all data are valid (Table 2) and reliable. (Table 3). In total, the questionnaire had 45 items.

### 5.2. Population and Sample

This study was conducted at Adventist Hospital in Bandung, Medan and Manado and Bandar Lampung. The survey was performed among permanent nurses. The total population for this study was 781 nurses. A simple random sample of size 435 was taken.

Before measuring the effect between variables, it was needed to test all indocatos with classical assumption test, and all have passed the test. (Figure 2 Normality Test, Figure 3 Linearity Test, Table 4 Multicollinearity Test and Figure 5. Heteroscedasticity Test)

## 6. SEM ANALYSIS TESTING RESULTS

### 6.1. Goodness of Fit Model

The theoretical model on the conceptual framework of research said to be fit if it is supported by empirical data. The test results overall goodness of fit models, according to the results of SEM analysis to determine whether the hypothetical model supported by empirical data, is described in the figure and the table below:

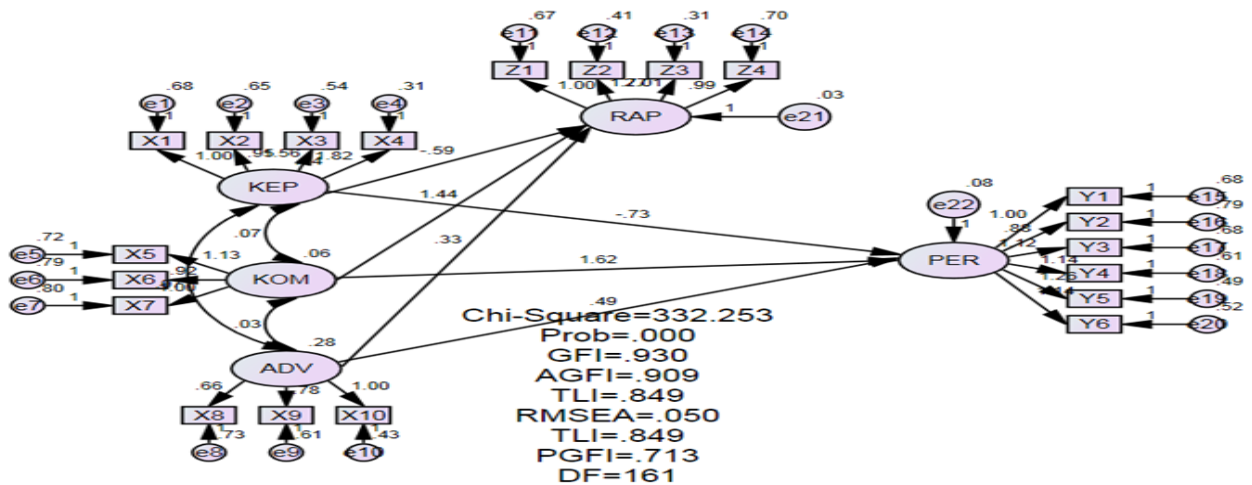


Figure-2. Structural Equation Model

[Data processed from Amos 18

According to Brown and Cudeck in Wijanto (2008) some of the criteria used as an indication of the good of the model are the Chi-square statistic and RMSEA for absolute-fit measures. Chi-square gets smaller the better, value RMSEA:  $0:05 \leq RMSEA \leq 0.80$  showed good fit. Goodness-of-fit Index (GFI):  $GFI \geq 0.90$  showed good fit. Using incremental fit measures with Adjusted Goodness of Fit Index (AGFI):  $AGFI \leq 0.90$  show good fit. Tucker-Lewis Index (TLI):  $0.80 \leq TLI < 0.90$  is marginal fit. Parsimonious Fit Measures using Parsimonious Goodness of Fit (PGFI): PGFI value ranges between 0 and 1, with higher values indicate better parsimonious models. Therefore the SEM models in this research is suitable and feasible to be used, so that the interpretation can be done to further discussion.

**6.2. Measurement Model: Confirmatory Factor Analysis**

According to Long (1993) “the confirmatory factor model is a powerful statistical model. Its ability to test structures suggested by substantive theory . . .” Schumacker and Lomax (1996) said “Confirmatory factor analysis methods reflect measurement models in which observed variables define construct or laten variables... Laten variables are not directly measurable (they are factors or construct) but must be inferred. The loading of each observed variable on a factor indicates its correlation with the construct of interest, and its commonality (common variance) with other variables it identifies the latent variable.

This measurement model to measure the value of loading factor (standardize coefficient) on each indicator latent variables. Loading factor value indicates the weight of each indicator as a measurement on each variable. Indicator with a large factor loading indicates that the indicator variable is the strongest (dominant) variable. In this research the dominant variable is X4: 0,775 followed by Z3: 0,774, Z2: 0,680 and Y6: 0,639. Results of confirmatory factor analysis of the indicators of the five variables are presented as follows:

Table-1. Standardized Regression Weights

			Standarized	P-Value
X1			0.416	***
X2			0.407	***
X3			<b>0.625</b>	***
X4			<b>0.775</b>	***
X5			0.305	***
X6			0.243	***
X7			0,260	***



			Standardized	P-Value
X8			0.378	***
X9			0.466	***
X10			<b>0.631</b>	***
Z1			0.381	***
Z2			<b>0.680</b>	***
Z3			<b>0.774</b>	***
Z4			0.369	***
Y1			0.490	***
Y2			0.414	***
Y3			0.531	***
Y4			0.560	***
Y5			<b>0,639</b>	***
Y6			<b>0.589</b>	***

Source: Data processed

### 6.3. Structural Model

Relationships between variables (direct influence) has been tested and the five variables that have a p-value <0.05 was thus declared significant.

## 7. DATA ANALYSIS

The collected data were entered into the AMOS 22 for further analysis. The data which was collected consisted of nominal and interval data. Length of working, Marital Status and Age were measured in nominal data, while interval data were all dimension in each variable. The descriptive statistics such as frequency and percentages were used to determine the characteristics of respondents. They also describe the level of employee engagement in each dimensions, level of employee relationship and level of employee performance.

## 8. FINDINGS

Hypothesis 1 states that employee engagement: Satisfaction negatively affects toward employees relationship: rapport. The test results of the parameter estimation (standardized regression weight) relationship between employee engagement: job satisfaction toward employee relationship: rapport shows the effect of -0.041. The value of the critical ratio (CR) of -0.441 with a p-value at a significance level of 0,959. Because the value of CR > -1.96 and significance > 0.05, it indicates that no significant effect between satisfaction toward employee relationship: rapport.

Hypothesis 2 states that employee engagement: commitment has positive relationship on the relationship between employees: rapport. The test results of the parameter estimation, (standardized regression weight) between employee engagement: commitment toward relationship between employees: rapport shows the influence of 0.119. The value of the critical ratio (CR) of 1.704 with a p-value at a significance level of 0.088. Because the value of CR <1.96 and significance > 0.05, it shows that employee engagement: commitment had not significant effect on employee relationships: rapport.

Hypothesis 3 states that employee engagement: advocacy has positive influence on the relationship between employees: rapport. The test results of the parameter estimation, (standardized regression weight) between employee engagement: advocacy toward relationship between employees: rapport shows the influence of 0.789. The value of the critical ratio (CR) of 5,062 with a p-value at a significance level of 0.000. Because the value of CR >1.96



and significance  $< 0.05$ , it shows that employee engagement: advocacy had significant effect on employee relationships: rapport.

Hypothesis 4 states that employee engagement: satisfaction has negative influence toward employee performance. The test results of the parameter estimation, (standardized regression weight) between employee engagement: satisfaction toward employee engagement shows the influence of  $-0.115$ . The value of the critical ratio (CR) of  $-1.164$  with a p-value at a significance level of  $0.244$ . Because the value of CR  $> -1.96$  and significance  $> 0.05$ , it shows that employee engagement: satisfaction had no significant effect on employee performance.

Hypothesis 5 states that employee engagement: commitment has positive relationship toward employee performance. The test results of the parameter estimation, (standardized regression weight) between employee engagement: commitment toward employee engagement shows the influence of  $0.069$ . The value of the critical ratio (CR) of  $0.978$  with a p-value at a significance level of  $0.328$ . Because the value of CR  $< -1.96$  and significance  $> 0.05$ , it shows that employee engagement: commitment had no significant effect on employee performance.

Hypothesis 6 states that employee engagement: advocacy has positive influence toward employee performance. The test results of the parameter estimation, (standardized regression weight) between employee engagement: advocacy toward employee engagement shows the influence of  $0.830$ . The value of the critical ratio (CR) of  $5.677$  with a p-value at a significance level of  $0.000$ . Because the value of CR  $> -1.96$  and significance  $< 0.05$ , it shows that employee engagement: advocacy had significant effect on employee performance.

## 9. CONCLUSIONS

1. There was no significant relationship between the dimensions of satisfaction on rapport means, although nurses are satisfied with the organization, with their work and treated fairly but it does not affect rapport.
2. There was no significant relationship between the dimensions of commitment on rapport means, although nurses are committed to organization, can identify organization well and proud to be part of organization but it does not affect rapport.
3. There was significant relationship between the dimensions of advocacy on rapport means the higher their extra effort for organization and willingness to recommend their organization to other the higher the interpersonal relationship through rapport.
4. There was no significant relationship between the dimensions of satisfaction on employee performance means nurses are satisfied with the organization, with their work and treated fairly but it does affect employee performance.
5. There was no significant relationship between the dimensions of commitment on employee performance means although nurses are committed to organization, can identify organization well and proud to be part of organization but it does affect employee performance.
6. There was significant relationship between the dimensions of advocacy on employee performance means the higher their extra effort for organization and willingness to recommend their organization to other the higher the the performance will be.

## 10. SUGGESTIONS

In this study, the first significant finding is that advocacy has strong affect toward a person's level of comfort when dealing with others (rapport) 78% plays an important role in Adventist Hospital among the nurses. An the second significant finding is that advocacy has strong affect toward employee performance, 85%. These findings may becomes strong point due the Adventist hospital nurses are proud to work in the hospital so that they have the

motivation to work more than expected by management, and at the time they feel comfort when dealing with others such as colleague and patients.

In addition, this results show that satisfaction and commitment had no affect toward rapport and performance. Special attention must be given to these finding. Employees who are insatiable and has not committed will not feeling comfort while dealing with their colleague and patients and not willing to work hard for the organization.

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Table-2. Validation of Variables

Variable	Dimension	Item	r count	r tabel	Valid = r-count > r tabel
Engagement	Satisfaction	1	0,639	0.300	Valid
		2	0.602	0.300	Valid
		3	0.763	0.300	Valid
		4	0.792	0.300	Valid
	Commitment	5	0.644	0.300	Valid
		6	0.712	0.300	Valid
		7	0.614	0.300	Valid
	Advocacy	8	0.669	0.300	Valid
		9	0.742	0.300	Valid
		10	0.749	0.300	Valid
Interpersonal Relationship	Rapports	11	0.595	0.300	Valid
		12	0.740	0.300	Valid
		13	0.770	0.300	Valid
		14	0.610	0.300	Valid
Work Performance	Quality	15	0.628	0.300	Valid
	Quantity	16	0.628	0.300	Valid
	Timeliness	17	0.677	0.300	Valid
	Cost Effectiveness	18	0.691	0.300	Valid
	Need for Supervision	19	0.724	0.300	Valid
	Interpersonal Impact	20	0.611	0.300	Valid

(Data processed from SPSS 17)

Table-3. Reliability of Variables

Name of Variables	Number of Items	Cronbach's Alpha
Satisfaction	4	0,778
Commitment	3	0,742
Advocacy	3	0,785
Interpersonal Relationship: Rapport	4	0.768
Performance	6	0.763

(Data processed from SPSS 17)

**Normal P-P Plot of Regression Standardized Residual**

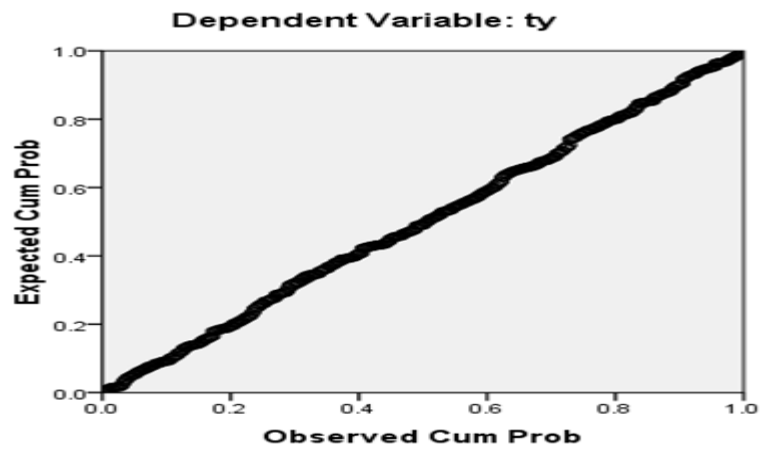


Figure-2. Normality Test

(Data from SPSS 17)

**Scatterplot**

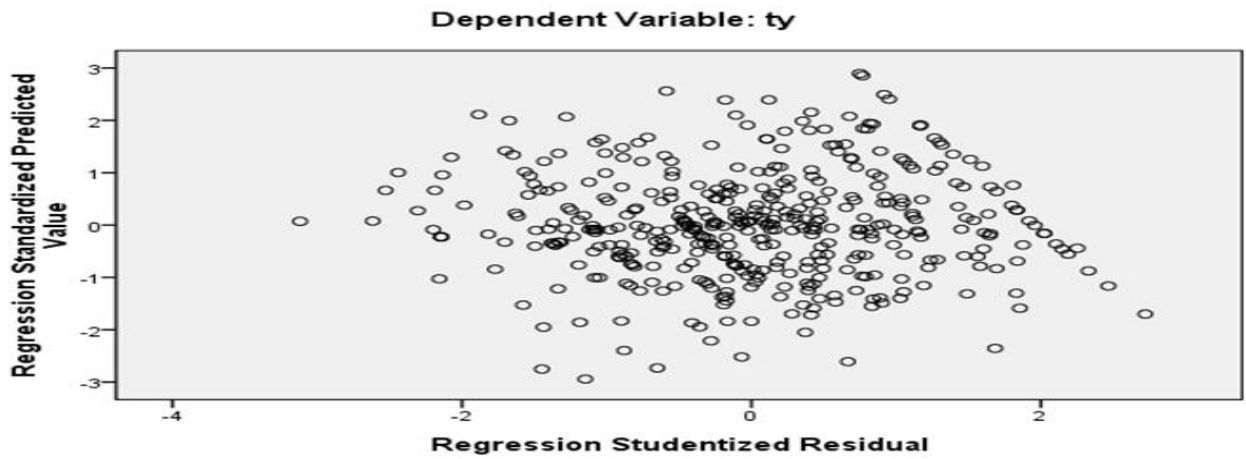


Figure-3. Heteroscedasticity Test

(Data from SPSS 17)

Table-4. Multi-linearity Test

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	11.297	1.555		7.264	.000		
	tx14	.185	.069	.125	2.680	.008	.902	1.108
	tx57	.173	.096	.083	1.801	.072	.933	1.072
	tx810	.595	.088	.310	6.752	.000	.935	1.069

a. Dependent Variable: ty

Tabel-4. Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
RAP	<---	KEP	-.041
PER	<---	KEP	-.115
PER	<---	KOM	.069
RAP	<---	ADV	.789
PER	<---	ADV	.833
RAP	<---	KOM	.119
X1	<---	KEP	.414
X2	<---	KEP	.407
X3	<---	KEP	.625
X4	<---	KEP	.780
X7	<---	KOM	.992
X6	<---	KOM	.995
X5	<---	KOM	.992
X10	<---	ADV	.494
X9	<---	ADV	.384
X8	<---	ADV	.326
Z1	<---	RAP	.383
Z2	<---	RAP	.685
Z3	<---	RAP	.770
Z4	<---	RAP	.364
Y1	<---	PER	.491
Y2	<---	PER	.409
Y3	<---	PER	.530
Y4	<---	PER	.566
Y5	<---	PER	.644
Y6	<---	PER	.582

(Data from SPSS 17)

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