

Factors Affecting Employee Engagement at Sharia Hotels

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Abstract

Employee engagement is closely related to human resources in the organization and is an Islamic human capital. Employee engagement is also needed by the tourism industry, namely employees in sharia hotels. These employees have an important role in the success of Sharia Hotels to satisfy consumers if the employee's attachment to the company is high. This study uses several variables including leadership, financial compensation and organizational Behavior that is suspected of affecting employee engagement. Data collection was carried out using an online survey questionnaire covering 93 respondents and processed regression using SPSS. The results show that leadership, financial compensation, and organizational behavior have a positive effect on employee engagement based on statistics testing.

Keywords

employee engagement; leadership; financial compensation; and organizational behavior



I. Introduction

Human Resources (HR) is the most important component in a company or organization to run the business it does (Niati et al., 2021). Human resources may be easily developed, but the company must also be aware that it will be in vain if there is no employee engagement. Federman (2007) says, employee engagement is the degree to which a person has a commitment to his organization so that it can determine how that person behaves and how long he will last in that position (Akbar, 2013).

According to Nimalathasan (2012), employee engagement is a psychological state in which employees feel they are important to the success of the company so that employees improve their performance by exceeding the required work standards (Susanto et al, 2016).

Based on the results of a report from Harvard Business Review Analytic Services, 71% of respondents considered employee engagement to be very important to achieve organizational success as a whole. In fact, based on the survey results in the report of the international business consulting agency "Gallup" only 13% of employees from 142 countries feel engaged in their work. Employees in the "not-engaged" category in work have a percentage of around 63%. Gallup said that employees who are categorized as not-engaged are caused by a lack of motivation and lack of participation in organizational goals and results. In addition, 24% of employees are categorized as actively disengaged. According to Gallup, it shows that these employees are unhappy and unproductive at work and they can even spread negativity or influence other coworkers. Gallup's State of Global Workplace states that it also displays the percentage of employee engagement in Indonesia. Only 8% of employees feel engaged in their work, 77% are not-engaged and 15% are actively disengaged (<https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx>; <https://hbr.org/hbr-analytic-services/>).

Employee engagement is very important in all industries, especially the hospitality industry. The success of the hospitality industry is customer driven, which means employees are the ambassadors of the hotel. If one failure occurs, it can be the difference between happy or angry customers. Trained employees find it easier to provide customers

with the best possible experience. One way for employees to stay in the workplace is to keep them engaged. Based on the described background, a study entitled **"Factors Affecting Employee Engagement in Sharia Hotels is needed is needed"**.

II. Review of Literature

2.1 Employee Engagement in Islamic Perspective

Without realizing it, employee engagement is a concept of HRM that adheres to Islamic values in it. Baumruk & Gorman (2006) stated that if employees feel engaged with the company, then this can increase three general behaviors known as 3S, namely:

1. Say: employees who feel engaged with the company will talk positively/recommend the company they work for to their coworkers, customers, and friends.
2. Stay: employees who feel engaged will continue to work and be loyal to the company even though they have the opportunity to work elsewhere.
3. Strive: employees who feel engaged will give a lot of their time, effort, and initiative to contribute towards the success of the company.

The nature of 3S describes employee engagement in an Islamic way that is in accordance with the concept of friendship. According to Al-Nawawi rahimahullah, friendship is doing good deeds to the closest people according to the condition of the person who wants to connect and the condition of the person who wants to be connected. In the form of kindness in terms of wealth, providing energy assistance, visiting relatives and greetings (<https://muslim.or.id>). So that a form of friendship is not just meeting, talking, visiting relatives but also in the form of good things, one of which is helping to provide energy. Indirectly, 3S (stay, strive, and say) reflects a form of friendship where employees speak positively about the company to their relatives, and it can be interpreted that this is good behavior. In addition, engaged employees will give their time, effort, and initiative so that company goals are achieved, where employees are the same as giving all their energy.

2.2 Leadership in Islamic Perspective

According to Harahap (2016), the most important thing in management in an Islamic perspective is the nature of ri'ayah or leadership spirit. This basic character is an indispensable part for humans as caliphs on earth. Good deeds and have a neat and orderly plan to start an action in the future, things like this that should be embedded in a leader. The history of leadership theory explains that the leadership exemplified by Islam is the best leadership model. The leadership model known as Prophetic leadership, the real example of which is the Prophet Muhammad. Sakdiah (2016) mengatakan bahwa kepemimpinan Islam identik dengan istilah khalifah. Kata dasar khalifah memiliki arti pengganti atau wakil. Imam dan khalifah adalah dua istilah yang digunakan Al-Qur'an untuk menunjuk pemimpin. Kata imam diangkat dari kata *amma*, *yaummu*, yang berarti menuju, menumpu dan meneladani.

According to Sakdiah (2016), the mandatory nature of the Apostle reflects the character of the Prophet Muhammad in carrying out his duties as a leader of the people. These properties are:

1. Siddiq/Truth, Rasulullah SAW always treated people fairly and honestly. Rasulullah SAW not only spoke with words, but also with actions and examples. He always said consistently. So there is no difference between speech and action.
2. Trustworthy / Trustworthy, all people on this earth should have the nature of trust as stated in the word of Allah SWT which means,
"Indeed, We have given the message to the heavens, the earth and the mountains, so all of them are reluctant to carry the mandate and they are afraid that they will betray it, and the people carry the mandate. Verily, man is very unjust and very stupid."
(Al-Ahzab: 72)
3. Fathanah/Intelligent and Dignified, the third characteristic of the apostle is that he has a long mind, is very intelligent, and is also authoritative as a leader. In addition, leaders must also have stable emotions both in good and bad conditions. A leader must also be quick and wise in solving a problem.
4. Tabligh / Delivering (communicative), The nature of tabligh can be interpreted that the Prophet SAW did not keep anything useful to anyone and did not take the benefit for himself but for all his people (<https://bacaanku.com>). Compensation in Islamic Perspective

One of the implementations of Islamic teachings is work. Working in the teachings of Islam also aims to get ridho from Allah SWT (At-Taubah: 105). The meaning of this verse is that people will be rewarded for what they have done. In Islam, if someone works with good intentions, they will be rewarded in this world in the form of wages and in the hereafter in the form of rewards. Wages in Islam are also known as *ujrah*. Understanding wages in Islam is found with the equivalent of *ijarah* which comes from the word "al-Ajru" which means "al-Iwadlu" (replace) which means wages or rewards. The term *ujrah* is more about the rental of services with the provision of wages while *ijarah* is more about the term rental of goods (Ramadhan & Ryandono, 2015). According to Muslich (2010), *ujrah* in fiqh science is giving money or goods to someone in return for services carry out certain work within a time limit that has been determined by both parties (Al-Baqarah: 233 dan At-Talaq: 6)

2.3 Organizational Behavior in Islamic Perspective

According to Hoque et al (2013), organizational Behavior in Islam is a process of sharing philosophy, vision, mission, values, beliefs, norms, knowledge, and skills among organizational members based on the Qur'an and Hadith to achieve organizational goals by smooth and efficient.

Fahmi et al (2014) stated that the Islamic organizational Behavior has been exemplified by the Prophet Muhammad SAW by instilling the values of *akhlakul karimah* (noble morals) in leading families, groups, people, and the state. Rasulullah SAW gave an example of how to form an organizational Behavior with behavior/*akhlakul karimah* that prioritizes togetherness, brotherhood and equality.

Hoque et al (2013) stated that Islamic organizational Behavior has the following characteristics or characteristics:

1. Always believe in Allah SWT

In Islam, employees and superiors must trust/depend on Allah SWT for the results of all actions taken. This can be referred to as *tawakkal*. Allah SWT asks his people to always believe and depend on Him (Q.S Ali Imron: 159). Islam strictly forbids humans to depend on Him without any effort.

2. Hard Work

Rasulullah SAW, who is a good example in Islam, always works hard and prays to seek Allah's protection from laziness (Ar-Ra'd: 11). Even before he was chosen as Allah's messenger, he was a hard worker. This earned him the respect of Khadijah, his employer at the time. Until finally Khadijah proposed marriage to the Prophet Muhammad because of all the goodness that was in the Prophet Muhammad SAW. A Muslim must balance between worship and also have to work hard to earn a living, as the famous cleric said "work hard (to earn a living and survive) as if you will die" (Al-Albani)

3. Honesty

Ather (2007) says that a Muslim must speak and be honest both internally and externally, in private and in public (Hoque et al, 2013). An honest Muslim will have a healthy self and a healthy organizational atmosphere that leads not only to individual and group happiness but also to believe in his organizational Behavior. A hadith says which means,

"From Abu Hurairah ra, he said: verily the Messenger of Allah said: "Whoever invites to the truth, then he gets a reward like the reward of those who do it without being reduced in the slightest. And whoever invites to error, then he gets a sin like the sin of those who do it without being reduced in the slightest" (HR Muslim)

4. Responsibility

Responsibility is an important feature of Islamic organizational Behavior. An organization will be at risk of being destroyed if employees do not instill a culture to always be responsible. According to Islam, every human being will be responsible for their good and bad deeds and therefore they will be rewarded or punished (Az-Zalzalah: 7-8).

5. Morality

Morality in Islam is a very important quality that all Muslims should possess. Despite having extensive knowledge but a person cannot be accepted in any environment unless he has a good character (Al-Ahzab: 21)

6. Consultative Decision Making

The Qur'an has explained that a Muslim should consult those who have knowledge or those who can give good advice (Ash-Shura: 38). With consultative decision making, culture will improve quality and will build trust between superiors and employees. So that employees will get inspiration in carrying out their duties. In addition, the existence of a consultative organizational Behavior will eliminate egoism which is prohibited in Islam (Ather, 2007).

7. Knowledge

Managers and entrepreneurs in an Islamic organization really need to have knowledge of the Qur'an and hadith. In Islam, there is always an opportunity to develop (Q.S Taha: 114). If employees and their superiors do not have sufficient knowledge of Islam, then they will not be able to enforce adherence to Islam.

8. Fair

Islamic organizational Behavior is based on justice. The Qur'an commands Muslims to be fair even when dealing with someone who opposes them. The Qur'an also commands Muslims to be fair in any situation even if the verdict is against their parents or themselves (Q.S An-Nisa: 135). In Islamic organizations, both managers and owners must be conscious and sincere in ensuring justice for all.

9. Cooperation

In conventional organizations we see that many of the employees work without collaboration with teams or co-workers, but in the practice of Islamic organizations this should not be the case (Q.S An-Nisa: 135). This is a distinguishing feature of Islamic organizational Behavior where cooperation will be practiced for the betterment of the individual and the organization.

10. Rust

Islam encourages its people to trust each other, never to have bad prejudices, and not to judge others on certain issues unless they have evidence (Q.S Al-Hujurat: 6)

11. Respect

In Islam there must be mutual respect among Muslims. Cultivating a culture of mutual respect will make it easier to develop cohesiveness and unity among organizational members.

12. Neat and Clean

The lifestyle of a Muslim must be simple but the most important thing is tidiness and cleanliness.

13. Brotherly Treatment of Employees

Islam offers a unique and noble concept of work management relationship culture. The basic principle of Islam is that all human beings are brothers to one another,

14. Fulfilling the Facilities of Worship

In organizations that adhere to an Islamic organizational Behavior, it is important for them to provide a place to worship. Worship (Salat) is very important in the life of Muslims.

15. Dress according to Islamic Shari'a / Polite

Dressing up Islamically can reduce inappropriate workplace problems such as sexual harassment so as to create a good work environment (Q.S An-Nur: 31).

2.4 Hypothesis Development

a. The Influence of Leadership on Employee Engagement

Leadership in an organization is one of the main determinants of employee engagement so that if employees feel engaged with the company, this will also have an impact on the company's success. If the leader can be a mentor, behave fairly, can involve employees in everything, and respect their subordinates, employees will automatically grow their commitment to the company. High employee commitment will result in employee engagement with the company. This is in accordance with the results of research by Susanto et al (2016), Rahayu & Surahman (2012), and Paramarta & Laswitarni (2015) which suggest that leadership has an effect on employee engagement. Based on the above statement, the first hypothesis is:

H1: Leadership has a positive influence on employee enagement

b. The Effect of Financial Compensation on Employee Engagement

There are several companies, one of which is the company that the researcher will make the object of, still not paying attention to their compensation system. In fact, compensation is a right that must be paid fairly, appropriately, and transparently to employees as a form of remuneration for the work they have done. If the compensation provided is in accordance with the law, the work performed and the position occupied by the employee then this can help encourage bonding between employees and the company. The results of research conducted by Anggraini et al (2016), Susanto et al (2016), Indriyani & Heruwasto (2017), and Ramgade (2015) have proven that financial

compensation variables affect employee engagement. Based on the above statement, the second hypothesis is:

H2: Financial compensation has a positive effect on employee engagement

c. The Influence of Organizational Behavior on Employee Engagement

Organizational Behavior is a differentiator from one company to another. Organizational Behavior can also be an influence in employee engagement, if the organizational Behavior is in line with the attitudes, behavior and habits of employees, employees who feel they fit into this organizational Behavior will feel bound. Conversely, if the organizational Behavior created is not in line with the attitudes, behavior, and habits of employees, employees will prefer to leave the company. The results of research conducted by Anggraini et al (2016), Rukmana (2014), and Akbar (2013) have proven that organizational Behavior has an influence on employee engagement. Based on the above statement, the third hypothesis is:

H3: Organizational Behavior has a positive influence on employee engagement.

2.5 Research Model

The framework proposed in this research is as follows:

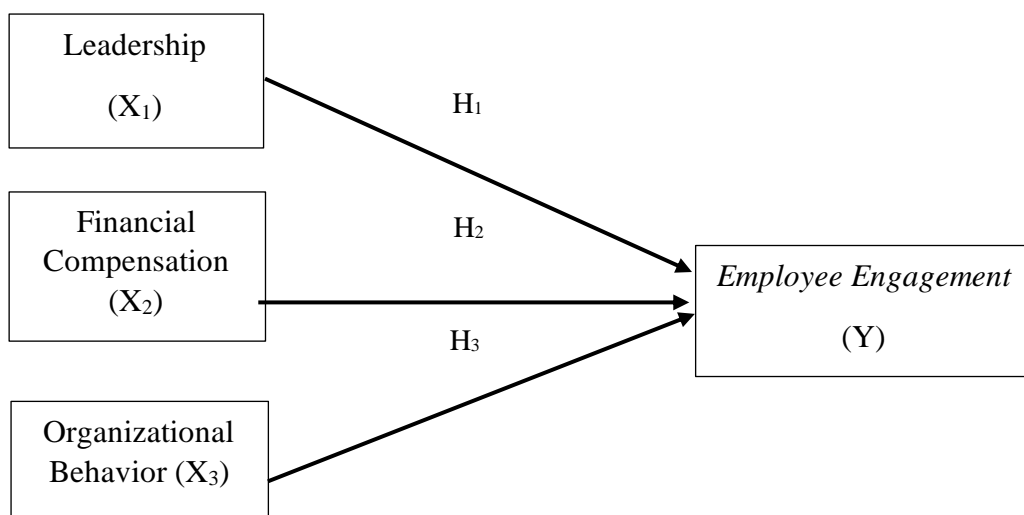


Figure 1. Thinking Framework

III. Research Method

This study uses a Likert-scale quantitative primary data design using a questionnaire. The population in this study were employees of the Finance, House Keeping, Engineering, Front Office, Food and Beverage, Security, Maintenance, and Landscape divisions. According to Sekaran and Bougie (2013), the sample is part of the population consisting of several people selected by the researcher to be included in the study. The sample of this study were permanent employees of Sharia Hotel. In this study, multiple linear regression analysis was used with the help of IBM SPSS Statistics 21 software. Multiple regression analysis was used to determine the effect of the independent variables on the dependent variable. The following is a multiple linear regression equation model:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Ket:

Y = *Employee Engagament*

α = Constant (score Y If $X=0$)

X_1 = Leadership

X_2 = Financial Compensation

X_3 = Organizational Behavior

e = Error/Residual

b_1, b_2, b_3 = Regression Coefficient

IV. Results and Discussion

4.1 Classic assumption test

The classical assumption test is used first in order to test the multiple regression that will be used in this study so that it can determine the condition of the data to be used. The classical assumption in this study uses three test equipment, namely:

4.2 Normality test

The normality test in this study used the Kolmogorov-Smirnov test. The data will be declared to have a normal distribution or not, provided that if the significance value is 0.05, then the data is normally distributed and if the significance value is of 0.05, the data is not normally distributed. The following are the results of normality analysis in this study,

Table 1. Normality Test

	Unstandardized Residual
Kolmogorov-Smirnov Z	0,758
Asymp. Sig. (2-tailed)	0,614

Source: Data Processing Results (2022)

Based on the results of table 4.5, it can be seen that the significance value is 0.614, which means that the significance value obtained is 0.05. These results give the conclusion that the data in the test is normally distributed.

4.3 Multicollinearity Test

Multicollinearity test in this study by looking at the value of VIF (Variance Inflation Factor) and tolerance. If the VIF value is below 10.00 and the tolerance value is more than 0.10 then the regression model in this study does not occur multicollinearity. The following are the results of the multicollinearity analysis in this study,

Table 2. Multicollinearity Test

Variable	VIF value	Tolerance Value
Leadership	2,495	0,401
Financial Compensation	3,085	0,324
Organizational Behavior	1,658	0,603

Source: Data Processing Results (2022)

Based on table 2, it can be seen that the leadership variable (X_1) has a VIF value of 2.495 and a tolerance value of 0.401, the financial compensation variable (X_2) has a VIF value of 3.085 and a tolerance value of 0.324, and the organizational Behavior variable

(X3) has a VIF value. of 1.658 and a tolerance value of 0.603, which means that all variables in this study have a VIF value of 10.00 and a tolerance value of 0.10 so it can be concluded that the regression model in this study does not have multicollinearity or there is a correlation between independent variables.

4.4 Heteroscedasticity Test

The heteroscedasticity test in this study used the Glejser method. The regression model stated that there was no heteroscedasticity if the significance value was more than 0.05 and the regression model that had heteroscedasticity was if the significance value was less than 0.05. Following are the results of heteroscedasticity analysis in this study,

Table 3. Heteroscedasticity Test

Variable	Significance
Leadership	0,403
Financial Compensation	0,787
Organizational Behavior	0,297

Source: Data Processing Results (2022)

Based on the results of table 3, it can be seen that the leadership variable, financial compensation variable, and organizational Behavior variable have a significance greater than 0.05. That is, the independent variable in this regression model does not occur heteroscedasticity.

4.5 Coefficient of Determination Analysis (R2)

The coefficient of determination test is done by looking at the adjusted R2 value. A small value of the coefficient of determination (adjusted R2) means that the ability of the independent variables to explain the variation in the dependent variable is very limited, while a value close to 1 means that the independent variables can provide all the information needed to predict the dependent variation. The following are the results of the coefficient of determination in this study,

Table 4. Coefficient of Determination Test (R2)

R	R²	Adjusted R²
0,889	0,790	0,729

Source: Data Processing Results (2022)

Based on the regression results, that this study has a coefficient of determination (adjusted R2) of 0.729 which means that the contribution of the independent variables consisting of leadership variables, financial compensation variables, and organizational Behavior variables can affect the dependent variable of employee engagement by 72.9% and the rest of 27.1% is influenced by other factors not discussed in this study. These other factors are based on research by IES (The Institute for Employment Studies) in the form of training and career development, communication, occupational health and safety, cooperation, opportunity and fair treatment, work life-balance, job satisfaction, and performance appraisal (Robinson et al. , 2004).

4.6 t test

The t-test was conducted to determine whether or not there was an effect between the independent variable and the dependent variable. The following are the results of the t test in this study,

Table 5. t test

Variable	T-Table	T-Count	Significance
Leadership	2,028	-2,222	0,023
Financial Compensation	2,028	2,087	0,055
Organizational Behavior	2,028	3,130	0,004

Source: Data Processing Results (2022)

The results of table 5 can be concluded as follows:

1. t-count leadership is $-2.222 > 2.028$ or t-count is greater than t-table. This means that the leadership variable partially has a significant effect on employee engagement.
2. t count of financial compensation is $2,087 > 2,028$ or t count is greater than t table. This means that the financial compensation variable partially has a significant effect on employee engagement.
3. t-count organizational Behavior is $3.130 > 2.028$ or t-count is greater than t-table. This means that the organizational Behavior variable partially has a positive and significant effect on employee engagement.

4.7 Multiple Linear Regression

Multiple linear regression analysis was used to calculate the magnitude of the influence between the independent variables Leadership (X1), Financial Compensation (X2), and Organizational Behavior (X3) on the dependent variable, namely Employee Engagement (Y). The following are the results of multiple linear regression analysis from this study.

Table 6. Multiple Linear Regression

Variable	Regression Coefficient
Leadership	0,111
Financial Compensation	0,079
Organizational Behavior	0,336

Source: Data Processing Results (2022)

Based on table 6, the multiple linear regression equation obtained is $EE = 0.111KP + 0.079KF + 0.336BO$

Information:

EE: Employee Engagement (Y)

KP: Leadership (X1)

KF: Financial Compensation (X2)

BO: Organizational Behavior (X3)

The above equation can be interpreted as follows:

1. The coefficient of X1 is 0.111, which means that every 1 increase in the value of X1 will increase Y by 0.111.
2. The X2 coefficient is 0.079, which means that every 1 increase in X2 value will increase Y by 0.079.
3. The X3 coefficient is 0.336, which means that every 1 increase in X3 value will increase Y by 0.336.

a. Influence of Leadership on Employee Engagement

Based on the table, leadership has a t-count of -2.222 or smaller than the t-table of 2.028 with a probability value of more than 0.05, which means that H1 is accepted. The results show that leadership has a significant effect on employee engagement.

These results are in line with research conducted by Susanto et al (2016) where leadership has no significant effect on employee engagement. This research is also supported by the results of research conducted by Rukmana (2014), that according to Muizzudin (2009) there are other factors besides leadership that can affect employee engagement, namely team work, organizational Behavior, organizational climate, and career paths (Rukmana, 2014).

Other research results are in line with research conducted by Rahayu & Emma (2012) which states that leadership, organizational Behavior, and work environment are very important to improve employee performance. Leadership is needed if the company has an organizational Behavior and an unsupportive environment. Employee performance is influenced by how closely employees feel bound and fully involved in achieving the goals and vision of the organization. Research conducted by Paramarta & Laswitarni (2015) also shows that leadership has a significant effect on employee engagement.

b. Effect of Financial Compensation on Employee Engagement

Based on the table, financial compensation has a t-count of 2.087 or greater than the t-table of 2.028 with a probability value of more than 0.05, which means that H2 is accepted. The results show that financial compensation has a significant effect on employee engagement.

These results are in line with research conducted by Susanto et al (2016) where financial compensation has no significant effect on employee engagement. This research is also supported by the results of research conducted by Indriyani & Heruwasto (2017), Wulandari & Gustomo (2011), Paramarta & Laswitarni (2015) which state that financial compensation has a significant effect on employee engagement.

Compensation is indeed one of the reasons employees stay at work, but compensation is also often the cause of employees to resign from their jobs because they get more compensation than other companies. Wahl and Singh (2006) stated that salary does not encourage a person to stay with his job. According to Hedger (2007), compensation is important but compensation is not a factor for survival (Wulandari & Gustomo, 2011).

c. The Influence of Organizational Behavior on Employee Engagement

Based on the table, organizational Behavior has a t-count of 3.130 or greater than the t-table of 2.028 with a probability value of less than 0.05, which means Ho is rejected. The results show that organizational Behavior has a significant effect on employee engagement.

This study is in line with the results of research conducted by Anggraini et al (2016) that organizational Behavior facilitates ways, values, and guidelines in responding to existing changes. The application of a good organizational Behavior will increase employee engagement. This research is also supported by the results of Akbar's (2013) research where organizational Behavior has a significant influence on employee engagement. According to Akbar (2013), when the organizational Behavior matches the expectations of employees, employee engagement will be high and when the organizational Behavior does not match the expectations of employees, employee engagement will be low. The results of research conducted by Rukmana (2014) conclude that positive employee perceptions of organizational Behavior can direct their behavior to the level of employee commitment to bind themselves to the organization physically, cognitively and emotionally, or called employee engagement. Lockwood (2007) states that one of the factors that influence employee engagement is organizational Behavior (Smith & Marwick, 2009).

It can be seen that there is an influence of organizational Behavior with employee engagement in this study because Syariah Hotels run an organizational Behavior with Islamic values in it. For example, when the call to prayer has sounded, all employees must pray together at the mosque, then Hotel Syariah also establishes a policy where some of the profits earned will be given to orphans and the poor.

V. Conclusion

This study was conducted to determine the factors that affect employee engagement. The results of data analysis conducted using multiple linear regression analysis of the factors used in this study, namely leadership factors, financial compensation factors, and organizational Behavior factors can be concluded as follows:

1. Leadership has a positive and significant influence on employee engagement.
2. Financial compensation has a positive and significant effect on employee engagement.
3. Organizational Behavior has a positive and significant influence on employee engagement.

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