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DOES TEAM WORK, CAREER DEVELOPMENT, SELF DEVELOPMENT INFLUENCE WORK INVOLVEMENT? (CASE STUDY ON BPJS HEALTH OFFICE JAKARTA)

Abstract. This study aims to determine the influence of teamwork and career development on personal development and work involvement of employees at the Jakarta BPJS Health headquarters. BPJS Kesehatan experienced a problem in 2018 which issued the Director of Health Service Guarantee Regulations Number 2.3 and 5. After conducting a direct survey through interviews with HRD managers, there are some common problems faced by the company and also for the Jakarta Health BPJS, namely the problem of less than optimal work involvement, forming a solid teamwork, career development that is not always there every year and also facing the privacy of each individual in accordance with the organizational environment. This study method is conducted using questionnaire to 100 employees of the BPJS Health headquarters. The analysis used is SEM PLS 3.0 software that testing Inner models, outer models and hypotheses. The results of the study give implication to the organization to focusing on team work, career development and self-development to influences work involvement.

Keywords : teamwork, career development, personal development, work involvement

JEL Classification: O15, E24, J24

INTRODUCTION

Human resources are important factors in organizations and valuable assets in determining the success of an organization. A company needs various resources to achieve its goals. Humans as one of the resources owned by the company. Nowadays human is no longer seen as a factor of production, but has been seen as an important resource for the progress of a company. As a very important company resource, people need to be empowered to provide maximum performance for the company. The expected results of this employee empowerment program are increased employee performance or work performance and can find out how much employee involvement in achieving organizational goals.

Hiriyappa (2009) defines work involvement as the degree to which the individual identifies himself with his work, actively participates in it, and considers the performance in work that

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1 he does is important for his worth. A high level of work involvement will reduce the level of
2 absence and resignation of employees in an organization. While a low level of work
3 involvement will increase absenteeism and resignation rates will be higher in an organization.
4 Teamwork is a group of people who work together to achieve the same goal (Hastuti, 2009).
10
5 People at all levels of the organization are very important factors of an organization and their
6 full involvement will allow their abilities to be used to benefit the organization (Hastuti, 2009).
7 Thus, everyone in the company's organizational structure with certain goals requires good
8 teamwork to achieve that goal. Evidence shows that teams usually work better than individuals
9 when the tasks performed require a lot of skills, opinions, and experience. The team has the
10 ability to gather, spread, regroup, and disperse quickly. Samsudin (2010) Career development
11 is a condition that indicates an increase in the status of a person in an organization on the
12 career path that has been set in the organization concerned. Increased status can be either
13 in the form of rank or rank, starting from the lowest or current position to the highest position.
14
15 BPJS Kesehatan experienced a problem in 2018 which issued the Director of Health Service
16 Guarantee Regulations Number 2.3 and 5. The contents of which are number 2 which
17 regulates cataract service guarantees, number 3 which regulates delivery guarantees with
18 healthy newborns, and number 5 regarding service guarantees medic rehabilitation. All three
19 are assessed by the Association of Indonesian Doctors United (PDIB) has the potential to harm
20 patients, doctors, and health facilities. However, Perdirjampelkes No. 2,3 and 5 were cancelled
21 by the Supreme Court. After conducting a direct survey through interviews with HRD
22 managers, there are some common problems faced by the company and also for the Jakarta
23 Health BPJS, namely the problem of less than optimal work involvement, forming a solid
24 teamwork, career development that is not always there every year and also facing the privacy
25 of each individual in accordance with the organizational environment. This research will find
18
26 out whether there is an influence of teamwork and career development on self-development
27 and work involvement.
28
29 A work done in the form of a team, will further motivate employees to improve their abilities
28
30 and skills. As stated by Manzoor, Ullah, Hussain and Ahmad (2011) that teamwork has a
31 positive influence on employee performance. This is because the support and encouragement
32 of co-workers will increase the desire of employees to always develop themselves. Ardana,
33 Mujiati and Utama (2012) explained that with teamwork, all members have the initiative to
34 improve quality through discussion and quality control groups, as well as competition and
35 competitions that are mutually encouraging for achievement. This indicates that among team

1 members there is a tendency to encourage each other to develop themselves. When making
2 a team decision, play an important role because team members must participate in the
3 decision making process. This gives preference to skilled members and opportunities for
4 employees to optimize their abilities and produce effective decisions (Sharma, Kansal &
5 Paliwal, 2012). Finally, it can be assumed that teamwork has a direct positive effect on self-
6 development.

7
8 Davis & Werther in Marwansyah (2010: 156) expressed the opinion that career development
9 (career development) is a personal development activity undertaken by a person to realize his
10 personal career plan. Winarti and Susilo (2011), career development has an effect on job
11 satisfaction. Job satisfaction will increase if career development is enhanced. this shows that
12 job satisfaction and increased career development will encourage employees to develop
13 themselves. Based on this theory, it can be assumed that career development has a direct
14 effect on self-development. Team work is defined as the ability to collaborate and work with
15 others to achieve shared goals in a group or inter-team context (Anderson-Butcher, 2014).
16 With teamwork within the company, employees can work effectively in improving their
17 performance. Teamwork generates positive synergy through coordinated effort. According to
18 Taroreh (2014), that the performance achieved by a team will produce better performance
19 than the performance of individuals in an organization or a company and his research shows
20 that workma team has an influence and is significant on employee performance. This is driven
21 by the company's increasing performance, in which there is a high level of work involvement,
22 meaning that direct teamwork directly influences work involvement.

23
24 According to Hady (2013) that career development can be said to be a condition that shows
25 an increase in the status of someone in the organization in the career path specified in the
26 organization concerned. One of the factors that must be improved is the involvement in a job
27 and work discipline. Every employee has their own demands in the company to develop his
28 career. When attitudes toward employee career development tend to be positive, such as
29 having good achievements, having high work involvement, working with professionals, being
30 known by other parties and loyal to the organization (Rizka, 2013). This shows that career
31 development has a direct influence on work involvement. According to Robbins and Judge
32 (2013), work involvement is the degree to which a person sides his work, actively participates
33 in it and considers the work important for his self-esteem. The existence of high work
34 involvement in the employee will cause the employee to be more positive and reduce negative
35 thoughts in the employee (Caesens and Stinglhumber, 2014). In line with this, Nilesen and

Munir (2009) stated that self-efficacy gives positive thoughts to employees. Self-efficacy is an individual's self-development that is one's beliefs about his ability to organize and decide on certain actions needed to obtain certain results (Bandura in Dina, 2017).

RESEARCH METHOD

The research strategy used in this study is associative research strategy. The research method used was a survey method. Where this survey research focuses on quantitative analysis. Population is a set consisting of objects and subjects that have certain qualities and characteristics determined by researchers to be studied and drawn conclusions (Sugiyono, 2017). In this study, the population was all employees of the BPJS head office in Health in Central Jakarta, totaling 1,400 employees in the May 2019 based on information from the BPJS Health Public Relations Jakarta. The sample is part of the population that is the source of data in the study, which is part of the number of characteristics possessed by the population (Sugiyono, 2017). The formula used in this sampling is based on the Slovin formula (Husein Umar, 2011). The number of populations to be studied is as many as 1400 people, then the sample obtained 100 respondents.

In determining the sample used in this study, researchers used nonprobability sampling with purposive sampling techniques. Purposive sampling is a technique for taking data sources with certain considerations (Sugiyono, 2017). In this study, the data collection methods used are Questionnaire. The questionnaire in this study was measured by a Likert scale, which is a scale used to measure the attitudes, opinions and perceptions of a person or group of people about a particular event. In the Likert scale used a score (weight value) given to the answers that have been provided. The variables in this study are work involvement (Y) with four research indicators, teamwork (X1) with three research indicators, career development (X2) with five research indicators, and self-development (Z). Hypothetical relationships between latent variables are presented in Figure 1, which is formulated using the concepts already explained:

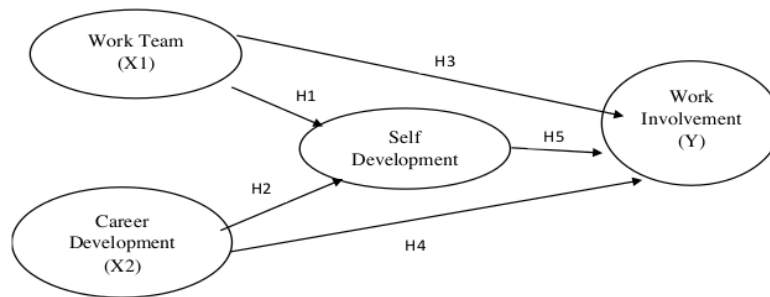


Figure 1. Hypothetical Model Framework of Variables

After the questionnaire data is collected, the data is converted into quantitative data, by giving a weighting score based on a Likert scale. Below are the instrument items in the form of statements in a questionnaire in the following table:

Table 1. Research Indicator

Variable	Research Indicator	No. Instrument
Work Involvement (Y) (Robbins and Judge, 2013)	1. Response to work. 2. Behavior involved in work. 3. A sense of responsibility towards work. 4. Feelings about unfinished work and absenteeism.	1,2,3 4,5 6,7,8 9,10
Team Work (X1) (Pranitasari, 2019)	1. Cooperation 2. Interaction 3. Help each other	11,12,13,14 15,16,17 18,19,20
Career Development (X2) (Siagian, 2012)	1. Fair treatment in a career. 2. Caring about direct superiors. 3. Information about various promotional opportunities. 4. There is an interest to be promoted. 5. Level of satisfaction.	21, 22 23, 24 25, 26 27, 28 29,30
Personal Development (Z) (Pranitasari, 2019)	1. Self-assessment. 2. Self-reflection activities 3. Actions of personal development.	31,32,33 34,35,36,37 38,39,40

Source: (Robbins and Judge, 2013); (Pranitasari, 2019); (Siagian, 2012); (Pranitasari, 2019)

In this study the processing and presentation of data in diagram form using Structural Equation Modeling PLS (SEM PLS) using SmartPLS 3.0 software. PLS is a structural equation (SEM) model based on components or variants. Structural Equation Model (SEM) is one area of statistical studies that can test a series of relationships that are relatively difficult to measure simultaneously. According to Santoso (2014). SEM is a multivariate analysis technique which is a combination of factor analysis and regression analysis (correlation), which aims to examine the relationship between variables in a model, be it between indicators with their constructs, or relationships between constructs. In this research, using data (SEM) with partial least

square method using PLS program. Analysis on PLS is carried out in three stages: Outer Model analysis, Inner Model and Hypothesis Testing.

RESULT AND DISCUSSION

In this study data collection using a questionnaire, which was given to 100 respondents who described characteristics such as gender, age, and years of service. The results of the test description of respondents are presented in table 2. following:

Table 2. Characteristics of Respondents

	Classification	Number of respondents	Proportion
Age	20-25	32	32%
	26-30	35	35%
	31-40	23	23%
	41-50	7	7%
	51 - 65	3	3%
Total		100	100%
Gender	Male	58	58%
	Girl	42	42%
Total		100	100%
Years of service	<1 year	35	35%
	13 years old	39	39%
	4 - 5 years	14	14%
	> 5 years	12	12%
Total		100	100%

(Source: Data process by Muhammad Ramaditya, 2019)

Based on table 1. above, then the respondent's in the gender identity, shows that the majority of respondents are male, that is 58 people (58%), and the remaining 42 people (42%) respondents are female. In the age identity shows that the majority of respondents aged 26-30 years as many as 35 people (35%) and the rest aged 20-25 years as many as 32 people (32%), 31-40 as many as 23 people (23%), 41-50 as many as 7 people (7%), dam 51-65 as many as 3 people (3%). The work tenure identity shows that the majority of respondents with 1-3 years of service are 39 people (39%), <1 year are 35 people (35%), 4 -5 years are 14 people (14%), and > 5 years as many as 12 people (12%).

Measurement Model (Outer Model)

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Convergent validity from the measurement model, it can be seen from the correlation between item / indicator score and the construct factor score (loading factor) with criteria of loading value of each indicator > 0.5 . Based on the first data processing of Figure 1. with the team work variables obtained 5 invalid indicators (< 0.5), namely KT 1, KT 2, KT 3, KT 4, KT 5 and the rest are valid (> 0.5). Career development variables obtained 7 invalid indicators (< 0.5), namely PK1, PK2, PK3, PK6, PK7, PK8, PK10 and the rest are valid (> 0.5). The self-improvement variable obtained 4 invalid indicators (< 0.5), namely PD7, PD8, PD9, PD10 and the rest are valid (> 0.5). Work involvement variable obtained 7 invalid indicators (< 0.5), namely KJ4, KJ5, KJ6, KJ7, KJ8, KJ9, KJ10 and the rest are valid (> 0.5). So the loading value is < 0 , In order to meet the required convergent validity, which is higher than 0.5, a second data processing is performed. The following is Figure 2.

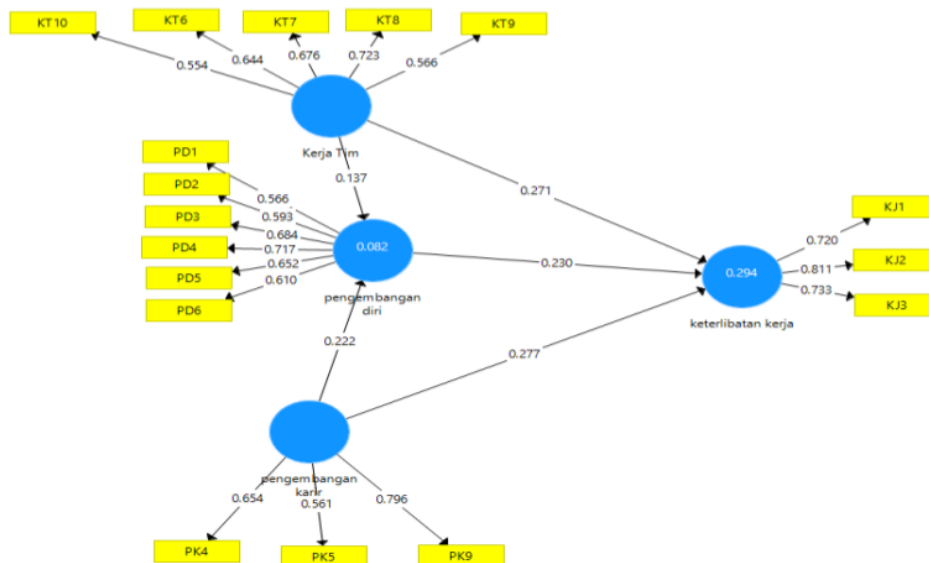


Figure 2. Results of data processing II (Muhammad Ramaditya, 2020)

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Based on the results of the second data processing, by eliminating some invalid indicators, the values of the above indicators have fulfilled the criteria which is more than 0.500. Based on Figure 2. in the teamwork variable, the biggest loading value is found in the KT 8 statement of 0.723 which contains the statement "Team members provide accurate information to coworkers". In the career development variable, the biggest loading value is found in the PK 9 statement of 0.796 which contains the statement "Satisfied with the career system that

applies in the company". In the self-improvement variable, the biggest loading value is found in the PD 4 statement of 0.717 which contains the statement "Discuss with colleagues to improve the achievement of work results". And in the work involvement variable, the biggest loading value is found in KJ 2 of 0.811 which contains the statement "Work is part of life".

Discriminant validity is the level of differentiation of an indicator in measuring the construct of an instrument. To test discriminant validity can be done by checking the Cross-Loading indicator correlation coefficient of the construct construction (loading) compared with the correlation coefficient with other constructs (cross loading). The construct value of the correlation indicator must be greater than the construct of the association than the other constructs. This greater value indicates the suitability of an indicator to explain the association constructs compared to explaining the other constructs.

Table 3. Cross Loading Discriminant Validity

	Team work	Career Development	Self-development	Work Involvement
KT 6	0.644	0.224	0.141	0.300
KT 7	0.676	0.029	0.114	0.213
KT 8	0.723	0.171	0.128	0.260
KT 9	0.566	0.149	-0.002	0.147
KT 10	0.554	0.144	0.155	0.228
PK 4	0.133	0.654	0.042	0.231
PK 5	0.152	0.561	0.083	0.244
PK 9	0.183	0.796	0.299	0.320
PD 1	0.083	0.182	0.566	0.173
PD 2	0.096	0.220	0.593	0.180
PD 3	0.058	0.131	0.684	0.185
PD 4	0.182	0.129	0.717	0.342
PD 5	0.128	0.203	0.652	0.167
PD 6	0.140	0.126	0.610	0.244
KJ 1	0.254	0.259	0.241	0.720
KJ 2	0.371	0.240	0.330	0.811
KJ 3	0.225	0.406	0.220	0.733

From the results of table 3. shows that the loading value of each indicator item for the construct is greater than the cross-loading value. Thus, it can be concluded that all constructs or latent variables already have good discriminant validity, which in the construct indicator block is better than other block indicators. After testing the construct validity, the next test is the construct reliability test measured by Composite Reliability (CR) of the indicator block that

measures the CR construct used to display good reliability. A construct is declared reliable if the composite reliability value is > 0.6. According to Hair et al. (2014) composite reliability coefficient must be greater than 0.7 although the value 0.6 is still acceptable. However, an internal consistency test is not absolutely necessary if the construct validity has been fulfilled, because a valid construct is a reliable one, on the contrary a reliable construct is not necessarily valid (Cooper and Schindler, 2014). Based on table 4. That the composite reliability test results show a value > 0.6 which means that all variables are declared reliable.

Table 4. Composite Reliability

Variable	Composite Reliability	Rule of Thumb	Conclusion
Team work	0.771	0.6	Reliable
Career Development	0.713	0.6	Reliable
Self-development	0.804	0.6	Reliable
Work Involvement	0.799	0.6	Reliable

(Source: Muhammad Ramaditya, 2020)

Inner Model Analysis

After evaluating the model and it is found that each construct has fulfilled the requirements of Convergent Validity, Discriminant Validity, and Composite Reliability, then the next is the evaluation of structural models which include testing of model fit, path coefficient, and R^2 . Model fit testing is used to find out whether a model has a match with the data. Based on result of eliminating some invalid statements, the teamwork variable has an influence on the self-improvement variable of 0.137 or 13.7%. In the career development variable has an influence on the variable of self-development of 0.222 or 22.2%. The teamwork variable has an influence on work involvement by 0.271 or 27.1%. In the career development variable has an influence on the variable work involvement by 0.277 or 27.7%. and the personal development variable has an influence on the variable work involvement by 0.230 or 23%.

Table 5. Model Fit

	Saturated Model	Estimated Model
NFI	0.450	0.450

Source: (Muhammad Ramaditya, 2020)

NFI values from 0-1 are derived from a comparison between the hypothesized model and a certain independent model. The model has a high match if the value is close to 1. Based on the table above the NFI value is at 0.450 which means it has a model match that can be declared sufficient (Ghozali, 2014).

1

Table 6. R Square Coefficient	
Variable	R Square
Self-development	0.082
Work Involvement	0.294

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Source: (Muhammad Ramaditya, 2020)

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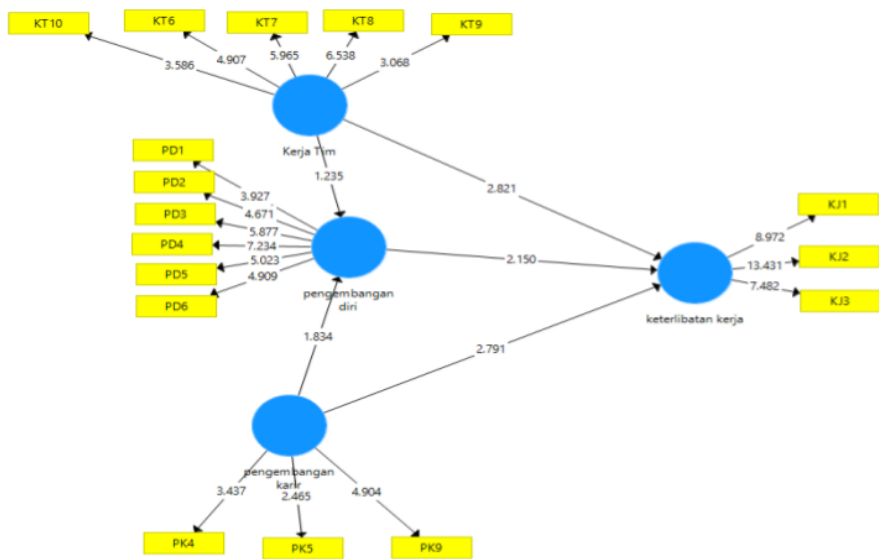
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Based on table 5. R values obtained Square of 0.082, this means 8.2% variation or change in self-development is influenced by teamwork and career development while the remaining 91.8% is explained by other reasons. So, it shown that the value of R^2 on the self-improvement variable is weak. R value Square of 0.294, this means that 29.4% of variation or change in work involvement is influenced by teamwork and career development, while the remaining 70.6% is explained by other reasons. So, it shown that the value of R^2 on the variable work involvement is approaching moderate.

Hypothesis Test Direct and Indirect Effects



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Figure 3. Bootstrapping Results

To evaluate the structural relationship between latent variables, based on Figure 3. hypothesis testing must be done on the path coefficient between variables by comparing the p-value with alpha (0.05) or t-statistics of (> 1.96). The amount of P-value and also t-statistics are obtained from the output on SmartPLS using bootstrapping. Testing all hypotheses will be analyzed based on the outputs obtained and processing the data in the following table below:

1

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Table 7. Direct Effect

Criteria	Work Team	Career Development	Self-Development
t-Statistic	1.235	1.834	
P-Value	0.359	0.211	

3

Source: Data Process by Muhammad Ramaditya (2020)

4

5 Based on table 7. there is a negative and significance influence of teamwork on self-
 6 development. with a P-Value of $0.359 > 0.05$ or with a t-statistic of $1.235 > 1.96$ then
 7 teamwork has no effect on self-development. This contradicts the opinion made by Ardana,
 8 Mujiati and Utama (2012) explaining that with teamwork, all members have the initiative to
 9 improve quality through discussion and quality control groups, as well as competition and
 10 competitions that are mutually encouraging to excel. This study also contradicts research
 11 (Pranitasari, 2019) which states teamwork influences self-development. Based on an interview
 12 conducted by one of the BPJS health employees, not all employees are encouraged to develop
 13 themselves with teamwork, some employees sometimes rely on one of their teams, so
 14 teamwork is considered less effective.

15

16 The direct effect of career development on self-development also have negative and
 17 significance influenced. Career development has no effect on self-development, this is
 18 contrary to the opinion of Davis & Werther in Marwansyah (2010), that career development
 19 is a self-development activity that is passed by a person to realize his personal career plan.
 20 Based on interviews to find out why career development has no effect on self-development of
 21 BPJS health employees, the information obtained is that some employees do not want to raise
 22 their career levels and prefer their jobs as ordinary staff because they are afraid of having a
 23 large job responsibility for the job they are achieving and also salary that is considered not in
 24 accordance with the responsibilities of his work. Thus, this is what causes career development
 25 has no effect on self-development.

26

27

Table 8. Direct Effect

Criteria	Work Team	Career Development	Self-Involvement	Work Involvement
t-Statistic	2.821	2.791	2.150	
P-Value	0.005	0.005	0.032	

28

Source: Muhammad Ramaditya (2020)

29

4 Based on the result on table 8. shows that there is a positive and significance influence of
 5 teamwork on work involvement. It means that teamwork has a positive effect on work
 6 involvement. These results indicate that there is good teamwork between employees to
 7 increase work involvement. in line with research. The results of Prinitasari's research (2019)
 8 contradict this research that teamwork does not influence work involvement, but according to
 9 Taroreh (2014), that the performance achieved by teamwork will result in better performance
 10 and high work involvement than per-individual in organization or company and its research
 11 shows that teamwork has a positive and significant influence on employee performance. This
 12 is also encouraged by the increase in company performance, in which there is a high level of
 13 work involvement, which means that direct team work has a direct positive effect on work
 14 involvement.

15 Furthermore, the result also shows that there is an positive and significance influence of career
 16 development on work involvement. BPJS companies can enhance career development in order
 17 to improve work involvement, through the dissemination and disclosure of information on
 18 career systems applies in the company. It means that career development has a positive effect
 19 on work involvement. In line with the theory according to Hady (2013) that career
 20 development can be said to be a condition that shows an increase in the status of individuals
 21 in the organization in the career path specified in the organization concerned. One of the
 22 factors that must be improved is the involvement in a job and work discipline.

23 The direct effect of self-development on work involvement also have positive and significance
 24 influence. It means that self-development has a positive effect on work involvement. These
 25 results indicate that an individual who is developing himself will work harder by involving
 26 himself in every job. According to Robbins and Judge (2013), work involvement is the degree
 27 to which a person sides his work, actively participates in it and considers the work important
 28 to himself. So, employees who are doing self-development will increase work involvement.

Tabel 9. Effect Size

Direct		Indirect		
Career Development	P-Value	Career Development	P-Value	
Work Involvement	2.791	0.005	1.251	0.211

Sumber: SmartPLS Output Data Process By Muhammad Ramaditya (2020)

Furthermore, the indirect effect of work involvement on workers through the mediation of career development was also tested. The size effect shows a small effect of 1,251. Based on the result on table 9. shows that self-development does not mediate career development towards work involvement. Besides, self-development also does not mediate career development on work involvement. Thus, in direct testing there is an influence between exogenous variables on endogenous and in indirect testing there is no influence between exogenous variables on endogenous.

CONCLUSION AND SUGGESTION

In the conclusion of the results of the study in the previous chapter, it can be concluded that: Teamwork influences work involvement. That is, with having solid teamwork it will increase employee work involvement in BPJS Kesehatan that can make work more productive and solving any customer problem. This study also confirmed that career development influences work involvement. This support employee who have better the career development process will increase their work involvement. Lastly, by having improving their self-development will also influences work involvement. The higher the motivation of employees to do self-development will increase employee involvement.

Based on the conclusions, this study provide suggestions for the company to increase work involvement at BPJS Health that it can improve teamwork, for example through inter-team members providing accurate information. Moreover, BPJS Health can enhance career development in order to increase work involvement, through the dissemination and information disclosure of career systems that apply in the company. Lastly, to increase the work involvement of BPJS health employees need to develop employee motivation themselves by facilitating discussion forums and participation between employees to enhance their self-improvement.

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