

A DESCRIPTIVE STUDY OF WORK ENGAGEMENT AMONG MANUFACTURING EMPLOYEES AT PT. X

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ABSTRACT

Every company needs employees who actively contribute to achieving its goals. PT X is one of the companies engaged in the manufacturing industry. Currently, PT X has shown remarkable progress. The success of PT X is certainly inseparable from employees with the capability to adapt and provide benefits to the company. In carrying out their duties, employees at PT X show a high level of dedication and are willing to apply their energy to optimally complete the work demands given to them. Previous studies have shown that the level of work engagement among employees in Indonesia can vary from company to company. Based on the results of previous studies, there is still inconsistency in the final results of the high or low level of work engagement of an individual, even different in each dimension. The purpose of this study is to re-examine the high or low level of work engagement among employees at PT. X. This study is a quantitative research with 100 employees at PT. X as the subjects. Data collection in this study was obtained using purposive sampling techniques with the Utrecht Work Engagement Scale-17 (UWES-17) instrument online and six Likert scales. The results of the study show that the overall mean (4.62) and mean per dimension vigor (4.6), dedication dimension (4.84), absorption dimension (4.45) are classified as high. This study recommends that company management maintain the level of work engagement among employees through various human resource programs.

Keywords: Work engagement, manufacturing, employees

1. PREFACE

Employees are a key asset for the success of a company. They consist of a group of individuals who play a central role in the productivity of achieving company goals. Individuals within an organization, often referred to as human resources (HR), are the most important factor in improving its effectiveness. HR management is the discipline or method for managing the relationships and roles of each individual worker effectively and efficiently, thereby achieving shared goals as best as possible (Ricardianto, 2018). Therefore, every company requires appropriate HR management to create organizational effectiveness in order to achieve or maintain profits.

Fluctuations in company performance often occur across various companies in different industrial sectors, one of which is PT. X operating in the manufacturing industry, requiring employees to manage and process raw materials for the products to be sold (Saputri & Giovanni, 2021). Companies engaged in production tend to require actively involved employees to enhance

productivity, efficiency, and safety with the aim of creating optimal production outcomes for the company (Tan et al., 2022). PT. X faces a challenge with uneven employee enthusiasm, impacting overall productivity. Employees at PT. X demonstrate a lack of enthusiasm in their work, such as not showing enthusiasm in completing tasks, for instance during breaks where employees are not seen still engrossed in work, or in other words, employees find it difficult to engage in the tasks at hand. This lack of uniformity is evident in employee behaviors. Nevertheless, there are some employees enthusiastic in preparing themselves for the day, for example some arrive prepared with daily schedules, rarely procrastinate, and readily take on overtime, others lack motivation during regular hours, demonstrated by a disinterest in completing tasks and a tendency to disengage during breaks. This discrepancy in work ethic hinders PT. X's ability to consistently achieve optimal production outcomes, which can lead to issues like decreased quality control or safety concerns.

The behaviors portrayed by employees of PT X represent work engagement. According to Schaufeli & Bakker (2010) work engagement is defined as a state of someone who is positive and fully involved in their work, it encompasses three dimensions or characteristics and they are vigor, dedication and absorption. Employees with a high level of work engagement show the characteristics of high vigor, dedication and absorption. Vigor is seen through high energy at work, the ability to overcome challenges, a willingness to try hard, and resilience in difficult situations. Dedication is seen in total involvement in work, feelings of growing towards work, enthusiasm, and pride in work that is considered challenging, while absorption is seen through complete focus and deep interest in work to the point of often not being aware of the surroundings due to high concentration on work (Schaufeli & Bakker, 2010).

Work engagement has a significant influence on employee attitudes, intentions and behavior towards the company. Employees with a high level of engagement tend to be motivated to do their best and have a positive impact on the company's success through increasing productivity, profitability, loyalty and presence at work. According to Ramadhan and Sembiring (2014), work engagement will strengthen employee relationships with the company, improve individual performance at work, and bring more profits to the company. On the other hand, low levels of engagement can have several negative impacts, such as high turnover rates or employees choosing to quit, which can also influence the low quality of work produced by employees.

Work engagement can significantly impact employee behavior and, consequently, company performance. Work engagement has been extensively studied, as evidenced by research conducted by Okazaki et al. (2019), which recruited 2,093 manufacturing employees as participants and reported that their work engagement levels were low (Empirical mean = 2.9 < Hypothetical mean = 3). Another study conducted by Ha et al. (2020) examined how emotional leadership influences employees' attitudes toward job engagement. The study involved 176 retail employees in Korea. The survey results indicated that the level of job engagement was moderate (Empirical mean = 3.348 and hypothesis mean = 3). Furthermore, a study on work engagement among employees at PT EG conducted by Pri & Zamralita (2017) with 101 employees at PT EG found that their level of work engagement was high (Empirical mean = 5.57 and Hypothetical mean = 4).

In addition, based on comparisons with previous studies, the researchers concluded that the findings of prior research were inconsistent (the average work engagement varied). Therefore, this study was conducted with the aim of reinvestigating the level of high or low work engagement and gaining an understanding of the work engagement of employees at PT. X.

2. RESEARCH METHOD

Quantitative research is a research method that is used to investigate a population or sample using random sampling, structured instruments for data collection, and statistical analysis to generate generalizations (Sugiyono, 2016). This study uses a non-experimental quantitative research design with a quantitative descriptive type. Non-experimental quantitative research is conducted for research that is as natural as possible in observing phenomena as they are, describing problems, exploring relationships between variables, and developing knowledge. With the quantitative descriptive method, the data collected from the research respondents will be analyzed according to the established research methodology to describe the phenomena that occur.

In the context of this research, the phenomenon referred to is the variable of work engagement as a positive psychological state specifically related to the work domain. Work engagement transcends mere general happiness; it encompasses the enthusiasm, dedication, and focused immersion that an employee experiences within their professional role. Therefore, the population in this study is individuals with the status of permanent employees of PT X located in Purwakarta. Considering the necessity for participant willingness to partake in the data collection process (completing questionnaires) and the adherence to specific criteria related to work engagement so the sampling technique used in this study is purposive (non-probability sampling) where participants are selected based on their willingness to fill out questionnaires and meet certain criteria (Mweshi & Sakyi, 2020). Specifically, the convenience sampling design was chosen by the researcher in data collection based on the factor of ease, which is anyone who is easily found and if they meet the characteristics determined by the researcher.

The data collection technique in this study used an online questionnaire distributed through Google Forms. In this study, the research team used an adapted questionnaire instrument as a tool to collect data. Participants in this study had the criteria of being individual employees at PT X with a minimum work experience of 1 year and a minimum education level of Senior High School. The number of respondents in this study was 111 subjects with a division of 11 subjects for the instrument tryout and 100 subjects for the research data from the participant age range of 19-54 years. Furthermore, a description of the respondents consisting of aspects of gender, age, last education level, marital status, employment status, position, department, and employee tenure can be seen in Table 1.

Table 1
Participants Demographic Data

No	Type	Total (n = 100)	Percentage (%)	Information
1	Gender	28	28.00	Man
		72	72.00	Female
2	Age	53	53.00	19-28 years old
		29	29.00	29-38 years old
		13	13.00	39-48 years old
		5	5.00	49-58 years old
3	Education Level	93	93.00	SMA/SMK (High School)
		4	4.00	Associate's Degree (D3)
		3	3.00	Bachelor's Degree (S1)
4	Marital Status			

No	Type	Total (n = 100)	Percentage (%)	Information
		57	57.00	Not married
		43	43.00	Married
5	Employment Status	100	100.00	Permanent Employee
		0	0.00	Contract Employee
6	Position	6	6.00	M10 : Supervisor
		20	20.00	M11: Leader
		10	10.00	M12: Asst. Leader
		5	5.00	M13: Checker
		59	59.00	M14: Operator
7	Departement	94	94.00	Production
		3	3.00	ENG
		1	1.00	Accounting
		1	1.00	Maintenance
		1	1.00	SRM
8	Employee Tenure	40	40.00	< 5 Years
		31	31.00	5-10 Years
		29	29.00	> 10 Years

In this study, participants will require a device with a stable internet connection. Each participant will be asked to access a questionnaire consisting of several filling instruction sections. On the first page, there is a display for informed consent (a statement of consent to participate in the study and a statement of willingness for the answers given to be used in the study), followed by a display on the second page consisting of statements to measure several research variables. The measuring instrument used in this study is the Work Engagement scale adapted by Dinata (2018) from UWES-17 (Utrecht Work Engagement Survey) which contains 17 item statements, with 6 items on the vigor dimension, 5 items on the dedication dimension, and 6 items on the absorption dimension with all items being positive. The following is the blueprint of the UWES-17 scale.

Table 2

BluePrint Utrecht Work Engagement Scale (UWES-17)

	Dimension	Item Number	Number of Items
1	Vigor	1,4,8,12,15,17	6
2	Dedication	2,5,7,10,13	5
3	Absorption	3,6,9,11,14,16	6
	Total		17

Each participant will complete the research variable statements by providing responses in the form of a Likert scale. The response options for each item are: Never (1), Rarely (2), Sometimes (3), Often (4), Very Often (5), and Always (6). In this study, researchers utilize a six-point Likert scale for data collection. Research conducted by Supriadi & Ahmad (2020) aligns with this approach, suggesting that even-numbered Likert scales may encourage participants to express a more definitive opinion on the presented statements. This potential for reduced midpoint selection could contribute to enhanced data reliability by providing a clearer distribution of responses across the available answer choices. After completing the statements to measure the research variables, participants will transition to a demographic data section. This section helps the researcher understand the background characteristics of the participants, which can be crucial

when interpreting the survey results. Participants will be required to provide basic personal information such as participants name (optional, depending on anonymity preferences) and also be asked to indicate participants gender identity and age range.

Subsequently, the demographic data section will investigate participants educational background by querying participants last level of education attained (such as high school diploma, associate's degree - D3, and bachelor's degree - S1). Information regarding participants marital status (such as married and not married) will also be collected. To understand the participants professional context, the survey will then ask about participants employment status (such as permanent and contract). The next questions will inquire about participants current position (such as supervisor, leader, asst. leader, checker, and operator) and department (such as accounting, ENG, maintenance, production, and SRM). Finally, the demographic data section may also include a question about participants tenure, which refers to the length of time participants have been in participants current position or organization. Once all sections are complete, participants will be instructed to press the "Submit" button. This will finalize the survey and send participants anonymized responses (unless name collection is explicitly chosen) to the researcher for analysis. This data will be instrumental in drawing meaningful conclusions from the core survey statements.

Reliability testing was conducted to ensure the measurements are accurate. Researchers conducted reliability testing on each dimension of work engagement. This testing involves checking if the tool used to measure these aspects gives similar results when used multiple times on the same people. The reliability is represented by a number between 0 and 1. The closer the reliability coefficient value is to 0, the lower the level of reliability, while a value close to 1 indicates a high level of reliability (Azwar, 2017). The following is the result of the reliability of the dimensions that can be seen in Table 3.

Table 3
Dimension Reliability

	Vigor	Dedication	Absorption	Total
Reliability	.767	.722	.687	.871

The table above shows that the UWES-17's vigor dimension has the highest reliability value, while the absorption dimension has the lowest reliability value. Therefore, vigor has the highest reliability among the dimensions of the work engagement measurement tool (UWES-17). The results of the reliability test in this study show that the work engagement scale used has high reliability and is suitable for use. This is evidenced by the Cronbach's Alpha value of 0.871 obtained from the reliability test with all UWES-17 items. In this study, after the researcher conducted a reliability test on 17 items, the results showed that there was 1 item from the absorption dimension that was not valid, so 1 item from the absorption dimension, namely item 9 ("I feel happy when I am working intensely"), was eliminated. Therefore, the number of items for the absorption dimension is 5 items. The following is the reliability result for 16 items which can be seen in Table 4.

Table 4
Reliability Results for 16 Analysis

No	Item	Reliability
Vigor		
1	<i>Saat bekerja, saya merasa penuh energi</i> (At my work, I feel bursting with energy)	.724
2	<i>Saat bekerja, saya merasa kuat dan bersemangat</i> (At my job, I feel strong and vigorous)	.724
3	<i>Ketika saya bangun di pagi hari, saya merasa bersemangat dan ingin berangkat kerja</i> (When I get up in the morning, I feel like going to work)	.692
4	<i>Saya dapat terus bekerja dalam waktu yang lama</i> (I can continue working for very long periods at a time)	.749
5	<i>Saya memiliki ketahanan kerja yang tinggi</i> (At my job, I am very resilient, mentally)	.706
6	<i>Dalam bekerja, saya pantang menyerah, bahkan ketika sesuatu</i> (At my work I always persevere, even when things do not go well)	.789
Dedication		
7	<i>Saya merasa pekerjaan yang saya lakukan memiliki arti dan tujuan tersendiri bagi saya</i> (I find the work that I do full of meaning and purpose)	.745
8	<i>Saya merasa antusias dengan pekerjaan saya</i> (I am enthusiastic about my job)	.643
9	<i>Pekerjaan saya menginspirasi saya</i> (My job inspires me)	.630
10	<i>Saya bangga dengan pekerjaan yang saya lakukan</i> (I am proud on the work that I do)	.655
11	<i>Bagi saya, pekerjaan saya begitu menantang</i> (To me, my job is challenging)	.692
Absorption		
12	<i>Waktu berlalu dengan cepat saat saya bekerja</i> (Time flies when I'm working)	.653
13	<i>Saat bekerja, saya seakan lupa akan segala sesuatu di sekeliling saya</i> (When I am working, I forget everything else around me)	.686
14	<i>Saya larut dalam pekerjaan saya</i> (I am immersed in my work)	.595
15	<i>Saya terbawa suasana ketika bekerja</i> (I get carried away when I'm working)	.607
16	<i>Sulit melepaskan diri dari pekerjaan saya</i> (It is difficult to detach myself from my job)	.639

3. RESULT AND DISCUSSION

Result

In this study, a normality test was conducted using the Kolmogorov-Smirnov Test. Based on the normality test results, the data can be considered normally distributed with a p-value of $0.096 > 0.05$. Using the data that is already normally distributed, the researcher conducted a descriptive analysis in Table 5 to determine the mean work engagement for each dimension and the total mean.

Table 5
Description of Employees Work Engagement at PT. X

Source: SPSS Data Analysis

	Vigor	Dedication	Absorption	Total
Mean	4.60	4.84	4.43	4.62
Std. Deviation	.790	.737	.728	.658

	Vigor	Dedication	Absorption	Total
Level	High	High	High	High

Based on the descriptive analysis, the description of work engagement among employees at PT X can be said to have a high value. This is because the empirical mean work engagement is higher than the hypothetical mean, with the hypothetical mean being 3.5. The value of the mean work engagement is $4.62 > 3.5$. Upon examining the data for each dimension, it can be observed that employees at PT X have relatively similar descriptions of work engagement. Specifically, the mean dedication falls into the high level ($M = 4.84$), the mean vigor falls into the high level ($M = 4.60$), and the mean absorption falls into the high level ($M = 4.43$). Specific data from each questionnaire item are attached to the results in Table 6.

Table 6

A Description of the Mean per Item

No	Item	Mean	Std. Deviation
Vigor			
1	<i>Saat bekerja, saya merasa penuh energi</i> (At my work, I feel bursting with energy)	4.48	1.19
2	<i>Saat bekerja, saya merasa kuat dan bersemangat</i> (At my job, I feel strong and vigorous)	4.49	1.09
3	<i>Ketika saya bangun di pagi hari, saya merasa bersemangat dan ingin berangkat kerja</i> (When I get up in the morning, I feel like going to work)	4.39	1.21
4	<i>Saya dapat terus bekerja dalam waktu yang lama</i> (I can continue working for very long periods at a time)	4.48	1.27
5	<i>Saya memiliki ketahanan kerja yang tinggi</i> (At my job, I am very resilient, mentally)	4.68	1.20
6	<i>Dalam bekerja, saya pantang menyerah, bahkan ketika sesuatu</i> (At my work I always persevere, even when things do not go well)	5.07	1.00
Dedication			
1	<i>Saya merasa pekerjaan yang saya lakukan memiliki arti dan tujuan tersendiri bagi saya</i> (I find the work that I do full of meaning and purpose)	4.90	1.12
2	<i>Saya merasa antusias dengan pekerjaan saya</i> (I am enthusiastic about my job)	4.73	1.11
3	<i>Pekerjaan saya menginspirasi saya</i> (My job inspires me)	4.80	1.06
4	<i>Saya bangga dengan pekerjaan yang saya lakukan</i> (I am proud on the work that I do)	4.99	.948
5	<i>Bagi saya, pekerjaan saya begitu menantang</i> (To me, my job is challenging)	4.77	1.11
Absorption			
1	<i>Waktu berlalu dengan cepat saat saya bekerja</i> (Time flies when I'm working)	4.39	1.15
2	<i>Saat bekerja, saya seakan lupa akan segala sesuatu di sekeliling saya</i> (When I am working, I forget everything else around me)	4.49	1.09
3	<i>Saya larut dalam pekerjaan saya</i> (I am immersed in my work)	4.50	1.13
4	<i>Saya terbawa suasana ketika bekerja</i> (I get carried away when I'm working)	4.59	1.18
5	<i>Sulit melepaskan diri dari pekerjaan saya</i> (It is difficult to detach myself from my job)	4.20	1.20

Based on the descriptive analysis in Table 6, it can be stated that the results of work engagement for each item are in the high level. The data indicates that each item has a relatively similar empirical mean value, which is higher than the hypothetical mean, with the hypothetical mean being 3.5. The researcher also conducted additional analysis on several collected criteria. The results of the additional analysis were obtained from the descriptive analysis of the average work engagement values towards marital status aspects. The data was processed using the independent sample t-test method with SPSS application in Table 7.

Table 7
Work Engagement Profile Based on Marital Status

	T-Test for Equality of Means		
	T	df	Sig. (2-tailed)
Equal variances assumed	2.290	98	0.024
Equal variances not assumed	2.301	92.160	0.024

Based on marital status, the obtained significance scores (2-tailed) are 0.024 and 0.024. Because sig. < 0.05, it can be interpreted that there is a difference in work engagement between subjects who are married and subjects who are not married.

Discussion

Based on the research findings, the level of work engagement at PT X was found to be high. This high level of work engagement can be attributed to employees desire to dedicate all their energy to their jobs and their satisfaction with their work (Wojcik-Karpacz, 2018). The highest dimension of work engagement among employees at PT X is dedication. This means that employees at PT X find clear meaning and benefits in their work, feel proud, and find their work challenging and inspiring. The second highest-scoring dimension of work engagement is vigor, indicating that employees feel enthusiastic, strong, and energetic at work, and they feel capable of coping with workplace pressures. The third highest-scoring dimension is absorption, which means that employees feel time passes quickly and are highly focused and diligent when performing tasks. It can be concluded that the results of these findings are not in line with the previous study by Okazaki et al. (2019) that showed low work engagement levels in manufacturing employees. Low work engagement is caused by employees feeling a mismatch between their skills and the tasks they are given. In addition, they also feel less enthusiastic and show unhappiness with their work when working.

When viewed from the results of the independent t-test, the significant differences in work engagement based on marital status can be attributed to factors such as different family responsibilities between married and unmarried employees. A possible reason for such results could be that married employees have more responsibility than those who are single (Sharma & Rajput, 2021). So, the reason why married employees have significant work engagement is because they have the responsibility to support their families, so they are more motivated to work hard and achieve targets. These research findings are consistent with a previous study conducted by Pri & Zamralita (2017) on 101 employees at PT EG, which found that their level of work attachment was high and there were significant differences in the average work engagement scores between married and unmarried subjects.

Based on the available data, this research may still have limitations that need to be considered. This study only provides a snapshot at a specific point in time, thus it is not possible to evaluate changes in work engagement over time. Additionally, the sample of this study may not be broadly representative of the employee population at PT X, limiting the generalizability of the research findings. Moreover, the use of self-reporting methods via Google Forms to measure work engagement has limitations as it can trigger subjective biases from respondents.

4. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Based on the results of data processing and analysis of discussions regarding work engagement, it can be concluded that the results of this study show an overall mean (4.62) which is in the high level. This is shown by the overall dimensions which are classified as high, namely mean vigor (4.60), dedication (4.84), and absorption (4.43). The dedication dimension is the highest work engagement dimension which can be interpreted as meaning that employees of PT. X feels they have clear meaning and benefits from their work, feels proud and challenged, and gets inspiration from the work they do. In addition, this research shows that there are significant differences in work engagement based on marital status. It can be concluded that married employees have higher work engagement compared to unmarried employees. This is likely due to different family responsibilities between the two groups of employees. Married employees generally have the responsibility to support their families, so they are more motivated to work hard and achieve targets.

Recommendations

Considering that our research on employee work engagement at PT X focuses on one variable, which limits understanding of the complex phenomenon. Future studies should consider using two variables to better analyze the relationship between the independent and dependent variables. The reliance on online questionnaires also introduces the risk of subjective bias, so incorporating diverse data collection methods like observation, interviews, and group discussions is recommended. Additionally, companies should actively work to maintain and enhance employee engagement by fostering a supportive culture, recognizing good performance, and conducting regular evaluations.

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