The Effect of Training, *Employee Engagement*, and *Coaching* on Employee Performance in the Human Capital Division Pt. Bank Danamon Indonesia, Tbk

Gatut Hendro Tri Widodo [1], Aris Wijayanto [2]
[1] Magister of Management, Universitas Mercubuana Jakarta, Indonesia
[2] Lecturer of Postgraduate, Universitas Mercubuana Jakarta, Indonesia

Abstract:- The purpose of this study is to identify and examine the effect of training, *employee engagement*, and *coaching* on employee performance both partially and simultaneously. This research was conducted in d vision of human capital PT. Bank Danamon Indonesia, Tbk. with respondents 90 employees out of a population of 116 employees division of the human capital of PT. Bank Danamon Indonesia, Tbk. This research using research instrument in the form of a questionnaire distributed to employees division of the human capital of PT. Bank Danamon Indonesia, Tbk. The analytical method used is multiple linear regression analysis. Data were processed using *Statistical Package for the Social Sciences* (SP S S) Version 25. The results showed that in partial training has a positive and significant effect on the performance of employees division of the human capital of PT. Bank Danamon Indonesia, Tbk. Variable *employee engagement* has a positive and significant effect on the performance of employees division of the human capital of PT. Bank Danamon Indonesia, Tbk. Variable *coaching* has a positive and significant influence on employee performance division of the human capital of PT. Bank Danamon Indonesia, Tbk. Simultaneous research results (F test) training, *employee engagement*, and *coaching* on employee performance have a positive and significant effect on employee performance.

Keywords:- Training, Employee Engagement, Coaching , Employee Performance .

I. INTRODUCTION

The ASEAN Economic Community provides an opportunity for a free market in the Asean region. Companies or organizations with the existence of the ASEAN free market and the world scale, companies and organizations in Indonesia must carry out strategies in order to compete in the business and service sectors. There is competition in the context of the era of globalization and the world of business and services as well as the very rapid economic development now. The human resources will be of good quality and performance is led and managed well.

PT. Bank Danamon Indonesia, Tbk. Realizing that human resources are important assets in organizations that can mobilize other resources. Because the company's success is greatly influenced by the quality of human resources. In an effort to retain or improve the performance

of the company there are phenomena of the last 3 years the declining performance of the employee division of the human capital of PT. Bank Danamon Indonesia, Tbk. This can be seen from the average value of performance decreases from rating 4 from rating between 1 to 5, where value 4 is what is expected by the company, which is that employee performance values that exceed expectations consistently show performance above the set standard.

| SCORE | YEAR | | | | | |
| | 2016 | | 2017 | | 2018 | |
	AT	%	AT	%	AT	%
5	0	0.00	0	0.00	0	0.00
4	28	12.73	29	12:45	25	10.73
3	155	70.45	164	70.39	162	69.53
2	37	16.82	40	17.17	46	19.74
1	0	0.00	0	0.00	0	0.00
Total	220	100	233	100	233	100

Table 1:- Human Capital Data Bank Danamon Indonesia, Tbk, (2019)

Declining employee performance from these facts, the author would like to see further how PT. Bank Danamon Indonesia, Tbk. will retain or increase the performance, in which all the assets -aset the productive give all effort to achieve corporate objectives. Researchers conducted a research survey by distributing questionnaires containing questions related to factors affecting employee performance to 30 employees of PT . Bank Danamon Indonesia, Tbk. This pre- survey is to look at 3 factors that show the decline in performance of employees in the division of human capital of PT. Bank Danamon Indonesia, Tbk., Prasurvey table as follows:

No	Factors that affect employee performance	Mean
1	**Training**	**60%**
2	**Coaching**	**6 2 %**
3	Organizational culture	43%
4	Work environment	45%
5	**Employee Engagement**	**58%**
6	Transformational leadership	47%

Table 2:- Recapitulation of Pre Results of the Human Capital survey, Bank Danamon Indonesia Tbk.

It is known that there are several factors based on survey result, which is in need by respondents basic reason employees do not deliver the performance that the maximum terms of the look of the entire question given positive, by giving answers do not agree by the responden that, among other factors namely Training, *Employee Engagement* , and *Coaching , it* appears that some employees feel that the performance is still not optimal performance from the results of the survey . With this basis the authors are interested in doing research under the title *"* The Effect of Training, *Employee Engagement*, and *Coaching* on the Performance of Employees in the Human Capital Division of PT. Bank Danamon Indonesia, Tbk. *"*

II. THEORETICAL REVIEW

A. Employee performance

According to Mangkunegara (2013: 67) Employee performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. According to Simamora (2015: 339) performance refers to the level of achievement of tasks that make up an employee's work. According to Abdullah (2014: 3) performance is a work achievement that is the result of the implementation of a work plan made by an institution implemented by the leadership and employees (HR) who work in the institution both the government and the company (business) to achieve organizational goals. In the description of the theory of the performance of an employee in the process of working goal achievement of an organization that can not be separated from the human resources of the organization that is being used or carried by employees who play an active role as actors in efforts to achieve these goals.

B. Training

According to Dessler (2015: 284) Training is a process to teach new employees or who are there now, ket e rampilan foundation they need to perform their jobs. According Sedarmayanti (2010:164) training is the process of helping employees obtain effectiveness in current or future work through developing habits, thoughts, and actions, skills, knowledge and attitudes. And according to Jeffrey E. Mello (2011:386), training involves a process of gaining knowledge and skills that will be used directly in his work.

In the description of the theory, training always refers to the benefits companies and participants can get from the training program. The advantage in question is able to learn a new skill or behavior, and advantage for the company . Training evaluations measure specific results and criteria to determine the benefits of a training program.

C. Employee Engagement

Gallup 2006 (in Saunders and Tiwari 2014) grouped 3 types of employees based on the level of *engagement,* namely *Engaged, Not Engaged, Actively Disengaged.*

Robbins & Judge (2017: 48) argues that *employee engagement* is the involvement of an individual, satisfaction and enthusiasm for the work done. Then, Dessler (2016: 377) defines engagement, which refers to psychological involvement in connecting with and commitment to completing one's work. The employees involved experience a high level of connectivity with their work assignments and therefore work hard to complete the goals related to their assignments.

In the description of the theory Thus *employee engagement* is how the psychological state of employees connected with their work and organization. Such as involvement, enthusiasm, satisfaction and pride in the work done, so as to build optimal performance that can help the company in achieving company goals.

D. Coaching

According to Whitmore (2008: 14) that Coaching is coaching that unlocks a person's potential to maximize their own performance, which helps them to learn from their teaching. According to him, coaching means, accessing potential, facilitating individuals to make the necessary changes, maximizing performance, helping people acquire skills and developing, using special communication techniques. According to Stone (2007: 11) Coaching is a process where individuals get the skills, abilities and knowledge they need to develop themselves professionally and become more effective in their work. When individuals get coaching from superiors, they can improve their performance both in the present, and also increase their potential to do more in the future. In the description of the theory d ith *coaching,* p oles *coaching* is very important in establishing confidence, loyalty and team spirit employee owned. The employer may demonstrate the techniques or procedures for carrying out an assignment but employees must remain accountable for carrying out the work.

E. Framework

Variables to be studied as independent variables, namely Training, Employee *Engagement,* and *Coaching.* The dependent variable is the performance of employees.
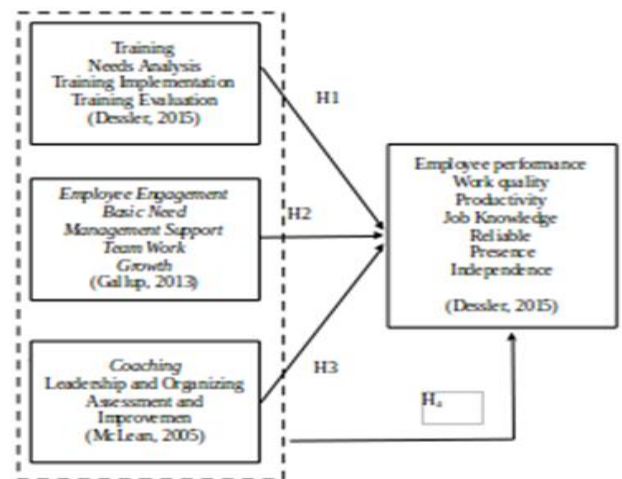

Fig 1:- Conceptual Framework

F. Hypothesis

The framework is based on the proposed sabagai formulated the following hypotheses:

H1 : Training has a positive and significant effect on the Employee Performance of PT. Bank Danamon Indonesia, Tbk.

H2 : *Employee Engagement* has a positive and significant effect on the performance of the employees of PT. Bank Danamon Indonesia, Tbk.

H3 : *Coaching* has a positive and significant effect on Employee Performance at PT. Bank Danamon Indonesia, Tbk.

H4 : Training, *Employee Engagement,* and *Coaching* have a significant simultaneous effect on the Employee Performance of PT. Bank Danamon Indonesia, Tbk.

G. Previous Research

There are several previous studies regarding training, engagement, and coaching on employee performance. Research conducted by Filos A (2017) which concluded that training has a positive and significant effect on employee performance. Research conducted by Abdulwahab S (2016) concluded that employee engagement had a positive and significant effect on employee performance. Research conducted by Indra Wardana (2011) concluded that coaching had a positive and significant effect on employee performance

III. METHODOLOGY

The research used is quantitative research using primary data in the form of a survey. d ith basis of the relationship between variables is cause and effect or causal research is quantitative research.

A. Population and Sample

The existing employee population in the human capital division of PT. Bank Danamon Indonesia. Tbk. The head office has 116 permanent employees. From a population of 116 samples taken based on the Slovin formula (Ridwan, 2010) as many as 90 employee samples in the human capital division of PT. Bank Danamon Indonesia. Tbk.

B. Method of collecting data

The sampling technique used is the *stratified circular systematic sampling sampling* method. After determining the number of samples, the total sample will be distributed to each strata proportionally. In this study, employees in the human capital division of PT. Bank Danamon Indonesia. Tbk. The head office is a permanent employee. Determined as many as 4 (four) strata based on the level of position, namely: *Senior Manager, Middle Mgmt , First-line Mgr , Clerks .*

C. Data analysis method

In analyzing data using research methods including descriptive statistics, research instrument testing, classic assumptions testing, multiple regression analysis and hypothesis testing. To process data using *Statistical Package for the Social Sciences (SPSS) version 25 .*

IV. RESULTS AND DISCUSSION

A. Statistical Descriptive Analysis

It is seen that the average value for each indicator of the variable Training, *employee engagement, coaching, and* employee performance has an average value at a high level. This means, on average, the respondents answered agree. It can be seen that respondents believe that training, *employee engagement, coaching, and* employee performance are important for working within a company and for the progress of a company.

B. Validity and Reliability Test Results

Variable	Amount Statement	Value Range (R count)	r table	Decription
Employee Performance	11	0.620 - 0.753	0.2702	Valid
Training	12	0.462 - 0.687	0.2702	Valid
Employee Engagement	12	0.326 - 0.664	0.2702	Valid
Coaching	11	0.640 - 0.865	0.2702	Valid

Table 3:- Validity Test Results

From Table 3 above, based on validity testing (questionnaire), it can be seen that all indicators have exceeded the criteria. So overall, this validity test is feasible to define the variables of employee performance, training, employee engagement, coaching each r count value is greater than r table that is 0,2702 so that the questionnaire is declared valid

No.	Variable	*Cronbach's Alpha* Value	Criteria	Conclusion
1	Training	0.818		Reliable
2	*Employee Engagement*	.758	≥ 0.60	Reliable
3	*Coaching*	0.935		Reliable
4	Employee performance	.889		Reliable

Table 4:- Reliability Test Results

Based on Table 4 it can be seen that the *Cronbach's Alpha value* of each variable is ≥ 0 , 60 . Thus, the results of the study are said to be reliable . A questionnaire is said to be reliable (reliable) if the employee's answers to the questions in the questionnaire are consistent or stable from time to time.
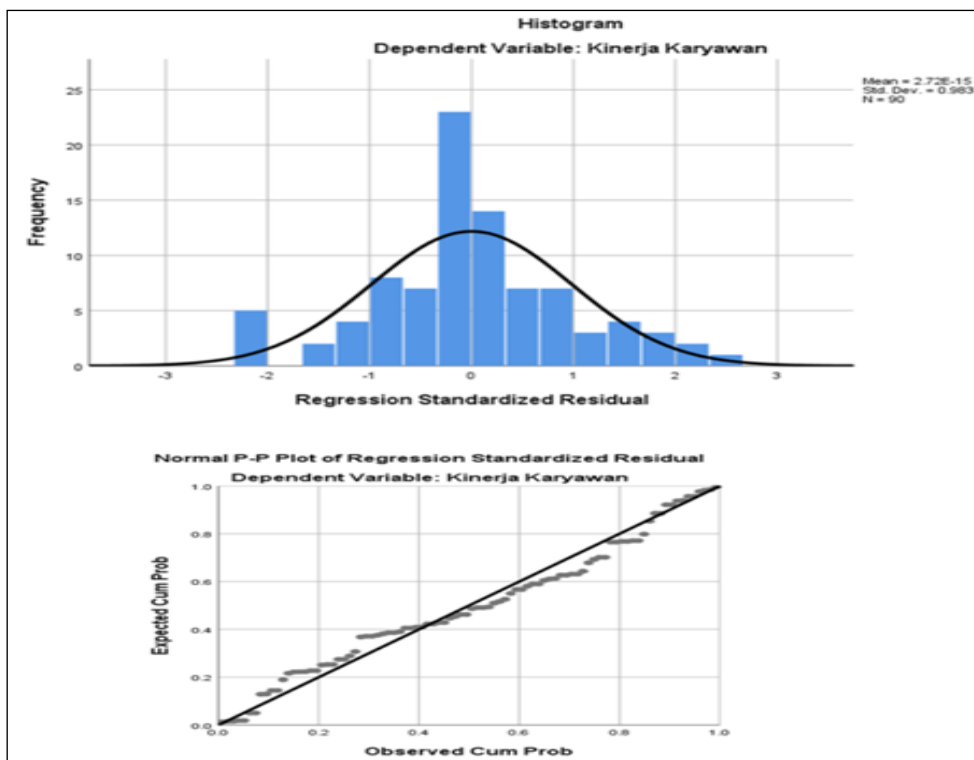
C. Normality test

Fig. 2:- Normality Test Results

Based on Figure 2 above, visible data spread around the diagonal line and follow the direction or histogram graph that forms a curved mountain line. This shows, normal data distribution patterns. Therefore, the regression model of this study meets the assumption of normality.

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Predicted Value
N		90
Normal Parameters a, b	The mean	3.9828283
	Std. Deviation	27342319
Most Extreme Differences	Absolute	.75
	Positive	.75
	Negative	-,074
Statistical Test		.75
Asymp. Sig. (2-tailed)		.567
a. Test distribution is Normal.		
b. Calculated from data.		

Table 5:- Kolmogorov-Smirnov Test Results

From Table 5 above, the *Kolmogorov-Smirnov* Asymp test results are obtained . Sig. (2-tailed) = 0, 567 ≥ 0.05. This shows that data taken from the population are normally distributed.
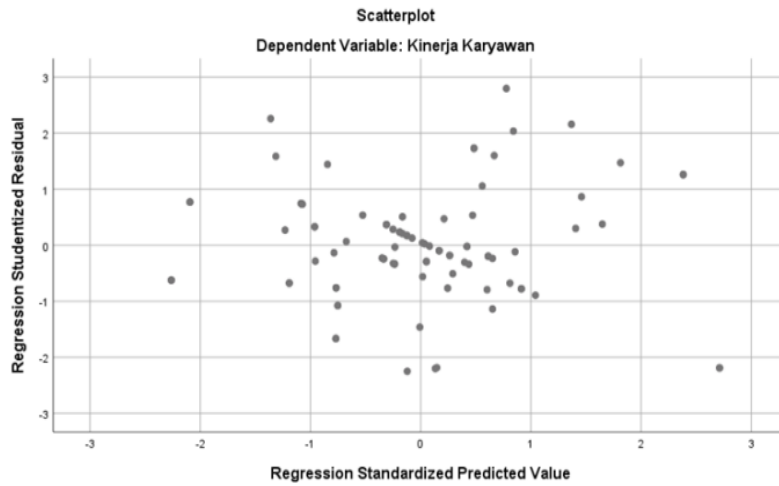
D. Heteroskedaticity Test

Fig. 3:- Heteroscedaticity Test

Based on Figure 3 above, it can be seen that the points spread above and below the number 0 on the Y axis. So, it can be concluded that there is no heteroscedasticity.

E. Multicollinearity Test Results

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.203	.339		3.546	.001		
	Pelatihan	.632	.092	.618	6.843	.000	.777	1.288
	Employee Engagement	.456	.077	.070	4.727	.000	.675	1.481
	Coaching	.337	.065	.053	3.563	.006	.727	1.376
a. Dependent Variable: Kinerja Karyawan								

Table 6:- Multicollinearity Test

Based on Table 6 above , seen the value of *tolerance* for the three independent variables each - each already has a *tolerance* > 0.10 and VIF < 10.0 .That is, the results of this test indicate that there is no multicollinarity.

F. Results of Multiple Regression Analysis

Coefficients[a]								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.203	.339		3.546	.001		
	Pelatihan	.632	.092	.618	6.843	.000	.777	1.288
	Employee Engagement	.456	.077	.070	4.727	.000	.675	1.481
	Coaching	.337	.065	.053	3.563	.006	.727	1.376

Table 7:- Multiple Regression Analysis

Based on Table 7 above, seen in column B, the first row shows the constant variable (a) and the next row is the coefficient of the independent variable (b). So, the multiple linear regression equation can be arranged as follows:

$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3$

$Y = 1{,}203 + 0{,}632 X_1 + 0{,}456 X_2 + 0.337 X_3$

The regression equation above can be explained as follows:

a. The training has a t value of 6.843; while the coefficient value of B is 0.632 and the significant level is 0.000. This shows that the coefficient of the variable Training has an influence on Employee Performance with a significance of 0,00 which means <0.05.

b. *Employee Engagement* has a t value of 4,727; while the coefficient value of B is 0.456 and the significance level is 0.000. This shows that the coefficient of *Employee Engagement* variable has an influence on Employee Performance with a significance of 0, 00 which means <0.05.

c. *Coaching* has a t value of 3.563; while the coefficient value of B is 0.337 and the significance level is 0.000. This shows that the *Coaching* variable coefficient has an influence on Employee Performance with a significance of 0 , 01 which means <0.05.

G. T test

Coefficients[a]		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.203	.339		3.546	.001		
	Pelatihan	.632	.092	.618	6.843	.000	.777	1.288
	Employee Engagement	.456	.077	.070	4.727	.000	.675	1.481
	Coaching	.337	.065	.053	3.563	.006	.727	1.376
a. Dependent Variable: Kinerja Karyawan								

Table 8:- T Test Result

Based on Table 8 above, the value of t arithmetic (6.843) > t table (1.988) and the value of the significance of the training of 0.00 <0.05. That is, training has a negative and significant effect on Employee Performance. Then, the value of t arithmetic (4,727) > t table (1,988) and the significance value of *Employee Engagement* on Employee Performance is 0.00 3 <0.05; it means that *Employee Engagement* has a negative and significant effect on Employee Performance. Then, the value of t arithmetic (3.563) > t table (1.988) and the significance value of *Coaching* on Employee Performance of 0 , 00 <0.05; it means *Coaching* has a positive effect on Employee Performance.

H. F test

ANOVA [a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6,654	3	2,218	23,974	.000 b
	Residual	7,956	86	.93		
	Total	14,610	89			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Coaching, Training, Employee Engagement						

Table 9:- F Test Result

Based on Table 9 above, the following information is obtained:

a. F arithmetic amounted to 23.974 > F table (DF1, 4 - 1 = 3 , DF2, 90 - 4 = 86 , 5%) of 2 , 71 .

b. Sig value 0,000 <0 , 05 .

So, simultaneously the independent variable has a significant effect on the dependent variable.

I. Analysis The coefficient of determination *(R 2)*

Summary Model b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 a	.855	.836	. 10416
a. Predictors: (Constant), Coaching, Training, Employee Engagement				
b. Dependent Variable: Employee Performance				

Table 10:- Analysis Results The coefficient of determination (R2)

Based on Table 10 Model Summary can be known Coefficient of Determination / KD / *Adjusted R Square* shows 0,836 means that by 83,6 % of the value determined

by the variable Employee Performance Training, *Employee Engagement* , and *Coaching* .

J. Correlation Analysis Between Dimensions

		Y1.1 Work quality	Y1.2 Productivity	Y1.3 Job Knowledge	Y1.4 Reliable	Y1.5 Presence	Y1.6 Independence
X1.1 Needs Analysis	Pearson Correlation	.513 **	.456 **	.551 **	.446 **	.536 **	.578 **
	Sig. (2-tailed)	0	0.002	0	0	0	0
	N	90	90	90	90	90	90
X1.2 Implementation of Training	Pearson Correlation	.456 **	.426 **	.432 **	.556 **	.422 **	.418 **
	Sig. (2-tailed)	0	0	0	0	0	0
	N	90	90	90	90	90	90
X1.3 Training Evaluation	Pearson Correlation	.523 **	.574 **	.621 **	.442 **	.609 **	.415 **
	Sig. (2-tailed)	0	0	0	0	0	0
	N	90	90	90	90	90	90
X2.1 Basic Need	Pearson Correlation	.431 **	.412 **	.541 **	.481 **	.416 **	.509 **
	Sig. (2-tailed)	0	0	0	0.043	0	0.001
	N	90	90	90	90	90	90
X2.2 Management Support	Pearson Correlation	.437 **	.473 **	.678 **	.723 **	.521 **	.557 **
	Sig. (2-tailed)	0	0.001	0.013	0	0	0
	N	90	90	90	90	90	90
X2.3 Team Work	Pearson Correlation	.598 **	.545 **	.533 **	.575 **	.687 **	.634 **
	Sig. (2-tailed)	0	0.001	0	0.004	0	0.044
	N	90	90	90	90	90	90
X2.4 Growth	Pearson Correlation	.333 **	.498 **	.465 **	.441 **	.476 **	.492 **
	Sig. (2-tailed)	0	0	0	0	0	0
	N	90	90	90	90	90	90
X3.1 Leadership & Organizing	Pearson Correlation	.534 **	.627 **	.666 **	.621 **	.490 **	.470 **
	Sig. (2-tailed)	0.006	0.003	0	0	0.02	0.044
	N	90	90	90	90	90	90
X3.2 Assessment & Improvement	Pearson Correlation	.440 **	.483 **	.590 **	.572 **	.547 **	.583 **
	Sig. (2-tailed)	0.001	0.01	0.014	0	0.007	0
	N	90	90	90	90	90	90

Table 11:- Dimension Correlation Analysis Results

From table 11 above, found the main points as follows:
1) The Training Variable (X 1) correlates most strongly with the Employee Performance variable (Y 1) between the Training Evaluation dimension (X 1.3) and the Job Knowledge dimension (Y 1.3) with a value of 0.621. That is, the value of the correlation coefficient has a strong relationship because it is in the range of 0.600 - 0.799.

2) The *Employee Engagement* variable (X 2) correlates most strongly with the Employee Performance variable (Y 1) between the *Team Work* dimension (X 2.3) and the Attendance dimension (Y 1.5) with a value of 0.687. That is, the value of the correlation coefficient has a strong relationship because it is in the range of 0.600 - 0.799.
3) *Coaching* Variable (X 3) has the strongest correlation with Employee Performance variable (Y 1) between

Leadership & Organizing dimensions (X 3.1) with Job Knowledge dimensions (Y 1.3) with a value of 0.666. It means that the correlation coefficient has a strong relationship because it is in the range of 0.600 - 0.799.

K. Discussion

1. Effect of Training on Employee Performance , Noe (2013) training is a planned effort made by a company to facilitate employee learning about work-related competencies. The competencies in question are the skills, knowledge and behavior that enable employees to be able to achieve the performance that has been set. The results of the t test for the effect of the Training variable on the Employee Performance variable are 0,000 <0 , 05 . That is, training has a positive and significant effect on employee performance . The results of this study, are in line with research conducted by Vasudevan (2014) that training has a positive effect on employee performance.

2. The Effect of *Employee Engagement on Employee* Performance , Dessler (2016) defines employee involvement, which refers to psychological involvement in connecting with and commitment to completing one's work. The employees involved experience a high level of connectivity with their work assignments and therefore work hard to complete the goals related to their assignments. T test results for the influence of *Employee Engagement* variables on Employee Performance variables are 0,000 <0 , 05 . That is, *Employee Engagement* has a positive and significant effect on Employee Performance. The results of this study, are in line with research conducted by Dajani (2015) that *Employee Engagement* has a positive and significant effect on Employee Performance.

3. Effect of *Coaching on* Employee Performance , *Coaching* (Stone, 2007) is the process by which individuals get the skills, abilities and knowledge they need to develop themselves professionally and become more effective in their work. When individuals get *coaching* from superiors, they can improve their performance both in the present, and also increase their potential to do more in the future. The results of t-test calculations for the influence of the *Coaching* variable on Employee Performance variables are 0,000 <0 , 05 . That is, *Coaching* has a positive and significant effect on Employee Performance . The results of this study, are in line with the results of research found by Kalkavan and Katrinli (2014) that *Coaching* has a positive and significant effect on employee performance.

4. The Influence of Training Variables, *Employee Engagement*, and *Coaching* on Employee Performance , results of f test calculations for the influence of Training, *Employee Engagement,* and *Coaching* variables on Employee Performance variables are 0,000 <0.05. That is, Training, *Employee Engagement,* and *Coaching* simultaneously have a positive and significant effect on Employee Performance .

V. CONCLUSIONS AND RECOMMENDATIONS

A. Conclusion

1. Training has a significant effect on the Performance of Employees in the Human Capital Division of PT. Bank Danamon Indonesia, Tbk. If the employees get the right training, the Employee Performance at the company will improve.

2. *Employee Engagement* has a significant influence on the Performance of Employees in the Human Capital Division of PT. Bank Danamon Indonesia, Tbk. If employees have a high involvement in working; then the Performance of Employees in the company will increase.

3. *Coaching* has a significant effect on the performance of the Human Capital Division of PT. Bank Danamon Indonesia, Tbk. If the employees get the right *coaching* , the Employee Performance at the company will improve .

4. Training, *Employee Engagement,* and *Coaching* simultaneously have a positive and significant effect on Employee Performance. So it can be concluded that training, employee engagement and choching are variables that greatly affect the performance of employees of the Human Capital Division of PT. Bank Danamon Indonesia, Tbk.

B. Suggestion

1. Training (X 1)
a) In training, out of the twelve valid indicators, the lowest validity value is the eleventh indicator; ' I look for other ways when I have problems at work'. That is, some respondents still lack the initiative to look for alternatives to work.
b) Therefore, suggestions that can be taken into consideration for the company is when conducting training focusing employees to be able to find alternatives in completing a job.

2. Employee Engagement (X 2)
a) In *Employee Engagement* , out of the twelve valid indicators, the lowest validity value is the third indicator; 'at work, I have the opportunity to do my best every day'. That is, some respondents or employees have not been able to get to do their best every day.
b) Therefore, suggestions that could be considered for the company is to make sure every employee to be involved more in the will of a job, so they can do their best.

3. Coaching (X 3)
a) In *Coaching* , of the eleven valid indicators, the lowest validity value is the tenth indicator; 'a *coaching* program to get support so that you can immediately overcome personal problems'. That is, some respondents or employees have not felt that the *coaching* program can help them in overcoming personal problems.

b) Therefore, suggestions that could be considered for the company is focusing problem *coaching* in solving personal problems, so they are not disturbed to be a private matter when longer working.

4. *Employee Performance (Y 1)*
a) On employee performance, out of the eleven valid indicators, the lowest validity value is the seventh indicator; 'I have never left the office without permission from my boss'. That is, some employees are still not very respectful towards their superiors.
b) Therefore, suggestions that can be taken into consideration for the company is a deeper approach from the employer towards their employees, so that there will be a sense of reluctance from every employee towards the boss.

C. Further Research
In the study further the authors hope that the study it can be useful to add to the science of knowledge with regard to training, *Employee Engagement*, and *Coaching* on Employee Performance in a company or organization , and can be used as material reference attractive and as consideration in doing the writing thesis and works scientific the other, should be done by using a number of variables and indicators l ebih good and much much more , and can be adjusted with the object of study is used, then the processing of the data can be used by using a tool other than SPSS, and the latter researcher should really meticulous in trouble as well observant in determining the variables to be studied.

REFERENCES

[1]. Abdullah, M. (2014). *Manajemen dan Evaluasi Kinerja Karyawan.* Yogyakarta: Aswaja Pressindo.
[2]. Akbar, M. R. (2013). Pengaruh Budaya Organisasi Terhadap Employee Engagement (study pada karyawan PT Primatexco Indonesia di Batang). *Journal of Social and Industrial Psychology Vol 2, No. 1*, 10-18.
[3]. Anitha, J. (2013). Determinants of Employee Eangagement and Their Impact On Employee Performance, . *International Journal of Productivity and Performance Management. Vol. 63 No. 3.*
[4]. Cahayani, A. (2009). *Strategi dan Kebijakan Manjemen Sumber Daya Manusia.* Jakarta: Indeks.
[5]. Dessler, G. (2015). *Manajemen Sumber Daya Manusia.* Jakarta: Salemba Empat.
[6]. Farida, E. (2018). *Telisik Manajemen Sumber Daya Manusia.* Jakarta: Mitra Wacana Media.
[7]. Federman, B. (2009). *Employee Engagement : A Roadmap for Creating Profits, Optimizing Performance, and Increasing Loyality.* San Francisco: Jossey Bass A Wiley Imprint.
[8]. Indonesia, R. (2003). *Undang-undang Republik Indonesia Nomer 13 Tahun 2003 Tentang Ketenagakerjaan.* Jakarta: pemerintahan Republik Indonesia.
[9]. Istijanto. (2008). *Riset Sumber Daya Manusia.* Jakarta: PT Gramedia Pustaka Utama.
[10]. Jaques, E., & Clement, S. D. (1994). *Executive Leadership.* Massachusetts, USA: USA: Scason Hll Publisher Ltd. Second Printing.
[11]. Mangkunegara, A. (2010). *Evaluasi Kinerja Sumber Daya Manusia.* Bandung: Rafika Aditama.
[12]. Mangkunegara, A. (2013). *Manajemen Sumber Daya Manusia Perusahaan.* Bandung: PT Remaja Rosdakarya Offset.
[13]. McLean, G. N., Yang, B., Hsun, M., Amy, & Carolyn. (2005). Development and Initial Validation of an Instrument Measuring Managerial Coaching Skill. *Human Resource Development Quartwrly Vol. 16*, 2.
[14]. Mello, J. E. (2011). *Strategic management of human resourrces.* South Melbourne: South-Western/Cengage Learning.
[15]. Nawawi, H. (2012). *Metode Penelitian Bidang Sosial.* Yogyakarta: Majelis Pengembangan Kader dan Sumber Daya Insani.
[16]. Noe, R. (2013). *Employee Training and Development. Communication Monographs (Fifth, Vol. 45).* New York: The Mc Graw-Hill Companies.
[17]. Ridwan. (2010). *Skala Pengukuran Variabel-variabel Penelitian .* Bandung: Cetakan ke empat, Alfabeta.
[18]. Rivai, V. (2011). *Manajemen Sumber Daya Manusia Untuk Perusahaan.* Jakarta: PT Raja Grafindo Persada.
[19]. Robbins, S., & Judge, T. (2017). *Organizational Behavior Edition 17 .* New Jersy: Pearson Education.
[20]. Salim, A. (2014). *Bangunan Teori : Metodologi Penelitian untuk Bidang Sosial, Psikologi, dan Pendidikan.* Yogyakarta: Tiara Wacana.
[21]. Santoso, S. (2010). *Statistik Parametrik, Konsep dan Apliksi dengan SPSS.* Jakarta: Cetakan Pertama PT Elex Media Komputindo .
[22]. Saunders, Lashika, & Tiwari, D. (2014). Employee Engagement and Disengagement: Cause and Benefits. . *The International Journal Of Business & Management. Vol 3, No. 9*, 44-52.
[23]. Schaufeli, W., & Bakker, A. (2004). Engagment : A Multi-Sample Study. *Job Demands, Job Resources, And Their Relationship With Burnout And Engagement*, 293-315.
[24]. Sedarmayanti. (2010). *Sumber Daya Manusia dan Produktivitas Kerja.* Bandung: Mandar Maju.
[25]. Sedarmayanti. (2011). *Tata Kerja dan Produktivitas Kerja.* Bandung: Mandar Maju, Cetakan ke tiga.
[26]. Simamora, H. (2015). *Managemen Sumber Daya Manusia. Edisi 3.* Yogyakarta: Sekolah Tinggi Ilmu Ekonomi YKPN.
[27]. Simamora, H. (2015). *Manajemen Sumber Daya Manusia. edisi ketujuh belas.* Jakarta: Balai Pustaka.
[28]. Siswanto. (2012). *Pengantar Manajemen.* Yogyakarta: Bumi Aksara.
[29]. Stone, M. F. (2007). *Coaching, Counseling & Mentoring.* New York: Amacom.

[30]. Thomas, K. W. (2009). *Intrinsic Motivation at Work : What Really Drives Employee Engagement.* California: Berrett-Kohler Publishers.

[31]. Whitmore, J. (2008). *Coaching for Performance.* Boston: Nicholas Brealey Publishing.

[32]. Wibowo. (2014). *Manajemen Kinerja .* Jakarta: Rajawali Press edisi ke empat.

[33]. Yuwono, Sukarno, & Ichsan. (2008). *Petunjuk Praktis Penyusunan Balanced Scorecard Menuju Organisasi Yang Berfokus Pada Strategi.* Jakarta: Gramedia Pustaka.