

# THE EFFECT OF WORKLOAD AND FINANCIAL COMPENSATION ON WORK MORALE WITH WORK ENGAGEMENT AS A MODERATING VARIABLE

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## Abstract

This study aims to analyse the effect of workload and financial compensation on work enthusiasm with work engagement as a moderating variable in the expenditure treasurer of the Regional Work Unit (SKPD) of Tojo Una Una Regency. This research is a type of quantitative research, with the census method, namely using forty-one Tojo Una Una Regency SKPD expenditure treasurers as the population. The analytical tool used is SEM-PLS, data collection through google form media. The results of this study indicate that (1) workload has a negative and significant effect on the morale of SKPD expenditure treasurers of Tojo Una Una Regency (2) financial compensation has a positive and significant effect on the morale of SKPD expenditure treasurers of Tojo Una Una Regency (3) work engagement has a negative and significant effect as a moderator of the relationship between workload and morale of SKPD expenditure treasurers of Tojo Una Una Regency (4) work engagement has a positive and significant effect as a moderator of the relationship between financial compensation and morale of SKPD expenditure treasurers of Tojo Una Una Regency (4) work engagement has a positive and significant effect as a moderator of the relationship between financial compensation and morale.

**Keywords:** Workload, Financial Compensation, Work Engagement and Morale

## INTRODUCTION

Human resources play an important role in realising organisational goals. Therefore, in addition to having knowledge, expertise and competence, employees are also required to have enthusiasm, work experience, self-discipline and high work enthusiasm in themselves. With work enthusiasm, it will produce better work productivity, making it easier for the organisation to achieve the goals that have been set (Nitisemito, 2015). The spirit of work according to Hasibuan (2015) is the desire and seriousness of a person to do his job well and be disciplined to achieve maximum work performance.

According to Handoko (2012) that workload is one of the factors that affect employee morale. Where workload is the difference between job demands in the organisation and the ability of individuals to be able to meet the demands of the organisation (Kantowitz and Casper in Irianto.J, 2016). In research conducted by Matdiasih. R et al. (2023) confirmed that workload has a positive and significant effect on morale, but different results were shown by Putu, D., Paramitha, C., & Rahyuda, A. G (2023) that workload has a significant negative effect on morale. While the results of research conducted by Emi Wakhyuni & Dian Septiana Sari (2018) show that workload has no significant effect on employee morale at PT Sucofindo Medan branch.

Employee morale is also influenced by the amount and composition of the financial compensation provided (Nitisemito, 2015). Financial compensation according to Bangun (2012) is a reward or reward given by the organisation in financial form to employees for contributing energy and thoughts for the progress of the organisation in order to achieve goals. This is in accordance with the results of research by Faadillah Adhirajasa & Karel Tjahjadi (2021) that financial compensation has a significant positive effect on morale. However, different results were shown by Abdullah A. (2019) that financial compensation has

no effect on the morale of employees of the smart educafe Yogyakarta tutoring institution.

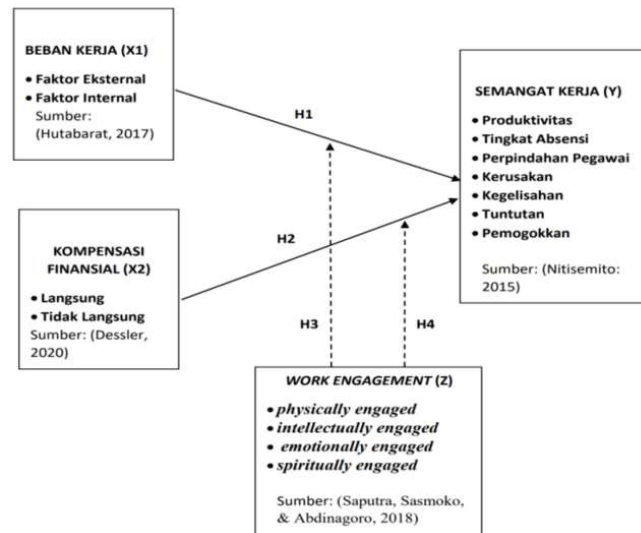
Roberts & Davenport in Saputra, et al. (2002) state that good work engagement will make employees try to stay enthusiastic when working and have motivation, because employees will feel bound to the organisation. This is corroborated by Junaidin et al. (2023) that the higher the work engagement owned by employees, it will contribute to changes towards the high work enthusiasm felt. Work engagement is work attachment which is a condition of a complete unity between physically engaged, intellectually engaged, emotionally engaged and spiritually engaged at work (Saputra. et al 2018). Therefore, researchers added work engagement as a moderating variable in this study to see the role of work engagement in moderating the effect of workload and financial compensation on employee morale. This is related to a study conducted by Kartikasari et al. (2021) that Work Engagement as a moderating variable can strengthen and positively affect performance, while research conducted by Theresa Obuobisa-Darko & Evans Sokro (2023) confirmed that Work engagement provides a significant negative moderating effect on the relationship between psychological impact and employee turnover intention.

Based on observations and interviews with several SKPD employees and expenditure treasurers in Tojo Una Una Regency, that some SKPD expenditure treasurers are less enthusiastic in carrying out their duties and functions, resulting in decreased work productivity in the form of delays in processing fund disbursements and delays in submitting financial report administration submitted by the Regional Financial and Asset Management Agency (BPKAD) through the WhatsApp group of the SKPD Finance and Asset Subdivision. The decline in work enthusiasm is also evident in the rate of movement or turnover of SKPD expenditure treasurers each fiscal year. The level of treasurer turnover for the last three years, namely 2021 to 2023 based on Tojo Una Una Regent Decree on the determination of SKPD expenditure treasurer , can be seen in the following table:

**Table 1. Substitution of Tojo Una Una Regency SKPD Expenditure Treasurer Year 2021 to 2023**

No.	Year	Number of Substitutions	Regent Decree
1	2021	17 People	No. 188.45/4/BPKAD/2021 Dated 4 January 2021
2	2022	16 People	No. 188.45/4/BPKAD/2022 Dated 3 January 2022
3	2023	12 People	No: 188.45/2/BPKAD/2023 Dated 2 January 2023
	<b>Total</b>	<b>38 People</b>	

Source: BPKAD Tojo Una Una Regency Year 2023



**Figure 1. Theoretical framework**

Based on the background description and theoretical basis above, the hypothesis in this study is as follows:

- H1: Workload has a significant effect on the morale of expenditure treasurers
- H2: Financial compensation has a significant effect on the work enthusiasm of the expense treasurer
- H3: Work engagement has a significant effect as a moderator of the relationship between workload has a significant effect on the morale of expenditure treasurers
- H4: Work engagement has a significant effect as a moderator of the relationship between financial compensation and the morale of expenditure treasurers.

## RESEARCH METHODS

This type of research uses a quantitative approach, which tests theories built on several variables, measured by numbers and analysed by statistical procedures to prove the truth of the generalisation of predictive theories. (Cresswell, 2010).

This research was conducted within the scope of the Tojo Una Una Regency local government bureaucracy, namely in forty-one Regional Work Units (SKPD). The research was conducted for  $\pm$  three months, namely January to March 2024. The population in this study were forty-one expenditure treasurers of SKPD Tojo Una Una Regency. Given that the population in this study is relatively small, researchers use the census method by including all elements of the population as respondents.

The operational definitions of the variables in this study are as follows:

1. Independent variables, which are independent variables, consist of:
  - a. Workload (X1) is a job that must be completed in a certain unit of time as a task demand from the organisation. It consists of two dimensions, namely external factors and internal factors. The indicators of the two dimensions are tasks, work organisation, work environment and individuals.
  - b. Financial Compensation (X2) is any form of monetary compensation received from the organisation where it works in return for work done either directly or indirectly. The indicators used to measure this variable are salary, incentives, bonuses and allowances.
2. Dependent Variable, is the dependent variable

Work Spirit (Y) is the attitude of an employee to do work more actively, cooperate, discipline and responsibility so that work can be carried out faster and better. To measure work enthusiasm using indicators, namely productivity, the indicators used in measuring this variable are productivity, absenteeism rate, employee transfer rate, damage, anxiety, demands and work strikes.

### 3. Moderating Variable (Z)

Work engagement (Z) is work embeddedness which is a condition of one whole unit between physically engaged, intellectually engaged, emotionally engaged and spiritually engaged at work. The indicators used in measuring this variable are physically engaged, intellectually engaged, emotionally engaged and spiritually engaged.

The data analysis technique used to answer the problem formulation and test the hypothesis in this study is Partial Least Square Structural Equation Modeling (PLS-SEM) using Smart PLS 3.0 software. The stages in data analysis are: 1.Outer Model, 2.Inner Model and Hypothesis Testing.

## RESULTS AND DISCUSSION

### Research Results

#### 1. Outer Model Analysis Results

Outer model is a model that describes the relationship between latent variables and their indicators. The stages in the outer model test consist of convergent validity, discriminant validity and construct reliability.

##### a. Convergent validity test results

Convergent validity in this study was tested based on the criteria for factor loading and Average Variance Extracted (AVE) values, where the factor loading value  $\geq 0.5$ , and Average Variance Extracted AVE  $\geq 0.5$ .

**Table 2. Convergent Validity Factor Loading**

	X1	X1-Z-Y	X2	X2-Z-Y	Y	Z
X1 * Z		1.216				
X1.1	0.560					
X1.2	0.676					
X1.3	0.626					
X1.4	0.783					
X1.5	0.814					
X1.6	0.718					
X1.7	0.708					
X2 * Z				1.389		
X2.1			0.785			
X2.2			0.822			
X2.3			0.729			
X2.4			0.860			
X2.5			0.584			
Y1					0.862	
Y2					0.827	
Y3					0.674	
Y4					0.838	
Y5					0.540	
Y6					0.790	
Y7					0.773	
Y8					0.763	
Z1						0.770
Z2						0.755
Z3						0.735
Z4						0.693
Z5						0.696
Z6						0.854
Z7						0.827
Z8						0.704

Source: Data processed, 2024

The test results in the table above show that the convergent validity test of all loading factors of each indicator is valid because it is greater than 0.5. Furthermore, calculating the Average Variance Extracted (AVE) value of each latent variable, can be seen in Table 3.

**Table 3. Convergent Validity AVE**

	Average Variance Extracted (AVE)
X1	0.554
X1Z	1.000
X2	0.581
X2Z	1.000
Y	0.585
Z	0.572

Source: Data processed, 2024

The test results in Table 3. show that each variable has an Average Variance Extracted (AVE) value higher than 0.5, so it can be concluded that all variables in this study are valid.

b. Discriminant Validity Test Results

Henseler et al., (2014) found a new set of criteria to identify the lack of discriminant validity by using the Heterotrait-Monotrait ratio (HTMT), when Fornell-Larcker and cross-loading are not sufficiently qualified to determine discriminant validity, with a criterion value of less than 0.9. The results of the HTMT ratio are shown in Table 4;

**Table 4. HTMT Ratio**

	X1	X1Z	X2	X2Z	Y	Z
X1						
X1Z	0.330					
X2	0.683	0.268				
X2Z	0.243	0.842	0.160			
Y	0.763	0.438	0.714	0.431		
Z	0.646	0.217	0.679	0.146	0.577	

Source: Data processed, 2024

The test results in the table above show that all HTMT ratios of each variable are less than 0.90 so it can be concluded that all construct variables are normal data testing.

c. Test Results Construct Reliability

Construct Reliability testing in this study uses the composite reliability method which can be seen from the Cronbach's Alpha and Composite Reliability values. Whatever the criteria Cronbach's Alpha > 0.7 and Composite Reliability value > 0.7.

**Table 5. Construct Reliability**

	Cronbach's Alpha	Composite Reliability
X1	0.837	0.881
X1Z	1.000	1.000
X2	0.819	0.872
X2Z	1.000	1.000
Y	0.896	0.917
Z	0.893	0.914

Source: Data processed, 2024

The test results in Table 5. show that the Cronbach's Alpha value of each variable is above 0.7. This means that each variable indicator is defined as a real variable and shows consistent results. For Composite Reliability, that all variables show a value higher than 0.7, so that all variables in Table 5. declared reliable and each indicator can represent its own variable.

## 2. Results of Structural Model Analysis (Inner Model)

Inner model measurement is a measurement that can determine the relationship between construct variables.. In this study, the inner model measurement uses the coefficient of determination ( $R^2$ ) and the path coefficient.

### a. Determination Coefficient Test Results

The coefficient of determination ( $R^2$ ) aims to determine or measure each endogenous construction that has the explanatory power of the model and the predictive power in the sample, with the criteria that the value of 0.75 is strong, the value of 0.50 is moderate/medium and the value of 0.25 is weak (Garson, 2016; Joseph F. Hair et al., 2019). The coefficient of determination ( $R^2$ ) can be seen in Table 6:

**Table 6. Coefficient of Determination ( $R^2$ )**

	R Square	Results
<b>X1;X2;Z -&gt; Y</b>	0.553	Medium

Source: Data processed, 2024

The coefficient of determination test results based on the table above show that the variables in this study are included in the medium classification, because the R value is 0.553. This means that this value explains 55.3% of work enthusiasm is influenced by the variables contained in this research model, namely workload and financial compensation and work engagement, while the other 44.7% can be explained by other variables not included in this study.

### b. Path Coefficient Test Results

To determine the hypothesis test by looking at the results of the path coefficient which is the stage in the inner model. The path coefficient is a measurement to find whether the hypothesis results are significant or not (Hair et al., 2019). To get significant results, the t-statistic value must be greater than 1.96 and the 5% significance level or p value is below 0.05. The path coefficient discussed in this study consists of direct effect and moderating effect. Can be seen from the following table:

**Table 7. Path Coefficient**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<b>X1 → Y</b>	-0.366	-0.365	0.115	3.181	0.002
<b>X1-Z-Y → Y</b>	-0.608	-0.613	0.032	19.150	0.000
<b>X2 → Y</b>	0.290	0.290	0.123	2.361	0.019
<b>X2-Z-Y → Y</b>	0.225	0.212	0.060	3.765	0.000
<b>Z → Y</b>	0.172	0.175	0.038	4.497	0.000

Source: Data processed, 2024



Based on the Partial Least Square (PLS) test in statistical analysis, simulations were conducted to test each hypothesised relationship. From the following PLS analysis, the test results with PLS bootstrapping analysis:

1. Hypothesis test 1

The results of testing the first hypothesis that the t-statistic value of the workload variable is  $3.181 > 1.96$  with a p value of  $0.002 < 0.05$ . Then it can be seen that the workload variable has a negative and significant effect on morale with a negative coefficient of  $-0.366$ . This means that it is in accordance with the first hypothesis that workload affects the morale of the Tojo Una Una Regency SKPD expenditure treasurer with negative and significant results, it can be concluded that the first hypothesis (H1) **is accepted**.

2. Hypothesis test 2

The results of testing the second hypothesis that the t-statistic value of the financial compensation variable is  $2.361 > 1.96$  with a p value of  $0.019 < 0.05$ . So it can be seen that the financial compensation variable has a positive and significant effect on morale with a positive coefficient of  $0.290$ . This means that it is in accordance with the second hypothesis that financial compensation affects the morale of the Tojo Una Una Regency SKPD expenditure treasurer with positive and significant results, it can be concluded that the second hypothesis (H2) **is accepted**.

3. Hypothesis test 3

The results of testing the third hypothesis that the t-statistic value of the work engagement variable is  $19.150 > 1.96$  with a p value of  $0.000 < 0.05$ . So it can be seen that the work engagement variable as a moderating variable can weaken the negative relationship between the effect of workload on work enthusiasm with a negative coefficient of  $-0.608$ . This means that it is in accordance with the third hypothesis that work engagement has a significant effect as a moderating relationship between workload on the morale of the Tojo Una Una Regency SKPD expenditure treasurer. So it can be concluded that the third hypothesis (H3) **is accepted**.

4. Hypothesis test 4

The results of testing the fourth hypothesis that the t-statistic value of the work engagement variable is  $3.765 > 1.96$  with a p value of  $0.000 < 0.05$ . So it can be seen that the work engagement variable as a moderating variable can strengthen the positive relationship between the effect of financial compensation on work enthusiasm with a positive coefficient of  $0.225$ . This means that it is in accordance with the fourth hypothesis that work engagement has a significant effect as a moderating relationship between financial compensation on the morale of the Tojo Una Una Regency SKPD expenditure treasurer. So it can be concluded that the fourth hypothesis (H4) **is accepted**.

## Discussion

### The Effect of Workload on Morale

The first hypothesis shows that the workload variable has a negative and significant effect on the morale of the Tojo Una Una Regency SKPD expenditure treasurer. This means that the more workload is carried out, it will have an impact on decreasing morale.

The results of this study are in accordance with previous research conducted by Ni Wayan Wahyuliani & I Made Adi Suwandana, (2019), confirming that there is a negative influence between workload on work enthusiasm. Where the amount of workload carried out by an individual will reduce his work enthusiasm, this is due to the fact that in addition to the number of employees who are lacking in completing the work, there are also employees who are not fairly distributed based on the existing workload analysis.

Workload is the difference between the demands of work in the organisation and the ability of individuals to meet the demands of the organisation. In the results of this study that workload has a negative and significant effect on morale, which means that the individual capacity of the Tojo Una Una Regency SKPD expenditure treasurer needed to complete the tasks given as organisational demands, with the time / time limit owned is not in accordance with the capabilities possessed so that it has an impact on decreasing the morale of the Tojo Una Una Regency SKPD expenditure treasurer.

#### **Effect of Financial Compensation on Work Morale**

The second hypothesis shows that the financial compensation variable has a positive and significant effect on the morale of the Tojo Una Una SKPD expenditure treasurer. This means that the higher the financial compensation received, the higher the work enthusiasm.

This conclusion is in accordance with previous research conducted by I Made Budiasa & Putu Herny Susanti (2022) that financial compensation has a positive effect on employee morale. Where the provision of fair and adequate financial compensation can have a significant positive impact on employee morale.

Financial compensation in this study, in the form of adequate salaries, incentives, bonuses and health insurance, gives work enthusiasm to the Tojo Una Una Regency SKPD expenditure treasurer to work actively and productively. When employees feel that their efforts are appreciated with appropriate rewards, they tend to be more eager to achieve targets and get optimal results (Helmi Rumenda, 2018).

#### **The Moderating Effect of Work Engagement on the Relationship between Workload and Morale**

The third hypothesis shows that work engagement as a moderating variable can weaken the negative relationship between the effect of workload on the morale of the Tojo Una Una SKPD expenditure treasurer.

This conclusion is in accordance with the results of previous research conducted by Theresa Obuobisa-Darko & Evans Sokro (2023) showing that work engagement provides a significant negative moderating effect on the relationship between psychological impact and employee turnover intention. Mallory Richert, M.A (2021) in his research also confirmed that work engagement can act as a moderating variable that refers to the level of enthusiasm, dedication, and appreciation individuals have for their work. High work engagement is associated with reduced fatigue due to the workload carried out so that it can increase job satisfaction. This is in accordance with the opinion of Schaufeli et al. in Saputra et al, (2018) which explains that work engagement is the antithesis of work burn-out in the form of a person's affective motivational condition that is sufficient for the workload carried out.

Analysis of respondents' responses in this study shows that the work engagement possessed by the expenditure treasurer of SKPD Tojo Una Una Regency is very good. Perceived work engagement weakens the negative relationship between workload and work enthusiasm, meaning that despite the large amount of workload carried out by the Tojo Una Una SKPD expenditure treasurer, they still have responsibility or dedication and feel engaged in their work. This indicates that expenditure treasurers still have work enthusiasm in completing the demands of the task or workload even though they have a negative perception of workload.

#### **The Moderating Effect of Work Engagement on the Relationship between Workload and Morale**

The fourth hypothesis shows that work engagement as a moderating variable can strengthen the relationship between the effect of financial compensation on the work enthusiasm of SKPD expenditure treasurers in Tojo Una Una Regency.



This is in accordance with the results of research by Y. D. Pradipto and Nabila (2020) that work engagement can act as a moderating variable that refers to employees' emotional commitment to their work. Engaged employees will be passionate, dedicated, and persistent with their duties, so that work engagement in the study can moderate the relationship between job satisfaction and turnover intention or desire to leave / move from their job.

Analysis of respondents' responses in this study shows that the work engagement possessed by the expenditure treasurer of SKPD Tojo Una Una Regency is very good. The perception of work engagement strengthens the relationship between financial compensation and work enthusiasm, meaning that work engagement has a significant effect on moderating financial compensation on work enthusiasm. This is in accordance with the opinion of Roberts and Davenport in Saputra, et al. (2002) which states that good work engagement will make employees try to stay enthusiastic when working and have motivation that makes employees feel bound to the organisation.

## CONCLUSIONS

Based on the results of research and data analysis, the researcher draws the following conclusions:

1. Workload has a negative and significant effect on the morale of Tojo Una Una Regency SKPD expenditure treasurers.
2. Financial compensation has a positive and significant effect on the morale of Tojo Una Una Regency SKPD expenditure treasurers.
3. Work engagement has a negative and significant effect as a moderator of the relationship between workload and work enthusiasm, meaning that work engagement can weaken the effect of workload on the work enthusiasm of Tojo Una Una Regency SKPD expenditure treasurers.
4. Work engagement has a positive and significant effect as a moderator of the relationship between financial compensation and work enthusiasm, meaning that work engagement can strengthen the effect of workload on the work enthusiasm of Tojo Una Una Regency SKPD expenditure treasurers.

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