

THE CORRELATION BETWEEN JAVANESE CULTURE AND EMPLOYEE ENGAGEMENT: A SYSTEMATIC LITERATURE REVIEW

Haryanto Haryanto^{1*}, Amelia Setiawan²

¹Department of Accounting, Sekolah Tinggi Ilmu Ekonomi Mulia Singkawang, Indonesia. ²Department of Accounting, Faculty of Economics and Business, Parahyangan Catholic University, Indonesia.

ARTICLE INFO

Keywords:

Javanese Culture, Employee Engagement, Systematic Literature Review

ABSTRACT

In today's digital age, companies are shifting towards digital-based business models where employees have the flexibility to work remotely from their homes. As a result, employee engagement has become a crucial topic of discussion. The quality of employee engagement directly impacts employee performance and the success of the company. Javanese culture is a prevalent culture in Indonesia and is commonly adopted by companies in the region. This research aims to analyze the influence of Javanese culture on employee engagement through a systematic literature review of articles published on the Google Scholar database between 2000-2021. The study finds that Javanese culture, with its teachings of mutual respect, modesty, teamwork, and responsibility, is easily accepted by employees. These values foster trust and ultimately increase employee engagement. Additionally, the power dynamics within Javanese culture can positively or negatively affect employee engagement, depending on the level of autonomy granted by leaders to subordinates.

E-mail:

haryanto2689@gmail.com,
amelias@unpar.ac.id

Copyright © 2023 Economic Journal. All rights reserved.
is Licensed under a Creative Commons Attribution-NonCommercial 4.0
International License (CC BY-NC 4.0)

1. INTRODUCTION

In today's highly competitive business landscape, companies must optimize their resources to stay ahead. These resources can be broadly classified into tangible and intangible categories, each with its own unique advantages. As businesses transition from traditional to digital models, the importance of human capital cannot be overstated. With remote work becoming increasingly prevalent, the quality of employees has a direct impact on their performance and the success of the company (Li-Yun et al., 2007). In today's intensely competitive business environment, companies are required to efficiently allocate and optimize their resources to maintain a leading edge.

According to widely accepted sources, the concept of employee engagement was initially introduced by Kahn in 1990. Employee engagement refers to the level of commitment demonstrated by employees when carrying out their duties, wherein they wholeheartedly apply their physical and psychological abilities. Several factors can influence employee engagement, one of which is the organizational culture (Uchil & Shenoy, 2018).

As per the Big Indonesian Dictionary, culture refers to a habitual practice that is challenging to alter (BPPB, 2016). This implies that culture is shaped by routine actions and has become an inseparable part of one's daily existence. Indonesia is renowned for its diverse cultural landscape, which is a crucial aspect that corporations must take into account while handling their workforce.

According to the latest data released by the Central Statistics Agency (BPS) Indonesia, as of September 2020, the country's population stood at 270.20 million people. Out of this, a significant 56.10% of Indonesians were found to be residing on the island of Java. The island of Java is the most populous island in Indonesia and is home to some of the country's largest and most vibrant cities, including Jakarta, Surabaya, and Bandung. This data highlights the significant concentration of Indonesia's population in Java and underscores the need for targeted policies and initiatives to address the challenges and opportunities associated with this demographic distribution (BPS, 2021). BPS data also shows that 86.88% of Indonesia's population is Muslim (BPS, 2021). Javanese culture is closely related to Islam. It is worth noting that the economic hub of Indonesia is situated on the island of Java, more specifically in the Special Capital Region of Jakarta. Given these facts, it is evident that Javanese culture holds a dominant position in Indonesian society. As the prevailing culture, Javanese traditions and norms have a significant

impact on the attitudes and conduct of employees, particularly those who work for companies located in Java. Ultimately, this influence can shape employee engagement levels.

Literature Review

Javanese Culture

According to the Central Statistics Agency (BPS) Indonesia, the Javanese people make up the largest ethnic group in Indonesia, accounting for 56.10% of the country's population as of September 2020. The Javanese people primarily inhabit the island of Java, which is the most populous island in Indonesia and the world, with a population of approximately 141 million people. Java is also home to the capital city of Jakarta, which is the economic and political center of Indonesia. The Javanese people have a rich cultural heritage, with their own language, music, dance, and art, as well as a long history of trade and commerce with neighboring countries (BPS, 2021). Indonesia is a country with diverse ethnic groups, and each group has its unique culture. The Javanese, being one of the largest ethnic groups, have a rich cultural heritage that reflects their way of life and beliefs. According to Koentjaraningrat (1985), Javanese culture encompasses a multifaceted blend of concepts, customs, regulations, and principles that are embraced and applied by a vast majority of Javanese to enhance their well-being. Susatyo (2008) affirms that Javanese culture is widely recognized for its high level of acceptance and respect towards various ethnic, religious, and cultural diversities, as well as inter-group differences (SARA=Suku, Agama, Ras, and Antar Golongan).

The development of Javanese culture cannot be separated from Jend. Retired TNI Major. Haji Muhammad Soeharto, Second President of the Republic of Indonesia who served as President for the longest time, starting from 1967-1998. According to Sarsito (2006), during his presidency, Suharto governed Indonesia as if it were a large Javanese family. He assumed the roles of both the country's leader and the father figure of the family. This resulted in a leadership style that was paternalistic in nature, characterized by a sense of responsibility towards the well-being of the nation and its people. Former Indonesian President Soeharto (1989) asserted his unwavering adherence to the principle of "respect kalawan Gusti, Guru, Ratu, lan wong tuwo loro". This principle underscores the importance of showing respect towards God/Allah (gusti), one's teacher (guru), the monarch (ratu), and parents (wong tuwo loro). Soeharto emphasized the critical role of these four entities in Indonesian society. This principle is still highly valued in Indonesia and is considered a core part of the country's cultural identity.

Rachim and Nashori (2007) explains that there are four main Javanese manners, namely: (1) Behaving according to the level of each party, and respecting each other's position, (2) Stating something indirectly through "sanepo" or figuratively, (3) Behaving respect personal matters by acting as if you don't know other people's personal problems, and (4) Avoiding words or attitudes that show an inability to control oneself by being rude or fighting directly.

Language as a product of a society can reflect the cultural values held by that society, including Javanese culture. According to Widodo et al. (2017), Javanese culture holds a unique local wisdom in the form of traditional expressions (pitutur luhur). These expressions, passed down from generation to generation, carry figurative, satirical, connotative, and symbolic meanings that are rooted in the community's customs and traditions. Extracted from life experiences, these expressions are believed to provide guidance and serve as a function for living life in Javanese society. For Javanese people, there are two worlds, namely the gross world (visible) and the subtle world (invisible) so that Javanese people are required to instill good deeds (Susatyo, 2008). Like the expression "aja dumeh, aja adigang, aja adigung, aja adiguna", Javanese people always emphasize being humble, good-natured and respectful of others (Sartini, 2009).

There are several other expressions related to good deeds, for example "sublime wekasane", which means that if people want to do good deeds then they will also get good rewards. (Susatyo, 2008). The phrase "Digdaya without aji, sugih without bandha, win without ngasorake" which means good faith conquers everything (Susatyo, 2008). The expression "ana sithik didum sethithik, ana akeh didum akeh", which means that people must act fairly and help each other (Susatyo, 2008). The phrase "even if it's sugih is sumugih, if it's smart, it's kuminter", which contains the teaching that everyone should be simple, not pretend to be rich or pretend to be smart (Susatyo, 2008).

Javanese society has a tolerant nature, but this tolerant nature also has limits. The expression "andap asor, patient and nrima", which means that the Javanese people cannot be treated as they please, especially if the treatment is beyond the limits of what they can tolerate, they do not hesitate to sacrifice anything for the sake of their self-respect (Susatyo, 2008). This can also be seen from the expression

"luwih becik loses money, rather than loses uwong", which means the principle of the high value of honor (Susatyo, 2008).

The Javanese possess a resolute disposition and are not inclined to surrender easily. This is embodied in the saying "luwih becik alon-alon waton kelakon, tinimbang kebat kliwat," which reflects their belief in persisting in the pursuit of their goals and not succumbing to defeat (Sartini, 2009). The Javanese culture instills a sense of responsibility in individuals through the expression "hamangku, hamengku, hamengkoni". This phrase emphasizes the importance of taking ownership of one's actions and obligations, being accountable for them, and having the courage to protect oneself in any situation (Sartini, 2009).

The cultural heritage of Java is deeply rooted in the Islamic faith, as noted by Irawanto et al. (2011). This is evident in the way the Javanese society is stratified into different classes. Geertz (1960) has identified three distinct classes within the Javanese society, namely, the abangan, the santri, and the priyayi. The first stratum, abangan, refers to the lower class, which mainly comprises rural peasants and people with lower socioeconomic status. The second class is the santri, or the middle class, which primarily consists of students who strictly adhere to Islamic teachings. The highest stratum of Javanese culture is the priyayi, which has historical ties to high-ranking royal members. The priyayi are viewed as role models by the abangan, and their actions and behavior are held in high regard.

Employee Engagement

According to consensus, the term "employee engagement" was first introduced by Kahn in 1990. Kahn (1990) defines employee engagement as the state of being in which organizational members wholeheartedly invest themselves in their job roles, utilizing and expressing themselves physically, cognitively, and emotionally. Harter et.al. (2002) define employee engagement as the level of commitment, enthusiasm, and satisfaction that an individual feels toward their work. It is an important aspect of any organization that has a direct impact on the productivity and success of its employees. Employee engagement, as defined by Schaufeli et. al (2002), encompasses an employee's mindset while carrying out their duties. It entails a positive, content, and enthusiastic outlook towards their job, accompanied by a profound sense of devotion and engagement in the tasks at hand. This state of mind is marked by elevated levels of physical and psychological health, as well as a potent sense of drive and motivation. Essentially, employee engagement can be perceived as the degree to which an employee is wholeheartedly dedicated to their work and driven to accomplish their organization's objectives.

Research by Gallup on (2020) reveals that high employee engagement can have a significant positive impact on organizations. Companies in the top quartile of employee engagement saw improvements in several areas compared to those in the bottom quartile. These included a 10% increase in customer loyalty/engagement, a 13% boost in organizational citizenship (participation), a 14% rise in productivity (production records and evaluations), an 18% increase in productivity (sales), an 18% decrease in turnover for organizations with high turnover (those with more than 40% annual turnover), a 23% jump in profitability, a 28% decrease in shrinkage (theft), a 41% improvement in quality (defects), a 43% drop in turnover for organizations with low turnover (those with an annual turnover of 40% or lower), a 58% decrease in patient safety incidents (deaths and falls), a 64% reduction in safety incidents (accidents), a 66% increase in well-being (thriving employees), and an 81% decrease in absenteeism. These findings underscore the importance of fostering high levels of employee engagement.

Research findings from Evangeline and Gopal Ragavan (2016) found companies who prioritize and foster high levels of employee engagement enjoy numerous benefits. Firstly, such organizations tend to attract and retain top talent, resulting in lower turnover rates. Additionally, engaged employees often display increased productivity, which can positively impact overall business performance. Furthermore, companies that prioritize engagement generally report higher levels of employee satisfaction, leading to greater customer satisfaction. Lastly, employee engagement is linked to long-term sustainability, as invested employees are more likely to contribute to the success and growth of the organization.

The extent to which employees are engaged can make or break a company's success. It affects their productivity, loyalty, and overall performance. There are many components that feed into employee engagement, including the work environment, company values, leadership style, team dynamics, communication, training opportunities, compensation, and employee well-being. By acknowledging and taking action on these factors, organizations can elevate and maintain high levels of employee engagement. As a result, they'll enjoy a highly motivated, efficient, and committed team (Jagannathan, 2014; Lockwood, 2007).

2. METHOD

The purpose of this review is to gather, assess, and synthesize existing empirical research on the influence of Javanese culture on employee engagement. The systematic method for collecting literature in this research uses the Publish or Perish application and then carries out further analysis. Table 1 explains how the research methodology was carried out.

Table 1. Article Research Methods

Keyword Search	Number of Articles
Article indexed in Google Scholar:	994
- Keyword : Javanese Culture and Employee Engagement	
- Year : 2000-2021	
- Search Time : 29/10/2021, 04.00 pm	
Article about other disciplines	(972)
Article duplication	(2)
Total Article	20

Upon reviewing Table 1, it is evident that Google Scholar yielded 994 articles between 2000-2021 pertaining to Javanese culture and employee engagement. After a thorough analysis of these articles, it was determined that only 20 of them were relevant to the topic of Javanese culture's impact on employee engagement. This was determined after excluding 972 articles that were not relevant and removing the duplicates in the initial findings. These findings are available in Table 2 and can serve as a valuable resource for further research and analysis on the subject.

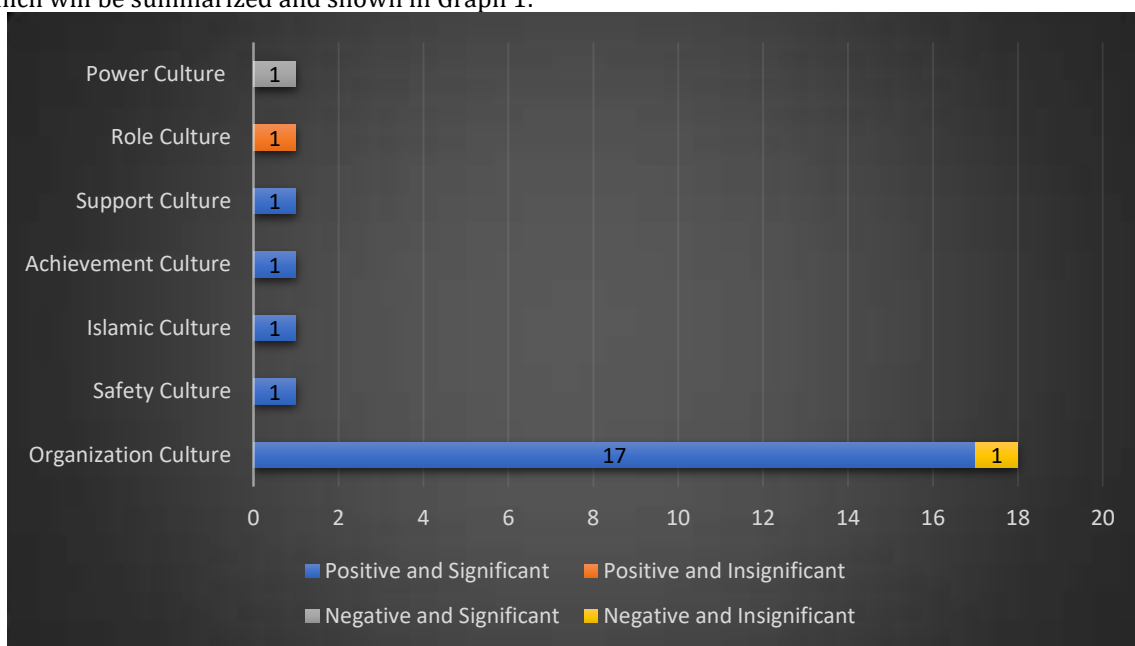
Table 2. Found Articles and Research Results

No.	Authors	Result			
		Positive		Negative	
		Significant	Not Significant	Significant	Not Significant
1	(Dita Prastuti Rah, 2002)	Organization Culture			
2	(Syihabudhin, 2007)			Organization Culture	
3	(Novianti, 2011)	Organization Culture			
4	(Lintangsari et al., 2013)	Organization Culture			
5	(Anggreana et al., 2015)	Organization Culture			
6	(Daugherty Biddison et al., 2016)	Safety Culture			
7	(Evangeline & Gopal Ragavan, 2016)	Organization Culture			
8	(Al Shehri et al., 2017)	Islamic Culture			
9	(Brenyah & Darko, 2017)	Organization, Achievement, Support Culture	Role Culture	Power Culture	
10	(Nurjanah et al., 2017)	Organization Culture			
11	(Yusuf, 2018)	Organization Culture			
12	(Domiyandra & Rivai, 2019)	Organization Culture			
13	(Kurniawati et al., 2019)	Organization Culture			
14	(Mulyanti, 2019)	Organization Culture			
15	(Pangestu & Wahjuadi, 2019)	Organization Culture			

16	(Rafidyatama, 2019)	Organization Culture
17	(Hapsari, 2020)	Organization Culture
18	(Ramaditya & Nazarrio, 2020)	Organization Culture
19	(Soeharso & Nurika, 2020)	Organization Culture
20	(Widyaswendra, 2020)	Organization Culture

3. RESULT AND DISCUSSION

Based on the articles found and the research results in Table 2, further research was carried out which will be summarized and shown in Graph 1.



Graph 1. Summary of Articles Found Based on Author

After analyzing Graph 1, it becomes apparent that the topic of culture is diverse and contains seven different types. The first is organization culture, where there are 17 articles by (Anggreana et al., 2015; Brenyah & Darko, 2017; Dita Prastuti Rah, 2002; Domiyandra & Rivai, 2019; Evangeline & Gopal Ragavan, 2016; Hapsari, 2020; Kurniawati et al., 2019; Lintang Sari et al., 2013; Mulyanti, 2019; Novianti, 2011; Nurjanah et al., 2017; Pangestu & Wahjuadi, 2019; Rafidyatama, 2019; Ramaditya & Nazarrio, 2020; Soeharso & Nurika, 2020; Widyaswendra, 2020; Yusuf, 2018) which according to recent studies, it has been found that the organizational culture has a pronounced and favorable impact on employee engagement. This finding underlines the importance of fostering a healthy organizational culture, which not only enhances employee engagement but also promotes better productivity and organizational performance. Brenyah & Darko (2017), Mulyanti (2019), and Widyaswendra (2020) explains that when the culture in an organization is easily accepted by employees and the values in that culture are in accordance with the values held by them, it will foster a sense of trust and pride in the organization and make them more committed to their work, which ultimately increases their attachment to the organization. Evangeline and Gopal Ragavan (2016), and Domiyandra and Rivai (2019) explains that a healthy organizational culture will make employees more motivated to work so that it will increase employee engagement with the organization. Anggreana et al. (2015), and Nurjanah et al. (2017) explains that a good organizational culture will have good communication and provide opportunities to provide input and show their ideas and creativity so that it will increase employee engagement. Lintang Sari et al. (2013), and Kurniawati et al. (2019) explains that an organization with a strong culture tends to have unique traits that make it appealing to individuals who seek a fulfilling work environment. Such traits

also foster a sense of comfort and belonging among employees, leading to higher engagement and productivity. It is generally known that the center of the Indonesian economy is on the island of Java, so the application of Javanese culture in companies is commonplace. The majority of Indonesia's population also lives on the island of Java, so Javanese culture is a culture that is more easily accepted by the majority of employees. This shows that Javanese culture is a culture that is easily accepted by employees, so it can be concluded that Javanese culture can increase employees' sense of attachment to the company.

There is also 1 article by (Syihabudhin, 2007) suggested that according to the research findings, the impact of organizational culture on employee engagement is negative and statistically insignificant. This suggests that the culture of an organization does not play a significant role in determining the level of employee engagement. However, it is important to note that other factors such as leadership and job satisfaction can significantly impact employee engagement. Therefore, organizations need to pay attention to these factors to improve the engagement level of their employees.. Syihabudhin (2007) explains that not every culture in an organization can be accepted by every employee and a culture that is not accepted by employees will reduce their sense of attachment to the organization. Even though Javanese culture is the culture of the majority of the population in Indonesia, there are also other cultures that are followed by other residents. This shows that Javanese culture also has the possibility of not being accepted by employees so it can be concluded that Javanese culture can also reduce employees' sense of attachment to the company.

The second is safety culture, where there is 1 article by (Daugherty Biddison et al., 2016) which states that safety culture has a positive and significant effect on employee engagement. Daugherty Biddison et al. (2016) explained that the existence of a high safety culture within the company will increase the comfort level of employees while working, which in turn affects the level of employee engagement. Javanese culture teaches a sense of responsibility for what one does. A responsible company will pay attention to employee safety so that the company will have a high safety culture. It can be concluded that Javanese culture which teaches responsibility will increase employee engagement with the company.

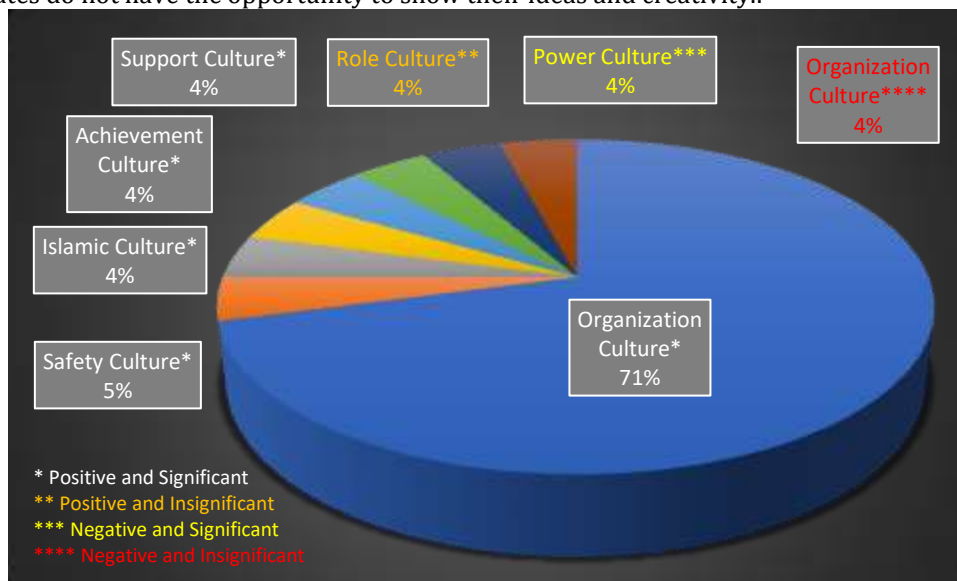
The third is Islamic culture or Islamist culture, where there is 1 article by (Al Shehri et al., 2017) which states that Islamist culture has a positive and significant effect on employee engagement. Al Shehri et al. (2017) explained that the Islamic religion teaches its adherents to have a high sense of togetherness, tolerance and mutual assistance. This sense of togetherness will help increase employee engagement. Javanese culture is also closely linked to the Islamic religion, so it can be concluded that Javanese culture can increase employees' sense of attachment to the company.

The fourth is achievement culture or a culture of achievement where there is 1 article by (Brenyah & Darko, 2017) which states that a culture of achievement has a positive and significant effect on employee engagement. Brenyah and Darko (2017) explains that in an achievement culture, companies provide clear goals and high freedom to employees to use existing resources to do their work and improve their achievements so that they will feel comfortable at work which in turn increases their attachment to the company. Javanese culture teaches us to have mutual respect, where one way to show it is by giving freedom to do what we want so it can be concluded that Javanese culture can increase employees' sense of attachment to the company.

The fifth is support culture or a culture of support where there is 1 article by (Brenyah & Darko, 2017) which states that a culture of support has a positive and significant effect on employee engagement. Brenyah and Darko (2017) explained that in a support culture, there is a high sense of trust between leaders and employees in the company, where trust is a prerequisite for employee engagement so that the presence of a supportive work environment and mutual trust is an important factor for increasing employee engagement. One way to increase a sense of trust is to be simple and help each other, which is one of the teachings in Javanese culture, which means that teachings in Javanese culture can increase employees' sense of attachment to the company.

The sixth is role culture or role culture where there is 1 article by (Brenyah & Darko, 2017) which states that role culture has a positive and insignificant effect on employee engagement. Brenyah and Darko (2017) explains that in a role culture, each employee's duties and responsibilities are clearly stated so that employees are not confused when carrying out their work, which will further increase their attachment to the company. In Javanese culture, there are levels of power where the role of each level of power is clearly stated so that it can be concluded that Javanese culture can increase employees' sense of attachment to the company.

The seventh is power culture or a culture of power where there is 1 article by (Brenyah & Darko, 2017) which states that a power culture has a negative and significant effect on employee engagement. Brenyah and Darko (2017) explains that in a high power culture environment it will result in lower level employees feeling intimidated and thus showing a higher intention to leave the company. Brenyah and Darko (2017) also explained that in a high power culture, power comes from the leader and therefore employees do not have much autonomy so they cannot show their ideas and creativity which ultimately reduces their sense of attachment to the company. In Javanese culture there is also a culture of power where there are 3 levels of power, namely states as follows. This culture of power in Javanese culture can have a positive effect on employee engagement if the power culture is not too strong and can give freedom to subordinates to show their ideas and creativity. Meanwhile, the culture of power in Javanese culture can have a negative effect on employee engagement if the culture of power is too strong so that subordinates do not have the opportunity to show their ideas and creativity..



Graph 2. Summary of articles found based on research results

Based on the data presented in Graph 2, it is apparent that organizational culture is the most commonly studied culture. Additionally, the chart reveals that five types of cultures - organizational, safety, Islamic, achievement, and support - have a substantial and positive impact on employee engagement, fostering high levels of engagement in the workplace. On the other hand, role culture has a positive but insignificant impact on employee engagement, meaning that while it contributes to a positive work environment, it is not a significant factor in fostering engagement. Moreover, power culture and organization culture have a negative and significant impact on employee engagement, impeding engagement and leading to lower levels of satisfaction and productivity. As such, it is crucial for organizations to be mindful of the cultures that exist within their workplace to create a positive and engaging work environment for their employees.

4. CONCLUSION

The research findings indicate that Javanese culture can significantly impact employee engagement, both positively and negatively. Given that the majority of Indonesians reside on the island of Java, and Javanese culture is closely intertwined with Islam, it is more likely to be readily accepted by employees. However, it is worth noting that other cultures exist in Indonesia, and acceptance of Javanese culture may vary across employees. Javanese culture is characterized by a hierarchical power structure, wherein subordinates are expected to respect and follow their superiors. This structure can either elevate or dampen employee engagement depending on whether leaders provide opportunities for their subordinates to contribute. Encouraging subordinates to share their ideas and creativity can boost engagement, while stifling their contributions can have the opposite effect. Moreover, Javanese culture emphasizes values such as mutual respect, simplicity, helping one another, and taking responsibility for one's actions. These values are crucial for building mutual trust, which enhances employee engagement with the company. Nevertheless, it is important to keep in mind that the research has its limitations. The

lack of previous research in this area means that there is still no specific examination of Javanese culture's influence on employee engagement. Therefore, further research is recommended to fully understand how Javanese culture impacts employee engagement in Indonesia.

REFERENCES

- Al Shehri, M., McLaughlin, P., Al-Ashaab, A., & Hamad, R. (2017). The Impact of Organizational Culture on Employee Engagement in Saudi Banks. *Journal of Human Resources Management Research*, 2017(December), 1–23. <https://doi.org/10.5171/2017.761672>
- Anggreana, V., Hendriani, S., & Fitri, K. (2015). Pengaruh Budaya Organisasi Dan Kepemimpinan Terhadap Employee Engagement Pada Pegawai Negeri Sipil Di Kantor Bupati Bagian Umum Setda Kabupaten Siak. *Fekon*, 2(2), 13–28.
- BPPB. (2016). *Kamus Besar Bahasa Indonesia*. Balai Pustaka.
- BPS. (2021). Berita resmi statistik Hasil Sensus Penduduk 2020. *Bps.Go.Id*, 27, 1–52.
- Brenyah, R. S., & Darko, T. O. (2017). Organisational Culture and Employee Engagement within the Ghanaian Public Sector. *Review of Public Administration and Management*, 05(03). <https://doi.org/10.4172/2315-7844.1000233>
- Daugherty Biddison, E. L., Paine, L., Murakami, P., Herzke, C., & Weaver, S. J. (2016). Associations between safety culture and employee engagement over time: A retrospective analysis. *BMJ Quality and Safety*, 25(1), 31–37. <https://doi.org/10.1136/bmjqs-2014-003910>
- Dita Prastuti Rah. (2002). *Hubungan Antara Budaya perusahaan Dengan Komitmen Karyawan*. Universitas Islam Indonesia.
- Domiyandra, R., & Rivai, H. A. (2019). Pengaruh Kepemimpinan Etis(Ethical Leadership),Budaya Organisasi, Dan Penghargaan(Rewards) Terhadap Keterikatan Kerja(Work Engagement)Account Representative (Ar) Pada Kpp Pratama Di Lingkungan Kanwil Djp 'X.' *Jurnal Stie Semarang*, 11(1), 102–118. <https://doi.org/10.33747/stiesmg.v11i1.349>
- Evangeline, E. T., & Gopal Ragavan, V. P. (2016). Organisational culture and motivation as instigators for employee engagement. *Indian Journal of Science and Technology*, 9(2). <https://doi.org/10.17485/ijst/2016/v9i2/86340>
- Gallup. (2020). *The Relationship Between Engagement at Work and Organizational Outcomes*. October.
- Geertz, C. (1960). *The Religion of Java* (1st ed.). The University of Chicago Press.
- Hapsari, P. R. (2020). *Analisis Pengaruh Budaya Organisasi Dan Pemberdayaan Psikologis Terhadap Kepuasan Kerja Dalam Meningkatkan Keterikatan Karyawan: Studi pada PT Telkom Divisi Regional IV Jawa Tengah*. Universitas Diponegoro.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279. <https://doi.org/10.1037/0021-9010.87.2.268>
- Irawanto, D. W., Ramsey, P. L., & Ryan, J. C. (2011). Challenge of leading in Javanese culture. *Asian Ethnicity*, 12(2), 125–139. <https://doi.org/10.1080/14631369.2011.571829>
- Jagannathan, A. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323. <https://doi.org/10.1108/IJPPM-01-2013-0008>
- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 36(5), 2607–2613. <https://doi.org/10.1103/PhysRevB.36.2607>
- Koentjaraningrat. (1985). *Javanese culture*. Oxford University Press.
- Kurniawati, Sunaryo, H., & ABS, M. K. (2019). Pengaruh Kepemimpinan Transformasional, Komitmen dan Budaya Organisasi terhadap Employee Engagement Karyawan Perusahaan Daerah Air Minum Kota Malang. *E-Jurnal Riset Manajemen*, 8(6), 23–34.
- Li-Yun, S., Samuel, A., & Kenneth, S. L. (2007). High-Performance Human Resource Practices, Citizenship Behavior, and Organizational Performance: a Relational Perspective. *Academy of Management Journal*, 50(3), 558. <http://proquest.umi.com/pqdweb?did=1302008271&Fmt=7&clientId=4574&RQT=309&VName=PQD%5Cnpapers2://publication/uuid/513BA1CF-E49A-4C2A-8ED5-DB00D8D52A03>
- Lintangsari, A. A., Yusuf, M., & Priyatama, A. N. (2013). Hubungan antara Employee Satisfaction dan Budaya Organisasi dengan Employee Engagement pada Karyawan Tetap PT . BPD Jawa Tengah Cabang Utama Semarang. *Jurnal Ilmiah Psikologi Candradiwa*, 2(2), 1–15.
- Lockwood, N. R. (2007). Leveraging Employee Engagement for Competitive Advantage: *SHRM Research The Correlation Between Javanese Culture And Employee Engagement: A Systematic Literature Review*. **Haryanto Haryanto, et.al**
2502

- Quarterly, 1, 1-12.
- Mulyanti, R. Y. (2019). *Keterikatan Karyawan Sebagai Hasil Dari Proses Interaksi Gaya Kepemimpinan Transformasional dan Budaya organisasi Melalui Nilai-Nilai Generasi: Survei Pada Karyawan Generasi Baby Boomer, X dan Y pada Hotel B*.
<http://repository.unpad.ac.id/frontdoor/index/index/docId/6146>
- Novianti, F. R. (2011). *Hubungan Antara Persepsi Gaya Kepemimpinan Transformasional Dan Persepsi Budaya Organisasi Dengan Employee Engagement Pada Karyawan Pt Tiga Serangkai Pustaka Mandiri Surakarta*. Universitas Sebelas Maret.
- Nurjanah, R., Rofaida, R., & Suryana, S. (2017). Kepribadian Karyawan Dan Budaya Organisasi: Faktor Determinan Keterikatan Karyawan (Employee Engagement). *Jurnal Manajemen*, 20(2), 310.
<https://doi.org/10.24912/jm.v20i2.50>
- Pangestu, T. T., & Wahjuadi, D. (2019). Pengaruh Budaya Organisasi Terhadap Employee Engagement di PT Asuransi Kredit Indonesia (Persero) Cabang Bandung. *Almana Jurnal Manajemen Dan Bisnis*, Vol.3(No.1), Page 200-216.
- Rachim, R. L., & Nashori, H. F. (2007). Nilai budaya Jawa dan perilaku nakal remaja Jawa. *Jurnal Ilmiah Berkala Psikologi*, 09(1), 30-43.
- Rafidyatama, A. M. (2019). *Pengaruh Kepemimpinan Dan Budaya Organisasi Terhadap Keterikatan Karyawan Di Perum Bulog Divisi Regional Jawa Barat ...* [Universitas Pasundan].
<http://repository.unpas.ac.id/44688/>
- Ramaditya, M., & Nazarrío, G. (2020). The Impact of Organizational Culture, Communication, And Religiosity on Work Engagement At The Bureau Of Personnel And Organization, Main Office, BPKP. *Jurnal STEI Ekonomi*, 192, 1-13.
- Sarsito, T. (2006). Javanese culture as the source of legitimacy for Soeharto's government. *Asia Europe Journal*, 4(3), 447-461. <https://doi.org/10.1007/s10308-006-0078-y>
- Sartini, N. W. (2009). Menggali Nilai Kearifan lokal Budaya Jawa Lewat Ungkapan (Bebasan, Saloka, dan Peribahasa). *Jurnal Ilmu-Ilmu Bahasa Dan Sastra*, 5(1), 28-37.
- Schaufeli, W. B., Salanova, M., Gonzalez-Roma, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92. <https://doi.org/10.1103/PhysRevE.63.021114>
- Soeharso, S. Y., & Nurika, R. (2020). Pengaruh Budaya Organisasi terhadap Employee Engagement dengan Work Ethic (Hard Work) sebagai Variabel Moderator: Studi Kasus pada Karyawan Generasi Milenial di PT X. *Mind Set*, 11(1), 46-54.
- Soeharto. (1989). *Soeharto, pikiran, ucapan, dan tindakan saya : otobiografi / seperti dipaparkan kepada G. Dwipayana dan Ramadhan K.H* (G. Dwipayana & R. K. H. (eds.)). Citra Lamtoro Gung Persada.
- Susatyo, R. (2008). Seni dan Budaya Politik Jawa. In *Koperasi Ilmu Pengetahuan Sosial*. Unpad.
- Syihabudhin, S. (2007). Pengaruh Budaya Dan Citra Perusahaan Terhadap Komitmen Organisasional Karyawan. *Jurnal Ekonomi MODERNISASI*, 3(2), 72-85.
<http://ejournal.unikama.ac.id/index.php/JEKO/article/view/932>
- Uchil, R., & Shenoy, V. (2018). Influence of Cultural Environment Factors in Creating Employee Experience and Its Impact on Employee Engagement: An Employee Perspective. *International Journal of Business Insights and Transformation*, 11(2), 18-23.
- Widodo, A., Akbar, S., & Sujito. (2017). Analisis Nilai-Nilai Falsafah Jawa Dalam Buku Pitutur Luhur Budaya Jawa Karya Gunawan Sumodiningrat Sebagai Sumber Belajar Pada Pembelajaran Ips. *Jurnal Penelitian Dan Pendidikan IPS*, 11(2), 152-179.
- Widyaswendra, R. K. A. (2020). Pengaruh Organizational Culture Terhadap Employee Engagement Dengan Job Satisfaction Sebagai Variable Intervening Pada Karyawan Pt Pelindo Iii (Persero). *Business and Finance Journal*, 5(1), 65-76. <https://doi.org/10.33086/bfj.v5i1.1476>
- Yusuf, B. (2018). *Hubungan Antara Budaya Organisasi Dengan Employee Engagement Pada Karyawan PT PRIMISSIMA*. Universitas Mercu Buana.