

**PENGARUH HIGH PERFORMANCE WORK ENVIRONMENT
TERHADAP EMPLOYEE ENGAGEMENT FEELING DAN EMPLOYEE
ENGAGEMENT BEHAVIOR PADA GENERASI MILENIAL YANG
BEKERJA**

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Abstrak: Sumberdaya Manusia merupakan salah satu aset penting yang perlu diperhatikan di sebuah perusahaan, karena sumberdaya manusia merupakan penggerak sebuah perusahaan. Oleh karenanya sangat penting adanya keterikatan karyawan dengan sebuah perusahaan sehingga dapat meminimalkan tingkat *turnover* pada perusahaan tersebut. Saat ini generasi milenial banyak mengisi berbagai posisi dalam dunia kerja. Beberapa penelitian mengungkap bahwa *engagement* pada karyawan generasi milenial sangatlah minim. Salah satu faktor penyebabnya adalah lingkungan kerja (Prasetyanto & Darmasetiawan, 2020). *High performance work environment* merupakan bentuk lingkungan kerja yang mendukung adanya kreativitas, kolaborasi serta sosial. Tujuan penelitian ini yaitu untuk melihat pengaruh dari *high performance work environment* terhadap *employee engagement feeling* serta *employee engagement behavior* pada generasi milenial yang saat ini menjadi karyawan pada perusahaan Swasta maupun BUMN. Jumlah sampel yang digunakan dalam penelitian ini adalah 63 karyawan swasta dan 63 karyawan BUMN. Teknik pengambilan sampel yang digunakan adalah *purposive sampling* karyawan milenial yang berusia antara 20 – 38 tahun, bekerja di sebuah perusahaan swasta atau BUMN dengan masa kerja minimal 2 tahun. Pengolahan data menggunakan metode *Structural Equation Modelling* (SEM) dengan program AMOS 21. Hasil yang didapatkan *high performance work environment* berpengaruh signifikan terhadap *employee engagement feeling* dengan nilai *critical ratio* 4,651, serta *employee engagement feeling* berpengaruh signifikan pula terhadap *employee engagement behavior* dengan nilai *critical ratio* 5,727.

Kata Kunci : *High Performance Work Environment, Employee Engagement Feeling, Employee Engagement Behavior, Generasi Milenial*

THE EFFECT OF HIGH PERFORMANCE WORK ENVIRONMENT ON EMPLOYEE ENGAGEMENT FEELING AND EMPLOYEE ENGAGEMENT BEHAVIOR ON THE WORKING MILLENIAL GENERATION

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Abstract: Human Resources are one of the essential assets that need to be considered in a company. Therefore, it is very important to have employee engagement with a company so that it can decrease the turnover rate in the company. Currently, the millennial generation has filled various positions in the world of work. Several studies have revealed that employee engagement in the millennial generation is minimal. Several studies have revealed that employee engagement in the millennial generation is low. One of the contributing factors is the work environment (A. P. Prasetyanto & N. K. Darmasetiawan, 2020). High performance work environment is a form of work environment that supports creativity, collaboration and social work. The purpose of this study is to see the effect of a high performance work environment on employee engagement feeling and employee engagement behavior in the millennial generation who are currently employees of private companies and state-owned enterprises. The number of samples used in this study were 63 private employees and 63 state-owned enterprises employees. The number of samples used in this study were 63 private employees and 63 state-owned enterprises employees. The sampling technique used is purposive sampling of millennial employees aged between 20 – 38 years, working in a private company or state-owned enterprises with a minimum service period of 2 years. Data processing uses the Structural Equation Modeling (SEM) method with the AMOS 21 program. The results obtained are high performance work environment has a significant effect on employee engagement feeling with a critical ratio value of 4.651, and employee engagement feeling also has a significant effect on employee engagement behavior with a critical ratio value of 5.727 .

Keywords : High Performance Work Environment, Employee Engagement Feeling, Employee Engagement Behavior, Millenial Generation