FACTORS ANALYSIS OF EMPLOYEE ENGAGEMENT AT PT. PLN WILAYAH SULUTTENGGO

FAKTOR-FAKTOR ANALISA DARI KETERIKATAN PEGAWAI DI PT. PLN WILAYAH SULUTTENGGO

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Abstract: This research is quantitative type of research which uses primary data obtained through questionnaire and uses Confirmatory Factor Analysis (CFA) as the analytical tool. The population of this research is the employee at PT. PLN Wilayah Suluttenggo where the sample size is taken from 100 employees. In this research, there are 20 variables that defined as factors that influence employee engagement at PT. PLN Wilayah Suluttenggo. The analysis and discussion from this research there are 13 variables that correlated with the factor that already conducted. The findings from the factoring process there are 4 factors that influence employee engagement at PT. PLN Wilayah Suluttenggo. First factor is Organizational Commitment with 6 independent variables (Employee Training, Work Environment, Socialization, Internal CSR, Co-Workers Support, and Development). Second factor is Organizational Justice with 3 independent variables (Reward, Internal Communication, and Job Characteristics). Third Factor is Organizational Performance with 3 independent variables (Empowerment, Recruitment, and Selection). Fourth factor is leadership style with one independent variable. This result show that company needs to maintain and improve those 4 important factor to reach employee engagement which are Organizational Commitment, Organizational Justice, Organizational Performance, and Leadership Style.

Keywords: *employee engagement, confirmatory factor analysis.*

Abstrak: *Tujuan dari penelitian ini adalah untuk mengidentifikasi faktor-faktor yang mempengaruhi keterikatan karyawan di PT. PLN Wilayah Suluttenggo. Penelitian ini merupakan tipe penelitian kuantitatif dengan menggunakan data primer yang dikumpulkan melalui kuesioner dan menggunakan Konfirmatori Faktor Analisis (KFA) sebagai alat analisis. Populasi dari penelitian ini merupakan karyawan yang berada di PT. PLN Wilayah Suluteenggo dimana jumlah sampe yang diambil dari 100 karyawan. Di dalam penlitian ini, terdapat 20 variabel yang didefinisikan sebagai faktor-faktor yang mempengaruhi keterikatan karyawan di PT. PLN Wilayah Suluttenggo. Analisis dan diskusi dari penelitian ini menunjukan terdapat 13 variabel yang berkorelasi dengan faktor yang dilakukan. Temuan penelitian dari proses faktorisasi , ada 4 faktor yang mempengaruhi keterikatan karyawan di PT. PLN Wilayah Suluttenggo. Faktor pertama adalah Komitmen Organisasi dengan 6 varibel independen (Pelatihan Karyawan, Lingkungan Kerja, Sosialisasi, Internal CSR, Dukungan Rekan Kerja, dan Pengembangan). Faktor kedua adalah Keadilan Organisasi dengan 3 variabel independen (Penghargaan, Komunikasi Internal, dan Karakteristik Pekerjaan). Faktor ketiga adalah Performa Organisasi dengan 3 variabel independen (Pemberdayaan, Rekrutmen, dan Seleksi). Faktor keempat adalah Gaya Kepemimpinan dengan satu variable independen. Hasil ini menunjukan bahwa perusahaan Hasil ini menunjukkan bahwa perusahaan perlu mempertahankan dan meningkatkan keempat faktor penting tersebut untuk mencapai keterikatan karyawan yaitu Komitmen Organisasi, Keadilan Organisasi, Kinerja Organisasi, dan Gaya Kepemimpinan.*

Kata Kunci: *keterikatan pegawai, konfirmatori faktor analisis*

INTRODUCTION

Research Background

Human resources (HR) is one factor that is extremely important and cannot be removed from a company. Now, employees not just become as human resource, but become a capital or assets to an institution or organization. Therefore, the performance of employees will determine the success of the company itself. Its a big deal for the company to maintain not only their performance but also their sense of belonging to the company. PT. PLN has a lot of number of employee. With a lot of number of employee it is intetresting to see how PT. PLN build their bond with their employee. PT. PLN Wilayah Suluttenggo also offers a lot of program in order to make their employees engage with them. It is important to see what exactly the key factor that influence the employee in PT. PLN Wilayah Suluttenggo to engage.

Research Objective

The objective that be achieved by this research: To identify the factors that influence employee engagement at PT. PLN Wilayah Sulutenggo.

THEORITICAL REVIEW

Human Resources Management

Human Resources Management is the management that designed to improve employee performance in the organization. Armstrong (2006), defined Human Resource Management as the strategic and comprehensive process for the organizations to value assets like people discharging responsibilities individually or collectively for achieving the objectives of the organization, while according to Ulrich and Lake (1990) mentioned that HRM systems can be the source of organizational capabilities that allow firms to learn and capitalize on new opportunities.

Job Attitudes

A job attitude is one of the important things that will affect the performance of the employee itself. A job attitude is a set of evaluations of one's job that constitute one's feelings toward, beliefs about, and attachment to one's job (Judge, Kammeyer-Mueller, and John, 2012).

Employee Engagement

Employee engagement is the relationship between employee and the organization. Kahn (1990) defines employee engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Saks (2006) defined employee engagement as a distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with individual role performance.

Organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees (Kotter and Heskett, 1992). Hosftede (1980) summarizes organization culture as collective process of the mind that differentiates the members of one group from the other one. Leadership style used by a corporate leader will affect the feelings of his employees, including the employees' engagement. According to Seijts (2006) if a leader can play his leadership role well, it can be expected that there will be a positive result since the employees will become more engaged to the organization where they work. Emotional Intelligence is the ability to identify and control the emotion. According to Salovey and Mayer (1990), Emotional Intelligence (EI) is described as a set of abilities that refer in part to how effectively one deals with emotions both within oneself and others. Reward is the benefits that given because of an achievement. Colin (1995:187) defined reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility.

Internal communication is operationally defined as the exchange of information both informal and formal between management and employees within the organization. The study conducted by Watson Wyatt (2004) shows a strong correlation between effective employee communication and superior organizational performance.

Job characteristic is aspect specific to a job. Hackman and Lawler (1971) suggested that certain job characteristics, such as skill variety, task identity, autonomy, and feedback motivated employees in their job performance. Intention to leave is a point when employees reduced level of commitment to work that results in

an increased desire to leave. According to Tett and Meyer (1993) Intention to leave refers to conscious and deliberate willfulness to leave the organization. Ethics environment is the way people interect with their environment. McDaniel (1997), defined ethics to examine one's moral life and contributes to an understanding of what ought to be done. The environment, then, is the social system and organization in which industry takes place (McDaniel, 1997). Organizational trust is the employee feeling that the organization will give them the advantages or will not disappoint them. Cummings and Bromiley (1996:302) define organizational trust "as an individual's belief that others (individual or group) will make a good faith effort to keep commitments be honest, and not take advantage of another." Job stress is how the employee respond to their work. Westman (2005) Job stress arises when demands exceed abilities, while job-related strains are reactions or outcomes resulting from the experience of stress.

Employee training is kind of employee learning to improve their performance. Rothwell and Sredl (1992) defined employee training as a short-term learning intervention voluntary to build or enhance a match between current job requirements and single individual knowledge, skills, and attitudes. Empowerment refers to authority, opportunity, and also motivation, for outcomes of their actions, that will contribute to their competence and satisfaction. Empowerment can serve as a motivational tool to provide high-quality service, as it, if successfully implemented, addresses and fulfills some intrinsic needs, such as the need for self-actualization, power and achievement (Thomas and Velthouse, 1990). Work environment is the location where the work is completed. Opperman (2002) define work environment as composition of three major sub-environments which include the technical environment, the human environment and the organizational environment. Work life balance is the concept when employee can balance their work and lifestyle. Ahuja (2014) define work-life balance as an impacts on absenteeism, productivity and work satisfaction thus influencing employee engagement. Socialization is defined as the process by which individuals acquire knowledge, skills and attitudes that make them effective members of the society (Weidman, Twale and Stein, 2001).

Internal Corporate Social Responsibility is an activity to improve the well-being of employees and their productivity as well their impact on profitability to the company. According to Ehnert, Harry, and Zink (2014) internal CSR action is company's activity to satisfy the expectation of their workers and employees such as health and welfare, training, participation, work-family balance, and equality. Recruitment refers to the action of finding new people to join an organization. Recruitment is the process of generating a pool of capable candidates applying to an organization for employment (Gold, 2007). Selection is the process of differenting in order to choose the best candidate. Mondy (2010) refers to selection as the process of choosing from a group of applicants those individuals best suited for a particular position in an organization. Co-workers support is how employees partner in works helps them to improve their work. Iverson (1999) defined co-worker support as the degree of consideration individuals receive from members of their social network. Development is the process of growth. Truelove (1992:273) further defines development as a path whereby an individual learns from occurrence will be more valuable.

Previous Research

Suharti and Suliyanto (2012) they are discuss about the effects of organizational culture and leadership style toward employee engagement and their impacts toward employee loyalty. This research showed that organizational culture and leadership style will affect employee engagement first and then have an impact on loyalty, not like as stated in some literatures that organizational culture and leadership have direct correlation toward employees' loyalty. Saqib et al., (2014) focused on impact of employee training and empowerment on employee creativity through employee engagement: empirical evidence from the manufacturing sector of Pakistan. The result of the test is training and empowerment definitely provides a strong base for dynamic organizations to manage the creative culture and engaged behavior of employees is pivotal for creativity among employees. Pei et al., (2015) did a research about the linkage between training and development and co-worker support toward employee engagement in hotel industry. Result showed that employee engagement has positive relationship between training and development and co-worker relationship, but co-workers support bring the most significant relationship towards employee engagement in hotel industry. Sameera et al., (2013) examine the relationship of communication, mentoring and socialization with employee engagement. The result from this research is communication, mentoring, socialization, have significantly effect on employee engagement. V. T.

Shailashri and Dr. Surekha Shenoy (2016) focused to identify the relationship between recruitment, selection towards employee engagement. The study shows that there is a positive relationship between selection and recruitment methods with employee engagement.

Conceptual Framework

From this Conceptual Framework, this study aims to find out the factors that influence employee engagement. There are 20 variables in this research.

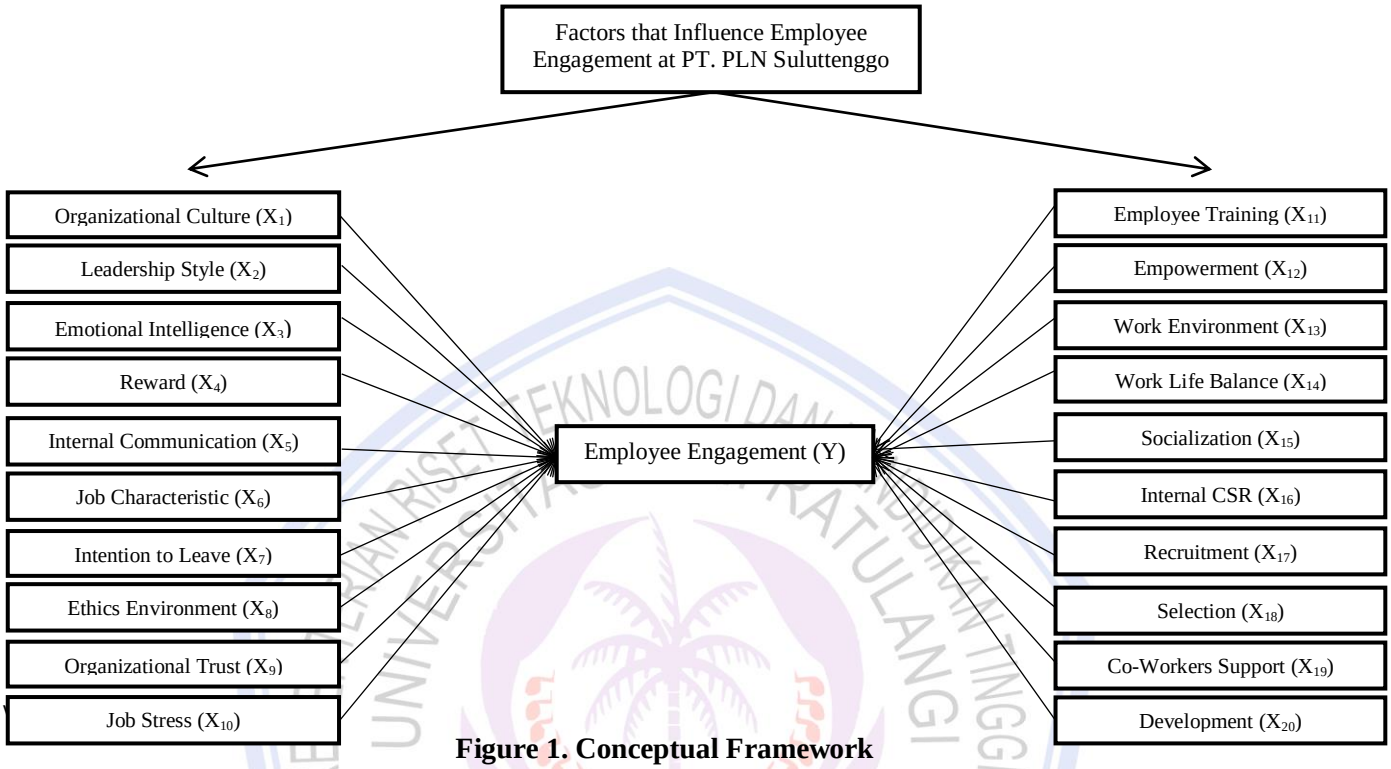

Figure 1. Conceptual Framework

RESEARCH METHOD

Type of research

Quantitative method is uses to collect the data in this research. According to Muijs (2004) quantitative research is essentially about collecting numerical data to explain a particular phenomenon. This research in field of human resources will analyze the factors influence employee engagement at PT. PLN Wilayah Sulutenggo.

Place and Time of Research.

This research has conducted in Manado with the period for about three months started from July – September 2017.

Population and Sample

The population of this research is the entire employee at PT. PLN Wilayah Suluttenggo. Gorsuch (1983) recommended that sample should be at least 100. The sample is those who already using this services. The sample of this research is 100 employee at PT. PLN Wilayah Suluttenggo.

Operational Definition

There are 20 variables that will be used in this research. There are organizational culture, leadership style, emotional intelligence, reward, internal communication, job characteristics, intention to leave, ethics environment, organizational trust, job stress, employee training, empowerment, work environment, work life balance, socialization, internal csr, recruitment, selection, co-workers support, development.

Data Analysis Method

Validity and Reliability Test

Validity is concerned with whether the researchers measure the right concept. The main usage of Reliability test is to make sure that the used measurement tool (questionnaire) is really consistent in measuring some cases, even though the observation has been conducted frequently at the same object.

Confirmatory factor analysis

Confirmatory factor analysis (CFA), is where the researchers can specify the number of factors required in the data and which measured variable is related to which latent variable. Confirmatory factor analysis (CFA) is a tool that is used to confirm or reject the measurement theory.

RESULT AND DISCUSSION

Factor Analysis

Validity and reliability

If the value of Person Correlation > 0.5 it means the statement is valid. If the value of Person Correlation <0.5 it means the statement is not valid. And if significant value <0.05 then the statement is correlated but if significant value > 0.05 then the statement is not correlated. All statements of the variable are Valid, based on Pearson Correlation Value > 0.5 and the significant is < 0.05. We can conclude that all the statement are Valid and can be used for further test and analysis

The interpretation of Cronbach's Alpha is: <0.6 indicates unsatisfactory internal consistency or consider that the data is unreliable. 0.7 indicates that the data is acceptable. 0.8 indicates good internal consistency or consider that the data resulted is reliable

Reliability Test result $X_1 – X_{20}$

Cronbach's Alpha	: .934
Cronbach's Alpha Based on Standardized Items	: .941
N of Items	: 60

It shows that the 20 variables in this research have Cronbach's Alpha value 0.934, and the N of Items 60 that explain how many question in this test. It is reliable because the value above the acceptance limit of 0,6. So it clearly states that the 20 variables are reliable and can be accepted for further test and analysis.

Factor Analysis

There are 4 steps for doing factors analysis, (1) data collection method and generate of the correlation matrix, (2) extraction or initial factor solution, (3) rotation and interpretation, and(4) construction of scales or factor scores to use in further analysis. There are 20 variables with 60 indicators, for the factor analysis in this research.

Table 1. KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**0.884**
Bartlett's Test of Sphericity	**Approx. Chi-Square**	**992.065**
	Df	**190**
	Sig.	**0**

Source: SPSS Output, 2017

The value of KMO is 0.934, show that the value is greater than 0.5 which indicates that the sample is adequate. The result of calculation with SPSS resulted Barlett Test of Spehricity value of 992.065 with significance of 0.000. Thus Bartlett Test of Spehricity meets the requirements because of significance below 0.05 (5%). With the results above, it can be said that the variables and samples are allow for further analysis.

Table 2. Measures of Sampling Adequancy

	Initial
Organizational Culture X_1	.922[a]
Leadership Style X_2	.764[a]

Emotional Intelligence X_3	.895[a]
Reward X_4	.885[a]
Internal Communication X_5	.869[a]
Job Characteristics X_6	.919[a]
Intention to Leave X_7	.725[a]
Ethics Environment X_8	.893[a]
Organizational Trust X_9	.902[a]
Job Stress X_{10}	.724[a]
Employee Training X_{11}	.884[a]
Empowerment X_{12}	.903[a]
Work Environment X_{13}	.901[a]
Work Life Balance X_{14}	.884[a]
Socialization X_{15}	.924[a]
Internal CSR X_{16}	.919[a]
Recruitment X_{17}	.862[a]
Selection X_{18}	.905[a]
Co-Workers Support X_{19}	.879[a]
Development X_{20}	.917[a]

Source: SPSS Output, 2017

Table 2 showed that all the data that has been processed, the output from IBM SPSS Statistic are all the variables value is more than 0.5. Therefore all 20 variables are correlated to process for the further test and analysis.

Table 3. Communalities (Principal Component Analysis)

	Initial	Extraction
Organizational Culture X_1	1.000	.428
Leadership Style X_2	1.000	.613
Emotional Intelligence X_3	1.000	.397
Reward X_4	1.000	.583
Internal Communication X_5	1.000	.779
Job Characteristics X_6	1.000	.627
Intention to Leave X_7	1.000	.717
Ethics Environment X_8	1.000	.532
Organizational Trust X_9	1.000	.680
Job Stress X_{10}	1.000	.743
Employee Training X_{11}	1.000	.648
Empowerment X_{12}	1.000	.609
Work Environment X_{13}	1.000	.775
Work Life Balance X_{14}	1.000	.368
Socialization X_{15}	1.000	.574
Internal CSR X_{16}	1.000	.565
Recruitment X_{17}	1.000	.519
Selection X_{18}	1.000	.725
Co-Workers Support X_{19}	1.000	.651
Development X_{20}	1.000	.714

Source: SPSS Output, 2017

Table 3 explain about how much of the variance in each original variable can be explained by factors that are extracted. The variance at variable 1 is 0.428, it means that 42.8% variance from variable 1 can explained by factors to be formed. And so on until variable 20. Based on table 3, there are 17 variables of 20 has extraction value greater than 0.5. There are three variables have extraction value below 0.5 which are: Organizational Culture (0.428), Emotional Intelligence (0.397), and Work Life Balance (0.368). So, the three variables that mention before are eliminated for futher tests and analysis.

In this total variant explained the eigenvalue have more than 1, used to determine the amount of factors for analysis or further. If the eigenvalue is less than 1, the data is not significant. There are 17 variables that formed into 4 components. The first factor which formed will explain 42.991% variation of data, the second factor is 8.934% variation of data, the third factor 8.074%, and the fourth factor or as the last factor 5.945% variation of data.

Table 4. Component Matrix[a]

	Component 1	Component 2	Component 3	Component 4
Leadership Style X_2	.513	-.455	.360	-.117
Reward X_4	.587	-.105	.280	.387
Internal Communication X_5	.612	-.067	.602	.195
Job Characteristics X_6	.730	.143	.265	.057
Intention to Leave X_7	-.287	.778	.038	.166
Ethics Environment X_8	.694	.093	.205	-.005
Organizational Trust X_9	.764	-.301	-.025	-.068
Job Stress X_{10}	-.459	.564	.453	-.093
Employee Training X_{11}	.734	.201	-.221	.140
Empowerment X_{12}	.668	.322	.199	-.140
Work Environment X_{13}	.740	.107	-.446	.132
Socialization X_{15}	.655	.124	.011	.360
Internal CSR X_{16}	.668	.186	-.279	-.080
Recruitment X_{17}	.625	.034	.006	-.356
Selection X_{18}	.606	.126	.129	-.570
Co-Workers Support X_{19}	.736	.098	-.269	.167
Development X_{20}	.807	.092	-.157	-.172

Source: SPSS Output, 2017 Extraction Method: Principal Component Analysis.

Based on table 4 of component matrix table, it can determined how big the correlation of each variable with the factor that has been formed. From this data result all the variables have a value of loading more than 0.5, which means there are no variables that eliminated yet. Therefore it is necessary to rotate factors to clarify the position of these variables.

Table 5. Rotated Component Matrix [a]

	Component 1	Component 2	Component 3	Component 4
Leadership Style X_2	-.057	.492	.314	.519
Reward X_4	.295	.689	.024	.144
Internal Communication X_5	.041	.839	.254	.093
Job Characteristics X_6	.336	.581	.420	-.001
Intention to Leave X_7	.025	-.088	-.088	-.837
Ethics Environment X_8	.321	.493	.428	.057
Organizational Trust X_9	.407	.359	.380	.491
Job Stress X_{10}	-.494	.011	.046	-.704

Employee Training X_{11}	.701	.271	.288	.009
Empowerment X_{12}	.313	.398	.576	-.144
Work Environment X_{13}	.829	.115	.237	.136
Socialization X_{15}	.557	.506	.091	-.008
Internal CSR X_{16}	.618	.092	.415	.050
Recruitment X_{17}	.274	.154	.623	.180
Selection X_{18}	.127	.125	.826	.102
Co-Workers Support X_{19}	.720	.257	.234	.111
Development X_{20}	.572	.213	.559	.169

Source: SPSS Output, 2017

Table 5 showed that for variable X_7, X_8, X_9, X_{10} the loading value is < 0.5 it means that the variable is eliminated for the next research and analysis. Based on the Rotated Component Matrix, variable 11, 13, 15, 16, 19, 20 is included in factor 1, because the highest loading values of the variables in factor 1. For the variable 4, 5, 6, are included in factor 2 because the highest loading value of the variables in factor 2. Variables 12, 17, 18, are included in factor 3 because the highest loading value of the variables in factor 3, and for variable 2 are included in factor 4 because the highest loading value of the variables in factor 4.

Result of Regression Analysis

This research attempted to answer research question what are the factors that influence employee engagement

Table 6. Regression Models and Variables

Regression Model	Dependent Variable	Independent Variable
First Factor	Organizational Commitment	Employee Training, Work Environment, Socialization, Internal CSR, Co-Workers Support, Development
Second Factor	Organizational Justice	Reward, Internal Communication, Job Characteristics
Third Factor	Organizational Performance	Empowerment, Recruitment, Selection
Fourth Factor	Leadership Style	Leadership Style

Source: Data Processed 2017

Discussion

This research conducted in Manado and distributed to 100 employees at PT. PLN Wilayah Suluttenggo. The sampling technique that was used for this research was convenience sampling. Rotation Component Matrix results there are 4 variables, which are intention to leave (X_7), ethics environment (X_8), organizational trust (X_9), and job stress (X_{10}), that eliminated from the test and 13 variables that have value above 0.5 which mean they correlated to a factor that finally conducted. Based on the result of the output from the 13 variables there are 4 factors that finally conducted. It caused by the eigen values above 1 have 4 components in Principal Component Analysis.

CONCLUSION AND RECOMMENDATION

Conclusion

After the examination process of findings and discussion of results, there are 4 factors that influence employee engagement at PT. PLN Wilayah Suluttenggo.

1. Organizational Commitment
   The dependent variable Organizational Commitment is the first factor that influence employee engagement at PT. PLN Wilayah Suluttenggo, and for the independent variable are: Employee Training, Work Environment, Socialization, Internal CSR, Co-Workers Support, and Development.
2. Organizational Justice

The second factor that influence employee engagement at PT. PLN Wilayah Suluttenggo is organizational justice. The dependent variable is Organizational Justice, and for the independent variable are: Reward, Internal Communication, and Job Characteristics.

3. Organizational Performance
   For the third factor that influence employee engagement at PT. PLN Wilayah Suluttenggo is organizational performance. The dependent variable is Empowerment Recruitment, and Selection.
4. Leadership Style
   Leadership Style become the only variable for both of dependent and independent variable in this last factor that influence employee engagement at PT. PLN Wilayah Suluttenggo.

Recommendation

The researcher provided recommendations that can be concluded from the overall result of this research in hope that these inputs will be beneficial to the company. The recommendations are listed as follow. Employee Training, keep providing employee training in order to increase their productivity to achieve PT. PLN Wilayah Suluttenggo goals. Work Environment, PT. PLN Wilayah Suluttenggo need to maintain and increase the good condition and environment where employees work to make employee feel comfortable with their workplace. Socialization, either for the new employee or for the changes that happened in company, PT. PLN should maintain and improve their socialization activity to make their employees feel comfortable and up to date. Internal CSR, PT. PLN Wilayah Suluttenggo already did internal CSR to their employee, but it will be good if they add more internal CSR activities that includes employees family (for example: education cost for employees child) so they can feel company's attention. Co-Workers Support, the sense of helping with other employee needs to increase. A team work still needed to become more familiar with each other and learn how to work together and help each other. Development, gives employees way to increase their skill for example education so they can develop and growth. Reward, maintain and even increase reward system to motivate employees, so they can give their best to PT. PLN Wilayah Suluttenggo. Internal Communication, keep build a good communication between all the employees without limitation of position. Job Characteristics, keep clearly show the characteristics of the job so the employee cannot be confuse and do the best to their job. Empowerment, PT. PLN Wilayah Suluttenggo need to maintain their empowerment system in order to breeds individual and group confidence. When people are confident within their work and with their employer, they are more willing to identify problems and suggest ways to improve quantity and quality of output. Recruitment, make a big announcement of recruitment so PT. PLN Wilayah Suluttenggo can get best workers to join with them. More people know and register the chances become bigger. Selection, more carefully in choose the best candidates that suit with the position at PT. PLN Wilayah Suluttenggo. Leadership Style, every supervisor and manager need choose their best lead style that will suit to the subordinates. Their leadership style will influence the performance of the subordinates.

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