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**THE RELATION BETWEEN EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL EFFECTIVENESS AT PT. TASPEN (PERSERO) MANADO***HUBUNGAN ANTARA KERAGAMAN KETERIKATAN KARYAWAN DAN ORGANISASI YANG EFEKTIF DI PT. TASPEN (PERSERO) MANADO*

by  
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**Abstract:** An engaged employee is aware of organization objectives and works more effort to improve performance within the job for the benefit of the organization. Employee engagement develops positive attitude among the employees towards the organization. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, and employee retention. This study is to investigate the relationship between employee engagement and organizational effectiveness using qualitative approach and convenience sampling method that conducted interviews to ten informant at PT. Taspem. The finding proves that there is a meaningful relationship between the level of employee engagement and organizational effectiveness. The data analysis shows that performance of employee engagement effected by career development, compensation and benefits, organizational culture and policies and work environment. The recommendations are the company should know the level of their employee engagement, and more focus on human resources program such as job design, development opportunities, fair treatment, gave better work environment to motivate employees with high engagement level. The better the reward and recognition in the company the better the employee engagement.

**Keywords:** *employee engagement, organizational effectiveness.*

**Abstract:** *Karyawan yang terlibat menyadari tujuan organisasi dan bekerja lebih keras untuk meningkatkan kinerja dalam pekerjaan untuk kepentingan organisasi. Keterikatan karyawan mengembangkan sikap positif antar karyawan terhadap organisasi. Penelitian ini berfokus pada berbagai faktor yang mempengaruhi keterikatan karyawan dan apa yang harus dilakukan perusahaan untuk membuat karyawan terlibat. Perhatian yang tepat pada organisasi yang efektif dalam hal produktivitas yang lebih tinggi, keuntungan, kualitas, kepuasan pelanggan, dan retensi karyawan. Penelitian ini adalah untuk menyelidiki hubungan antara keterikatan karyawan dan organisasi yang efektif menggunakan pendekatan kualitatif dan metode convenience sampling melalui wawancara kepada sepuluh informan di PT. Taspem. Temuan ini membuktikan bahwa ada hubungan yang bermakna antara tingkat keterikatan karyawan dan efektivitas organisasi. Analisis data menunjukkan bahwa kinerja keterikatan karyawan dipengaruhi oleh pengembangan karier, kompensasi dan manfaat, budaya organisasi dan kebijakan serta lingkungan kerja. Saran bagi perusahaan adalah perusahaan harus mengetahui tingkat keterlibatan karyawan mereka, dan lebih fokus pada program sumber daya manusia seperti desain pekerjaan, kesempatan pengembangan karir, perlakuan yang adil, memberikan lingkungan kerja yang lebih baik untuk memotivasi karyawan dengan tingkat keterlibatan tinggi. Semakin baik penghargaan dan pengakuan dari perusahaan semakin tinggi keterikatan karyawan.*

**Kata kunci:** *keterikatan karyawan, organisasi yang efektif.*

## INTRODUCTION

### Research Background

Every organization has many objectives and goals. To achieve all their objectives, organization focus on their availability and effectiveness of several kinds of resources such as finance, technology, and people. Human resources management help company interact with the environment and help an organization meet the competitive challenges. Competitive challenge necessary for a company to create more value than other company. Because of that Organization need more innovation to increase their value, make competitive advantage and to prove their effectiveness. One of the competitive challenges is sustainability challenges that depend on how the company pays attention to those who have interest in company success and engage with human resources practice that ensure the long-term success of the firm. The role of human resources determining the survival, effectiveness, and competitiveness. Competitiveness related to company effectiveness, which is determined by whether the company satisfies the need of stakeholder. One of the important stakeholders is the employee. An employee could be company's competitive advantage if a company can manage its people well. The satisfaction of employee represents the motivational process and positively contribute to organizational goals. An organization should focus on human resources practices to satisfied and increase employee performance. The satisfaction of employee will engage employee with the company and be the motivator for high performance and productivity.

Organizational effectiveness is used in organizational behavior as an indicator of how well the organization performs. When evaluating organizational effectiveness, furthermore it is also necessary to consider short term and long term performance considerations. In the short run, the performance assessment often focuses on effectiveness in goal accomplishment and efficiency in resource utilization as well as stakeholder satisfaction including customers, employees, owners, and society at large. Organizations that create the conditions that support, enhance and sustain employee engagement will have higher levels of job, unit and organizational performance, and therefore a competitive advantage. There are several factors that could influence organizational effectiveness which is employee motivation and performance, organizational performance, financial performance, organizational environment, organizational competitiveness, and socio-cultural factors. Engagement and attitudinal, behavioral and performance-related outcomes.

PT. Taspen (Persero) is one company that pays attention to employee satisfaction and engagement. To increase work satisfaction and employee performance, TASPEN has many welfare programs and in order to identify the degree of employee's commitment to the company and their enthusiasm in doing a job, employee's commitment survey is conducted for employees. PT. Taspen have 53 branch offices and 1.840 employees with different types, character, needs, ethnicity, and ability, it is a challenge for companies to create a comfortable working atmosphere, understand the needs of each employee, how to retain every employee and regulate their employees effectively will affect the performance of the company, with maintaining thousands of employees will be competitive advantage for companies that have an impact on the effectiveness of the company. According to the explanation above, it is important for managers to know about the relationship between employee engagement and organizational effectiveness to have competitive advantage and company performance in a term to achieve organizational goals. Therefore the title of this research is The Relation Between Employee Engagement And Organizational Effectiveness At PT. Taspen (Persero) Manado.

### Research Objective

The purpose this research is to analyze:

1. The Relation between Employee Engagement and Organizational Effectiveness in PT. Taspen Manado.
2. The influence of employee engagement to organizational effectiveness

## THEORETICAL FRAMEWORK

### Human Resource Management

Human resources management is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance. Compensation, staffing, training and development, performance management, and other human resources practices are investments that directly affect employee motivation and ability to provide product and services that are valued by customers (Noe et al, 2012).

### Employee Engagement

The most influential studies of engagement were carried out by Kahn (1990). According to his theory, people occupy roles at work and this role depends on their task. People also, bring themselves into or remove

themselves from particular task behaviors or performances. According to Kahn (1990), Engagement at work is stated as "harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performance." In summary, his view states a psychological presence at work wherein employees involve and express themselves physically, cognitively and emotionally during their performance at work. Hewitt Associates (2004) define Employee engagement as "the state in which the individuals are emotionally and intellectually committed to the organization or the group." Their concept of employee engagement focusses on three observable behaviors: Say, Stay and survive. These elements according to Hewitt indicate the element of "Say" indicates how much an employee speaks positively about the organization to his or her coworkers, potential employees, and customers. "Stay" measures how much an employee wants to be a member of the organization, and "Strive" measures how willing an employee is to exert extra effort and how dedicated he or she is to doing the very best job possible".

### **Engagement as satisfaction**

Harter, Schmit, and Hayes (2002) defined engagement as the individual's involvement and satisfaction with as well as enthusiasm for work. Few practitioners measure engagement as direct assessment of satisfaction with the company, manager, workgroup, job and work environment characteristics. Others distinguish between an effective, or emotional, the component of engagement and rational or cognitive elements, linking the emotional component to job satisfaction. Robbins and Judge (2011) defined job satisfaction as a positive feeling about one's job resulting from an evaluation fits characteristics. When people speak of employee attitudes, they usually mean job satisfaction. A person with a high level of job satisfaction hold positives feeling about her or his job, a person with a low level of holds negatives feelings.

### **Factors affecting Employee Engagement**

Organizational culture has the potential to enhance organizational performance, employee job satisfaction, and the sense of certainty about problem-solving (Kotter, 2012). There are four important elements of organizational culture. There are; organizational value, organization climate, leadership style, work processes and system (Armstrong, 2009:125). Organizational policies are specific elements of the work environment that directly impact employees' daily work activities, their interactions with co-workers, and their employer-employee relationships. Organizational success in achieving its organizational policy depends on its managers and their leadership styles, by using appropriate leadership styles, managers can affect employee's organizational commitment (Mosaderghard and Yamohammadian, 2006).

### **Organizational Effectiveness**

Organizational effectiveness is basically about the ability of the organization in achieving their objectives through their resources and maintain performance. Sparrow (2001:88) defined organizational climate as perceptions about a relatively stable set of value orientations of the organization as a whole, facets of organization and management style, espoused values and permitted behaviors, which influence the behavior of organizational members with respect to organizational effectiveness. Organizational effectiveness determining the extent of organization's performance level. Quang (2002) proposes seven measurement criteria of organizational effectiveness. These measurement criteria are employee's satisfaction, profitability, a growth rate of sales or revenue, financial growth, competitiveness of the company's products and services, public image and goodwill and leader in Technology.

### **Previous Research**

Gupta, Ganguli and Ponnampalani (2015) focused on factor affecting employee engagement in india: a study of offshoring of financial services. Using quantitative method, the variables were analyzed and tested using in-depth analysis and interpretation. The study focused on financial services. The study was done in order to explore the factors that affect employee engagement in the companies involved in offshoring of financial services was achieved by exploring factors across the experiences of the information-rich cases. After the in-depth analysis and interpretation, it was found that there are mainly three factors of employee engagement in an Indian company indulged in offshoring of financial services. These are namely implicit benefits, organizational culture, and organizational policies. Based on the current study, implicit benefits are inherent in the job description and are derived from being in the employment like improvement in the knowledge and skills. The extent of capitalization of these implicit benefits is in the hands of an employee. The next theme, i.e., organizational culture is the level of fairness, flexibility in working, the attitude of the colleagues and dirty

politics. This is deeply rooted in the organization and very difficult to change. The rules, regulations, and framework defined by the top management and are not in the hand of middle or lower level employees are together called organizational policies.

Kataria, Garg, and Rastogi (2013) focused on the relationship between employee engagement, organizational effectiveness, and organizational citizenship behavior. In order to achieve and sustain organizational effectiveness, through employees' increased contributions, organizations, apart from task proficiency, becoming increasingly reliant on employees' discretionary efforts in the workplace. To take part in their potent inclination, this paper intends to explore employee engagement and organizational citizenship behavior literature to investigate the interrelationships between employee engagement, organizational citizenship behavior, and organizational effectiveness. Findings indicate that employee engagement has potential to drive organizational citizenship behavior. Engaged employees also have the greatest potential to augment organizational effectiveness through their higher levels of organizational citizenship behavior.

Another article is by Myilswamy and Gayatri (2014), discussed a study on employee engagement: the role of employee engagement in organizational effectiveness. This Research using the qualitative method. In this paper explained that the degree of employee engagement determines people's productivity and their willingness to stay in organization. Many research studies highlight that employee relationship with organizational strategy and goals, acknowledgement for doing good work and culture of learning and development, promote high level of engagement. The cost of higher employee engagement will be result in greater organizational effectiveness. It is employee engagement drives effectiveness in an organization by improving retention, customer loyalty, productivity, safety and ultimately, profitability. Engaged employee care about their organization and work to contribute toward its success.

## **RESEARCH METHOD**

### **Types of research**

This research using the qualitative approach to examine and explore the relationship between employee engagement and organizational effectiveness. According to Denzin and Lincoln (1998), qualitative research involves the collection of the various empirical material case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual text that describe the routine and problematic problem and meanings and individuals' lives.

### **Place and Time of Research**

This research will be conducted in Manado particularly in PT. Taspem Manado and the length of this research approximately 2 months (October – December 2017).

### **Research Procedures**

There are some steps that have been done to conduct this research:

1. Applying a consent letter to head of Human Resources Department in PT. Taspem in Manado.
2. Select the Potential Informants to be interviewed. Gain the Permission to Conduct Research in PT. Taspem in Manado
3. Devise the questions for the interview.
4. Conduct observation while doing the in-depth interview with the informants to get information.
5. Doing analysis while collecting the data.
6. Doing final observation and interviews to do data triangulation and complete the materials. Re-checking all the interview and observation results.

### **Population and Sample**

Population is the set of informant that selected to help research study. According to Spradley (1980) in Sugiyono (2007:262) in qualitative research, there is no population term but the only social situation, which consists of three elements: place, actors, and activity. Population according to Sugiyono (2010:115) is a generalization region consisting of subjects that have certain qualities and characteristics are set by researchers to learn and then draw conclusions. The social situation of this research is all elements the can be despondent about the relationship between employee engagement and organizational effectiveness in PT. Taspem in Manado.

Sample as representative unit of target population, which that give researcher information during their study. The sample is the subset or subgroup of the population (Sekaran and Bougie, 2013:241). While as quoted from Sugiyono (2007:265) Sample in qualitative research is not called as Informant instead as a source,

participant, informant, friend and teacher in the research process. In this research, the sample that will be used are the employees at PT. Taspen Manado.

### **Data Collection Method**

This research used primary data and secondary data. Primary data is original data that has been collected specially for the purpose in mind, and collected the data from the original source first hand. The researcher uses in-depth interview and observation for primary data to get the result of this research, which is a list of questions put to the informants. Secondary data is data obtained from the indirect object of research in the form of documents or reports, it consists of an overview of the study, and other data relevant to this research.

### **Data Validity and Reability Method**

Validity and reliability in qualitative research have a slightly different meaning in qualitative research in comparison to quantitative research (Sekaran and Bougie, 2013). Based on Sekaran and Bougie (2013), the reliability in qualitative data analysis includes category and interjudge reliability:

#### 1. Category Reliability

Category reliability relates to the extent to which judges are able to use category definition to classify the qualitative data. Well defined categories will lead to higher category reliability.

#### 2. Interjudge Reliability

Interjudge reliability is a degree of consistency between coders processing the same data.

Based on Sekaran and Bougie (2013:245), the validity of qualitative research was defined as the extent to which an instrument measures what it purports to measure. It refers to the extent to which the research result (1) accurately represent the collected data (internal validity) and (2) can be generalized or transferred to other contexts or setting (external validity).

### **Data Analysis Method**

The interviews were audio recorded. This research collect and analysis the data based on the in-depth interview and observation result from the Informant PT. Taspen Manado. Interview doing by asking a question to the Informant personally, and observation doing by directly go to the place (object) and see how it actually happen and records the interview section. This research use the case study as a qualitative type of research, which is in this research, the obtained information will be described one by one.

## **RESULT AND DISCUSSION**

### **Result**

The interview was conducted by using semi-structured interview. It applied to 10 informants. Informants were withdrawn from lower, middle, and top level management. The interviews were conducted for between 20 to 30 minutes. Informants came from varied cities, age, and different educational backgrounds.

#### **Informant 1**

Informant 1 has been working at PT. Taspen for 27 years. According to him, the bound feeling of each employee is different, several are more focused on income, career, and work and personal life. For him the feeling of being comfortable with his supportive working environment is very important in a job. Nowadays many employees start lazy to work and cause decreased performance, for that he really hope the company more motivation for employees. According to him, the factors causing the decline in employee notes from within can also be influenced from the outside environment so it is very important for companies to pay attention to these factors. So that the company can get solutions to improve their performance

#### **Informant 2**

Informant 2 has been working for 27 years, he thinks employees feel engage because of the work he is doing and the obligation to be resolved, he said the most important contribution of the company that is the reward for what employees do. So if they are able to complete the work every semester there will be a performance assessment, if not reach the target then the company's performance will also decrease and affect the company's value and salary for employees. According to him, the relationship between employees and management must be a factor supporting employee performance. They were required to conduct briefings and officials were able to listen to employee complaints about the problem and how to solve it, so that employees

felt comfortable and not pressured to face problems. So he thinks corporate management should be fair and open to all employees.

### **Informant 3**

Informant 3 has worked for 2 years working in the services and benefits department as a customer service. He feels bound because of his responsibility to serve, if he gives the best service for sure the pensioners will feel satisfied with the company and give a positive value. According to him, all companies are very concerned about the salary or compensation for the performance of employees, everyone works for salary so the company must pay attention to the quality of employees so they get the results according to what they do. He feels proud of his current job, because if viewed from the struggle to get a job, all this has been very satisfactory. But more than that employees must understand how important their work to be completed optimally. He stated that in addition to salary, career path is one of the things that every employee looks for because it helps them gain new skills and responsibilities so they are more excited. According to him, compensation and rewards are given based on branch performance and individual performance so according to him it is very good and fair because we get according to what we give to the company. Employees desperately need benefits, such as health or financial. He feels the relationship between employees is very important because it supports a comfortable working environment.

### **Informant 4**

Informant 4 has worked in services and benefits department as a front liner and has been working for 6 years at PT. Taspen. At first he chose the company based on the name and the existence of a company with the hope of gaining prosperity in a sense can satisfy the needs of life, so at first all based compensation will be obtained. For bound feeling, he said it all depends on the habits and perspectives of each employee's job if he was used to working hard and consider it an important job then there will be a feeling bonded and the desire to complete all the work. According to him, the company has efforts to improve the performance of employees such as providing socialization about employee motivation and from the field of resources role in improving and evaluating employee performance such as e-learning program that contains questions to measure the performance and how employees are motivated in work. According to him, the feeling of being tied to the company depends personally on each work, he stated he has been accustomed to working discipline and solving problems, so ready to face any job and he still pursue and provide the best service for the company, so essentially if we are diligent everything will be achieved, the salary is better, he said.

### **Informant 5**

Informant 5 has worked for 6 years and He is happy and satisfied with his current job, as he enters through the high school level so this is a great challenge to get in this company and make it work. From the first day of work he expects to improve the ability in every job and earn the appropriate salary and until now he is very satisfied with the job and what he got. According to him the most important thing in the organization are cooperation and communication. He says we should be wanted to working in teams, to be able to achieve goals faster and not feel overwhelmed by the many tasks. He explains the relationship between employees and leaders today is very good and affect employee performance. The thing that should be avoided is the bickering or lack of attention to the direction of the leadership so that the work becomes disturbed. According to the effectiveness of the company seen from several aspects but the most important is the needs and welfare of employees.

### **Informant 6**

Informant 6 has been working at PT. Taspen for 2 years. During work here he felt a very familial atmosphere even though there are differences in tribes and this area that makes them feel comfortable. According to him, a comfortable working environment becomes an employee engagement factor. Instead he works earnestly, working professionally or above average. He explains some of the things that affect attachment is career development, compensation and work environment and the most important is fair treatment in each of these factors. "Good relationships between employees and leaders can affect individual performance, therefore we are expected to respect each other and believe. I am glad that every idea of the employees is openly accepted by the leader so we feel we are participating in achieving the company's goals ", he explained. According to him, the most influential aspect for the company is the employees, because in every human resource company is the most important asset, so the company always train employees to be more qualified and help the company work.

**Informant 7**

Informant 7 has worked at PT.Taspen for 27 years. He argues that employee engagement depends on the welfare of employees, when they feel secure and can guarantee life then employees will become attached or loyal and comfortable with the work environment. He has not been satisfied with his work, but he still runs his duty. According to him, career development is very important because every individual wants to get a better job and get progress, because the better the position to increase prosperity He expects fair treatment for all levels of employees, including the benefits given should also be in accordance with the performance of all employees. According to him, the relationship between employees and leaders is very important because if the relationship is not harmonious then the performance will decrease due to lack of communication. It is so important to create a safe, comfortable and respectful work environment for each other's privacy and work.

**Informant 8**

Informant 8 has been working for 25 years as an executive and feel very satisfied with what he is doing now. He argues that employees feel bonded because they have responsibilities and are tied up by employment decisions as employees so they feel they have to complete the task. Companies can provide welfare to employees through salaries and other benefits because it greatly affects employee performances. He believes the effectiveness of company can be seen from the quality of employees and the value of the company itself, how the company's revenue and company performance through employees. According to him, the financial stability of the company is very important and influential for employees because if the company's financial decline must have an impact on employees both financial and performance, because employees would feel insecure and will find another job.

**Informant 9**

Informant 9 has been working for 5 years at PT. Taspen. He feels that he has become an important part of the company because he feels he has contributed to the development of the company through his work, he understands how important his job and his responsibility to the company so that he feels bonded to the company. He explains the contribution of the company to him that provides an opportunity for acceleration raises the level and opportunity to follow the training to improve his abilities. That's what motivated him. According to him, if the matter of salary or compensation, all employees would expect a salary that suits their performance. For the development of his career, he continues to learn not only the ability in his field but also the ability in other fields because for him career development is very important then every employee must have more ability to get promotion or promotion.

**Informant 10**

Informant 10 is an employee of PT. Taspen who has worked for 27 years. According to him, the first reason he feels bonded is the salary they get and it is the right of every employee, other than that which binds his obligations on the job. His greatest hope is to help the company grow, as he feels his work is important and the company supports all the work of the employee by providing the necessary facilities of employees so that he feels that his current job has an important influence. He explained in the world of work other things to note is how the work environment and management in the company itself is very important, he expects a safe working environment, comfortable and good facilities, including how the relationship with others and leaders, according to him, human resources in this company is still less when viewed from the attitude and behavior, because the lack of respect for seniors and management in the company must also be fair.

**Discussion**

Based on the interview from all the Informants, it showed on interview result, most of the informants have similar opinions about employee engagement and organizational effectiveness with their own perception.

**Relationship between Employee Engagement and Organizational effectiveness at PT. Taspen Manado.**

Based on the results of the interview, all employees are satisfied with the current job but few of the employees have not understood how the conditions of engagement with the company. According to them there are several things that influence employee bounding feeling toward organization such as, the huge opportunities in career development in the company, compensation based on performance, comfortable working environment, organizational policy and there are those who think they feel engaged because of the obligations they have to settle for the rewards they have received. All employees expect the same from the company i.e welfare because that is the greatest motivation. All employees show a feeling of being engaged to the company because they all

understand the purpose of the company and how important their work is in achieving the company's goals. Organizations with highly engaged employees provide their employees with ample opportunities to learn skills, develop abilities, acquire knowledge and reach their potential. Career development practices help organizations retain talented employees and also provide personal development opportunities. Employees tend to invest in companies that invest in them by planning for their career development (Neeta B, 2011). From the interview, it clearly showed that career development is one of the most influencing factor in employee's engagement in PT. Taspen because of the clear level and open for all employees, they all feel satisfied and confident to achieve the company's goals through its work because they have motivation with adequate resources, as well as a supportive environment. They never feel bored or stressed by the number of jobs due to a mutually supportive work team but some employees expect a fair treatment from the leadership in the division of work tasks. According to them one of the problems in an organization that the age difference is far enough so that, for the young employees often perform the task more heavily than the senior employees. However, the compensation is still distributed by the level of employees rather than the number of jobs.

From perspective of employees, organizational effectiveness can be seen from the achievement of corporate goals, company development, corporate stability, and employee performance. Companies really pay attention to the performance of employees with enhanced the performance management system (KPI) to support business transformation and improvement of corporate effectiveness and performance. All employees agree that the company has achieved its objectives and is very effective and visible on the company's services because all employees are obliged to improve the best service and create customer loyalty. Mohan (2013) explain linkage research (e.g., Treacy) received significant attention in the business community because of correlations between employee engagement and desirable business outcomes such as retention of talent, customer service, individual performance, team performance, business unit productivity, and even enterprise level financial performance (e.g., Rucci (1998) using data from Sears). The first extensively used approach in organizational effectiveness is the goal approach. Its focus is on the output to figure out the essential operating objectives like profit, innovation and finally product quality. In the strategic constituency approach, It deals with the effect of the organization on the main stakeholders and their interests. Based on this approach, effectiveness refers to the minimal satisfaction of all of the strategic constituencies of the organization. Strategic constituency involves all the people that are somehow connected to the organization (Schermerhorn et al, 2004). It establishes the company effectiveness and how employee engagement will influence organization performance. According to employees in the interview, they have innovation, product quality, and good services. As one of the company stakeholders, they feel satisfied and want to fully involve in company goals. So, as the engaged employee, they have responsibility and passion to do their job. Employees' contribution in terms of task proficiency, proactivity, mental resilience, and commitment is of utmost significance and acts as the building block for the sustenance and growth of any firm. Noted in this direction, employees' active commitment and involvement is of greater substance when it comes to innovation, organizational performance, and competitive advantage (Bakker and Schaufeli, 2008).

According to Matthew, Grawhich and Barber in Abba (2014) an internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits. PT. Taspen just have a few employees and it makes every employees have a lot of task to do. It shows the high level of employee engagement of their employees, they can involve every works and have motivation to achieve their work objectives. Because of that, organization focused on job design, motivated their employee, enhanced employee productivity and skills, and reduce turnover.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the previous explanation and research result, it can be concluded that:

1. Factors that affect employee engagement at PT. Taspen are training and career development, work environment, compensation and work climate.
2. All employee more focus on their career so they work more hard to get the best position in the company they all understand their jobs and appreciate that and completely have passion and excitement to focus on your project and give more effort
3. They were show engagement behavior by care about their organization, highly involved in work for organizational success and better service. They are likely to work better, faster and more safely.

4. Organization improve their effectiveness through maintain and satisfy employees. It is employee engagement drive effectiveness in an organization by improving retention, customer loyalty, productivity, safety, profitability. The company maintains qualify the employee as a competitive advantage.

### Recommendation

Based on the conclusion, there are several recommendations expected to provide the helpful contribution to the employee and to the organization:

1. The company must provide an opportunity for employees to express their opinions so that companies can understand how they feel about the job and how employees care about the company's goals.
2. The company should know the level of their employee engagement, and more focus on human resources program such as job design, development opportunities, fair treatment, gave better work environment to motivate employees with high engagement level.
3. Senior leadership expects to be transparency so will make the organizational culture more open.
4. The team leader or the manager must be in constant dialogue with his team members. He should know what his team members are up to. Performance monitoring is important.
5. The company should maintain the employees by providing a good reward and recognition instead. The better the reward and recognition in the company the better the employee engagement.

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