



Antecedent Direct And Indirect Of Employee Engagement

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ABSTRACT

This study aims to analyze the direct and indirect effects of antecedent variables on employee engagement. The study involved 272 respondents from two regional companies in the water sector in the Bogor area. The study took place from April 2018 to May 2019. Analysis of the data used Structural Equation Modeling Partial Least Square (SEMPLS) on employee engagement variables as the first endogenous variable, employee job satisfaction as the second endogenous variable and as mediating variables, as well as organizational culture variables and work environment as an exogenous variable. The results showed that the organizational culture variables, directly and indirectly, did not have a significant effect on the endogenous variables of employee engagement. Exogenous variables of the work environment, directly and indirectly, have a positive and significant influence on the employee engagement variable. The implication of the results of this study is that the Regional Water Supply Company (PDAM) in the Bogor region needs to develop its work environment attributes that can improve employee job satisfaction. This needs to be done considering that employee job satisfaction will affect the degree of employee engagement.

Keywords:

Employee engagement, employee job satisfaction, organizational culture, work environment

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INTRODUCTION

Sukmana and Firmansyah's research (Sukmana & Firmansyah, 2014, pp. 48–69) shows the existence of BUMD problems in several regions such as Bekasi, Bandung, and Makassar where there are BUMDs with unhealthy conditions, even said that 40% of 1,113 BUMDs in Indonesia has poor performance. Similarly, research on BUMD in Riau Province shows that of the 4 Regional Companies, only two have audit commissions (Darsa, Andreas, & Arifin, 2015, pp. 1–9). This shows that supervision of BUMD operations is still minimal. The strategic role of Regional BUMDs requires BUMDs to be able to do public services as well as possible and strive to be able to contribute to Regional Original Income (PAD).

Siswadi (2012, p. 9) said that the carrying capacity of asset ownership and large scale businesses owned by BUMD such as Regional Water Companies (PDAMs) and Regional Development Banks (BPD) cannot fully contribute to PAD significantly. This can be caused by the wrong viewpoint on bureaucratization in BUMD so that BUMD operations become less professional. In order to increase the professionalism of BUMD employees, strategic policies are needed, especially in the field of Human Resources. One that can be developed is related to the degree of employees engagement.

Every employee has a different degree of employee engagement with the company/organization. Employee engagement is a concept related to individuals (Dajani, 2015). How employees have a commitment to their company, employee loyalty, how employees are responsible in carrying out their duties, how employees are involved in the company, how employees are involved in corporate activities outside working hours, how employee loyalty is part of indicators that can describe employees' attachment to their company. In Truss et.al's conclusion that differences in 'doing' engagement and 'being' engaged show that employee engagement is a theme that needs to be implemented, it is necessary to do common perceptions, and need to be developed as a construction/concept (Truss et al ., 2011).

There are many factors that can influence the degree of employee engagement and the consequences of the degree of engagement such as participative leadership and organizational context factors (Kim, 2011), self evaluation and Perceive Organizational Support (Chhetri, 2017), Perceived Supervisor support, Perceived Organizational Support and Organizational Justice (Rasheed, Khan, & Ramzan, 2013), Distributive justice, absorptive capacity, and job design (Handayani, Anggraeni, & Rahardja, 2017), Reward System, Job enrichment, leadership Effective, Scope of advancement & self-development , Employment security, Self-managed team & decision making authority (Barik & Kochar, 2017), employee perceptions of work and everything related to their work (David, 2016), Organizational Culture (Kaliannan & Adjovu, 2015), Leadership (Suharti & Suliyanto, 2012) and Corporate Social Responsibility (Tariq, 2015).

In addition to the antecedent variables of employee engagement, employee engagement variables can also influence organizational commitment variables (Hanaysha, 2016). Likewise, some variables that do not support increasing employee engagement are lack of understanding of the employee's engagement (Davis, Frolova, & Callahan, 2016).

Based on these problems, the purpose of this study is to analyze the antecedent variables of employee engagement. With known antecedent variables, this study is significant with the needs of employees who have a high degree of employee engagement, so that it can improve the performance of BUMD in general.

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The antecedent variables used to predict the degree of employee engagement, namely organizational culture, work environment, and job satisfaction are new variables that are analyzed using structural equation modeling partial least square (SEM-PLS) in the analysis unit of permanent employees in public corporation.

LITERATURE REVIEW

High labor turns over in a company shows a problem related to the employee's engagement to the company, which causes employees to move to work or resign. Labor turn over can also indicate the absence or lack of ownership of employees towards their organization/company. The lack of commitment of employees, in addition to impacting labor turn over (Shuck, Twyford, Reio, & Shuck, 2014), can further impact on company performance (Anitha, 2014). With employee engagement have a significant role in a company or organization. Employee engagement is a potential that can influence the performance of the company in general, including through the efficiency and effectiveness of the company's operations.

Employee engagement is a characteristic feeling of commitment, desire, and energy (Holbeche & Matthews, 2012, p. 7), a degree that shows a person's activeness in his work (Thomas, 2009, p. 11), positive feelings, fulfilling, work in relation to the mind with the characteristics of Vigor, Dedication, Absorption (Kalia & Verma, 2017), commitment, dedication and loyalty to the organization, to coworkers and to their supervisors (Marciano, 2010, p. 40). Alfes et al in Armstrong (2014, p. 194) mention that employee attachments regarding Intellectual Engagement, Affective Engagement, and Social Engagement. Noe (2011, p. 277) defines employee engagement is a degree of involvement of an employee in his work and is strongly committed to his work and his company. Likewise Kahn's definition in Armstrong (2014, p. 194), in Kahn's statement, can be interpreted that employee attachment as the utilization of organizational members for their own work roles is manifested in the form of physical, cognitive, and emotional involvement in their work.

Employee satisfaction is defined as a positive feeling towards a job as a result of the characteristics of the job itself (Robbins & Judge, 2013, p. 74), concerning employees' feelings for their work as a result of evaluating everything related to the work (Locke, 2009, p. 107). Armstrong and Taylor (2014, p. 177) mention the effects on the level of satisfaction and dissatisfaction. Saner (2015) in his research used the Minnesota Satisfaction Questionnaire (MSQ) questionnaire. Research Gu and Itoh (2015) used employee satisfaction variables arranged in 5 dimensions. The dimensions that determine job satisfaction are also analyzed in Malaysia, four factors that determine job satisfaction are benefits, support from colleagues, managerial support and co-conditions supported by career development (Munir & Rahman, 2016). Research using Grounded theory published in 2016 shows that there are several variables that significantly influence job satisfaction (Izvercian, Potra, & Ivascu, 2016).

An organization in which there are groups of people can certainly have a culture that can be different from other organizations. Culture in an organization needs to be formed and continue to be synchronized with environmental conditions, both internal and external. According to Bavik and Duncan (2014, pp. 55–66), the behavior of individuals in organizations depends on internal and external forces that influence individuals, namely values, beliefs, and assumptions.

Organizational culture is defined differently by several experts including organizational culture is a form of the basic assumptions that are shared and studied by a group and use it to solve problems in adaptation with external and internal integration,

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which runs quite well to be considered and then taught to new members in things that are correct in perception, thinking and feeling related to problems (Schein, 2010, p. 18), shared values, principles, traditions and ways of doing things that affect the way members of the organization act (Robbins & Coulter, 2012, p. 52), what employees perceive and how these perceptions shape trust, values and expectations (Gibson, 2011, pp. 31–32), describe organizational culture as a set of assumptions that are implicitly shared in an organization, which with the culture they make perceptions, think, and react i for various environments (Kinicki & Fugate, 2016, p. 480), ways to share experiences and membership in organizations that bind members informally and influence what they think about themselves and their work (Wagner & Hollenbeck, 2010, p. 283), a set of values, norms and guidelines for shared trust and understanding / adopted by the members of the organization and taught to members as the right way of thinking, feeling and belonging to each other (Daft, 2010, p. 374), and shared values and beliefs that are used by members of the organization to understand the roles within the organization and organizational norms (Luthans, 2011, p. 169).

Based on the Organizational Culture Assessment Instrument (OCAI), there are four types of organizational culture, namely hierarchic (bureaucratic) culture, market culture, clan culture, and adhocratic culture (Zavyalova & Kucherov, 2010). Characteristics of organizational culture according to Ghosh (2014) consist of seven characteristics, namely: Trust, Openness, Freedom to experiment, Individualism (versus collectivism), Attitude towards constructive dissent, Participation and Result orientation. Ali Bavik (2014) conducted research in the field of the hospitality industry using qualitative methods with the development of definitions found based on the definition of organizational culture. the results of the study found that there are 9 factors that determine organizational culture.

A Hawthorne survey results show that the work environment can affect productivity through better lighting (Entrekin & Scott-Ladd, 2014). Meanwhile, Armstrong (2009, p. 976) states that the work environment involves several things, namely the work system. Working conditions and how they behave with each other and their managers. Odedina et al. (2011) state that the work environment involves many variables that can significantly affect the organization.

Olukunle S. Oludeyi (2015) that a work environment is a number of relationships that exist between employees and employers and the environment in which employees work including technical, human and organizational environments. Meanwhile, Jain and Kaur (2014) define a work environment as the environment in which people work. Jain and Kaur categorize the work environment into three parts, namely the physical work environment, mental work environment, and social work environment.

Kafui (2017) divides the work environment into three parts, namely physical work environment, psychological work environment, and social work environment. Jan Dul & Canan Ceylan (2011) states that the work environment consists of two dimensions, namely the social-organizational work environment and the physical work environment. The organizational social work environment refers to the social role of employees and their organizations in the context of job design, work groups, reward systems, and leadership styles. The physical environment refers to the physical context around it such as the workplace and around the building where they work. Foldspang, et. Al (2014) describes the physical environment and social environment. Abdul Raziq (2015) states that the work environment consists of two dimensions, namely work (Work) and Context (context).

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Idaya Husna Mohd (2016) states that working environment conditions will be able to attract prospective employees to apply to certain work environment conditions. Related to a positive work environment, a positive work environment such as a healthy workplace, a safe workplace, access to information needed for work completion can increase productivity and employee commitment to the company.

One of the instruments used to measure the work environment is the Copenhagen Psychosocial Questionnaire (COPSOQ II) released in 2007. The instrument was by Zabrodska et.al (2014). Other instruments were also developed to measure Quality Work Life in five Malaysian multinational companies (Razak, Ma'amor, & Hassan, 2016).

RESEARCH METHOD

The study took place from April 2018 until April 2019 involving 272 permanent employees in Regional Owned Enterprises (BUMD) in the Bogor region. Structural Equation Modeling (SEM) analysis is used to analyze the relationship between variables and measure the influence of one variable with another variable. There are two types of SEM, namely Covariance Base SEM (CB-SEM) and Variance Base SEM (VB-SEM). CB-SEM is used to confirm or reject a theory, through an explanation of the theoretical model by estimating covariance matrices for a number of data (Hair, 2014, p. 4). Based on what is conveyed by Hair related to the rule of thumb (Hair, 2014, p. 19) then the VB-SEM or Partial Least Square SEM method will be used in the next analysis phase. The collection of quantitative data is carried out directly from the respondents through the questionnaire instrument related to the variables in the study. The variables contained in the questionnaire are Employee Engagement Variables, Organizational Culture, Work Environment, and Employee Satisfaction in unidimensional first-order constructs, where the direction of the relationship is reflective between latent variables and indicators where all relationships are recursive.

The dimensions of the endogenous and exogenous variables used in this study were developed from several kinds of literature as in table 1.

Table 1 variable and dimension of research

Variable	Dimension	sources
Employee engagement	intellectual Engagement, Social Engagement, and Affective Engagement (ISA)	(Soane et al., 2012), (Armstrong & Taylor, 2014, p. 194)
Job Satisfaction	Hygien factors dan Motivator factors, Hertzberg	(Robbins & Judge, 2013, pp. 204–205)
Organization culture	Visible culture, espouse values, core value	(Luis R. Gomez-Mejia & Balkin B., 2012, pp. 106–108)
Work Environment	Physical Environment and Social Environment	(Bojadjiev, Petkovska, Misoska, & Stojanovska, 2015)

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RESULT AND DISCUSSION

The number of respondents was 272 divided into 2 regions, namely PDAM Tirta Pakuan, Bogor City, as many as 127 respondents where 72 respondents were male and 55 respondents were female. The other respondents were 145 respondents from PDAM Tirta Kahuripan, Bogor Regency, which consisted of 97 male respondents and 48 female respondents. Last respondent's education, it can be seen that the highest education level of respondents is at the Bachelor level, where as many as 72 undergraduate respondents are in PDAM Tirta Pakuan, Bogor City, and 74 undergraduate respondents are in PDAM Tirta Kahuripan, Bogor Regency. There is 1 respondent with S3 education level, namely in PDAM Tirta Pakuan, Bogor City. The lowest level of education in junior high school and lower, located in PDAM Tirta Kahuripan, Bogor Regency, as many as 2 respondents.

The age group of respondents, it is known that the age group 20-26 years amounted to 73 respondents consisting of 45 respondents in PDAM Tirta Pakuan, Bogor City, and 28 respondents were in PDAM Tirta Kahuripan Regency. Bogor. The age group of respondents, which is greater than 53 years, is in PDAM Tirta Kahuripan, which is 5 respondents. The lowest age of respondents was 20 years and the oldest age was 59 years, with an average age of 33.04 years.

The working period of the most respondents was in groups of 1-5 years, namely as many as 149 respondents, followed by groups of 6-10 years, namely 60 respondents. The average working period of respondents is 7.92 years (8 years), where the working period is lowest, namely 1 year and the longest working period is 31 years.

The next analysis is testing the structural equation model (Structural Equation Model) of exogenous variables and endogenous variables of the study. The Structural Analysis in question is based on the variance where the nature of predictive research. Testing is done through two stages, namely measurement model (outer model) and structural equation testing (Inner Model). Outer models include testing the outer loading, Average Variance Extracted (AVE), and Composite Reliability (Cronbach Alpha). Inner Model testing is done by looking at the R square value (goodness fit model), Path Coefficient, and significance two tail.

Convergent validity test is used to see the correlation between latent variables and indicators. The criteria in this test are the greater the correlation value (original sample) the better the relationship between the indicator and the latent variable. Validity testing can also be done by analyzing the Value of Average Variance Extracted (AVE), where the value of AVE must be > 0.5 . From table 1 it is known that all variable forming indicators are $AVE > 0.5$. This shows that all indicators are valid and can be used for the next research phase. Reliability (reliability) of the instrument is used to see the accuracy, consistency of the instrument in determining the contract/variable. Measurement of reliability can be observed using Cronbach alpha and composite reliability.

Table 2 Validity and Reliability Test Results

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organization Culture	0.875	0.896	0.501
Job Satisfaction	0.922	0.933	0.500
Employee engagement	0.776	0.838	0.502
Wor Environment	0.903	0.917	0.511

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That all variables can be reliable, so that they can be used for the next research phase. Reliability can also be used with Composite Reliability, where the value of Composite Reliability will be greater than Cronbach alpha. Table 1, shows that all variables have Composite Reliability > Cronbach alpha value. Thus, measurement with Composite Reliability shows all variables have high reliability and can be used for the next research stage.

The inner model measurement is intended to see the suitability of the model and measure direct and indirect influences. To get the results of the inner model analysis, the research model needs to be bootstrapping. The inner model analysis uses R square (goodness fit model), Path Coefficient, and Indirect effect. R Square shows how much endogenous variables are affected by exogenous variables. The calculation results in table 3 show that the first endogenous variable is the variable Employee Job Satisfaction influenced by Organizational Culture Variables and Work Environment Variables of 71.3%. Endogenous Variables Employee Engagement is influenced by Organizational Culture Variables, Work Environment Variables and Variable Job Satisfaction of 39.5%.

Table 3 Rsquare

Endogenous variables	R Square	R Square Adjusted
Job Satisfaction	0.713	0.711
Employee Engagement	0.395	0.388

The path coefficient of structural equations can be found through the values of Tstat and P Values. Table 4 shows that three paths have a positive and significant influence that has a value of Tstat > 1.96, and P-value < 0.05, which is the influence of Job Satisfaction on Employee Engagement, Effect of Work Environment on Employee Satisfaction and Effect of Work Environment on Employee Engagement. The original sample value (O) shows a positive value, meaning that the effect that occurs is proportional/positive. The effect of Job Satisfaction on Work Engagement has the original sample value (O) 0.31, and the Effect of the Work Environment on Employee Entity the original sample value is 0.468 which falls into the Moderate category. While the influence of the work environment on job satisfaction the original sample value of 0.753 is included in the strong influence. This is in line with previous studies (Abraham, 2012; AbuAlRub, El-Jardali, Jamal, & Abu Al-Rub, 2016; Bin, 2015; Bojadjev et al., 2015; Chaudhry, Jariko, Mushtaque, Mahesar, & Ghani, 2017 ; Dimitrios, Kastanioti, Maria, & Dimitris, 2014; Mohd et al., 2016; Tio, 2014).

There are 2 paths of insignificant influence, namely the Effect of Organizational Culture on Employee Job Satisfaction, and Organizational Culture with Employee Engagement. This insignificant influence is indicated by the value of Tstat < 1.96 and P value > 0.05.

Table 4 Path Coefficient

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organization Culture -> Job Satisfaction	0.108	0.120	0.076	1,417	0.157
Organization Culture -> Employee Engagement	-0.156	-0.146	0.093	1,677	0.094
Job Satisfaction -> Employee Engagement	0.311	0.309	0.102	3,057	0.002
Work Environment-> Job Satisfaction	0.753	0.744	0.072	10,528	0.000
Work Environment -> Employee Engagement	0.468	0.467	0.119	3,944	0.000

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The indirect effect of exogenous variables on endogenous variables Employee attachments can be seen in table 5. The effect of exogenous variables on Organizational Culture on Employee Engagement variables through the mediating variable Kepuasan Kerja is not significant because of the value of Tstat 1.162 <1.96 and P-value 0.246 > 0.05. The results of this study are different from the results of other studies (Bigliardi, Ivo Dormio, Galati, & Schiuma, 2012; Biswas, 2015; Dimitrios et al., 2014; Jiony, Tanakinjal, Gom, & Sigantul, 2015; Kalia & Verma, 2017).

Table 5 Indirect influences

Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Organization Culture -> Job SAtisfaction -> Em- ployee Engagement	0.034	0.038	0.029	1,162	0.246
Work Environment -> Job SAtisfaction -> Employee Engagement	0.235	0.229	0.076	3,095	0.002

The influence of the work environment on employee engagement through media- tion variables Job Satisfaction in table 5, shows a significant relationship where the value of Tstat 3.095 > 1.96 and the P value of 0.002 <0.05. The Original Sample value shows the strength of influence and the nature of the relationship of exogenous varia- bles to endogenous variables. The original sample value of the Variable Lingkungan Work towards Employee Engagement through Job Satisfaction of 0.235 shows that relations are directly proportional to the strength of the relationship included in the Moderate category.

CONCLUSION

Conclusion of inference analysis for the whole sample using a confidence level of 95%. First, the influence of the Organizational Culture on the Engagement of Em- ployees of PDAMs in the Bogor region is not significant. Second, the influence of the work environment on the engagement of employees of PDAMs in the Bogor region is positive, moderate and significant. Third, the Influence of Organizational Culture on Job Satisfaction of PDAM employees in the Bogor region is not significant. Fourth, the Influence of the Work Environment on PDAM Job Satisfaction in the Bogor region is positive, strong and significant. Fifth, The Effect of Job Satisfaction on the Engage- ment of Employees of PDAMs in the Bogor region is positive, moderate and signifi- cant. Sixth, The Effect of Organizational Culture on Employee Engagement through Job Satisfaction of PDAMs in the Bogor region is insignificant. Seventh, The Effect of the Work Environment on Employee Engagement through Job Satisfaction of PDAMs in the Bogor region is positive, weak and significant.

RECOMMENDATION

Based on the research conclusions, the researcher recommends several things, namely first, Based on the conclusions and implications of the research results, where directly or indirectly (through employee job satisfaction), the work environment varia- ble will influence positively and significantly the PDAM employees' attitudes in the Bogor area. For this reason, in order to increase the degree of engagement of PDAM

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employees, the PDAM Management needs to carry out activities that can create a conducive work environment, both in the physical environment and social environment. Second, the creation of a work environment in the physical work environment and social environment will foster employee job satisfaction, which in turn fosters employee engagement with the company. The physical environment that can be improved is the environment outside the company building, the environment in the building, ventilation in the workspace, complete security in the workplace, lighting in the workspace, and equipment and equipment to work. The social environment that needs to be developed is Recognition of employee achievements, The work itself, Opportunities to grow and develop, Relationships with coworkers, Supervision of supervisors, Reward systems, Corporate values, Responsibility for work, Positive feelings towards the organization, Justice in determination salary and core value of the company. Third, Organizational Cultural Variables that do not have an influence on employee attachments can be developed towards the formation of company image to gain stakeholder trust. As a regional government-owned company, PDAMs need to carry out strategic policies to build a corporate culture, especially on the visible dimension of culture, espoused values, and core values. Fourth, PDAM Tirta Pakuan, Bogor and Tirta Kahuripan PDAM, Bogor Regency, need to carry out operational strategies to improve the performance of the indicators that have the lowest mean value is to encourage employees to pay attention to their work when outside working hours (item number 5 variable employee engagement), compile a carrier path that matches the expertise (item number 17 variable employee job satisfaction), make policy compensation in accordance with employee performance (item number 9 organizational culture variables), as well as operational policies in employee career development (item number 10 work environment variables). Fifth, the policy in maintaining and improving the performance of indicators that have the highest mean value needs to be done as well. These indicators are encouraging employees to have conformity of action with company objectives (item number 8 variable employee attachment), salary payment system / mechanism every month (item number 7 variable employee job satisfaction), synchronization of company vision with individual goals of employees working in PDAM (item number 15 variable organizational culture), and maintain the cleanliness of places of worship (item number 3 variable work environment).

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