

Bridging Employee Engagement and Teamwork in State-Owned Enterprises Employees on Indonesia

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Abstract: This study aims to determine the effect of the work environment, adjustment and teamwork on employee engagement in SOE employees. This research provides good benefits for the academic world, the world of practitioners/managerial, policy, and further research. The type of research used in this study is Quantitative Research and the research design uses a causal research design with the aim of testing hypotheses about the effect of independent variables on the dependent variable. The sampling technique used in this study was a proportional random sampling technique using the hair (2016) as many as 5x the number of indicators obtained. The number of samples in this study were 225 employees. Data collection method is a survey method with a research instrument is a questionnaire. Data analysis in this study uses an alternative method of the Structural Equation Modeling (SEM) application program, namely Smart-PLS. This study proves that the work environment has a positive and significant effect on employee engagement. Compensation has a positive and significant effect on employee engagement. Teamwork has a positive and significant effect on employee engagement.

Keywords: work environment, compensation, teamwork, employee engagement, SOE.

INTRODUCTION

Human Resources (HR) is an asset that needs to be developed and managed professionally because every company or organization wants to have Human Resources who are experts in their fields, highly dedicated, have loyalty and are engaged (involved/bound) to the company. Without Human Resources, the company will have no meaning, even though it has new equipment, lots of capital, abundant energy and so on, all of this will be useless if it is not run and managed properly by qualified human resources (Arianti, Hubeis & Puspitawati, 2020). Organizations or companies must pay attention to the Human Resources in them, so this will create employee engagement or employee engagement which has an impact on the sustainability of an organization (Putri & Wardhana, 2020).

Many researchers explain that employee engagement needs to be given special attention by HR management and top management so that the company can survive the impact of the crisis it is facing. Employee engagement is a very important contributor to the success of an organization or company. According to Gallup, (2006) a high level of engagement benefits the company/organization where they work and it will be a problem if they have low employee engagement. Employee Engagement has a close relationship with job satisfaction. Employees who get job satisfaction have great potential to bond with their company. The level of job satisfaction has a positive effect on employee engagement, meaning that the higher the level of employee satisfaction, the higher the

level of employee engagement. According to Yuswardi, (2019) satisfied and motivated employees will care, feel owned, or devote themselves to the organization's business to the fullest and work in teams to improve performance for the company (Yuswardi, 2019).

LITERATURE REVIEW

A. Employee Engagement

According to Kreitner and Kinicki, (2005), employee engagement is a person's involvement, satisfaction and enthusiasm for his work. Employee engagement is defined as the extent to which employees are motivated to contribute to organizational success, and are willing to exercise freedom in making decisions independently to complete important tasks for achieving organizational goals, as a positive two-way relationship between employees and the organization, and employees feel involved, committed, passionate, empowered and showing feelings in work behavior (Hasibuan, 2019). Macey, (2009) defines employee engagement as an individual's sense of purpose and clearly focused energy, for others in the display of personal initiative, adaptability, effort and persistence directed towards organizational goals. According to Gallup, (2013) employee engagement is an employee involvement that is fully engaged with work and organization. Employee engagement is a positive psychological attitude for employees to empower working conditions so that companies can feel greater work effectiveness and can

contribute to increasing company productivity (Sarinah & Prasadja, 2018).

B. Work environment

According to Mangkunegara, (2013) the work environment is the whole of the tools and materials encountered, the surrounding environment where a person works, his work methods and work arrangements both as individuals and groups. The work environment is everything related to the physical and psychological aspects that will directly or indirectly affect employees. Furthermore, according to the conditions of the work environment it is said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable.

The work environment is everything that exists around workers who can influence them in carrying out the tasks assigned. For example, cleanliness, music and others. The work environment as a whole of the tools and materials encountered, the surrounding environment where a person works, the work methods, and the work regulators both as individuals and as a group (Sedarmayanti, 2001).

The work environment is related to employee engagement, where the work environment includes job design, work systems and working conditions as well as work relationships between employees and work relationships with leaders. The work environment has a positive impact on employee performance, with a comfortable work environment increasing the level of employee concentration at work and when supported by qualified work facilities, the level of productivity and employee engagement with the company increases as well. The role of this is supported by the research of Firnanda & Wijayati, (2021), who examines the Influence of Perceived Organizational Support, Self-Efficacy and Work Environment on Employee Engagement. Therefore, based on the theory and results of previous research, the first hypothesis can be formulated, namely:

H1: The work environment has a positive effect on Employee Engagement of SOE employees.

C. Compensation

Compensation is all remuneration received by an employee from his company as a result of the services or labor he has provided to the company. Compensation is calculated based on job evaluation, compensation calculation based on job evaluation is intended to obtain compensation that

is close to worth and equity. Compensation is something employees receive in lieu of their service contribution to the company. Compensation is all income in the form of money, direct or indirect goods received by employees in return for services provided to the company (Hasibuan, 2019). Compensation in the form of money means that compensation is paid in currency to the employee concerned. Compensation in the form of goods means that compensation is paid in kind. Wibowo, (2015) argues that compensation is a counter-performance to the use of labor or services that are more provided by the workforce. Compensation is the number of packages offered by the organization to workers in return for the use of labor.

Compensation is a form of any award given by the company to employees as a form of remuneration for every contribution they make. Compensation is an important factor in human resource management because it is directly related to the welfare of employees while working at the company and the fulfillment of individual employee needs. The greater the compensation given, the more it will affect the morale and performance of employees as well as their commitment to the organization will also increase so that it is more likely that the level of employee engagement will increase. This role is supported by Dudija's research, (2020), which examines the Influence of Transformational Leadership Style and Compensation on Employee Engagement. Therefore, based on the theory and results of previous research, a second hypothesis can be formulated, namely:

H2: Compensation has a positive effect on Employee Engagement of SOE employees.

D. Teamwork

Teamwork is relatively small groups working on clear, challenging tasks that are most efficiently accomplished by groups working together rather than individuals working alone or in groups, who have definite, collaborative, challenging, team goals derived from tasks, which must cooperate and be interdependent to achieve those goals, whose members work in different roles within a team (although some roles may be published), and who have the necessary authority, autonomy and resources to enable them to fulfill the team's goals. Teamwork is one of the best tools in directing various talents and can provide innovative solutions in an approach. There are several factors that underlie the formation of a team in an organization, namely as follows: A sense of

responsibility from two or more people can make the work done more seriously. Contributing to each other in carrying out the tasks given by the agency. Team members may know or trust each other, so they can help each other. Teamwork can foster cohesiveness in an institution.

Teamwork or teamwork is a form of group work with complementary skills and commitment to achieve mutually agreed goals effectively and efficiently. According to Robbins and Timothy, (2012) teamwork is a group whose individual efforts produce higher performance than the sum of individual inputs. Making good relations with employees is not only by giving salary increases or

certain awards, namely by building good communication which refers to the creation of mutually beneficial mutually beneficial relationships for both employees and the company. The role of this is supported by the research of Istiqomah, Pardiman & Khalikussabir, (2021), which examines the Effects of Organizational Justice and Teamwork on Employee Engagement. Therefore, based on the theory and results of previous research, a third hypothesis can be formulated, namely:

H3: Teamwork has a positive effect on Employee Engagement of SOE employees.

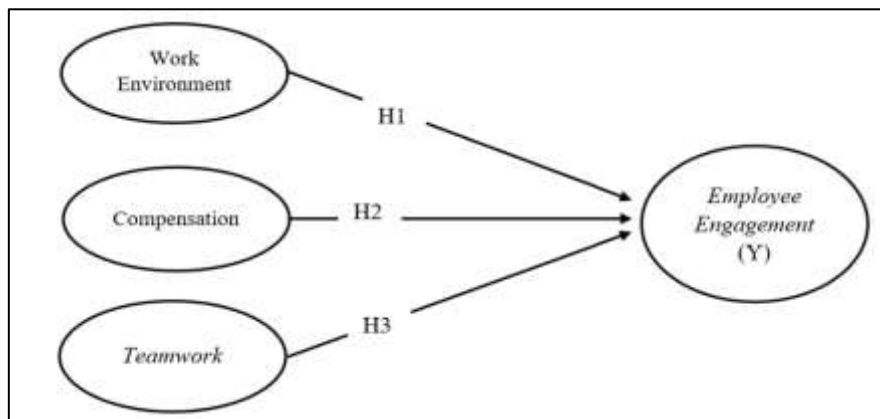


Figure 1: Research Framework

METHOD

This research was conducted to find out employee engagement in BUMN employees. Based on this, the population in this study were all BUMN employees in DKI Jakarta. Furthermore, the sampling carried out in this study used the simple random sampling method (simple random sample)

with the number using Hairs (2016), namely 225 respondents. By using the simple random sampling method, this means that each member of the population has the same opportunity to be selected as a respondent.

RESULT

Table 1: Description of Respondent Characteristics

Gender	Respondent	Persentase (%)
Male	135	60%
Female	90	40%
Position level		
Functional	149	66%
Structural	76	34%
Years of service		
< 5 years	73	32%
5 - 10 years	63	28%
> 10 years	89	40%

Table 2: Convergent Validity Test Results

	Employee Engagement	Compensation	Work Environment	Teamwork	Employee Engagement
EE1	0,544				Not Valid
EE2	0,590				Not Valid
EE3	0,562				Not Valid
EE4	0,813				Valid
EE5	0,520				Not Valid
EE6	0,768				Valid
EE7	0,803				Valid
EE8	0,758				Valid
EE9	0,677				Not Valid
EE10	0,769				Valid
EE11	0,480				Not Valid
EE12	0,752				Valid
EE13	0,581				Not Valid
K1		0,786			Valid
K2		0,839			Valid
K3		0,725			Valid
K4		0,776			Valid
K5		0,858			Valid
K6		0,772			Valid
K7		0,683			Not Valid
K8		0,695			Not Valid
K9		0,750			Valid
LK1			0,722		Valid
LK2			0,694		Not Valid
LK3			0,757		Valid
LK4			0,634		Not Valid
LK5			0,747		Valid
LK6			0,551		Not Valid
LK7			0,740		Valid
LK8			0,711		Valid
LK9			0,752		Valid
LK10			0,714		Valid
LK11			0,733		Valid
T1				0,721	Valid
T2				0,705	Valid
T3				0,807	Valid
T4				0,697	Not Valid
T5				0,811	Valid
T6				0,727	Valid
T7				0,792	Valid
T8				0,485	Not Valid
T9				0,651	Not Valid

Based on the results of the convergent validity test in the table above, it can be seen that there are still indicators that have not fulfilled the convergent

validity because they have a factor loading below 0.70. Therefore, a modification was made by removing the indicator.

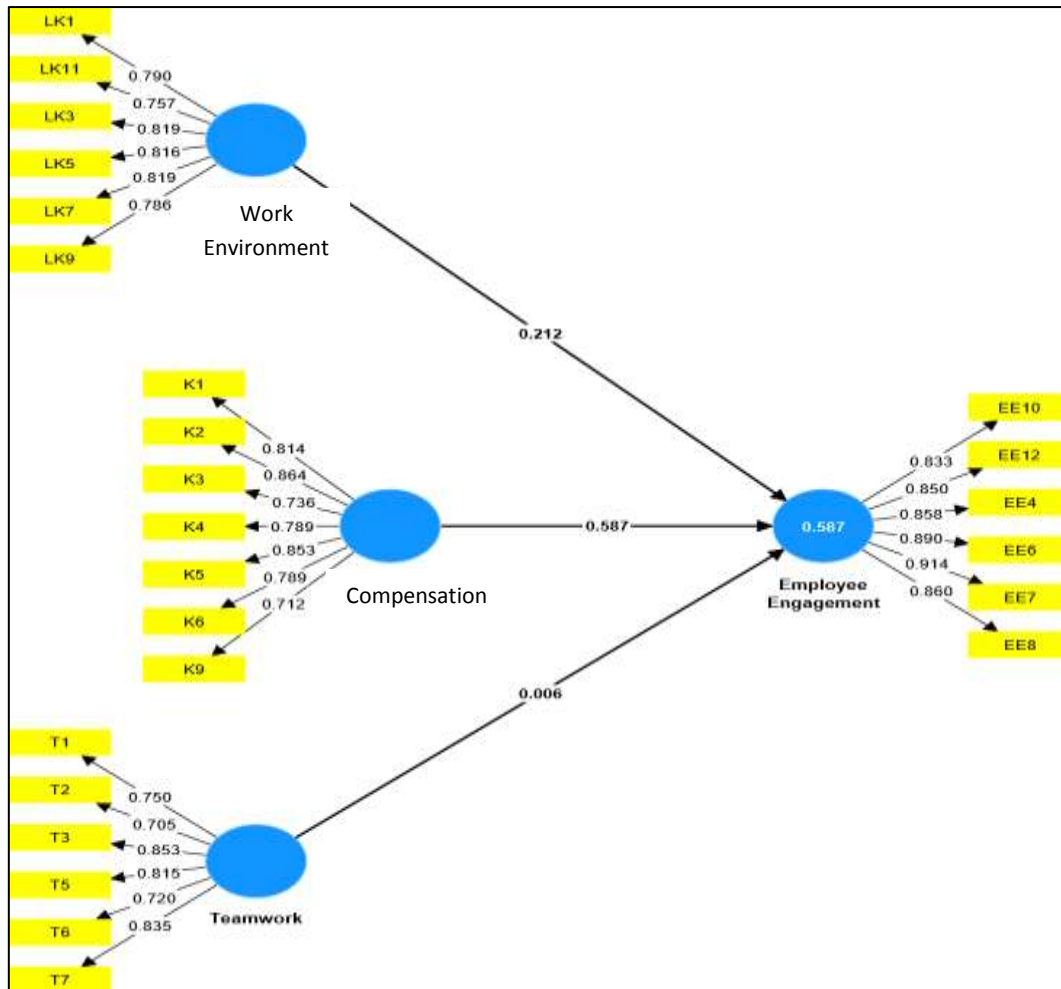


Figure 2: PLS Algorithm Modification

Table 3: Convergent Validity

	<i>Employee Engagement</i>	<i>Compensation</i>	<i>Work Environment</i>	<i>Teamwork</i>
EE4	0,858	0,750	0,661	0,575
EE6	0,890	0,596	0,544	0,480
EE7	0,914	0,676	0,588	0,487
EE8	0,860	0,590	0,514	0,438
EE10	0,833	0,694	0,598	0,551
EE12	0,850	0,580	0,539	0,489
K1	0,570	0,814	0,579	0,520
K2	0,853	0,864	0,734	0,660
K3	0,473	0,736	0,437	0,455
K4	0,580	0,789	0,667	0,589
K5	0,559	0,853	0,599	0,567
K6	0,588	0,789	0,716	0,601
K9	0,419	0,712	0,454	0,540
LK1	0,478	0,557	0,790	0,565
LK3	0,513	0,607	0,819	0,616
LK5	0,528	0,617	0,816	0,626
LK7	0,533	0,620	0,819	0,624
LK9	0,613	0,685	0,786	0,644
LK11	0,510	0,577	0,757	0,552
T1	0,545	0,608	0,665	0,750

T2	0,344	0,520	0,456	0,705
T3	0,488	0,575	0,643	0,853
T5	0,490	0,580	0,678	0,815
T6	0,337	0,532	0,427	0,720
T7	0,473	0,517	0,613	0,835

Discriminant validity relates to the principle that measurements of different constructs should not be highly correlated. Discriminant validity test is assessed based on cross loading measurements with the construct. Based on the test results above, it can be seen that the correlation between the Employee Engagement construct and its indicators is higher than the correlation between the Employee Engagement indicator and other constructs. Furthermore, the correlation of the Compensation construct with its indicators is

higher than the correlation of the Compensation indicator with other constructs. Furthermore, the correlation between the Work Environment construct and its indicators is higher than the correlation between the Work Environment indicators and other constructs. And then finally, the correlation between the Teamwork construct and its indicators is higher than the correlation between the Teamwork indicator and other constructs.

Table 4: Composite Reliability

	<i>Cronbach's alpha</i>	<i>Composite Reliability</i>	<i>Description</i>
<i>Employee Engagement</i>	0,934	0,948	Reliable
<i>Work Environment</i>	0,886	0,913	Reliable
<i>Compensation</i>	0,904	0,923	Reliable
<i>Teamwork</i>	0,873	0,904	Reliable

Composite Reliability and Cronbach's Alpha aim to test the reliability of instruments in research. Or to measure internal consistency and the value must be > 0.70. If all latent variables have Composite Reliability and Cronbach's Alpha values > 0.70, it can be said that testing that the construct has a good and reliable reliability value. Based on the

test results above, it shows that the results of the composite reliability and Cronbach's Alpha tests in this study are reliable because they produce composite reliability and Cronbach's Alpha values > 0.70 according to Ghazali, (2014).

Table 4: R-Square

	<i>R-square</i>
<i>Employee Engagement</i>	0,587

Based on the results above, it shows that the R-Square value is 0.587 which means that the model has a fairly good level of goodness-fit. The model of the influence of independent variables (work environment, compensation and teamwork) on Employee Engagement gives an R-Square value of 0.587. It can be interpreted that the contribution of the work environment, compensation and teamwork variables to the Employee Engagement variable is 0.587 or 58.7%. While the remaining 41.3% (100-58.7) is influenced by variables outside this study.

In testing the hypothesis to be able to find out the significance seen by comparing the significance value that occurs with a level of uncertainty of 0.05. If the significance value that occurs (indicated by the P value) is less than the level of uncertainty of 0.05, then the hypothesis is accepted. Or to find out the significant or not significant seen from the T-table at alpha 0.05 (5%) = 1.96 (if two-way hypothesis testing) or alpha 0.05 (5%) = 1.64 (if one-way hypothesis testing), then the T-table is compared by T-count (T-statistics).

Table 5: Hypothesis test

	<i>Original Sample</i>	<i>T statistic</i>	<i>P values</i>	<i>Description</i>
Work Environment -> Employee Engagement	0,212	2,424	0,016	Supported
Compensation -> Employee Engagement	0,587	7,787	0,000	Supported
Teamwork -> Employee Engagement	0,006	5,167	0,000	Supported

Based on the results of the above test results on the effect of the work environment on employee engagement based on the H1 test in this study, it shows that the work environment variable on employee engagement has a significant positive effect on employee engagement because the original sample value was 0.212 and the T-statistic was 2.424 (> 1.64) or it can be seen from the P-value 0.016 (< 0.05). And hypothesis 1 in this study is supported. Meanwhile, compensation for employee engagement based on the H2 test in this study showed that the compensation variable for employee engagement had a significant positive

effect on employee engagement because the original sample value was 0.587 and the T-statistic was 7.787 (> 1.64) or it can be seen from the P-value 0.000 (< 0.05). And hypothesis 2 in this study is supported. Furthermore, the effect of teamwork on employee engagement based on the H3 test in this study, showed that the variable teamwork on employee engagement had a significant positive effect on employee engagement because the original sample value was 0.006 and the T-statistic was 5.167 (> 1.64) or it can be seen from the P-value 0.000 (< 0.05) and hypothesis 3 in this study is supported.

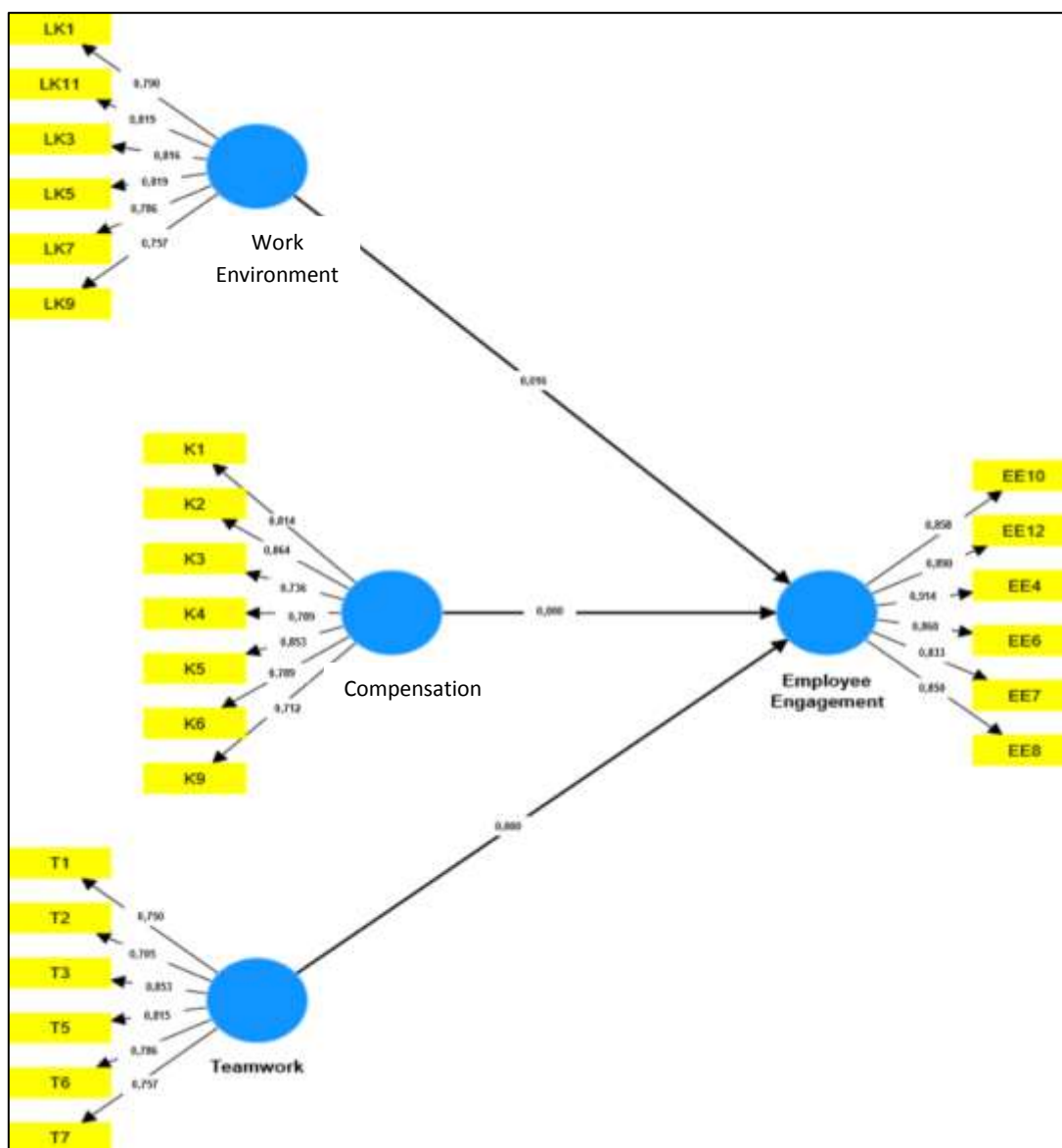


Figure 3: Bootstrapping Structural Models

DISCUSSION

The Effect of the Work Environment on Employee Engagement

The results of this study prove that the work environment has a significant positive effect on employee engagement, meaning that a good work environment will significantly increase employee engagement, and vice versa if the work

environment is not good, it will significantly reduce employee engagement. This is in line with previous research conducted by Firnanda & Wijayati, (2021). Through the Work Environment approach. Proving that the work environment has a significant positive effect on employee engagement. The results of this study found that the work environment indicator, namely safety at work, is the most dominant measurement in measuring the work environment which causes the work environment to have a positive and significant effect on employee engagement, especially on the Absorption indicator because if employees feel happy with the work environment, they feel the longer they work, the higher they feel their involvement.

Effect of Compensation on Employee Engagement
The results of this study prove that workload has a significant positive effect on employee engagement, meaning that giving good compensation will significantly increase employee engagement, and vice versa if the compensation given is not appropriate, it will significantly reduce employee engagement. This is in line with previous research conducted by Dudija, (2020). Proving that compensation has a significant positive effect on employee engagement. The results of this study found that the compensation indicator, namely the provision of salary/wages received, is the most dominant measurement in measuring compensation which causes compensation to have a positive and significant effect on employee engagement, especially on the Absorption indicator because if employees feel that the compensation received or received is appropriate, the more they also feel more involved.

The Effect of Teamwork on Employee Engagement. The results of this study prove that teamwork has a significant positive effect on employee engagement. This means that good teamwork will significantly increase employee engagement, and vice versa if the teamwork received is not good, it will significantly reduce employee engagement. This is in line with previous research conducted by Istiqomah, Pardiman & Khalikussabir, (2021). Proving that Teamwork has a significant positive effect on employee engagement.

The results of this study found that the Teamwork indicator, namely that each team member has a strong contribution to the success of the team, is the most dominant measurement in measuring Teamwork which causes Teamwork to have a

positive and significant effect on employee engagement, especially on the Absorption indicator because if employees feel satisfied at work they feel, the higher they feel involvement.

CONCLUSION AND RECOMMENDATION

a) Suggestions that can be given regarding the Work Environment variable are that the K3L and general sections should be able to provide direction, training and SOP guidance so that the security section can better understand their work and main tasks so that employees can enjoy their work and increase their involvement. By increasing the "availability of facilities for employees" this can encourage employees to get the best results from themselves, so as to improve employee engagement as well.

b) Suggestions that can be given regarding the Compensation variable are that the organization should better take into account the number of salary/wages given to employees and can consider looking at it from the other side as a calculation of the amount of salary/wages such as workload, position level, etc. so that what is received by appropriate employees. By paying more attention to the "salary/wages", it can create a better working atmosphere and create employee welfare. So that employees can believe that the organization where they work can provide salaries/wages according to their workload or assessment, this can lead to commitment and feelings of joy in an employee, so as to increase employee involvement.

c) The advice that can be given regarding Teamwork is that the organization or each team should be more open to employee input and suggestions and contribute in completing each job, provide training and also provide the facilities needed by employees who can support them in their work. By getting the attitude of "willing to work together" it can create good involvement for employees, so that employees believe that the organization where they work is able to fulfill employee engagement, this can form a trust and commitment from employees to be able to fulfill obligations to the organization because they already have a bond good co-worker by creating good employee engagement, this can indirectly increase employee engagement.

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