WORK ENGAGEMENT : MAIN FACTORS AND SUPPORTING FACTORS (STUDY AT PT. ACS SURABAYA)

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A R T I C L E I N F O	ABSTRACT
Keywords: Work Engagemnet, Main Factors, Supporting Factors	Effective human resource management needs to pay attention to strategic aspects, which can be applied within the company so that employees contribute to achieving company excellence. What is considered strategic is work engagement, the condition of which can be shaped by many factors. So research that takes a sampling of employees of PT. ACS Surabaya finds several factors that are used as variables that have an impact on increasing employee engagement. The factor analysis that tested the discrimination index on each variable showed the correlation coefficient and the criteria determined to carry out the analysis as an influence on job involvement. The results of the analysis grouping the factors into two major parts consisting of the main factors, namely employee resources (job resources), meaningfulness (salience of job), personal employees (personal resources); and supporting factors include the work environment, co-workers support, and self-efficacy simultaneously affect work involvement. The two representative factors were able to contribute effectively to an increase in work engagement of 82.6%.
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1. Introduction

Assets that are very valuable capital for the company and in the management system are employees, from which the company can achieve its goals and results optimally. One key to have a successful business management is employee involvement. Likewise PT. ACS, as a company engaged in catering services with more than 40 years of experience as a food and beverages provider in several international airlines is able to maintain its reputation in providing premium services with the best food and beverage products in its class.

The success of the company which is engaged in food and beverage service is certainly inseparable from employees' involvement, whose employees are fully bound and are fully involved with their work (engagement), so that employees are fully involved in improving work performance and developing the company [1]. This gives an understanding that managing a company that is able to provide large profits is the main goal of shareholders, so companies do need employees who have attachments, who make every job meaningful and valuable (Sungkit & Meiyanto, 2015). Making the company an option for employees and job seekers can be seen as an answer to how much employee motivation is in keeping committed and engaged in the company. One of the efforts by PT. ACS all the time is improving the engagement program.

This concept of work engagement is seen by several business and HR researchers as company management being able to understand that one of the indicators for employees to continue choosing the company where they work is the best organization among other factors [2][3][4][5]. Conceptually, work engagement can be defined as employees' emotional commitment to their work and will be oriented towards company's goals [6]. At this level, employees will show an attitude of totality and high

concern for the progress of the company and a willingness to improve the quality of their work [7]. This totality is also reflected in the work attitude in which every employee feels that their presence is appreciated, that all the dedication they put into their work is part of the process and living of the company, where the employees' psychological and the company has been established in a strong relationship [8].

The concept of work engagement was originally introduced by Kahn in 1990 [9], who explained that work engagement is the company's attachment to the company itself, which is not just a physical and mental attachment, but also emotionally in terms of work, although according to Meyer and Allen [4], actually there have been several similar concepts, such as organizational commitment and job satisfaction that already existed. The concept of work engagement in recent years has also been widely used by several HR consulting institutions and research institutions [5]. Although the concept is still debated by several experts, especially the definition of work engagement which is seen as overlapping with other concepts, most of the experts have the same view that work engagement is indispensable in HR management which strongly supports company's performance [10].

Several articles published by Frank explain the results of research from Ultimate Software and The Center for Generation Kinetics [5], that employee emotional stability is the most important indicator for growing employees' attachment to the company, and is a way to take advantage of employee engagement which has a positive impact. According to Glavas [6], a research institute at Kedge Business School, United States of America, it is explained that the combination of Perceived Organizational Support (POS) and Corporate Social Responsibility (CSR) is an important foundation for growing the potential of employees and companies that support the company's vision. Eisenberger, et., al [10] indicates that a way to grow organizational support (co-worker support) is to help employees feel cared for, listened to, respected, and trusted for their abilities and they can provide ideas in designing work and procedures for completing their work. Another indicator that can be used as a compensation strategy is a sense of justice, compensation that employees get from the reward system for employees who excel [6]..

PT. ACS as a customer food company that is able to survive for a long time has relatively engaged employees, where every employee feels that they have the trust of their supervisors, and supervisors also feel that they have gained the perceived trust of upper-level management, which is considered to come from the employees themselves, not because of carrying out the leadership's mandate or company regulations. Glavas [10], suggests that employees can develop well if the company can bring all employees to work by utilizing all of their own skills and abilities that are in line with the company's mission and the suitability of employees' interests with their type of work.

As the description of this problem regarding employees' work engagement growth and maintained in the company's management system which is recognized by the company as the main factor that advances the company, this study aims to measure the factors that make employee engagement. The purpose of measuring employee engagement is very important, referring to the concepts and results of previous research, as well as observations at PT. ACS Surabaya recognizes that employee engagement is the main factor which improves company performance.

2. Methods

This study took the population of employees at PT. ACS Surabaya which has 263 employees. Sampling was carried out using the Michele & Kurcjef formula that a sampling for a population between 100 and 300 employees was taken at least 30%, and in this study data were collected as many as 89 employees. The research instrument as a data collection tool use Thurstone's scale.

Engagement is a construct that can be measured by high or low. The tool for measuring engagement, which is widely used to analyze the level of employee engagement, is the Utrecht Work Engagement Scale (UWES) which was initiated by Schaufeli and Bakker [2]. On the UWES scale there are 3 main indicators, namely vigor, dedication, and absorption. In this study, UWES was designed in 17 items which were divided into 3 indicators, namely 9 items measuring vigor, 9 items measuring dedication, and 9 items measuring absorption. The construction of predictor variables that are used as

causative or influencing phenomena is based on 3 main frameworks of the EWES scale and empirical studies from several researchers, such as Nasidi, et., al., [25]; and Pranitasari [26], proposed work environment variables; Pranitasari [26]; Shukla, et., al [23]; Soane, et., al [12]; and Astisya [5], proposed co-worker support as a predictor variable; and research by Widiasih [4]; Putri, Priyatama, and Karyanta [27]; and Yanti, Fuad, and Faraz [28], which predicted employee engagement through self-efficacy variables.

The data was tested using the factor analysis formula, which is an extension of the principal component analysis, which at the same time identifies several factors that are classified as small so that they can be used to explain factors that have large values with interrelated variables. So that each variable on each factor has a high correlation, while the correlation with several variables on other factors is relatively low. In each group of variables represents a basic construct called a factor. To improve the interpretive power of factors, a transformation must be carried out on the loading matrix. The transformation was carried out by rotating the matrix using the varimax, quartimax, equamax, quartimin, biquartimin and covarimin and also oblimin methods.

The main purpose of factor analysis is to explain the structure of the relationship among many variables in the form of factors or latent variables or formed variables. Factors that have been formed are random quantities that previously could not be observed or measured or determined directly.

3. Result and Discussion

From the selected data, a data validity test (fit test) is carried out first (validity and reliability) which at the same time ensures that the variables to be analyzed have met the criterias for the research used. For this reason, the validity of the data in factor analysis is known as follows.

TABLE 1
KMO AND BARTLETT'S TEST

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Sphericity	Approx. Chi-Square	477.671
	Df	15
	Sig.	.000

The probability value is 0.000 (p<0.01), which indicates that all data from each variable used is classified as credible or meets the data reliability requirements. The KMO value in table 1 is a comparison between the observed correlation coefficient and the correlation coefficient between variables. If the KMO value is low, it indicates the magnitude of the correlation between pairs of variables cannot be explained by other variables and allows factor analysis to obtain less accurate values. The KMO value of 0.789 is included in the middling factor category (sufficient).

The number of data variants contained in the analysis cluster in this study needs to be considered. Then the diagonal correlation matrix consisting of the number one and the full variance can be used as a factor matrix. For this reason, the principal component is recommended if the subject matter can determine the minimum number of factors by calculating the maximum variance in the data for use in further multivariate analysis. The results of the principal component analysis that test the feasibility of the factors as well as the validity of the data can be seen as follows.

TABLE 2
ANTI-IMAGE MATRICES

			Sumber Daya	Makna Kerja	Kondisi Personal	Lingkungan	Dukungan rekan kerja	Efikasi Diri
Anti-image Covariance		Resources	.183	-.050	-.086	-.043	.010	.071
		Meaning of Work	-.050	.172	-.084	.011	-.043	.005
		Personal Condition	-.086	-.084	.137	.006	.011	-.044
		Work Environment	-.043	.011	.006	.257	-.149	-.140
		Co-worker Support	.010	-.043	.011	-.149	.300	-.087
		Self Efficacy	.071	.005	-.044	-.140	-.087	.364
ს e C o		Resources	.790a	-.280	-.541	-.199	.041	.277

	Sumber Daya	Makna Kerja	Kondisi Personal	Lingkungan	Dukungan rekan kerja	Efikasi Diri
Meaning of Work	-.280	.829a	-.550	.050	-.188	.020
Personal Condition	-.541	-.550	.764a	.029	.057	-.196
Work Environment	-.199	.050	.029	.769a	-.535	-.459
Co-worker Support	.041	-.188	.057	-.535	.811a	-.264
Self Efficacy	.277	.020	-.196	-.459	-.264	.768a

a. Measures of Sampling Adequacy (MSA)

Hair and Anderson [12] describe MSA as a measure used in determining the degree of intercorrelation between variables and the integrity of the analysis results. Santosa [21], explained that the MSA criteria used were values from 0.00 to 1.00. Each factor variable (anti-image correlation) has a value of more than 0.70 which means that the variable can be predicted without error by other variables and can be analyzed further.

Factor extraction is the process of reducing, which means reducing a number of variables in several units of new variables or fewer new factors. For example, there are P original variables, after extraction it will be M factors which are determined by the value of M<P. Extraction analysis has an interrelation with the determination of the number of factors that can explain the data structure.

TABLE 3
COMMUNALITIES

	Initial	Extraction
Resources	1.000	.915
Meaning of Work	1.000	.911
Personal Condition	1.000	.931
Work Environment	1.000	.870
Co-worker Support	1.000	.842
Self Efficacy	1.000	.833
Extraction Method: Principal Component Analysis.		

The table above shows how much a variable can explain the formed factors, that is Resources with a contribution of 91.5%, Meaning of Work contributing 91.1%, Personal Condition factor of 93.1%. Then the Work Environment factor contributed 87%, Co-worker Support was 84.2%, and the Self-Efficacy factor contributed 83.3%. The extraction value for all variables has a value of more than 50%, which means that all variables can explain the factor.

TABLE 4
TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.779	62.988	62.988	3.779	62.988	62.988
2	1.523	25.379	88.367	1.523	25.379	88.367
3	.284	4.732	93.098			
4	.198	3.302	96.400			
5	.126	2.107	98.507			
6	.090	1.493	100.000			

Based on the table above, it shows that there are 6 components that can represent variables. Then in the initial eigenvalue column the specified value is 1 (one). The variance can be explained by factor 1 which is 3,779/6 x 100% = 62,988 by factor 2 of 1,523/6 x 100% = 25,379. So that the total of the two factors will be able to explain the variables of 62.988% + 25.379% = 88.367%. Because the eigenvalues are set to 1, the total value to be taken is greater than 1, that is components 1 and 2.

After we know that the maximum factors which can be formed are 2 factors, then we determine which of each variable will be included into which factor, which is known as follows.

TABLE 5
ROTATED COMPONENT MATRIXA

	Component	
	1	2
Resources	.947	.138
Meaning of Work	.922	.247
Personal Condition	.937	.232
Work Environment	.275	.891
Co-worker Support	.262	.879
Self Efficacy	.078	.909

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

The table above shows how much a variable correlates with the factors to be formed, that is the variables of resources, work meaning, and personal conditions being factor 1, while the work environment variables, co-workers support, and self-efficacy are factor 2. Orthogonal rotation assumes that the factors formed are independent, the rotation process takes into account by angle of 900 between the axes of the two general factors. While oblique rotation does not require that the angle must be used is 900. Some experts suggest using orthogonal rotation, namely varimax (variance of maximum) because it produces a simple factor structure by maximizing the amount of variance of the factor containing the loading squared value [29]

TABLE 6
COMPONENT TRANSFORMATION MATRIX

Component	1	2
1	.745	.667
2	-.667	.745

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

The table above shows that in component 1 the correlation value is 0.742 > 0.50, and component 2 is 0.745 > 0.50 and all components are more than 0.5, so the two factors that have been formed can be said to be appropriate in summarizing the six existing variables, that is:
a. Faktor 1 including resources (job resources), meaning of work (job salience), and personal condition (personal resources). The first factor that refers to this theory can be called the main factor.
b. Faktor 2 including work environment (environment coorporate), co-worker support (co-worker support), and self-efficacy (self efficacy). The second factor which refers to observation and several empirical studies can be called a supporting factor.

In the process of factor score analysis, it can be done through several estimation techniques, and the most widely used are weight least squares and regression formulas. Weight least square analysis is usually used to estimate the loading value by calculating the maximum likelihood (Johnson and Wichern, 2002). Because in this analysis the loading value is used, the application of the principal component method is considered more suitable for factor score estimation using the regression formula.

TABLE 7
MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.909a	.826	.822	3.92291	.826	204.677	2	86	.000

a. Predictors: (Constant), REGR factor score 2 for analysis 1, REGR factor score 1 for analysis 1

The simultaneous correlation coefficient value of 0.909 means that the two factors that represent all the variables arranged as factors that influence work engagement have a very strong relationship level, with the coefficient of determination which illustrates that the main factor (the 1st) which includes resources, meaning of work (job salience), and personal conditions (personal resources); and supporting factors (the 2nd) which include the work environment (coorporate environment), co-worker support, and self-efficacy simultaneously provide an effective contribution to work engagement of 82.6%.

The F value of 204.677 with a probability of 0.000 (p <0.01) indicates that the first and second factors simultaneously affect work engagement. It can be said that together the main factors and supporting factors of employee work behavior affect employee work engagement at PT. ACS.

TABLE 8

PARTIAL COEFFICIENTS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	67.146	3.695		161.476	.000
	REGR factor score 1 for analysis 1	.621	.418	.167	2.485	.006
	REGR factor score 2 for analysis 1	.716	.418	.907	20.178	.000

a. Dependent Variable: Work Engagement

The results of the partial influence test on the main factor (the 1st) show a T-value of 2.485 with a probability of 0.006 (p<0.01) which means that the main factor has a very significant influence on employee work engagement at PT. ACS.

The results of the partial influence test on the supporting factors (the 2nd) show a T-value of 20.178 with a probability of 0.000 (p <0.01) which means that the main factor has a very significant influence on employee work engagement at PT. ACS.

The results of the factor analysis compiled to reconstruct the variables that can be used as factors or predictors that affect work engagement, all of which have feasibility analysis, and it is proven that all of the variables represented into 2 factors (main and supporting) have a very significant effect on work engagement. By doing simultaneous or partial testing, the probability value is less than 1% which explains that the two factors that represent all predictor variables can be used as variables that affect employee work engagement. This is also supported by the coefficient of determination which simultaneously contributes 0.826.

Bakker and Demerouti [15]; and Marciano [30], suggest that work engagement is a phenomenon that has various objects of study that can affect the phenomenon of employee engagement. As a phenomenon, dependencies can be formed by many factors, which can be categorized into the main factors (core factors) and supporting factors (supporting factors). Explicitly, the main factors are theoretically proposed in three conditions, while empirically the factors that influence employee engagement are relatively plentiful, such as job satisfaction, work motivation, job enrichment in which can also be classified as main factors. Bakker and Demerouti [15], explained that the main factor criterias were done predictively that it could have a direct impact, while Wardani and Anwar [13] explained that several factors could be direct causes that support employee engagement. It can be said that the results of the factor analysis that group these six predictor variables into two factors, which by the researchers referred to as the main factors (core) and supporting factors (supporting), do not explicitly simplify the factors that have been described theoretically into various predictor variables.

For this reason, the acceptance of all predictor variables represented in those two factors can be described as follows.
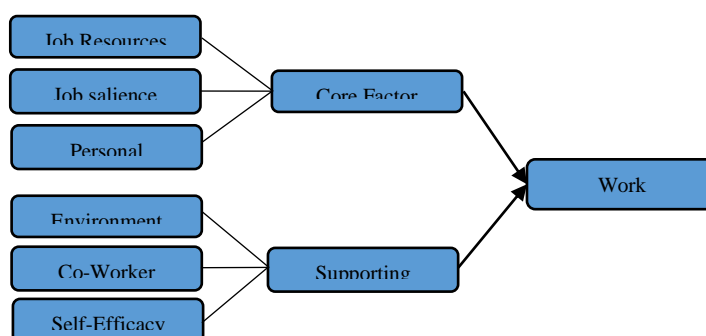
Figure 1. Model of work engagement factors

The construction of the factor model that forms the main factors and supporting factors for the growth of work engagement in this study are various empirical literacy about performance achievement, and organizational effectiveness, which explains that work engagement is related to employee performance [13]. On the other hand, work engagement in various studies such as those reported by Nasidi, et., al., [25]; and Pranitasari [26], suggested that work engagement is relatively influenced by the work environment. The two researchers explained that the factors of the work environment, both physically and non-physically, gave the most important contribution in fostering work engagement. The research indicated by Wilmar and Amold [9]; and Astisya [5]; actually explains that the company's climate, or work environment is not the main thing, but rather the supporting factors that create conditions for good relationships, creating establishment of good communication among employees. While Putri, Priyatama, and Karyanta [27]; and Yanti, Fuad, and Faraz [28], see individual factors as having the most important role, as driving forces that encourage employees to be more attached to their work. Research by Putri, Priyatama, and Karyanta [27] explains that the personal or psychological factor that questioned is employee self-efficacy in which there are various conditions that support attitudes and form engagement in employees.

In addition, referring to several research reports in Indonesia in 2017, the work engagement index has taken 15,000 employees from 13 companies, it is known that work engagement is one of the determining factors that can be used as a measurement of the company's ability to make business changes [24]. The results of a survey on corporate culture reported by Carnegie [24] linking work engagement to the millennial generation in six big cities, that is Jakarta, Surabaya, Bandung, Makassar, Balikpapan, and Medan, explains that only 1 out of 4 millennial generations are engaged and 64% of engaged employees can only last at least one year into the future. On the other hand, 60% of employees from the millennial generation have the intention of resigning if they feel disengaged. Seppala and Moeller [24], also explained that the self-leadership factor is also shown by an engaged work behavior model so that employees are not easily exhausted. Gallup survey results [31] on the global workplace explain that 19% of employees in Southeast Asia (Cambodia, Indonesia, Malaysia, Myanmar, Philippines, Singapore, Thailand, and Vietnam) are engaged. The report means that 81% of employees are lacking work engagement. The Galup survey [24] also stated that 22% of adult age group employees from Southeast Asia are full-time workers in companies, this result is lower than the global level of 32%.

Some of the research reports that have been presented before can provide an understanding that work engagement can be called a phenomenon, which can be built from various background conditions that cause it, or various conditions that can be used as predictors of its formation. Likewise the survey results at PT. ACS, a company engaged in the catering food service sector, which from the observations of researchers, is conditioned by various factors that support the growth of its engaged employees. The management system applied in the work environment which is considered important by employees is that the company can provide compensation so that employees feel that their basic expectations have been fulfilled. In addition, the company is also considered capable of providing a sense of security to employees by providing long term job opportunities (permanent employee status) and certain opportunities to foster employee development needs; as well as facilitating the development of work teams through appropriate training.

Then from the company's management perspective, work engagement is seen as how employees can feel proud and loyal to the company, can be part of a company family that is ready to serve customers, and be able to give more in completing each of their task. In this case PT. ACS hopes that work engagement is deemed necessary to increase employee commitment, so that this can reduce absenteeism, laziness, work accidents, and prevent work conflicts. Meanwhile, from the employee perspective, it allows the growth of motivation and hope to get opportunities for self-development and feel appreciations for their work. In addition, employees feel involved in advancing the company and further increase their self-confidence. Employees are aware of their role in the company, and try to maintain a stable spirit so that they can contribute to achieving company goals, so that there are no more reports of lazy employees, complaining about their workloads.

4. Conclusions

The results of factor analysis have tested the discrimination of factors that independently affect work engagement, that is employee resources (Job Resources), meaningfulness (Salience of Job), employee personal (Personal Resources); work environment (corporate environment), support from colleagues (Co-Worker Support), and self-efficacy. All variables have the feasibility and meet the requirements for analysis as independent variables that have an influence on work engagement.

The results of the analysis of factors that affect work engagement, from the six proposed variables can be represented in two large groups, which are then given the identification of the main factors (core factors) and supporting factors (supporting factors). The influence test proves that the core factors consist of variables of employee resources (Job Resources), meaningfulness (Salience of Job), employee personal (Personal Resources); and supporting factors consisting of the work environment (corporate environment), support from colleagues (Co-Worker Support), and self-efficacy (self-efficacy) simultaneously affect work engagement. The two representative factors were able to provide an effective contribution to increasing work engagement by 82.6%.

The conclusion that can be drawn from the development of work engagement theory in this study is that work engagement is a phenomenon that can be both a cause and a consequence of the mental condition of employees. Work engagement as a result can be influenced by various factors, including a small percentage of various variables that were not predicted in this study.

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