

The Influence of Employee Engagement Factors Towards Employee Performance in Distribution Office PT. Perusahaan Listrik Negara (Persero) Distribution West Java

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Abstract. Employee performance is a major factor for the company in achieving company goals. There are several factors that affect the performance improvement of employees, one of them is employee engagement. The purpose of this research is to find out how high employee engagement factors, how high employee performance, and the influence factors of employee engagement towards employee performance in Distribution Office PT Perusahaan Listrik Negara (Persero) Distribution West Java. This research is quantitative. By using Slovin, its analysis unit was 143 employees. Data is collected using a questionnaire containing 55 items. Analysis techniques using path analysis and calculated data using IBM SPSS Version 23 for Windows. Descriptive analysis shows that employee engagement factors are included in the high categories, where leadership is 75,66%, achievement 76,88%, camaraderie of 78,67%, equity 77,16%, and employee performance 76,92%. The score of leadership $t_{hitung} (1.306) < t_{tabel} (1,960)$, so trimming method is done by removed it. After counting back, simultaneous achievement, camaraderie, and equity had a significant influence of 71,7% on performance of employees. Partially achievement had a significant influence of 51,20%, camaraderie 18,90%, and equity 23,10%. The conclusion, achievement, equity, and camaraderie has significant influence towards employee performances, while leadership is not significant influence towards employee performance.

Keywords. employee engagement; employee performance; Sirota.

I. INTRODUCTION

Electricity is one of the needs that cannot be separated from people's life. Indonesian people's consumption against the demand for electricity is constantly increasing, both in number of customers and the development of electrification ratio (ratio between the number of households that are electrified and the total number of households). According to of Electricity Supply Business plan 2015-2024 (2015: 30-31), the growth in the number of subscribers raised from 53.7% at the end of 2013 to 56.99% at the end of 2014, with the increase in the consumption of electricity for the people of Indonesia by 3-4% in each year, for industrial sector, households, businesses, the public, and others.

The highest percentage of the increase of the number of subscribers and PLN electrification ratio is located in the island of Java. 62.54% of the amounts of PLN customers who consume electricity are from Java, with West Java Province having the highest percentage at 19.08%. The same case with energy sold on by type of customer, West Java also has the highest percentage at 21.59% of all percentages in Java amounting to 73.05% (PLN, PLN Statistics 2014: 5-7) . Supported also by a statement reported by www.antarjabar.com site, that the number of Disjabar PLN has reached 12.7 million, so it can be said that this amount is PLN's largest number of customers in Indonesia (<http://www.antarjabar.com/berita/54995>, accessed on 23rd of March 2016).

According to Mr. Yonna Chrisman as Assistant HR Performance Evaluation Analysts interviewed on March 17, 2016, the increasing number of PLN Disjabar's customers influences the performance of the employee because the employee's performance is a major

factor for the company in achieving corporate goals. By continuing increasing employee performance, it will impact on the fulfillment of Disjabar PLN's customer demand of their electricity needs.

In line with the company motto of "Electricity for a Better Life", it can be a business challenge and demands for PLN Disjabar as one of PLN's distribution business units which handles West Java Province to continue to improve the performance of the employees as the electricity demand for customers in the region grows.

It is not easy for a company to improve the performance of their employees. This is supported by a statement from www.sirota.com website (accessed on March 21, 2016) which translate to "creating a good performance should be driven by strategy and clear objectives of the company, leaders and employees should have the same vision of mind, systems and processes must be integrated and well coordinated, and the entire workforce should be inspired to get involved and work together with a common goal. Things like that can encourage the creation of a high-performance company.

According to Harris Kurniawan in Dunamis Turino (2013: 234), the characterization of PLN businesses that rely on human development (human potential) makes PLN has no alternative but to develop human resources (hereinafter HR) that it has. Therefore, in order to continuously improve employees' performance, PLN Disjabar must continue to develop the potential quality of the employees in the company through the management of human resources.

According to Wirawan (2015: 21), the purpose of human resource management is to ensure that organizations can successfully achieve its objectives through the people, employees, or members of the organization. People who work for the organization is a major source for the capability, effectiveness, and efficiency of the organization in achieving its goals, thereby improving employee's performance is necessary.

To improve performance, the company should be able to retain its employees because employees are living unique assets. Employees that have the talent and expertise are company's assets to be maintained. If they are not maintained, it allows the employee to move to another place (Fahmi, 2010: 21).

To maintain it, the company should be able to tie the employee to feel comfortable and 'at home' at work in the company. Bound employees (engaged employee) is awareness in the context of business and work with colleagues to improve performance in useful work for the organization (Saragih & Meily, 2013: 1). In the SWA magazine XXXII edition of January 21 to February 3, 2016 page 21 explained that employee engagement is a factor that greatly affects the performance of employees which makes it indispensable in a company, included in the PLN office Disjabar.

The importance of employee engagement has also been recognized by PLN. PLN conducted a survey to measure employee's satisfaction and engagement since 2014, PLN has conducted Employee Engagement Survey program

(hereinafter EES) in collaboration with independent parties. The survey was then used as an input to improve the pattern of human resource management in the future (ARPLN 2014: 148).

Based on an interview with Ms. Ekasofia as Assistant Analyst HR Competency Development on March 17, 2016, EES program which has been implemented does not include consideration of the characteristics of respondents, so the need for other studies on employee engagement to see the consideration of the characteristics of the respondent.

Therefore, this study departs from PLN Distribution Office Disjabar as a research object that enables contribution to the EES data results.

Therefore, the researcher wanted to conduct in-depth research related to the factors of employee engagement in the PLN Disjabar Distribution Office for the company to further improve the performance of employees. Based on the description in this background, the researchers will conduct a study entitled "The Effect of Employee Engagement Factors on Employee Performance in Distribution Office PT Perusahaan Listrik Negara (Persero) Distribution West Java". By doing so, the problems in this research are as follows:

1. How high are the employee engagement's factors consisting of leadership, achievement, camaraderie, and equity in PLN Distribution Office Disjabar?
2. How high is the employees' performance in the Office of PLN Distribution Disjabar?
3. How much influence do employee engagement's factors have on the performance of employees in the PLN Distribution Disjabar office?

II. BASIC THEORY, FRAMEWORK, AND METHODOLOGY

A. Basic Theory

1) Employees' Performance

The Indonesian term of performance "kinerja" is an abbreviation of the kinetic performance of work (kinetika kerja), which means if human energy is used or employed it will produce work output, so the performance is the implementation dimensional recording output or job functions within a certain time (Wirawan, 2015: 238). The definition of performance is an overview of the level of achievement the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization that poured through the strategic planning of an organization (Moehariono, 2014: 95).

Basically, the concept of performance is a change or paradigm shift from the concept of productivity to declare a person or organization's ability to reach the goal on a specific goal (Sudarmanto, 2015: 7). Furthermore, according to Andersen, the new productivity paradigm is the paradigm that the actual performance demands actual measurements of the overall performance of the organization, not only the efficiency or the physical dimension, but also non-physical dimension (intangible).

According to Bernardin and Russel, in Sudarmanto (2015: 13) employee performance is affecting how much employees contribute to the organization. Contributions are as follows:

- a. Quality, associated with the process or the result of a near-perfect / ideal in meeting the intent or purpose.
- b. Quantity, associated with the unit number or quantity produced.
- c. Timeliness, associated with the time needed to complete the activity or products.
- d. Cost-effectiveness, associated with the level of organizational resources use (people, money, materials, technology) to obtain the results or reducing ineffective usage in the use of organizational resources.
- e. Need for supervision, associated with the ability of the individuals to complete a job or job functions without the assistance of a manager or a supervisory intervention by the leader.

- f. Interpersonal impact, associated with an individual's ability to increase feelings of self-esteem, goodwill, and cooperation among workers and subordinates.

2) Employee Engagement

Engagement is a more recent evolution of research on employee commitment and satisfaction over the previous (Schiemann, 2011: 41). Furthermore, the concept of engagement is associated with a variety of comprehensive business consequences, for example, persistence in effort, faster performance, higher quality, and decreasing turnover.

Sirota Consulting LLC, on www.sirota.com, is one of the research institutions in New York that aims to measure the level of employee engagement in order to improve the performance of organizations / companies as their clients. According to Kourdi (2009: 159), the Sirota Consulting company has conducted researches for as much as 237 organizations around the world from various industries to look at two aspects, namely what the employee want from the organization/company and his job (achievement, camaraderie, and equity), as well as aspects of leadership conducted by a leader in the organization / company. In Sirota & Louis (2005: 9), reasons for choosing these two aspects are as follows:

- a. Achievement, camaraderie, and equity are key targets desired by employees of the company where they work
- b. From 40 years of doing research on companies in a variety of the world, the final conclusion is obtained that almost all employees' main targets are the 3 points mentioned in point 1.
- c. According to the survey results Sirota Consulting LLC., the target of these employees had not been changed, in terms of time as well as cultural exchanges.

Understanding the target of these employees, and building organizational policies and practices in line with their capabilities are keys to the high performance of the employee. There is no contradiction between the targets of almost all employees in the company and the desired needs of their organization/company.

B. Framework

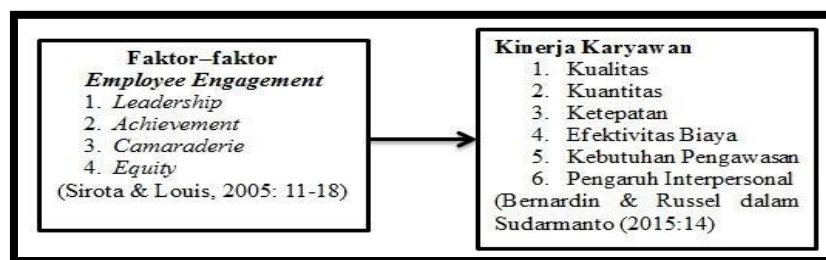


Figure 1. Framework

C. Methodology

This study uses quantitative data, descriptive methods, verification, associative, and descriptive survey. A descriptive research is intended to answer the first and second formulation of the problem which has been described by the author in the first chapter, which is to determine the factors of employee engagement and employee performance in the PLN

Distribution Disjabar office. A verificative study is aimed to test a theory or the results of previous research in this study, so the results obtained from this study may reinforce the theory or the results from previous researches. Therefore, the hypothesis that has been

developed by the authors will use statistical computations, using path analysis calculation types.

This study also uses causal associative method to answer the third problem formulation that have been outlined in chapter one in this study, which is to determine the influence of factors of employee engagement on the performance of employees at PLN Disjubar. To support the data processing from descriptive, verification, and associative methods, then next the author will use the survey method through questionnaires as data collection techniques from a sample population that has been set by the author for this research object.

III. RESEARCH RESULTS AND DISCUSSION

Answering the formulation of the first and second problems, all factors of employee engagement (variable X), which consists of leadership (X_1), achievement (X_2), camaraderie (X_3), and equity (X_4), and the variable Y being the employee performance have descriptive statistical analysis test results that goes into the high category. The average percentage of the variable X is 77.09%, while the percentage of the employee's performance is 76.92%.

Answering the third problem formulation using four X variables, Fcount (88.941) which is greater than the F table (2.43). However, the leadership variable (X_1), and camaraderie (X_3) have smaller tcount than ttable so trimming is needed on the smallest thitung among the two variables which is the leadership variable (X_1). Thus obtained the results of the path analysis that has been revised to remove the leadership variable which shows that all 3 X variables have greater thitung than t table (1.960) with greater F_{count} (117.422) than F_{table} (2.67). Figure 2 shows the final structure of the analysis of this research path.

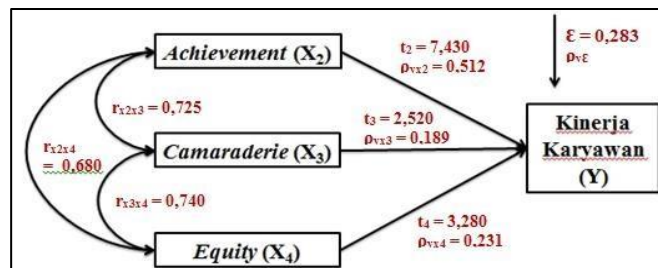


Figure. 2. Effect of Achievement Model (X_2), Camaraderie (X_3), and Equity (X_4) on Employee Performance (Y)

Based on figure 2 above, here are the direct and indirect influence value from the 3 X variables (achievement, camaraderie, and equity) toward the Y variable (employee performance).

Table 1. Direct and Indirect Influence Value Of Employee Engagement's Factors (Achievement, Camaraderie, And Equity)

Annotation	Direct Influence to Y	Indirect Influence			Total Influence
		Via X2	Via X3	Via X4	
Achievement (X_2)	26,21%	0	7,02%	8,10%	41,33%
Camaraderie (X_3)	3,57%	7,02%	0	3,20%	13,77%
Equity (X_4)	5,34%	8,10%	3,20%	0	16,64%
Total					71,74%
Influence of Other Variable to Y					28,26%

These results, it could be concluded that the hypothesis test results are summarized in Table II below.

Table 2. Hypothesis Testing Results Summary

No	Hypothesis	Value	Conclusion	Meaning	Exp.
1	<i>Leadership, achievement camaraderie, and equity variables</i> as a whole have significant influence towards employee performance in Kantor Distribusi PLN Disjabar.	Fcount (88,941) > Ftable (2,43)	H ₀ rejected H _a accepted	The higher <i>Leadership, achievement, camaraderie, and equity</i> are simultaneously, the higher will the employee performance be at Kantor Distribusi PLN Disjabar	Before trimming
	<i>Achievement, camaraderie, and equity variables</i> as a whole have significant influence on employee performance in Kantor Distribusi PLN Disjabar.	Fcount (117,422) > Ftable (2,67)		The higher <i>achievement, camaraderie, and equity</i> are simultaneously, the higher will the employee performance be at Kantor Distribusi PLN Disjabar	Results from trimming 1
2	<i>Leadership variable</i> (behavior of the higher ups towards the employees) does not have significant influence on employee performance in Kantor Distribusi PLN Disjabar.	Tcount X ₁ = 1,306 < Ttable 1,960 And significance 0,194 > α (0,05)	H ₀ accepted H _a rejected	The higher is the value of the higher ups' behavior towards the employees, the higher the performance will be in Kantor Distribusi PLN Disjabar despite not being significant.	Before trimming
3	<i>Achievement variable</i> (Acknowledgement towards the work fulfillment of the employees) has significant influence towards the employee performance in Kantor Distribusi PLN Disjabar.	Tcount X ₂ = 6,127 > Ttable 1,960 and significance 0,000 < α (0,05)	H ₀ rejected H _a accepted	The more acknowledgements are given towards employee's work, the higher performance will be significantly in Kantor Distribusi PLN Disjabar.	Before trimming
		Tcount X ₂ = 7,430 > Ttable 1,960 and significance 0,000 < α (0,05)			Results from trimming 1
4	<i>Camaraderie variable</i> has no significant influence towards employee performance in Kantor Distribusi PLN Disjabar.	Tcount X ₃ = 1,955 < Ttable 1,960 and significance 0,053 < α (0,05)	H ₀ accepted H _a rejected	The better is the camaraderie, the higher employee performance will be in Kantor Distribusi PLN Disjabar though not significant.	Before trimming
	<i>Camaraderie variable</i> has significant influence towards employee performance in Kantor Distribusi PLN Disjabar.	Tcount X ₃ = 2,520 > Ttable 1,960 and significance 0,013 < α (0,05)	H ₀ rejected H _a accepted	The better is the camaraderie, the higher employee performance will be significantly in Kantor Distribusi PLN Disjabar	Results from trimming 1
5	<i>Equity variable</i> (fairness) has significant influence towards employee performance in Kantor Distribusi PLN Disjabar.	Tcount X ₄ = 3,204 > Ttable 1,960 and significance 0,002 < α (0,05)	H ₀ rejected H _a accepted	The more equity is implemented with the employees, the higher employee performance will be significantly in Kantor Distribusi PLN Disjabar	Before trimming
		Tcount X ₄ = 3,280 > Ttable 1,960 and significance 0,010 < α (0,05)		The more equity is implemented with the employees, the higher employee performance will be significantly in Kantor Distribusi PLN Disjabar	Results from trimming 1

IV. CONCLUSION

Based on the research conducted on the influence of factors of employee engagement which consists of leadership, achievement, camaraderie, and equity to employee performance at PLN Disjabar Distribution Office, then a number of conclusions, as follows:

- a) Based on the results of the descriptive data processing, the perception of employees in the Office of PLN Distribution Disjabar regarding employee engagement factors consisting of leadership, achievement, camaraderie, and the overall equity are in high category with an average percentage of 77,09 %. That is, employees have the perception that the attitude of the boss who is able to motivate employees, the results and the ability of employees recognized that creates pride of employees to work and the company, the establishment of kinship and mutual help for each other, as well as employees get fair behavior whether it may be financially or non-financially in PLN Disjabar Distribution Office, so that employees engage on the job and the company, as well as trying to work harder as an employee in the Office of PLN Distribution Disjabar.
- b) Based on the results of the descriptive data processing, employee perceptions of PLN Disjabar Distribution Office regarding employee performance is at a high category, with the percentage of 76,92%. That is, employees are able to achieve the quality and quantity of work in accordance with established standards, the right time to carry out the work, is effective in the use of resources, can finish the job targets well even without the direct supervision of a supervisor, and is motivated in finishing work due to the harmony among fellow employees. By doing so, it has been proven that the performance of employees in Disjabar PLN Distribution Office is high
- c) Under the third formula is: how much influence does employee engagement factors have on the performance of employees in the Office of PLN Distribution Disjabar, the authors will halve the description of the conclusion of the test results simultaneously and partially, namely:
 - 1) From the simultaneous test results, it can be concluded that there is a significant influence between the factors of employee engagement which consists of leadership, achievement, camaraderie, and equity to employee's performance, where the value of F_{count} is larger than F_{table} ($88,941 > 2,43$). That is, the overall leadership, achievement, camaraderie, and equity have a significant impact in improving the performance of employees in the Office of PLN Distribution Disjabar.
 - 2) Based on the partial results of hypothesis testing, it can be concluded that one of the factors of employee engagement which is leadership has no significant effect on the performance of employees in the Office of PLN Distribution Disjabar. This can be seen from t_{count} having a smaller value than t_{table} which is $1,306 < 1,960$, so this factor is eliminated in the model of this research path.

Meanwhile, there is a significant influence between the factors of employee engagement which consists of achievement, camaraderie, and equity to employee's performance at PLN Disjabar Distribution Office. The total influence value of achievement on the performance of employees amounted to 41,33 %%. The total influence value of camaraderie on employee performance is 13,77%. Whereas, the total effect on the performance by equity amounted to 16,64 %%. This means that achievement, camaraderie, and equity have significant, positive effect in improving the performance of employees in the Office of PLN Distribution Disjabar. The influence of factors of employee engagement which consists of achievement, camaraderie, and equity on the performance of employees in the Office of PLN Disjabar

Distribution amounted to 71,7%. While the remaining 28,3% is influenced by other factors not included in this study.

Based on the results of the research, analysis, and conclusions in this research, some suggestions that can be submitted to the Office of PLN Disjabar Distribution are as follows:

a. Enhance, or at least maintain the achievement factor (in recognition of the achievement of employment) in order to further engage employees in the company so that the employee's performance is increasing. For example, the higher ups can assign work to the employees in a more inspiring way and further develop insight and knowledge of employees. Because then, employees will feel recognized for his ability to complete the work before, so they will be increasingly challenge to carry out the work to develop his abilities.

b. To increase factor of equity (fairness), it is better for Distribution Office PLN Disjabar to rethink spatial arrangement of employment, either evenly in the facility obtained in accordance job description or the unit or on the size of the workspace. For example, give a partition of each employee workspace among one another. It is useful to make employees more like their office more, so that employees will be more focused and are able to complete the job better.

c. In connection with the camaraderie factor (kinship), it is recommended for the eight units in the Office of PLN Distribution Disjabar to increasingly maintain communication between units, especially in a team. For example, by improving the quality of the annual event that involves all employees in the Office of PLN Distribution Disjabar, both as a team as well as representatives of the unit. The annual event could be like Independence Day celebration, an anniversary party for PLN, team building training events, and the likes.

d. The leadership factor in engagement is included in the high category which means it has been well implemented in Office Distribution Disjabar PLN. However, given that the nature of the job Disjabar PLN Distribution Office is a business unit of PLN distribution, so employees will carry out the work in accordance with standard operating procedure which has been systemized and computerized from head office. That way, the leadership factor in engagement in the Office of PLN Distribution Disjabar can be said to not have a

significant effect on employee performance. To be more efficient and effective in their work, it is suggested that PLN Distribution Office Disjabar as one of the business units the company did not need to address in depth of leadership factors to measure engagement on employee performance.

For further research, it is recommended to study in other business units or branch office of PLN in other regions, or take the object of research of different types of companies, such as the private companies or union companies. In addition, there is a difference of 28.3% influenced by other factors not discussed in this study. For further research it is recommended to use other factors in addition to employee engagement such as work discipline, organizational communication, job rotation, training and development, performance appraisal, or in accordance with the conditions of the company to improve employee performance.

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