

Effect of Work Engagement on Employee Performance (Study at RRI KUPANG)

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ABSTRACT

The purpose of this study was to determine the impact of work engagement on RRI Kupang employees based on three dimensions: vigor, dedication, and absorption. A simple linear regression model was used as the analytical method in this study. The data processing technique was carried out with the help of a computer program (Software) called SPSS. The data analysis technique used is descriptive statistics with a continuum line to describe the condition of the unit of analysis based on the respondents' responses to the research variables. Thirty-eight employees participated in the study. According to the Alpha Cronbach validity test, 18 valid items were obtained. The descriptive results show that Work Engagement has a positive and significant effect on Employee Performance at RRI Kupang, supported by the coefficient of determination analysis results, which show that Work Engagement affects Employee Performance at RRI Kupang. This means that the higher the Work Engagement of RRI Kupang employees, the higher the employee performance; conversely, the lower the Work Engagement, the lower the employee performance. According to the results of hypothesis testing, work engagement has a positive and significant effect on employee performance at RRI Kupang. According to the findings of this study, the coefficient of determination (R^2) on employee performance is 61.3 percent, with the remaining 38 percent influenced by other factors.

Keywords: *Employees performance, Regression linier model, Work engagement.*

1. INTRODUCTION

A company's human resources are critical to its success. A company's management activities must function smoothly if it has staff who are well-trained and informed about the company's operations. The output of a job or profession's functions or indications over a given period of time is known as performance [1]. The company's performance is also critical and beneficial. As a result, efforts to increase employee performance are a significant and serious management task, since the company's success and survival are directly tied to its human resources' performance.

Employee performance is a translation of job performance, where in Indonesian terms, performance stands for kinetics of work energy. The term performance is often Indonesianized as performance. Grant [2] states that employee performance is the result or achievement achieved by employees, in carrying out their duties and responsibilities. Performance, results or what is displayed in their work in terms of quality and quantity achieved in carrying out their duties in accordance with the responsibilities given to them

which are referred to as job performance, work outcome and task performance.

Employees who have an attachment and are motivated to give their best effort, Robinson et al., [3] stated that employees who have strong ties to the company will improve their performance in their work for the benefit of the company. Meanwhile, employee engagement with his work or also called work engagement.

Work engagement is a state in which a person is able to commit to the organization, both emotionally and intellectually. According to Schaufeli & Bakker [4] there are three dimensions or aspects that are characteristic of Work Engagement, namely: vigor is a high level of energy and mental resilience at work, dedication is a strong involvement in work and experiencing a sense of meaning towards work, enthusiasm, and likes challenges, and absorption is a characteristic characterized by full concentration and pleasure in working, so that time will pass quickly.

The International Database covering various industries, states that it is estimated that on average only 20% of employees have a high work engagement with their work. This group works with enthusiasm, feels a deep connection with the company and strives to encourage themselves to innovate and move the company forward. While the other 20% of employees have Work Engagement which is at the lowest point in their work, and the remaining 60% have Work Engagement at an average level, i.e. employees continue to do their jobs, without making much use of the resources they have in their work [5].

Positive attitudes about work, such as job satisfaction and involvement, organizational commitment and low intention to leave, were found to be connected with work engagement by Schaufeli and Bakker [4]. Individuals are not only drawn to meaningful aspects of work, but also actively seek them out in their employment as a way to stay engaged to the business, according to the findings of this study. Organizational commitment is also linked to work engagement in a statistically significant and predictive way.

Organizational commitment is an important outcome in the workplace and work engagement is closely related to it. Other studies also explain that work engagement mediates the relationship between antecedents or job characteristics and positive work outcomes such as organizational commitment [6]. From the several studies described above, it shows that work engagement is necessary for employees, considering that work engagement can function as a predictor of the emergence of positive employee behaviour in the organization or company as happened at RRI Kupang.

Radio Republik Indonesia is an Indonesian state-owned radio network with the status of a Public Broadcasting Institution and is a non-profit State-Owned Enterprise (BUMN). In the City of Kupang, Radio Republik Indonesia is better known as RRI Kupang. RRI Kupang operates as a media that voices the interests of the Republic of Indonesia and provides broadcasts that are in accordance with Indonesian culture, especially the culture of East Nusa Tenggara.

Since 1958, RRI Kupang has graced the Flobamora space with entertainment and information broadcasts. Until the mid-1980s RRI Kupang was the only information media in this area.

Private radio only appeared in the late 80's, while the daily newspapers only appeared in 1991. This is one of the advantages of RRI so that until now the brand image of RRI Kupang is still quite strong in the minds of the people in this area. RRI Kupang, for this reason, the best and maximum service is RRI Kupang's commitment and by supporting this vision, RRI Kupang has established strategies aimed at improving the performance of its

employees and as a result, RRI Kupang has now become the main source of information for the people of NTT. This proves that RRI Kupang has high competitiveness and has become the pride of the community in Kupang City.

Therefore, researchers want to conduct research to see the description of employee work engagement at RRI Kupang. Researchers chose RRI Kupang employees because researchers saw an interesting issue that occurred at RRI Kupang, where some employees seemed less enthusiastic at work. For example, when they arrive at the office, they do not immediately prepare a schedule or agenda that must be completed on that day, often procrastinate on work, talk about various things outside of work, are less enthusiastic about completing work and some of them finish work and rush to go home. although the time is not yet right to show the time to go home.

However, there are some employees who are enthusiastic in preparing themselves for the day, enthusiastic in completing work, and during breaks it appears that there are employees who are still struggling with work and are willing to come home late at night or in other words, employees find it difficult to escape from the work they are facing [7].

Based on the above background, the authors are interested in conducting research with the title "The Effect of Work Engagement on Employee Performance at RRI Kupang".

2. LITERATURE REVIEW & HYPOTHESIS DEVELOPMENT

2.1. Employee Performance

In the context of work productivity, performance is a component of the term "productivity," which refers to something that has the potential to be explored. Productivity can be defined as an individual or group's goal or endeavor to continually enhance the quality of their lives. [8].

On the other hand, employee performance refers to the kinematics of work energy in Indonesian terminology, according to Wirawan. Performance is a typical Indonesian translation of the phrase. The output of a job or profession's functions or indications over a given period is known as performance [1]. To put it another way, Grant [2] defines performance as the outcome or achievement attained by personnel in the course of their activities and obligations. Job performance, work outcome, and task performance refer to the quality and quantity of the work done in compliance with the responsibilities assigned to the employee..

Based on the opinions of the experts above, it can be concluded that employee performance is the result and work behavior shown by an employee in accordance with his role in the organization over a certain period of time.

2.2. Work Engagement

It's important to note that job engagement is a multidimensional concept that encompasses a wide range of different aspects of a person's mental, emotional, and behavioural well-being [9]. Interested people are not only motivated and excited, but they also like their work, are actively involved in it, and regard challenges as challenging and often feel 'drowned' in their work. According to W. B. Schaufeli & Bakker [4] there are three dimensions that are characteristic of work engagement, namely: 1) Vigor (energy), which is the high energy expended, willingness to give considered effort, and showing perseverance when facing difficulties; 2) Dedication, namely enthusiasm, inspiration, and pride; strong identification of a job; and 3) Absorption, namely full concentration, focus on work. Absorption is characterized by the full involvement of employees in their work by fully concentrating and enjoying their work, so that they feel time is running fast and it is difficult to separate them from their work.

Based on the foregoing, it is possible to conclude that work engagement is an individual psychological condition of employees that consists of cognitive, emotional, and behavioral elements that are composed mainly of vigor (strength), dedication (dedication), and absorption (attachment) in the work they do.

2.3 Framework

Conceptual framework about the relationship between variables compiled from various theories that have been described [10]. The conceptual framework aims to present the object of research carried out in the conceptual framework that will be examined in this study, namely Work Engagement as X and Employee Performance as Y variable.

Work engagement as an employee's personal condition is believed to directly affect employee performance, individually (partially), even Employee performance is positively influenced by work engagement. It is hoped that this research can see how the effective contribution of the independent variable to employee performance is. And see how the ability of work engagement on performance.

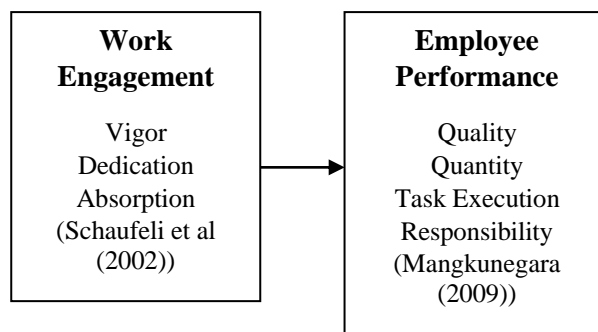


Figure 1 Thinking Framework

The effect of work engagement in this study refers to indicators, namely Vigor, Dedication, and Absorption [5]. While the influence of employee performance in this study uses 4 indicators, namely quantity of work, quality of work, implementation of duties and responsibilities [11]. The all description can be summarized in a figure 1.

3. METHOD

The method used in this study is a quantitative method. Namely testing theories by examining the relationship between the independent variable and the dependent variable. This study explains the causal relationship. As for what is contained in this study, namely the independent variable as the variable that affects (X) and the dependent variable as the variable that is influenced (Y). This research is a study that takes samples from the population and this study uses a questionnaire given to employees as a data collection tool. This study uses a survey method, it is intended to provide an explanation of the casual relationship between the independent variable and the dependent variable, namely the independent variable (X) as the influencing variable and the dependent variable (Y) as the affected variable.

4. RESULTS & DISCUSSION

4.1. Results

4.1.1. Simple Linier Regression Analysis

Simple regression analysis determines how on-the-job training affects the performance of employees at RRI Kupang. Sugiyono [12] describes how regression analysis can be used to examine the relationship between an independent variable and a dependent variable. SPSS 21.0 was used to do the simple linear regression analysis, and the results are displayed in the table 1.

Table 1. Test Results of simple linear regression analysis

| Model | Unstandardized Coefficient | | Standardized Coefficient | t | Sig. |
|--------------|----------------------------|------------|--------------------------|-------|-------|
| | B | Std. Error | | | |
| 1 (Constant) | 2,195 | 4,979 | | 0,441 | 0,662 |
| TOTAL_X1 | 0,946 | 0,125 | 0,783 | 7,554 | 0,000 |

Based on the simple linear regression table above, the equation can be formulated, namely:

$$Y = 2.195 + 0.946 X \quad (1)$$

The above equation can then be described as follows:

- 1) The constant value (a) is 2.195, meaning that if the work engagement value is zero (0), then the employee's performance is worth 2.195 units.
- 2) The regression coefficient value is 0.946, meaning that if the work engagement value increases by 1 unit, it will increase employee performance by 0.946 units.

4.1.2. Hypothesis Test (t-test)

By utilizing the t-test to assess the partial regression coefficient, the partial importance of an independent variable on a dependent variable can be determined by holding other independent variables constant.. T-counts are counted, and the t-table value is compared to determine the error rate (5 percent). There is a relationship between the independent and dependent variables if t count > t table, and vice versa. The results of the hypothesis tests are shown in the following table:

Based on the table data above, hypothesis testing can be carried out with the following steps:

- 1) Determine statistical hypotheses.
 H_0 : There is no significant correlation between work engagement and staff productivity at RRI Kupang.
 H_1 : Employee performance at RRI Kupang is significantly influenced by work engagement.

- 2) Determine t count and significance.

Based on Table 2 obtained t-count of 7.554 while the significance of 0.000

- 3) Determine t table

Looking for t table with degrees of freedom $df = n - k$ (n = number of data, k = number of variables). $df = 38$

Table 2. Coefficient of Determination

| Model | Unstandardized Coefficient | | Standardized Coefficient | t | Sig. |
|--------------|----------------------------|------------|--------------------------|-------|-------|
| | B | Std. Error | | | |
| 1 (Constant) | 2,195 | 4,979 | | 0,441 | 0,662 |
| TOTAL_X1 | 0,946 | 0,125 | 0,783 | 7,554 | 0,000 |

- 2 = 36 , at the level of alpha (α) of 0.05 (5%), with a two-tailed test then obtained t table = 2.028 (see t table in the appendix).

4) Testing Criteria

If the value of t count > t table and the value of sig < then, H_0 is rejected, H_1 is accepted.

If the value of t arithmetic < t table and sig value > then, H_0 is accepted, H_1 is rejected.

- 5) Comparing t count with t table Because the value of t count (7.554) t table (2.028) and the significance of Work Engagement is (0.000) < α 0.05 then H_1 is accepted, meaning that Work Engagement has a positive and significant effect on employee performance at RRI Kupang.

6) Conclusion:

Because t count (7.554) is greater than t table (2.028) and significance (0.000) is smaller than alpha (0.05), H_0 is rejected and H_a is accepted, meaning that work engagement has a positive and significant effect on employee performance at RRI Kupang. .

4.1.3 Coefficient of Determination (R^2)

The coefficient of magnitude determines the fit of the predicted value or regression line to the sample data. For the determination coefficient, there are two criteria.:

- 1) If the coefficient of determination is close to zero (0), then the influence of the independent variable on the dependent variable is weak.
- 2) If the coefficient of determination is close to one (1), then the influence of the independent variable on the related variable is strong.

The following is the result of calculating the coefficient of determination with data ($n = 38$) using SPSS V 21.

Based on the Table 2, the coefficient of determination R Square (R²) is 0.613 (61.3%). This means that the variable X (Work Engagement) affects the variable Y (Employee Performance) by 61.3% while the remaining 38.7% is influenced by other variables not examined in this study. Because the coefficient of determination is close to one (1), the influence of the independent variable on the dependent variable is relatively strong.

4.2. Discussion

4.2.1 Descriptive Discussion

In this study there are two variables that are used as research objects, namely the Work Engagement variable as the independent variable and the Employee Performance variable as the dependent variable. This study uses a total of 38 employees with the Slovin formula from a population of 61 employees. Based on the results of the descriptive analysis, the total achievement value of the Work Engagement variable is in the very good category. Likewise, the descriptive results on the employee performance variable show that the achievements are also in very good criteria.

RRI Kupang employees have high work engagement, which can be seen through enthusiasm, dedication, and increased absorption of feelings as stated by Federman [13] that employees who have high work engagement are characterized as Focusing on completing a job and also on the next job, feeling themselves part of a team and something bigger than themselves, feeling capable, and being a part of a larger group, jumps into the workplace, adapts well to change, and takes on obstacles head-on.

Likewise, the performance of employees who are in the category of very good assessment shows that employees have shown the best performance even though it is based on self-assessment. But at least in the eyes of the employees, they have tried to give their best contribution to achieve the ideal performance for the implementation of the RRI Kupang Mission.

4.2.2 Effect of Work Engagement on Employee Performance

A simple linear regression analysis demonstrates that employee performance at RRI Kupang is influenced by Work Engagement, according to the findings of this study. Testing hypotheses reveals that $t_{count} > t_{table}$ and Work Engagement then are important variables. H1 is approved, which means that RRI Kupang employees' performance is positively and significantly influenced by Work Engagement. For this reasoning to be true, it must follow that the more enthused and enthusiastic an employee is, the better their performance will be.

The findings of this study are in agreement with Robinson et al [3] who argue that high job engagement leads to improved employee performance, and that employees who feel connected to the firm will increase their work performance for the benefit of the organization.

In addition to theoretical support (expert opinion) above, these results strengthen previous research conducted by, among others, by Luh, et al [14], and Kim, et al [15] which proves that work engagement has a positive and significant effect on employee performance at the objects studied, except for Shindie, et al (2015) found evidence to the contrary that work engagement has no significant effect on employee performance.

The results of the analysis of determination (R²) also show that the ability of the Work engagement variable in influencing employee performance at RRI Kupang is relatively weak. It is said to be relatively weak because based on the descriptive results of the respondent's characteristics based on age and tenure, it shows that RRI Kupang employees are at the level of saturation.

According to the researcher, work saturation is more dominantly felt in respondents with a vulnerable age of 51-60 years, this is due to the burden of thought that is felt, (family, children, environment, or physical condition). Characteristic of respondents can be seen in the table 3 and 4.

Period of service also plays a role in employee performance [11]. This can be caused because the type of work done every day does not vary. According to Maslach (2008), burnout tends to be felt in employees with long tenures, so that employees become bored with monotonous work and do not make work a challenge, it can be proven by looking at the score of the assessment item on the achievement of work engagement on the lowest achievement item. on item (5) of 162 which makes work a challenge.

Table 3. Characteristics of Respondents by Age

| No. | Age (years) | Amount | Percentage |
|-----|-------------|--------|------------|
| 1 | 21-31 | 4 | 10,52% |
| 2 | 31-40 | 7 | 18,42% |
| 3 | 41-50 | 10 | 26,33% |
| 4 | 51-60 | 17 | 44,73% |

Table 4. Characteristics of respondents based on years of service

| No. | Tenure (years) | Amount | Percentage |
|-----|----------------|--------|------------|
| 1 | 1-10 | 11 | 29% |
| 2 | 10-20 | 2 | 5% |
| 3 | 20-30 | 11 | 29% |
| 4 | 31-40 | 14 | 37% |

As for other factors that influence employee performance on the object under study. Theoretically these factors include: ability, knowledge, skills, motivation and leadership factors [11]; motivation, job satisfaction and job stress [16].

5. CONCLUSION

Based on the research results and based on the results of the hypothesis analysis where descriptive results show that Work Engagement has a positive and significant effect on Employee Performance at RRI Kupang, this result is strengthened by the results of the coefficient of determination analysis showing Work Engagement affects Employee Performance at RRI Kupang. This means that the higher the Work Engagement of RRI Kupang employees, on the other hand, the lower the Work Engagement, the lower the employee's performance. The results of hypothesis testing prove that work engagement has a positive and significant effect on employee performance at RRI Kupang. The results of this study obtained the coefficient of determination (R^2) of 61.3% on employee performance and the remaining 38% can be influenced by other factors.

Based on the results of the study and the conclusions above, the authors provide suggestions. For RRI Kupang Based on the results of the descriptive analysis, it was found that the lowest item in the Work Engagement variable is the item Making work a work challenge and it is expected that the company will pay more attention to the work instructions given to employees so as to improve employee performance. For Further Researchers Future researchers can develop this research by examining other variables that affect employee performance such as factors of ability, knowledge, skills, motivation, leadership, job satisfaction and job stress.

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