

The Effect of Working Condition, Recognition and Career Management on Employee Engagement on Transmission Unit PT XYZ

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Abstract

Employee engagement is one of the company's strategies to create employee equity. The Transmission Unit of PT XYZ measures the level of employee engagement every year. Based on the results of the employee engagement survey from 2013 to 2020, it has decreased. The three lowest survey results in the Transmission Unit of PT XYZ are working condition, recognition and career management.

The purpose of this study is to find out how the effect of working condition, recognition and career management on employee engagement of PT XYZ Transmission Unit employees. This research uses qualitative through a causal verifiable descriptive analysis approach. The data collection technique used questionnaires and literature studies with a total of 317 respondents. The data analysis technique uses Structural Equation Modeling PLS and uses the PLS application as supporting software.

The results of the descriptive analysis show that based on employee perceptions working conditions, recognition and career management have a high impact on employee engagement. Based on the results of statistical analysis, the three variables have a positive and significant effect on employee engagement in the Transmission Unit of PT XYZ.

Increasing employee engagement can be done by reorganizing the amount of work intensity in each field, creating a mutually supportive colleagues environment and a recruitment and placement system that is in accordance with the job description and wishes of prospective employees.

Keywords— working condition, recognition, career management, employee engagement

INTRODUCTION

Companies or organizations have different visions, missions, goals and corporate values. It includes managing, managing and managing organizational resources, both human resources and other resources, including 6M (Men, Money, Methods, Materials. Machines and Market). The company's goal in general is to seek the maximum profit by maximizing existing resources. To achieve maximum profit, the company must have good corporate performance and be supported by good human resource management so that employees can give their best performance. Employee

performance is very influential on company performance because human resources play a direct role in carrying out activities carried out in the company and also as controllers for other components of the company's system (Mangkunegara A. P., 2009).

According to research results from (Piyali, Alka, & Ragini, 2016) show that rewards and recognition on employee engagement have a significant and positive effect. Overall, reward and recognition encourage them to take action that goes beyond their formal job by involving them in the workplace.

According to (Daris, Anisah, & Dewi, 2021) there is a significant and positive influence on

career management on employee engagement. The managerial implication is that the company and management ensure the suitability of the assignment with career goals so that employees can enjoy and be satisfied with their work.

Background of Information

According to (Albrecht, 2010), with employee engagement, companies can find out employees have a sense of pride and belonging to the company, find out employees have a desire to give extra effort and performance to the company. So one of steps that can be taken to determine the quality of HR is to conduct an Employee Engagement Survey (EES). Because from the survey, we will find that employees are satisfied and attached to the company or organization (Pontefract, 2017), it will have a positive impact on:

1. Increase the level of employee satisfaction.

2. Increased productivity.
3. Decrease in the number of absent employees.
4. Increasing the number of incoming job applications.
5. Decreased employee turnover.
6. Increase in stock prices.

The purpose of this research is to know and analyze Employee Engagement, Working Condition, Career Management at Transmission Unit of PT XYZ and Effect of Working Conditions, Recognition and Career Management on employee engagement at the Transmission Unit of PT XYZ.

In the output of the ESS index, there are results of Very Not Engage (0-25%), Less Engage (26-50%), Engage (51-75%) and Very Engage (76-100%). The results of the ESS for the PT XYZ Transmission Unit from 2019-2021 are as follows:

Table I. Employee Engagement Index at Transmission Unit of PT XYZ

Employee Engagement Survey (Year)	Index Total (%)	Index Total Target (%)	Engagement Level
2013-2018	84,71%	85,00%	Very Engage
2019	82,10%	85,00%	Very Engage
2020	81,42%	85,00%	Very Engage

It can be seen in Table I. that there was a decrease in the Total Index and GAP that the company had not achieved from 2013 to 2020 even though the level of engagement obtained was very engaged. From the results of the total

index obtained from the 2020 Employee Engagement Survey, Employee Engagement Index at Transmission Unit of PT XYZ based on the 12 analyzed dimensions. Based on the results obtained are as follows.

Table II. Employee Engagement Index at Transmission Unit of PT XYZ 2020

Dimension	Employee Engagement Index (%)	Engagement Level
Company Policy	83,21%	Very Engage
Working Condition	76,59%	Very Engage
Organizational Culture	80,40%	Very Engage
Brand Reputation	85,88%	Very Engage
Leadership and Supervision	82,71%	Very Engage
Career Management	79,35%	Very Engage
Compensation & Benefit	80,64%	Very Engage
Teamwork & Relationship	84,60%	Very Engage
Performance Management	80,32%	Very Engage
Training & Development	81,92%	Very Engage
Recognition	78,68%	Very Engage
Meaningfull Life	82,10%	Very Engage

Based on the data, the Brand Reputation dimension provides the highest level of engagement index of 85.88% and the three lowest dimensions are in the Working Condition dimension which provides an index of 76.59%, the Recognition dimension which provides an index of 78.68% and Career Management which provides an index of 79.35% of the employees of the Transmission Unit of PT XYZ. Seeing these results, the Transmission Unit of PT XYZ needs to conduct a more detailed analysis regarding employee engagement in order to remain able to maintain and increase the bond between employees and the company or organization, especially in the dimensions of Working Condition, Recognition and Career Management.

Literature Review

A. Working condition

Meanwhile, according to (Van Laar & Easton, 2012) that the quality of work life is the quality of a person's life which is influenced by the context of the work he has broadly where the individual will evaluate the effect of work on his life and the aspects that make up the quality of work life include general welfare, relationships home and work, job satisfaction, work control, working conditions and work stress.

According to (Cottini, 2012) the nature of the individual work environment and the effects of physical and mental health is the number one subject because it affects employee productivity and organizational productivity. Working conditions have several dimensions and indicators, including *health at work, physical hazard and psychosocial job condition*.

B. Recognition

Rewards create and build better employee approval, less employee layoffs and retain good employees. Recognition is a positive status given to employees who are in the organization. It is a very important factor to build employee motivation, enthusiasm and satisfaction at work (Kerrin & Oliver, 2012).

According to (Snow & Yanovitch, 2010) more detailed recognition indicators related to entities

in the organization are *manager to employee, peer to peer and company to employee*.

C. Career management

According to (Mondy, 2010) the notion of career management is the process by which a company selects, assesses, assigns, and develops its employees in order to obtain a set of high-quality employees in order to meet future needs.

The career management model uses a model (George & Scott, 2010) because it has indicators that better describe the company's needs, such as their willingness to be reassigned, either from placement or field of work. the dimensions are *organization's needs and individual's needs*.

D. Employee engagement

Engagement is a more recent evolution of earlier research on employee satisfaction and commitment (Schiemann, 2011). Furthermore, the concept of engagement is associated with a wide variety of business consequences, such as persistent effort, faster performance, higher quality, and decreased turnover.

Hewitt in (Schiemann, 2011) says engagement is a statement of emotional and intellectual commitment to a company or group that results in behavior that will help fulfill the company's promises to customers. The analyzed dimensions are *brand, the work, company practices, leadership, performance and the basics*.

E. Determinants of employee engagement

According to (Sugiyono, 2018) suggests that, the framework of thinking is a conceptual model of how theory relates to various factors that have been identified as important problems. A good framework will explain theoretically the relationship between the variables studied. The theoretical framework in this study refers to previous research and the bibliography used and explains the influence of working conditions, recognition and career management on employee engagement. The framework used is attached as shown in Figure 2.1.

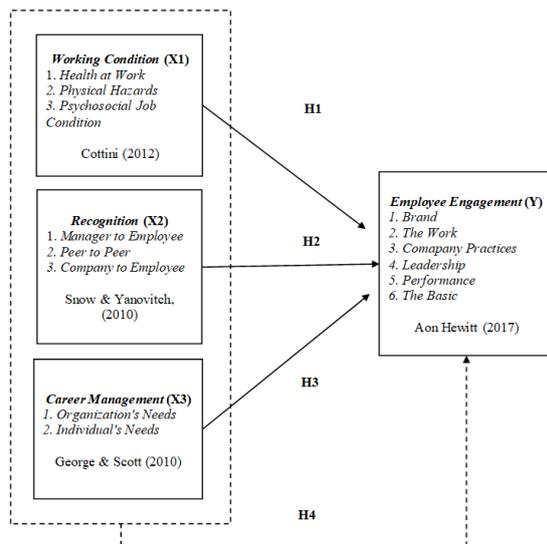


Figure 1. Framework

According to research results from (Mohanty, 2019) that working conditions have a positive and significant impact on employee engagement. Research indicates that working conditions have a significant and positive impact on employee engagement and it is the same as previous research conducted by (Wellins & Bernthal, 2015) that support and recognition can mean a lot in the context of making working conditions bound. This indicates that working conditions are an important factor that can have an impact on job satisfaction and employee commitment.

According to research results from (Piyali, Alka, & Ragini, 2016) show that rewards and recognition on employee engagement have a significant and positive effect. Overall, rewards and recognition not only serve the meaning of employees for meeting formal work needs but also encourage them to take actions that go beyond their formal jobs by involving them in the workplace.

According to research from (Lartey, 2021) shows that career management has a significant and positive impact on engagement. For effect, career management was identified as the best contribution to employee engagement when compared to autonomy and recognition.

Objectives of the Study

Based on the background of the problem and the framework of thought that has been

described, the research hypothesis can be formulated as follows:

- a. H1: Working conditions have a positive and significant effect on Employee Engagement in the Transmission Unit of PT XYZ.
- b. H2: Recognition has a positive and significant effect on Employee Engagement Unit Transmission PT XYZ.
- c. H3: Career Management has a positive and significant effect on Employee Engagement Unit Transmission PT XYZ.
- d. H4: Working Condition, Recognition and Career Management simultaneously have a positive and significant effect on Employee Engagement Unit Transmission PT XYZ.

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Methodology

Instrument development and validation

This research was conducted at the Transmission Unit of PT XYZ which is located in the city of Bandung, West Java Province. The object of this research is some of the employees of the Transmission Unit of PT XYZ as many as 317 respondents using a questionnaire. The questionnaire is said to be valid if each question contains only one answer. Questionnaires were distributed online and the results of the questionnaires were used as primary data in this study.

Sampling and data collection

As the reliability coefficients were statistically significant, the instrument was used for the main data collection. A total of 1067 questionnaires were distributed and 317 valid responses were collected, resulting in a 29,71 percent response rate. Data analysis was carried out using the regression technique to identify the level of prediction made by the various factors on employee engagement. To identify the level of impact made working condition, recognition and career management on employee engagement and using the structural

equation modelling (SEM) technique. The coefficient of determination values that depict the strength and level of influence of the exogenous constructs on the endogenous constructs were found to be highly statistically significant.

Results

In Table III. it can be seen this study resulted in an R-Square employee engagement value of 0,781 so that it entered the high criteria or meaning that 78,10% of employee engagement measurements were influenced by three variables in this study, working conditions, recognition and career management and 21,90% is influenced by other factors.

Table III. R-Square

Latent Variable	R Square	R Square Adjusted
Employee Engagement	0,781	0,779

In Table IV. it can be seen this study resulted in path coefficients working conditions, recognition and career management values of 0,428, 0,142 and 0,459, respectively, so it can be said that it has a positive effect on employee engagement.

Table IV. Path Coefficients

	Employee Engagement
Career Management	0,459
Recognition	0,142
Working Condition	0,428

In Table V. it can be seen this study resulted in a T-Statistic of working conditions, recognition and career management 1,97 each having a value of 8,158, 3,539 and 8,859 so it can be said that it has a positive effect on employee engagement.

Table V. T-Statistic

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Career Management -> Employee Engagement	0,459	0,460	0,052	8,859	0,000
Recognition -> Employee Engagement	0,142	0,141	0,040	3,539	0,000
Working Condition -> Employee Engagement	0,428	0,429	0,052	8,158	0,000

In Table VI. it can be seen this study produced a predictive relevance value for employee engagement with a value of 0,573 so it can be said that it has a good observation value.

Table VI. Predictive Relevance

	SSO	SSE	Q ² (=1-SSE/SSO)
Career Management	6023,000	6023,000	
Employee Engagement	6974,000	2979,655	0,573
Recognition	2219,000	2219,000	
Working Condition	3804,000	3804,000	

Goodness of Fit is obtained from PLS calculations on Smart PLS software. In Table 4,15 it can be seen that this study resulted in a GoF value of 0,744 so that it means that the research model carried out has a value of 74,40% fit.

Table VII. Predictive Relevance

	Saturated Model	Estimated Model
SRMR	0,057	0,057
d_ ULS	5,933	5,933
d_ G	4,223	4,223
Chi-Square	5990,874	5990,874
NFI	0,744	0,744

Discussion

Based on the results of the research on respondents' responses and SEM analysis, several results were obtained, namely the T-Statistics test, R-Square, Path Coefficients, Predictive Relevance and Goodness of Fit. The discussion has been divided based on the variables used in this study, namely working conditions, recognition, career management and employee engagement.

The results of the first study of the working condition variable concluded that the working condition variable was included in the high category in the Transmission Unit of PT XYZ. This shows that the company already has good working conditions, but still has a value that is not too high. The results of the questionnaire

processing regarding the variables are as follows:

- Dimensions of Health at Work 71,29%.
- Physical Hazard Dimensions 70,04%
- Dimensions of Psychosocial Job Condition 68,75%.

The Psychosocial Job Condition dimension is correlated with the level of position, from the results of interviews with the Human Capital Division of the Transmission Unit of PT XYZ, it is concluded that it is necessary to realize the support needed by employees in order to improve performance and employee engagement.

According to the results of an interview with one of the respondents in the implementing unit, the respondent felt that the working conditions should be adjusted to the conditions of the work being carried out in order to have a better employee engagement relationship. Employees also feel that support is needed very much, when work has a high and complex intensity and requires a lot of operational hours, high support is also needed from Senior Leaders or even from the unit environment.

The results of the research from the recognition variable concluded that the recognition variable was included in the high category in the Transmission Unit of PT XYZ. There is a positive and significant effect of recognition on employee engagement. The results of the questionnaire processing regarding the variables are as follows:

- Manager-to-Employee dimension 66,34%.
- The company-to-employee dimension is 72,93%.
- Peer-to-Peer dimensions 64,67%.

The less dominant dimension of the recognition variable on employee engagement is peer-to-peer, this shows that the indicators of teamwork, covering a shift an employee and helping coworkers are very influential and good in the Transmission Unit of PT XYZ. According to the results of interviews with respondents from the implementing unit at the Transmission Unit, PT XYZ stated that the large workload in each unit causes employees to need comfort in working, especially in

building teamwork among employees with one another. Employees need support in order to create a good working atmosphere and be able to complete work without the need for a lot of office hours. The results of the interview with the Human Capital Division of the Transmission Unit of PT XYZ concluded that it is necessary to carry out a unit assessment every month to be able to see the performance of teamwork and the existence of KPIs in each individual.

The results of the study of the Career Management variable concluded that the Career Management variable was included in the high category in the Transmission Unit of PT XYZ. The results of the questionnaire processing regarding the effect of Career Management and Employee Engagement variables are as follows:

- Dimension of Organization's Needs 72,63%.
- Individuals' Needs Dimension 72,39%

The less dominant dimension of the Career Management variable on employee engagement is Individuals' Needs, this shows that the indicators contained in the Individuals' Needs dimension must be evaluated to increase engagement.

According to the results of interviews with respondents from the implementing unit at the Transmission Unit of PT XYZ stated that employees need adequate and adequate facilities in terms of increasing work productivity. Employees also need good support as a support for competency improvement in the future. The results of an interview with the Human Capital Division of the Transmission Unit of PT XYZ concluded that it is necessary to create a forum to accommodate ideas or innovations made by active employees. Then it is necessary to make KPIs for the Innovation Appreciation formula for employees who often innovate and submit their ideas with the aim of increasing the core values that exist within the company. Then it is necessary to implement Digital Culture Health in order to create adaptive, agile and competent values for each individual. As well as career stages and career paths for every employee in the company.

The results of the study of the Employee Engagement variable, it was concluded that the Employee Engagement variable was included in the high category in the Transmission Unit of PT XYZ. The results of the questionnaire processing regarding Employee Engagement are as follows:

- Brand Dimensions 74,07%.
- Dimensions of The Work 73,71%.
- Leadership Dimension 75,62%.
- Dimension Performance 73,46%.
- Dimensions of The Basics 71,27%.

The less dominant dimension of the Employee Engagement variable is The Basics, this shows that the indicators contained in The Basics dimension must be evaluated to increase engagement.

According to the results of interviews with respondents from the implementing unit at the Transmission Unit of PT XYZ stated that employees need security in working for a long time and have a balanced work and personal life. This is in accordance with the small value of satisfaction with operational working hours indicators so that it has an impact on the small value of work life balance. The results of the interview with the Human Capital Division of the Transmission Unit of PT XYZ concluded that it is necessary to study more deeply for the business processes and workload calculations of each unit or division in order to reduce workload and overtime so as to increase work-life balance for all employees in the company.

Conclusion

The study shows there is a strong positive and significant relationship between working conditions, recognition and career management on employee engagement. The descriptive analysis predicts that of the various important factors have an overall effect on employee engagement, there are four factors, overtime, co-teamwork support, recruiting and job security. It was found to have a significant value on employee engagement.

This study also cites previous research and suggests steps to increase employee

engagement. And it involves a significant impact.

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