

The Influence Of Hr Policy, Leadership And Personality On Employee Engagement With Job Satisfaction As An Intervening Variable At Pt. East Jakarta Industrial Park (Ejip)

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Abstract

The aims of this research is to analyze the influence of employee engagement through HR policies, leadership, personality, and job satisfaction. The sample of this research are 110 permanent employees in an industrial estate management company. The data collected using printed questionnaires were analyzed through the path analysis method. From the research findings, it shows that there is a positive direct influence between HR policies for employee engagement and an indirect effect of HR policies on employee engagement through the mediating role of job satisfaction. The implications of this research are the most important for companies, having a systematic and professional recruitment and selection system, recognizing employee performance, making participatory policies that always communicate to employees, respecting competence, developing a sustainable learning system, compiling SOPs, systems increasing employee knowledge, paying attention to the need to improve welfare and welfare, making HSE programs according to appropriate regulations, developing a fair, objective & competency-based performance appraisal system and developing a fair and transparent remuneration & incentive system. Leaders who have the concept of HR policies in the team, contribute to job satisfaction & employee engagement. Planned and effective HR policy making, can help assist employee engagement through job satisfaction. This study explored the role of HR policies, leadership, personality towards employee engagement through the mediating role of job satisfaction, which has not been explored theoretically and empirically tested in industrial estate management companies in Indonesia.

Keywords: HR Policies, Leadership, Personality, Job Satisfaction, Employee Engagement.

Introduction

Employee engagement has been the focus of increasing interest in recent years, as research on this phenomenon in organizations has developed positively. Building a workforce that is engaged today is a high priority for many organizations, both in the private and public sectors. Many employers find that attached employees perform better than others by showing a keen interest in

their work and preparing to 'work hard' for their organization. Employees also benefit, as several studies have shown that employees who engage find their work to be more meaningful and satisfying. (Tripathy, 2018).

According to Kahn (1990), employee engagement is "the level of commitment and involvement of the employees towards their organization and its values". In a study of

antecedents and consequences of employee attachment, Saks (2006) defines employee engagement as "as the extent to which an individual is attentive and absorbed in the performance of his / her roles". It is an expression of the positive feeling employees have about their work as well as the motivation and effort they put in.

Kapoor & Meachem (2012) stated that employee engagement remains an important concern for organizations. Most organizations today recognize that a satisfied employee doesn't have to be the best employee when it comes to loyalty and productivity. The best employees are engaged, engaged & attached employees who are intellectually and emotionally aligned with organizational goals. It is about creating enthusiasm among employees to do things beyond what is expected of them. Employee engagement is one of the company's strategies for employee retention programs. When employees are engaged, bonded & attached effectively and positively with their organization, they form an emotional connection with the company. As Little (2012) states: "understanding the effect of employee engagement at work is necessary for organizational success. Organizational success occurs, when employee engagement is present, where financial success or profitability is the goal of the company."

The main problem faced by the company under study as an industrial estate management company in Indonesia is the fair, objective and competency-based performance assessment system as well as the preparation of a fair and transparent remuneration & incentive system. It is suspected that there is an employee engagement problem in the company. The purpose of this research is to study the analysis of employee engagement through HRM Policies, Leadership & Personality.

Literature Review

Employee Engagement

The term employee engagement was first used by human resource practitioners and business firms, but in the academic community this concept is rarely discussed. Kahn (1990) was the first academic researcher to define the concept of employee engagement. According to Kahn, employee engagement is "the level of commitment and involvement of the employees towards their organization and its values". In a study of antecedents and consequences of employee attachment, Saks (2006) defines employee engagement as "as the extent to which an individual is attentive and absorbed in the performance of his / her roles". It is an expression of the positive feelings employees have about their work as well as the motivation and effort they put in.

Vorina et al (2017) define employee engagement as follows: "Employee Engagement is your employees' ability and willingness to contribute to organizational success, especially their willingness to give discretionary effort, going beyond what is typically required in their position to make the organization successful. . "

Hewitt Associates (2013) emphasizes the employee engagement model in 3 (three) dimensional aspects: 1) Say, speaking positively: "The employee consistently speaks positively about the organization to coworkers and refers to potential employees and customers". In this aspect, employees will consistently speak positively to their peers, prospective employees and customers, related to where they work. 2) Stay, loyalty: "The employee has an intense desire to be a member of the organization, despite opportunities to work elsewhere". In this aspect, employees have a desire to stay in the company where they work. 3) Strive, Performing more: "The employee exerts extra effort and exhibits behavior that contributes to business success". In this aspect, employees will work with more time, devote all efforts and have the initiative to

contribute to the success of the company's business.

Based on the classification according to Schaufeli et.al (2002), there are three dimensions of employee engagement, namely: "employee engagement is a positive, satisfying, through-related state of mind that is characterized by a characteristic work, such as vigor, dedication and absorption". Then Schaufeli and Baker (2004) developed it and explained it with a very well-known dimension, with the abbreviation UWES (Utrecht Work Engagement Scale), which measures three dimensions in employee engagement variables. These three dimensions are often used in a number of studies to measure employee engagement.

It can be synthesized that employee engagement is a positive attitude towards attachment, work commitment, enthusiasm at work, feeling comfortable at work, which has the following dimensions: 1) Work enthusiasm (Vigor), with indicators of enthusiasm at work, , strive hard at work, keep working, 2) dedication to work (dedication), with very strong indicators of involvement, meaningful and proud, 3) Concentration at work (Absorption), with indicators of seriousness in work, enjoying work and 4) Loyalty (Stay) with its indicators: staying in the organization, obeying the rules and providing input and suggestions.

Job Satisfaction

Job satisfaction, as an academic concept, has generated widespread attention from the fields of management, social psychology, and practical operations in recent years. Zhu (2013) in his research states that the formal definition of job satisfaction can be traced back to Fisher and Hanna's 1931 study. Based on the number of case studies, they describe job satisfaction as: a product of non-regulatory mood tendencies. Sharma (2017) states that "Job satisfaction is term which denotes the internal feeling of an employee towards his job in an organization. An

employee may have both positive and negative feelings against his overall job contents, design and structure".

Abuhashesh et al (2019) defines job satisfaction as "an individual's subjective viewpoint encompassing the way he / she feels about his / her job and the employing organization." While Pule et al (2014) quoted the opinion of Qasim et al. (2012) which states that "Positive and favorable attitudes towards the job depict job satisfaction, whereas negative and unfavorable attitudes towards the job depict job dissatisfaction".Meanwhile, Khushk (2019) argues that "The employee gets satisfaction from the job, not in terms of money only, but also organizational culture and workplace policies do affect the satisfaction level of employee positively or negatively".

According to Özpehlivan and Acar (2015), the dimensions of job satisfaction include (1) management skills, (2) co-workers, (3) job and working conditions, (4) promotion, and (5) pay and external environment. An increasingly global world and an increasingly competitive environment require executives to manage their organizations more professionally and more rationally. This case requires the organization and its members to liaise and cooperate with multiple external identities such as consultants, advisors, lawyers, healthcare workers, educators, partner suppliers, major buyers. All of these elements are factors that affect job satisfaction. These factors are referred to as dimensions of the external environment.

Based on the description above, it can be synthesized that job satisfaction is an employee's complex attitude resulting from the consideration of certain emotions like and dislike experienced in connection with his job; the dimensions of job satisfaction include (1) management skills, with indicators of being satisfied with the superior's leadership in technical and human aspects; (2) co-workers, with indicators of being satisfied or

dissatisfied with the personality traits and behavior of co-workers; (3) job and working conditions, with indicators of satisfaction and dissatisfaction with working conditions and working conditions; (4) promotion, with promotional indicators that are important for management and employee levels; and (5) pay and external environment, with wage indicators that are equivalent to workers elsewhere.

HR Policies

Human Resource Management (HRM) is the process of managing people in an organization with a human approach. The human resource approach to the workforce allows managers to see people as an important resource. It is an approach whereby the organization can utilize its workforce not only for the benefit of the organization but for the growth, development and self-satisfaction of the people concerned. Thus, HRM is a system that focuses on developing human resources on the one hand and effective people management on the other so that people will enjoy human dignity in their work.

Islam et al (2018) quoted Senyucel (2009) as saying that "HRM as a blend of people centered management practices that recognizes employees as assets and geared to creating and maintaining skilled and committed workforces for achieving organizational goals". According to Akhter et al (2016), the dimensions of HR policies include "compensation, supervisors, intent to leave and relations with co-workers". Suresh and Reddy (2017) quote the opinion of Pieninget al. (2013), states that organizations adopt HR policies which consist of "opportunities to contribute ideas, mentoring or support, suitable job design, constructive performance appraisal, and development programs to support employees". Khushk (2019) cites the opinion of Memon et al. (2010) defines HR policies as "the rules, values, and procedures to guide and handle certain related to human and systems". Meanwhile, Pule et al (2014) stated that HR

policies include "company policy and administration, supervision, salary and working conditions".

Overall, the description of the research by Demo et al (2012) shows that HR policies can create a more conducive organizational climate for employees so that it will affect employee relations with fellow employees, employee relations with their superiors, employee relations with company goals, thereby improving performance. employees and company performance in achieving the expected goals. At the end of their research, Demo et al (2012) revealed that HR management policies and practices are multi-dimensional constructs consisting of six dimensions including: (1) recruitment and selection, (2) involvement, (3) training, development and education, (4) working conditions, (5) competency-based performance appraisal, and (6) compensation and prizes.

The description of HR policies mentioned above can be synthesized that HR policies are a set of principles consisting of HR management policies and procedures with a human approach, which is a construct of dimensions (1) recruitment and selection, with recruitment & selection indicators. (2) involvement, with indicators of recognition, relationship, participation and communication. (3) training, development and education, with indicators of competence, continuous learning and knowledge of production (4) working conditions, with indicators of K3 benefits & programs. (5) competency-based performance appraisal, with indicators of performance appraisal and career development and (6) compensation and prizes with indicators of remuneration and incentives.

Leadership

Saleem (2015) cites Northouse's (2007) opinion that "Leadership is a process through which an individual influences a group of people to attain common goals". According to Palupi et al (2017),

quoting Yiing's (2009) opinion defines leadership as "a correlation of effects among leaders and followers who intend real changes and outcomes that reflect their shared purposes". Meanwhile, Asghar and Oino (2017) cite Weber's (2009) opinion, defining leadership as "a source of inspiration and vision for subordinates and bringing change in an organization". Meanwhile, Khalid et al (2015) quoted the opinion of Winston & Patterson (2006) which stated that "Leader is a person who selects, trains and guides one or more followers and cause them to enthusiastically coordinate their efforts to achieve organizational objectives".

According to Fairholm (2002), there are four theories of leadership thinking that help us discover the evolution of leadership thinking: trait theory, behavior theory, situational theory, and value-based transformational theory. The first three theories lean toward reductionist methodologies of understanding leadership by gathering data about leaders and situations. The fourth theory, values-based transformational leadership, is starting to move the discussion towards a more holistic approach to understanding leadership. This moves the discussion from the leader to the leadership phenomenon. It examines the relationship between leaders and followers and the activity of sharing, or coming to share, common goals, values, ideals, goals, and meanings in our organizational and personal pursuits.

To develop an effective leadership evaluation matrix, Lowder established five initial components of the leadership evaluation construct. These five preliminary dimensions were drawn up during the initial meta-analysis and represent the assimilation of the synthesis of knowledge from some of the leading researchers' theories of leadership. These broad dimensions are personal effectiveness, interpersonal relationship effectiveness, managerial effectiveness, operational effectiveness, and community effectiveness.

The description of leadership above can be synthesized that leadership is an individual's ability to influence, motivate, and enable others to contribute to organizational effectiveness and success in the right direction with full commitment and competence; with dimensions: (1) personal effectiveness, with indicators of a strong ethical system, goal-oriented, focus on important issues & set priority settings and use effective time management. (2) the effectiveness of interpersonal relationships, with indicators of empathy, fairness, guiding, and motivating; (3) managerial effectiveness, with indicators of delegating authority, empowering others, communicating in all organizational dimensions, showing openness & seeking continuous organizational improvement. (4) operational effectiveness, with indicators of understanding customer needs, instilling organizational vision, organizational stability, stakeholder satisfaction levels and workforce satisfaction levels. (5) community effectiveness, with indicators of relationships with suppliers, relationships with consumers, relationships with communities, relations with the government and caring for the environment.

Personality

Heller et al (2009) define personality as "increases or decreases in the average levels of participants" self-conceptions across different social roles ". According to Therasa and Vijayabanu (2015), personality is "The personality of the employee is inevitable in determining the level of job satisfaction when he was equipped with job description". Meanwhile, Steel et al (2018) stated that personality is "stable personality characteristics of the employee". Meanwhile, Herminingsih and Kasuri (2018) quote the opinion of Pervin et al. (2005) states that personality "is the product of social interaction in group life".

Personality is indeed a social differentiation, emerging from social experience,

maintained in its integrity based on social relations (Salisbury in Gibb, 1940). Meanwhile, Nuckcheddy (2018) in his research investigated whether personality affects motivation and organizational behavior, and whether personality affects organizational behavior; revealed that personality has an influence on motivation through personal emotional stability, levels of aggression, and characteristics of extrovert or introverted workers. It was also found that personality has a significant influence on organizational behavior by influencing organizational tolerance, work environment, and work ethic. It was concluded that personality is an important topic that management should consider as they seek to increase worker motivation and optimize organizational behavior in the workplace.

Soto (2018) states that personality traits are typical patterns of thoughts, feelings, or behaviors that tend to be consistent over time and across relevant situations.

The Big Five namely Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience are a series of five broad dimensions of bipolar traits that make up the most widely used model of personality structures. A large number of studies have examined personality stability and changes throughout life span, as well as the influence of personality traits on important life outcomes, in terms of The Big Five. Each of the dimensions of The Big Five represents a series of related behavioral characteristics.

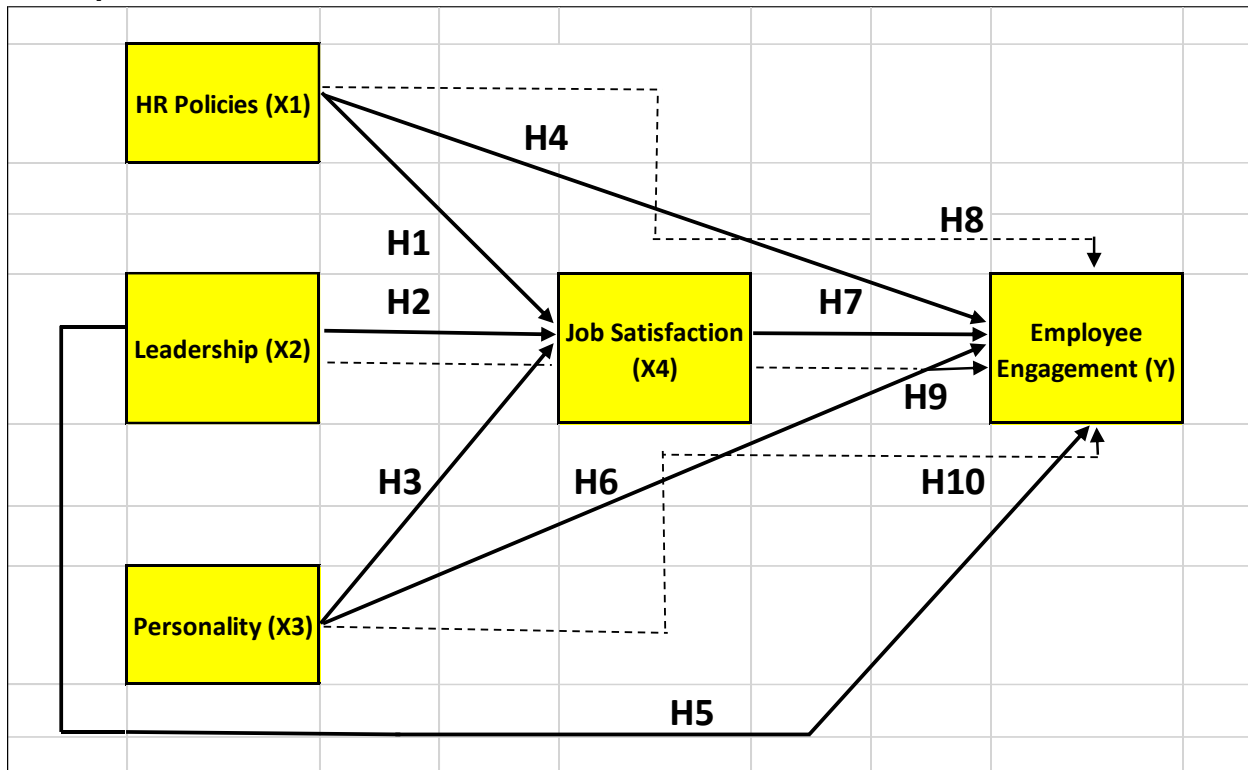
The description of the above personality can be synthesized that personality is a pattern of individual traits in the form of an integration of cognitive, affective, conative, physical, intelligence, temperament, and character tendencies that differentiate it from other individuals. Personality dimensions include (1) extraversion, with indicators of socializing with others, feeling comfortable expressing oneself in group situations, and often experiencing positive

emotions such as enthusiasm and joy; (2) agreeableness, with indicators of caring for differences, respecting others, having emotional concern, paying attention to the rights & preferences of others, having positive belief in others; (3) conscientiousness, with indicators of awareness of productivity, responsibility, choosing order and structure, working continuously to pursue their goals, and committed to fulfilling their duties and obligations; (4) neuroticism, with indicators rarely anxious, rarely sad, has a steady mood, is calm and tenacious; and (5) openness to experience, with indicators of intellectual curiosity, open to enjoying thinking and learning, sensitive to art and beauty, possessing imagination and generating original ideas; known as The Big Five.

Hypothesis Development

- H1 : HR policies has a direct effect to job satisfaction
- H2 : Leadership has a direct effect to job satisfaction
- H3 : Personality has a direct effect to job satisfaction
- H4 : HR policies has a direct effect to employee engagement
- H5 : Leadership has a direct effect to employee engagement
- H6 : Personality has a direct effect to employee engagement
- H7 : Job satisfaction has a direct effect to employee engagement
- H8 : HR policies has an indirect effect to employee engagement through the mediating role of job satisfaction
- H9 : Leadership has an indirect effect to employee engagement through the mediating role of job satisfaction
- H10 : Personality has an indirect effect to employee engagement through the mediating role of job satisfaction

Conceptual Framework



Research Methodology

This research used a causality paradigm to analyze the effect among several variables, namely HR Policies, Leadership, Personality, Job satisfaction & Employee Engagement. This research was designed to analyze the effect of HR Policies, Leadership & Personality to the Employee Engagement variable with Job satisfaction as a mediator variable. This research uses the questionnaire method to collect data. The questionnaire was designed as a closed questionnaire. The measurement scale used a five-point Likert scale. Before using it, the questionnaires were tested with content validity that was done with face validity techniques by experts and it was declared to have passed. Meanwhile, the reliability test was carried out by using Cronbach's Alpha, and the result is reliable.

The population of this research is employees at an industrial estate company in Cikarang Kab. Bekasi Indonesia. Sampling was done by the proportionate stratified random

sampling technique. To decide the size of samples, the Slovin formula was used. The number of the sample was 110 respondents obtained from a population of 151 permanent employees. The data analysis in this research was completed by using a path analysis method.

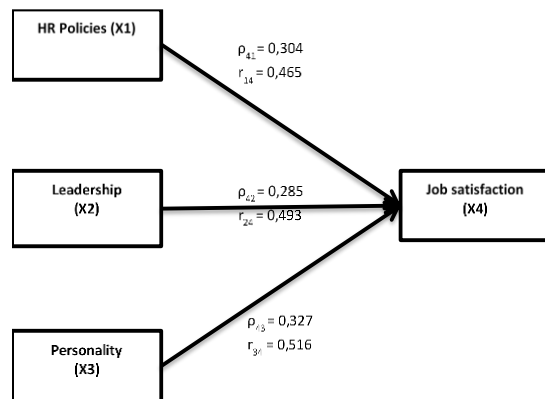
Findings

From the path coefficient table, the results of the analysis obtained the value of path coefficient p_{41} as 0.304 and count 4,000, with t table $(0.05: 106) = 1.98$, so $\text{count} > t$ table, then subtract H_0 , accept H_1 and can be interpreted that there is a positive effect directly significant variable X_1 versus variable X_4 . Thus it is proven, that HR Policy has a significant positive direct effect on job satisfaction.

The results of the analysis obtained the value of p_{42} path coefficient of 0.285 and count 3,583, with t table $(0.05: 106) = 1.98$, so $\text{count} > t$ table, then subtract H_0 , accept H_1 and it can be interpreted that there is a significant direct

positive effect of variable X2 against the variable X4. Thus it is proven, that leadership has a significant positive direct effect on job satisfaction.

The results of the analysis obtained the value of p43 path coefficient of 0.327 and count 4,128, with t table (0.05: 106) = 1.98, so count > t



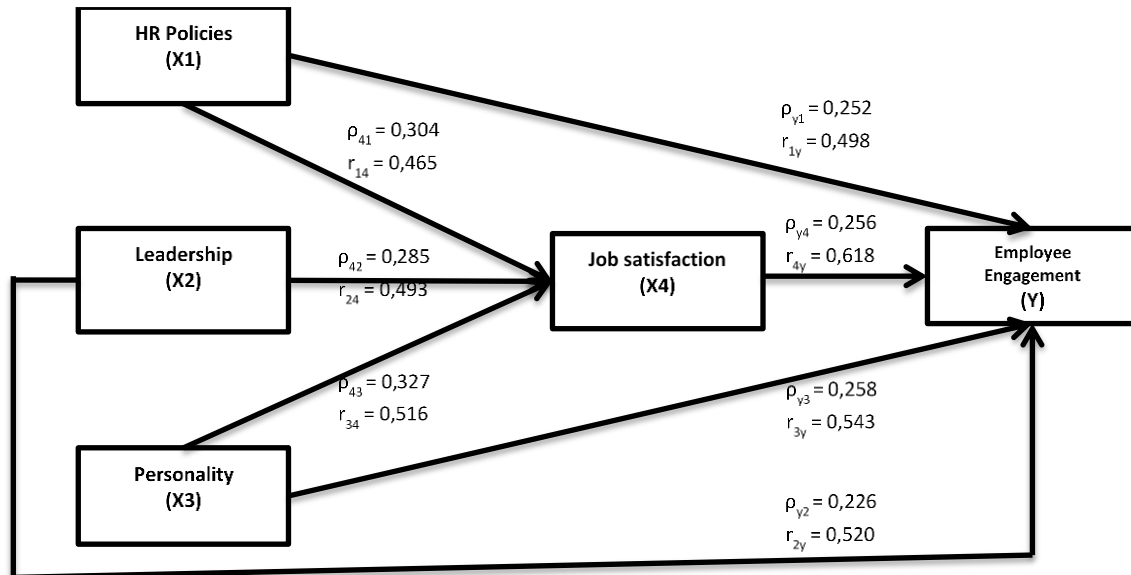
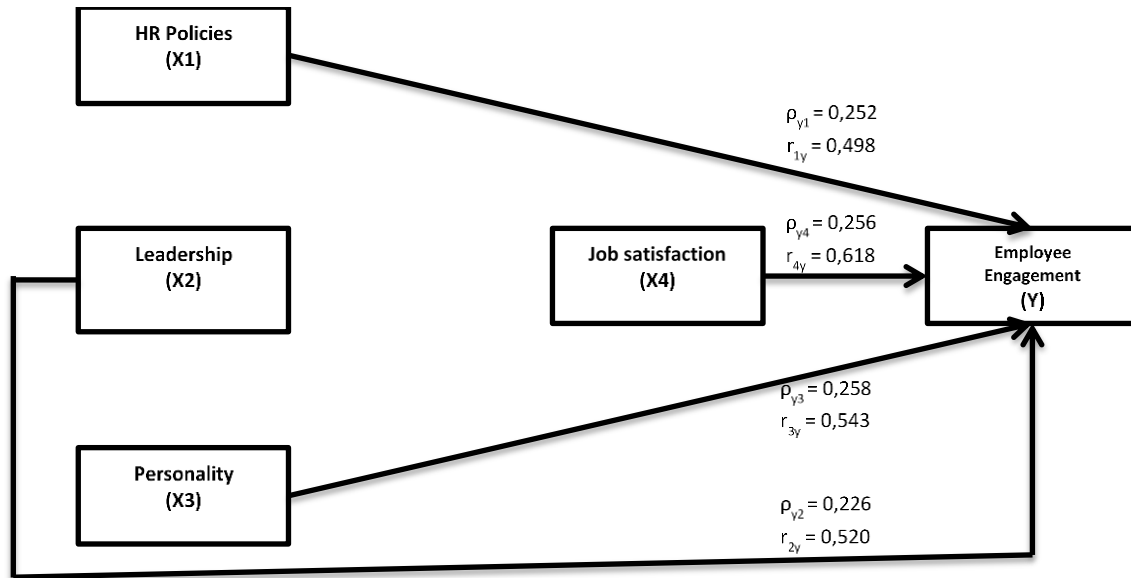
From the path coefficient table, the results of the analysis obtained the value of path coefficient p_{y1} is 0.252 and count 3,366, with t table (0.05: 105) = 1.98, so count > t table, minus H0, meaning that variable X1 has a direct positive effect on variable Y. Thus it is proven, that HR Policy has a significant positive direct effect on Employee Engagement.

The results of the analysis obtained the value of the p_{y2} path coefficient of 0.226 and count 2,928, with t table (0.05: 105) = 1.98, so count > t table, minus H0, meaning that the variable X2 has a direct positive effect on the variable Y. Thus it is proved, that Leadership has a significant positive direct effect on Employee Engagement.

table, then subtract H0, accept H1 and it can be interpreted that there is a significant direct positive effect of variable X3 against the variable X4. Thus it is proven, that Personality has a significant positive direct effect on job satisfaction.

The results of the analysis obtained the value of the p_{y3} path coefficient of 0.258 and count 3,287, with t table (0.05: 105) = 1.98, so count > t table, minus H0, meaning that the variable X3 has a direct positive effect on the variable Y. Thus it is proved, that Personality has a significant positive direct effect on Employee Engagement.

The results of the analysis obtained the value of p_{y4} path coefficient of 0.256 and count 2.865, with t table (0.05: 105) = 1.98, so count > t table, minus H0, meaning that the variable X3 has a direct positive effect on the variable Y. Thus it is proved, that Job Satisfaction has a significant positive direct effect on Employee Engagement.



Discussion

The finding of the hypothesis testing this research found that there are positive direct effects among HR Policies to Employee Engagement, Leadership to Employee Engagement, Personality to Employee Engagement, and a positive indirect effect of HR Policies, Leadership and Personality to Employee Engagement through the mediating role of Job satisfaction.

HR Policies and Job Satisfaction

The finding in this research is that HR Policies has a direct positive effect on Job Satisfaction or the higher the respondent's perception of HR Policies, the stronger the employee's job satisfaction. Vice versa, the lower the respondent's perception of HR Policies, the weaker employee job satisfaction will be. The finding of this research strengthens the similar results of some previous research studies (Vijay Prataph Sing et al, 2014; Sunita Sharma et al, 2017; Mohammad Abuhashesh et al, 2019; Pule, Samuel et al, 2014; Amir Ali Khushk et al, 2019;

Suresh P abd Narayana Reddy, 2017; Islam et al, 2018).

It can be concluded that the findings of this research strengthen previous research and existing theories about the direct effect of HR Policies on Job Satisfaction.

Leadership and Job Satisfaction

The finding in this research is that Leadership has a direct positive effect on Job Satisfaction or the higher the respondent's perception of Leadership, the stronger the employee's job satisfaction. Vice versa, a lower respondent's perception of Leadership, will lead to a weaker job satisfaction. The finding of this research strengthens some previous research conducted by Amit, Pattel et al (2018), Nidadhavolu et al (2018), Khalid et al (2015), Asghar et al (2017), Palupi et al (2017), Taty et al (2018), Saleem et al (2015).

It can be concluded that the findings of this research strengthen previous research and existing theories about the direct effect of Leadership on Job Satisfaction.

Personality and Job Satisfaction

The finding in this research is that Personality has a direct positive effect on Job Satisfaction or the higher the respondent's perception of Personality, the better the employee's job satisfaction. Vice versa, the lower the respondent's perception of Personality, will lead to worse job satisfaction. The finding of this research strengthens some previous research found by Mehrad et al (2015), Ranasinghe et al (2016), Sengul et al (2015), Jones et al (2014), Tesdimir et al (2015), Herminingsih et al (2018), Steel et al (2018), Therasa et al (2015).

It can be concluded that the findings of this research strengthen previous research and existing theories about the direct effect of Personality on Job Satisfaction.

HR Policies and Employee Engagement

The finding in this research is that HR Policies has a direct positive effect on Employee Engagement or the higher the respondent's perception of HR Policies, the better the employee's engagement. Vice versa, the lower the respondent's perception of HR Policies, will lead to worse Employee Engagement. The finding of this research strengthens some previous research found by Nizam et al (2018), Osborne et al (2017), Albrecht et al (2015), Hetaljani et al (2016), Chiemeke et al (2018).

It can be concluded that the findings of this research strengthen previous research and existing theories about the direct effect of HR Policies on Employee Engagement.

Leadership and Employee Engagement

The finding in this research is that Leadership has a direct positive effect on Employee Engagement or the higher the respondent's perception of Leadership, the stronger the employee's engagement. Vice versa, the lower the respondent's perception of Leadership, the weaker employee engagement will be. The finding of this research strengthens the similar results of some previous research studies (Vidyakala et al, 2016; Akanji et al, 2018; Milhem et al, 2019; Zarban et al, 2018; Saluy et al, 2018; Zeberga et al, 2017; Arfat et al, 2017).

It can be concluded that the findings of this research strengthen previous research and existing theories about the direct effect of Leadership on Employee Engagement.

Personality and Employee Engagement

The finding in this research is that personality has a direct positive effect on Employee Engagement or the higher the respondent's perception of Personality, the stronger the employee's engagement. Vice versa, the lower the respondent's perception of Personality, the weaker employee engagement will be. The finding of this research strengthens the similar results of some previous research studies (Ongore

et al, 2014; Shaban et al, 2018; Hau et al, 2018; Gulamali et al, 2017; Thavakumar et al, 2018).

It can be concluded that the findings of this research strengthen previous research and existing theories about the direct effect of Personality on Employee Engagement.

Job Satisfaction and Employee Engagement

The finding in this research is that Job Satisfaction has a direct positive effect on Employee Engagement or the higher the respondent's perception of Job Satisfaction, the better the employee's engagement. Vice versa, the lower the respondent's perception of Job Satisfaction, will lead to worse Employee Engagement. The finding of this research strengthens some previous research found by Vorina et al (2017), Shams et al (2018), Ang et al (2018), Zarban et al (2018).

It can be concluded that the findings of this research strengthen previous research and existing theories about the direct effect of Job Satisfaction on Employee Engagement.

Conclusions

The conclusion of this research shows that there is direct effect of HR Policy to Job Satisfaction, a direct effect of Leadership to Job Satisfaction, a direct effect of Personality to Job Satisfaction and indirect effect of HR Policy to Employee Engagement through mediating role of Job Satisfaction, indirect effect of Leadership to Employee Engagement through mediating role of Job Satisfaction, indirect effect of Personality to Employee Engagement through mediating role of Job Satisfaction.

Recommendation

HR policy is a factor that really determines employee engagement at PT. EJIP. From the results of this study, it was found that HR policies have the highest coefficient value, so improving

HR policies is a priority for improvement by paying attention to indicators of recruitment & selection, recognition, relationships, participation, communication, competence, continuous learning, knowledge production, benefits, K3 programs, assessment, competency based assessment and compensation & prizes. From these indicators, recruitment & selection indicators are necessary and competency-based assessments need to be improved. Strengthening recruitment & selection indicators as well as competency-based assessment is of paramount importance, because PT. EJIP must obtain competent candidates with maximum & optimal performance in order to provide the best service to tenants/customers. Improved recruitment and selection systems & methods can use third parties or recruitment for several position strategies as an option.

To increase employee engagement, it is also advisable to strengthen the implementation of leadership in PT. EJIP, in order to create high work motivation at PT. EJIP. Strengthening leadership is done by looking at the dimensions of personal effectiveness, effectiveness of interpersonal relationships, managerial effectiveness, operational effectiveness and community effectiveness. From the above dimensions, the dimensions of managerial effectiveness need to be prioritized to continue, by maintaining the dimensions of personal effectiveness and increasing the dimensions of interpersonal relationship effectiveness and operational effectiveness and community effectiveness. This can be realized through the delegation of authority, empowering, communicating in all dimensions of the organization, helping to obtain continuous improvement of organizational systems.

To increase employee engagement, it is also advisable to increase the personality profile of employees at PT. EJIP. The relationship between employees is suggested to be more conducive, although so far it has been relatively

good. Socializing among fellow employees is very important to understand each other, so that intimate social relationships and mutual understanding can be established. This will have a positive impact on the sustainability of a harmonious and fair working relationship, as is the basic objective of the Pancasila industrial relations system and mechanism. Feelings of anxiety, sadness and establish a steady, calm and tenacious mood are important, so that employees can make the best contribution to their duties and work.

To increase employee engagement, it is necessary to increase job satisfaction so that employees can really feel the concern for improving their work skills. Humanity and behavior are two different things that need attention, care that touches the hearts of employees, especially from the Management, will have a positive impact on the sense of work. In addition, the behavior between employees in communicating and physically relating will have a significant impact in improving employee work. Working Conditions and Work Environment must pay attention to aspects of education, expertise, skills and "passion" of employees, so that they are sincere in carrying out their duties and can give the best contribution, as part of job satisfaction. Preparation of systems and mechanisms for career advancement and promotion of employees, will make them feel at home and feel satisfied, in the end there will be efforts to make the best contribution to the company. The preparation of a fair, proportional, objective and dynamic payroll system will increase employee job satisfaction. In addition, the Cooperation aspect is an important thing that must always be considered, because if there are frequent conflicts, the level of employee job satisfaction will decrease.

In terms of increasing employee engagement, the management of PT. EJIP needs to always provide motivation and work spirit to all employees, so that they try their best to

contribute to the best performance for the continuity and progress of the company. Attention from Management is very helpful in motivating employees to love the company more and feel at home and "bound" to the company sincerely and sincerely. The strong sense of dedication in working from the employees will create pride in itself. This will make work a worship and pleasure in itself. The concept of seriousness in work must also be instilled, so that the balance of life can be carried out properly, between work as something that must be concentrated, enjoying work and the results of work as achievements that need recognition and appreciation. Loyalty aspect, in the sense of staying true to work for the company

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