

Analyzing Employee Engagement Improvement in CV. Crisbar Using AON Hewitt and Deloitte Model

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ABSTRACT

CV. Crisbar is a private company established in August 29th, 2017. This business working on the sector of fast-food-service which based in Bandung. The issues occurred when the rate of turnover is considered as high and also there is no KPI as an indicator to assess the employee performance. Based on the issue, this research aims to reveal: (1) current condition & kind of factors that affect the employee engagement, (2) provides recommendation. The researcher is using employee engagement model from two credible human resource consulting company, AON Hewitt and Deloitte. Those two model is combined into a new model which has a simplification model from both. This research uses two major data collections (1) primary data and (2) secondary data. The researcher use SPSS statistical tests such as reliability, validity, normality, multicollinearity, heteroscedasticity, autocorrelation, linearity, factor analysis, and MLR. From the data analysis, the finding for current employee engagement level in CV. Crisbar is in very good and need to be maintained, with average score of 4.37 out of 5. There also two factors (work motivation and welfare) that affect the employee engagement, work motivation is considered as the most significant with score of 0.989 out of 1.527. Welfare factor has the score of 0.538 out of 1.527. The partial improvement decided by the lowest score from each of the factor which categorized as "acceptable, need to be improved". The items are in the areas of enabling infrastructure and also corporate responsibility.

ABSTRAK

CV. Crisbar adalah perusahaan swasta yang didirikan pada 29 Agustus 2017. Bisnis ini bergerak di sektor layanan makanan cepat saji yang berbasis di Bandung. Masalah terjadi ketika tingkat turnover dianggap tinggi dan juga tidak ada KPI sebagai indikator untuk menilai kinerja karyawan. Berdasarkan masalah tersebut, penelitian ini bertujuan untuk mengungkapkan: (1) kondisi saat ini & jenis faktor yang memengaruhi keterlibatan karyawan, (2) memberikan rekomendasi. Peneliti menggunakan model keterlibatan karyawan dari dua perusahaan konsultan sumber daya manusia yang ternama, AON Hewitt dan Deloitte. Kedua model tersebut digabungkan menjadi model baru yang memiliki model penyederhanaan dari keduanya. Penelitian ini menggunakan dua koleksi data utama (1) data primer dan (2) data sekunder. Peneliti menggunakan uji statistik SPSS seperti uji reliabilitas, validitas, normalitas, multikolineritas, heteroskedastisitas, autokorelasi, linearitas, analisis faktor, dan MLR. Dari analisa data, temuan untuk tingkat keterlibatan karyawan saat ini di CV. Crisbar sangat baik dan perlu dipertahankan, dengan skor rata-rata 4,37 dari 5. Ada juga dua faktor (motivasi kerja & kesejahteraan) memengaruhi keterlibatan karyawan, motivasi kerja dianggap yang paling signifikan dengan skor 0,989 dari 1,527. Faktor kesejahteraan memiliki skor 0,538 dari 1,527. Perbaikan parsial diputuskan oleh skor terendah dari masing-masing faktor yang dikategorikan "dapat diterima, perlu ditingkatkan". Bagian tersebut yaitu di bidang infrastruktur dan juga tanggungjawab perusahaan.

1. INTRODUCTION

Human capital terminology is very well known in this century of the industrial era. This has been broadly used as the transmission of the previous human management concept that is Human Resource Management.

Human resource concept itself also a transmission of Personnel Management which is perceiving the employee as an asset and liability. Thus, the company stated their goals to minimize as much as possible the cost of employee's salaries. However, Human Resource shifts

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that concept into better ways. "The distinctive characteristic of HRM rests on the assumption that performance is attained through human elements in an organization" (Owoeye and Muathe : 2018, 67). This concept applies in several elements of human management such as employee recruitment, selection and training, career, retirement, performance appraisal, compensation, and benefit. It also perceived the employee as a resource which has to be maintained carefully cause its limitation.

Nowadays, human capital management has been intensively developed in this information and technology era after Human Resource Management concept. It embraces in several elements in the human resource process (start from recruiting until compensating) with different values and also considered as capital.

Thus, human capital management needs to be modelled and measured very well as stated by Dash "

"The research results suggest that the measuring and modelling of human capital are critical. The reason for this view can be attributed to the growing strategic importance of intellectual capital management and the need of HR managers to establish their credibility" (Dash : 2012, 9)

Committing into personnel already introduced in the terminology of employee engagement. Howard and Foster (2009) view employee engagement as a critical tool in talent management that does not only fortify the competitiveness of the firm but also, enhance the organizational image because it helps to reduce the employee attrition rate in a business firm (Kaliannan and Adjovu : 2015, 163). Employee engagement talks about intangible forms, such as satisfaction, commitment, motivation, loyalty, and involvement.

CV. Crisbar is a private company established in August 29th, 2017. CV. Crisbar found by two student college named Filbert and Hafizh. This business working on the sector of fast-food-service which based in Bandung. Currently, CV. Crisbar has 10 branches located in three areas of Bandung, Cimahi, and Jatinangor. There are Taman Sari Food Festival Siliwangi, Ganesha, Cisitu Indah, Telkom Uni-

versity, UNJANI, UNPAD Dipatiukur, Gerlam UNPAD, Ciseke, Jatinangor Raya, Cibogo Maranatha.

This company vision is "menjadi merek jaringan gerai makanan cepat saji langganan mahasiswa Indonesia". Now, CV. Crisbar is employing a few full-time employee around 50 persons to operates a daily business in 10 branches. Beside, this company got achievement from Grab food as the most wanted menu in the Grab application.

Besides providing fast-food-service, CV. Crisbar also has another business unit that is "Catering Crisbar". Filbert as the Chief Financial Officer said there is a symptom revealed. He said that the employee turnover is categorized as high because of the employee usually stayed in the company for several months of working. Only a few employees who stayed along one year in the company. Besides, he stated that there is no Human Resource department on the company. However, the job is being done by Board of Director management. Moreover, the performance appraisal is not yet done and so does the Key Performance Indicator (KPI). Thus the assessment still based on supervisor judgement which is likely subjective. MacLeod and Clarke, 2009 stated that disengaged employees have been shown to be less productive, absent in higher numbers, and more likely to leave the company (Stephanie, 2014). Thus, employee engagement becomes a critical aspect to be researched further by the management level of CV. Crisbar.

Based on the background and problem statement that has been stated above, this research aims to know :

- a. How is the current condition of employee engagement level in the CV. Crisbar?
- b. What kind of factors which affect the employee engagement based on the assessment in the CV. Crisbar?
- c. How is the recommendation based on the analysis to improve future employee engagement for better performance?

Based on the background and problem statement that has been stated above, this research aims to :

- Assess the current condition of employee engagement level in the CV. Crisbar
- Describe the kind of factors that affect the employee engagement based on the assessment in the CV. Crisbar
- Provide the recommendation based on the analysis to improve future employee engagement for better performance




2. THEORETICAL FRAMEWORK AND HYPOTHESES

Robinson et al (2004) defined engagement as one step ahead of commitment which valued as a positive attitude of the employee toward the organization and its values, where employees also have awareness of business context and work to improve job and organizational effectiveness (Bedarkar & Pandita, 2013). Employee engagement can also arguably the most critical metric for organizations in the 21st Century. Most if not all, of the other key measures that reflect and drive organizational performance (customer satisfaction, innovation, profitability, loyalty, and quality) are products of engaged committed employees (Siddhanta & Roy, 2010). Amazingly, engagement can increase during diverse times because employees are fearful that they will be the ones losing their jobs immediately. In fact, the change depends on how much consultation with employees was conducted during the change. In a study with respondents undergoing organization change with six different types of requests for engagement varying from “change imposed without employee consultation” to “formal consultation with employees” they found that employee involvement was critical to a company’s success when turbulent times occurred (Marchington & Kynighou, 3341).

According to Kelleher (2014), employee engagement is the mutual commitment between an organization and an employee, in which the organization helps the employee meet his or her potential and the employee

helps the organization meet its goals. Meanwhile, AON Hewitt, a global leader in human resource solutions, with over 30.000 professionals in 90 countries serving more than 20.000 clients worldwide, defined an engaged employee into three observable facets of “say, stay, and strive”. And they believe that considered as “engaged employee” means that employees must exhibit all three facets.

Figure 1. Observable Facets of Engaged Employee (AON Hewitt, 2015)

Engagement	Content	Items in Aon Hewitt Operational Definition
	Speak positively about the organization to coworkers, potential employees, and customers	<ul style="list-style-type: none"> I would not hesitate to recommend this organization to a friend seeking employment Given the opportunity, I tell others great things about working here
	Have an intense sense of belonging and desire to be part of the organization	<ul style="list-style-type: none"> It would take a lot to get me to leave this organization I rarely think about leaving this organization to work somewhere else
	Are motivated and exert effort toward success in their job and for the company	<ul style="list-style-type: none"> This organization inspires me to do my best work every day This organization motivates me to contribute more than is normally required to complete my work

Those facet’s definitions were derived from thousands of managerial interviews and focus group discussions we have conducted globally regarding what engaged employee think and do (AON Hewitt, 2015). From that theory, we can conclude that the Human Resource Division must consent in engaging employee at many organizational levels. Because this will highly affect their performance and also their emotion toward employment. In a study of the antecedents and consequences of employee engagement, Saks (2006) in Dash (2012) found any kind of difference in the consequences of job engagement and organizational engagement. The engagement on the organization positively affected by the ability of each individual to adapt to change.

Sheffield Barry, an independent executive compensation consulting firm ranked AON Hewitt at the Top 4 Diversified HR Consulting Firms. It was because of the deep and board HR consulting practice areas covering compensation, benefits (both health and welfare benefits, and DB and DC retirement benefits), and talent management (careers, culture, performance management, etc). At the latest version, AON Hewitt includes the additional

part of “Engagement Outcomes” and “Business Outcomes” to become a concern.

AON Hewitt defined engagement drivers into six aspects, there are company practices, the basics, the work, performance, leadership, and brand. Each of these parts always widely developed year to year. At company practices, he defined it into communication, customer focus, diversity and inclusion, enabling infrastructure, talent, and staffing. At the basics, there are benefits, job security, safety, work environment, work/life balance. At work, there are collaboration, empowerment, and work tasks. At the brand, there is reputation, brand/EVP, corporate responsibility. At the leadership, there is senior and BU leadership. The last is the performance, there are career opportunities, learning and development, performance management, people management, rewards and recognition. All of that 6 matters would produce any outcome in the area of engagement which usually sorts by 3S (Say, Stay, and Strive).

That means the employee will actively participate and stay working as a loyal employee who really wants to strive for the company. Not only from engagement, but also produces business outcome such as talent, operational, customer, and financial. At talent, it will produce retention, absenteeism, and wellness. In the operational, it will produce more productivity and safety. Then at the customer, it will produce satisfaction, NPS, and also retention. For the last, at the financial aspect, it will produce the revenue/sales growth, Op, income/margin, and also total shareholder return. Surprisingly, based on the “2018 Trends in Global Employee Engagement” conducted by AON Hewitt, “rewards & recognition” become the top engagement opportunities in global following by “senior leadership” and also “career & development”.

Meanwhile, Deloitte has their own too. They have five elements drive engagement which varies in 20 variables indeed. There are meaningful work, hands-on management, positive work environment, growth opportunity, and trust in leadership. For the specific variables, “meaningful work” has the autonomy,

select to fit, small and empowered teams, and time for slack. Then “hands-on management” has clear transparent goals, coaching, invest in management development, and modern performance management. Afterward, a “positive work environment” has a flexible work environment, a humanistic workplace, the culture of recognition, and inclusive diverse work environment. Furthermore, “growth opportunity” has training and support on the job, facilitated talent mobility, self-directed and dynamic learning, and high-impact learning culture. The last one is “trust in leadership”. It has mission and purpose, continuous investment in people, transparency and honesty, and inspiration.

Moreover, the benefits of maintaining the engagement of employees as high are many. Bedarkar & Pandita (2013) said that nowadays the organization should actively look forward to fulfilling employee’s expectations as it is affected by the performance of an employee which also affected into the organization’s performance. Besides, a case studies from Hay Groups’ shows the benefits along with employee performance, employee retention, customer satisfaction, and financial success (Siddhanta & Roy, 2010). Parent & Lovelace (2015) on their paper stated that the engagement affects into a positive organizational culture on an individual’s ability to adapt the organizational change.

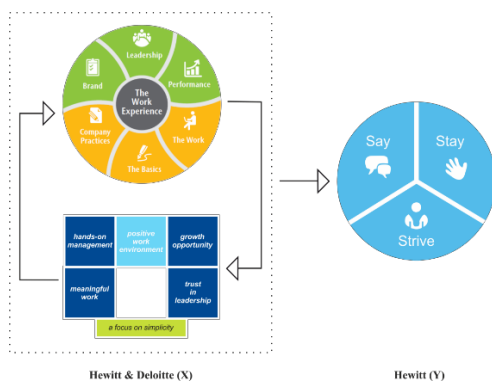
Deloitte has 20 issues of drivers, however, Deloitte still enhances a focus on simplicity. Highly engaged companies work very hard to make work simple. By simply dispose of administrative overhead (compliance processes, formal check-off processes, multistep processes) in favor of trust, autonomy, and a focus on cooperation. The disposal over bureaucratic burden can have a catastrophic impact on work satisfaction.

Quite different from AON Hewitt, Deloitte doesn’t include compensation as an engagement factor/driver while compensation itself perceived as a “hygiene factor” not an “engagement factor”. Therefore, while the compensation is not enough, people will leave-however increasing the compensation itself

does not directly increase engagement (with certain exceptions).

Figure 2 shows the new model of employee engagement. The researcher combines the two models into one new integrated model. The two models can relate to each other because they complete each other, Hewitt provides the newest complete set of engagement drivers while Deloitte also includes the issues which Hewitt doesn't discuss. Those two variables represent the independent variable (X). Additionally, Hewitt includes "Engagement Outcomes" to become a concern after the "Engagement Drivers". Therefore, those "engagement outcomes" will represent a dependent variable (Y) in this research.

Figure 2. New Modified Model of Employee Engagement
Source: private documentation



The switching arrow inside the box indicates both Hewitt and Deloitte engagement drivers are completing each other as the independent variable (X). The arrow outside the box indicates that (X) variable (independent variable) is affecting the (Y) variable (dependent variable). This research reveals what part of employee engagement driver (X) that significantly affects the level of employee engagement (Y) in the CV. Crisbar.

3. RESEARCH METHOD

3.1 Research Design

This research was done by 4 primary phases which consists of several sub-activity indeed. These methods aim to ease the researcher in making a report. Figure 3.1 below

represent the whole picture of this research methodology. The first phase started with preliminary research and end up with data analysis and the conclusion also recommendation.

3.2 Data Source

The data required for this research divided into two types; primary and secondary data. Sage Research Methods defined primary data as an original data source which called as a first hand-pick of researcher for a specific objective. Meanwhile, secondary data is data published by other parties in order to share the information of the internal company. Primary data here used to be as a confirmation of the secondary data given by the company. The primary data gained by several methods of collections such as observation, interview, and questionnaire. Meanwhile, the secondary data collected towards the company's documentation of presentation and websites.

3.3 Data Collection Method

a. Observation

The Grand Canyon University in Phoenix, Arizona defined observation as an activity of recording and viewing the actions or even behavior of participants. In this research, the researcher conducts an observation in several outlets of CV. Crisbar to observe the employee activity during working time. The first outlet being observed located in Jalan Cisituh Indah, then the other outlet located in Jalan Ganesha. The observation focus on the process of business, customer interaction, and equipment provided.

b. Interview

According to Gary Dessler, an interview defined as an activity of gaining some information from other parties in order to know several aspects. In this research, the researcher is conducting an interview with a CV. Crisbar Director of Finance, Filbert. Besides, there will be other interviews toward employees regarding the analysis of the improvement program. The list of questions and results for interview presented in the second appendices with the title of "wawancara mendalam".

The questionnaire contains 34 questions (9 questions of the dependent variable and 25 questions of the independent variable) based on the synthesis model from AON Hewitt and synthesis model from Deloitte explained in the previous chapter.

Figure 3. Organization Structure of CV. Crisbar

```

graph TD
    subgraph Top_Management [Top Management]
        DF[DIRECTOR OF FINANCE]
        DO[DIRECTOR OF OPERATIONAL]
        DM[DIRECTOR OF MARKETING]
    end

    subgraph Middle_Management [Middle Management]
        ASS_DF[ASS. DF]
        FM[FINANCE MANAGER]
        BM[BRAND MANAGER]
    end

    subgraph Low_Management [Low Management]
        AC[Accounting]
        P[Purchasing]
        C[Cashier]
        SPV1[SPV Area 1]
        SPV2[SPV Area 2]
        SPV3[SPV Area 3]
        HO1[Head Outlet]
        HO2[Head Outlet]
        HO3[Head Outlet]
        SC[Senior Crews]
        JC[Junior Crews]
        AS[Admin Socmed]
        T[Teknisi]
        ST[Staff Teknisi]
    end

    DF --- ASS_DF
    DF --- FM
    ASS_DF --- FM
    FM --- AC
    FM --- P
    AC --- C
    P --- C

    DO --- SPV1
    DO --- SPV2
    DO --- SPV3
    SPV1 --- HO1
    SPV2 --- HO2
    SPV3 --- HO3
    HO1 --- SC
    HO2 --- SC
    HO3 --- SC
    SC --- JC

    DM --- BM
    BM --- AS
    BM --- T
    AS --- ST
    T --- ST
  
```

Legend:

- Top Management (Purple box)
- Middle Management (Green box)
- Low Management (Yellow box)

$$n = \frac{N}{\text{?} + \text{?} \text{?} (e \text{?})}$$

Researcher take confidence level of 90%, therefore the error tolerance is 0.10. Increasing the significance level to a higher value (e.g. 0.10) allows for a larger chance of being wrong, but also makes it easier to conclude that the coefficient is different from zero (Hair, et al: 2009). Hazelrigg (2009) also add as when setting confidence intervals, there is nothing sacrosanct or magical about this number, either Z or alpha. They are entirely conventional choices, and one is free to select a different number. And the appropriate sample size for this research is:

$$n = \frac{55}{\diamond + 55(\diamond.\diamond * \diamond.\diamond)} = 35.46 \sim 37$$

4.1 Respondent Profile

A donut chart illustrating the gender distribution of respondents. The chart is divided into two segments: a large red segment representing 'Male' at 83.8%, and a smaller yellow segment representing 'Female' at 16.2%. A legend to the right of the chart identifies the colors: a red dot for 'Male' and a yellow dot for 'Female'.

Gender	Percentage
Male	83.8%
Female	16.2%

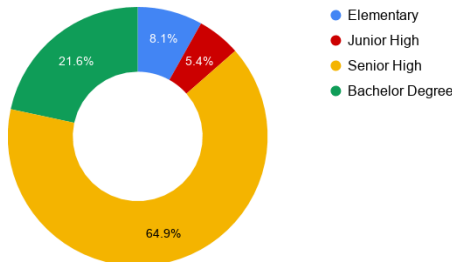
Donut chart showing the distribution of respondents by age group:

Age Group	Percentage
17-21	40.5%
22-26	24.3%
27-31	18.9%
32-36	8.1%
37-41	8.1%

136

26 years old (9 respondents), 18.9% by 27-31 years old (7 respondents), 8.1% by 32-36 years old (3 respondents), and 8.1% by 37-41 years old (3 respondents).

Figure 6. Educational Background Distribution



From Figure 6 Educational Background Distribution, the majority of respondents in the CV. Crisbar has a senior high educational background with 64.9% proportion (24 respondents). Followed by 21.9% (8 respondents) with a bachelor degree background. And then 8.1% (3) by elementary background. While the minority proportion was 5.4% (2) by junior high.

Figure 7. Working Period (in month)

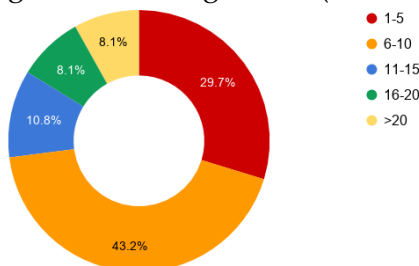


Figure 7 Working Period Distribution shows that the majority of respondents have been working in the CV. Crisbar among 6-10 months (43.2% or 16 respondents). While 29.7% (11 respondents) have been working for 1-5 months. Followed by 10.8% (4 respondents) with 11-15 months working period. And least of them was 8.1% (3 respondents) with 16-20 months working period. There were only 3 respondents or 8.1% which have been working for more than 20 months.

4.2 Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.875	9

From the table above, the Cronbach Alpha shows the result of 87.5%, which means the data reliability is good ($0.9 > \alpha \geq 0.8$). There is no item of dependent variables being deleted because it would reduce the reliability < 0.875 .

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.949	.953	25

From the table above, the Cronbach Alpha shows the result of 95.3%, which means the data reliability is excellent ($\alpha \geq 0.9$). There is no item of dependent variables being deleted because it would reduce the reliability < 0.953 .

4.3 Validity Test

Based on the table of critical values: Pearson Correlation, with Degrees of Freedom (DF) = $N-2$ ($37-2 = 35$) and significant level 2-tailed (0.05), the r table for this questionnaire is 0.325. from the statistical process, it knowing that all the items are valid with various level of validity. 2 items are excellent, 17 items have high validity from 0.603 - 0.790. And 7 items have medium validity from 0.552 - 0.590.

4.4 Normality

One-Sample Kolmogorov-Smirnov Test		Standardized Residual
N		37
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.55277080
Most Extreme Differences	Absolute	.097
	Positive	.097
	Negative	-.089
Kolmogorov-Smirnov Z		.590
Asymp. Sig. (2-tailed)		.878

a. Test distribution is Normal.
b. Calculated from data.

From the One-Sample Kolmogorov-Smirnov Test, the decision was; reject H_0 if p-value $<$

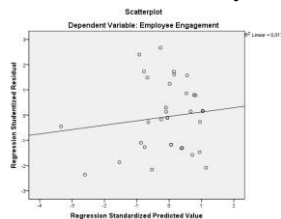
0.05. Since the value of Asymp. Sig. (2-tailed) K-S Z = 0.878 sig. > 0.05, then accept H^0 . Thus the data is normally distributed.

4.5 Multicollinearity

From the Multicollinearity Result, the tolerance column shows that 23 out of 25 independent variables have scored less than 0.10, which indicates there is a correlation among independent variables. And so does with the VIF (Variance Inflation Factor), 23 out of independent variables have the VIF score more than 10. Therefore, we can conclude that the multicollinearity among independent variables does exist. The existence of multicollinearity can be resolved by combining highly correlated variables through factor analysis (Stephanie, 2017: 33).

4.6 Heteroscedasticity

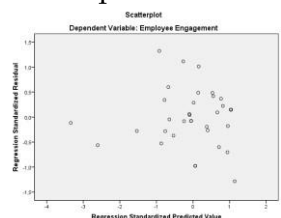
Figure 8. Heteroscedasticity Scatterplot



Since the plot of standardizing residual and standardize prediction from figure 8 Heteroscedasticity Scatterplot generating random pattern then the heteroscedasticity is passed. Thus, the regression model is feasible to be conducted.

4.7 Linearity

Figure 9. Scatterplot Result of Linearity



From Figure 9. Scatterplot Result of Linearity, it can be seen that the plot of standardize residual and standardize prediction generating

random patterns then the linearity is passed.

4.8 Factor Analysis

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.815
Bartlett's Test of Sphericity	Approx. Chi-Square	514.135
	df	120
	Sig.	.000

the second test was conducted by deleting the item with an MSA score under 0.5. It is better to delete the variables which have MSA score under 0.5. Then, the KMO result increased into 0.815 as shown in the table above. On the second test, 9 out of 25 items of independent variables were deleted. Therefore, the independent variables decreased to 16 items.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.979	56.117	56.117	8.979	56.117	56.117
2	1.651	10.317	66.434	1.651	10.317	66.434
3	1.201	7.509	73.943	1.201	7.509	73.943

From the table above, it can be seen that every eigenvalue > 1 will initiate a new factor. From 16 independents that is extracted, there are 3 factors initiated. The first factor could explain 56.117% variance. The second could explain a 10.317% variance. And the third factor could explain a 7.509% variance. Therefore the cumulative three factors that could be explained is 73.943% variance.

By analyzing the varimax rotated component matrix, it can be assured which variables that converged into which factor by seeing the highest score of each component. Therefore, table below shows the new factor of variables as the result of factor analysis.

Table 1. New Identified Factors

Factor	Item	Item	Loading Factor
1	Career and Social Support	X9 Collaboration	0.627
		X14 Learning & Development_1	0.582
		X15 Learning & Development_2	0.668
		X16 Performance Management	0.877
		X18 People Management_2	0.660
		X20 Senior Leadership_1	0.766
		X21 Senior Leadership_2	0.749
2	Welfare	X3 Diversity and Inclusion	0.723
		X4 Enabling Infrastructure	0.750
		X17 People Management_1	0.833
		X19 Rewards & Recognition	0.502
		X23 Corporate Responsibility	0.724
3	Work Motivation	X10 Empowerment/autonomy_1	0.644
		X11 Empowerment/autonomy_2	0.876
		X13 Career Opportunities	0.889
		X22 Reputation	0.807

4.9 Multiple Linear Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.839 ^a	.703	.676	2.98220

a. Predictors: (Constant), Work Motivation, Career and Social Support, Welfare

From the table of determination coefficient above, it can be seen that the model has multiple R of 0.839 which reflects employee engagement level is considered highly associated with the three new drivers of engagement (career and social support, welfare, and work motivation). The model has R Square of 0.703 which indicates that 70.3% of the total variation of annual net sales explained by the regression model consisting of career and social support, welfare, and work motivation.

The adjusted R square is 0.676 which means 67.6% dependent variable (employee engagement level) can be explained by all 16 independent variables (a key driver of employee engagement). While 32.4% is explained by causes out of the model context. The standard error of the estimate (SEE) is 2.98220, which is very good due to the smaller SEE number means more accurate regression model.

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	695.432	3	231.811	26.065	.000 ^a
Residual	293.486	33	8.894		
Total	988.919	36			

a. Predictors: (Constant), Work Motivation, Career and Social Support, Welfare

b. Dependent Variable: Employee Engagement

From the table of F-Test, it can be seen that the model shows that the F ratio of 26.065 is statistically significant at a significance level of 0.000 (less than 0.05). Thus, the multiple linear regression model can be used to predict the relationship between the dependent variable (employee engagement level) can be explained by all 16 independent variables (a key driver of employee engagement).

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
1 (Constant)	11.288	3.705		3.047	.005
Career and Social Support	-.028	.135	-.030	-.209	.836
Welfare	.538	.186	.457	2.888	.007
Work Motivation	.989	.272	.482	3.633	.001

a. Dependent Variable: Employee Engagement

From the table of t-test, the intercept or constant value is 11.288, which means the company will gain about 11.288 when the independent variable(s) is equal to zero. The two out of three new driver factors (welfare and work motivation) are significant because the scores are less than 0.05. It means that the dependent variable (employee engagement level) is affected by the two new driver factors (welfare and work motivation) significantly. Meanwhile, the t value for the Career and Social Support is statistically insignificant which can be seen from the significance level of 0.836 (greater than 0.05), thus the expected value of -0.28 Career and Social Support, given all of the predictor values are equal to zero, means nothing and can be dropped from the equation.

From the multiple linear regression model, the final equation for predicting the employee engagement level can be obtained:

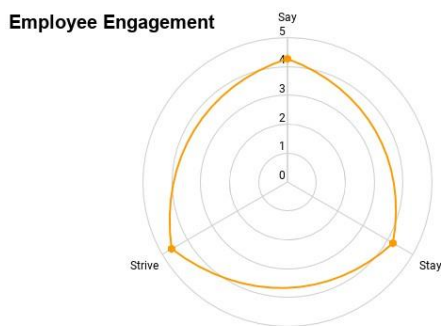
$$Y = 11.288 + 0.538X_2 + 0.989X_3$$

With: Y = Employee Engagement Level (dependent); X₂ = Welfare (independent); X₃ = Work Motivation (independent)

4.9 Result Interpretation

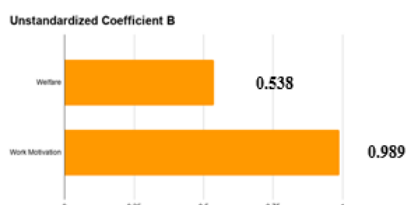
On this sub-stage, the previous result that has been analyzed using SPSS software will be interpreted clearly to get a comprehensive conclusion and recommendation. Figure 4.9 Employee Engagement shows current employee engagement in the CV. Crisbar.

Figure 10. Employee Engagement



From the obtained data, “say” shows a score 4.28 out of 5. “Stay” shows score of 4.23 out of 5. And “strive” shows score of 4.61 out of 5. Based on the multiple linear regression test, the independent variables (X) are affecting those dependent variables (Y) directly. It means a greater score of engagement driver (X) results to a greater score of engagement level (Y) and so does the opposite.

Figure 11. Unstandardized Coefficient B



It can be seen from the Figure 11. Unstandardized Coefficient B that the highest coefficient

number (0.989) is “work motivation” factor. If the “work motivation” factor increases 1000 points, the employee engagement level will be increased 989 points. Then, the “welfare” factor has a coefficient number of 0.538. It means for every 1000 points increase in “welfare” will increase 538 points of employee engagement level.

4.9.1 Work and Motivation

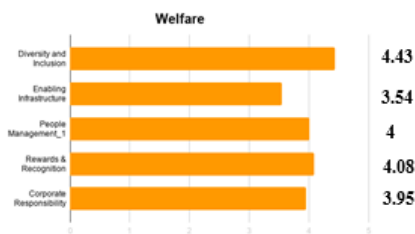
Figure 12. Work Motivation



Work motivation, as the highest significant factor that affecting employee engagement level is formed by four independent items. First, “empowerment/autonomy_2” item with “saya diberikan wewenang yang cukup untuk menyelesaikan tugas dan tanggungjawab” statement occupies the highest place of work motivation (4.68 out of 5). It means that CV. Crisbar gives proper authority and empowerment for the employee to finish all their responsibilities. The other items also show a good indication. “career opportunities” that defines the opportunity given by the company for an employee to enhance their career (4.59 out of 5). It was because of the career path in the CV. Crisbar is widely open for all employee who has been working for a half year. Then, “empowerment/autonomy_1” item with “saya diberikan kesempatan oleh perusahaan untuk mengembangkan kemampuan” statement (4.57 out of 5). Fourth, “reputation” item that defines how the company perceived by the public.

4.9.2 Welfare

Figure 13. Welfare



Welfare, as the least significant factor (than work motivation) that affecting employee engagement level is formed by five independent items. First, “diversity and inclusion” item with “perusahaan memperlakukan semua karyawan dengan adil dan bebas SARA (suku, agama, ras, asusila)” statement occupies the highest place of welfare (4.43 out of 5). It means that CV. Crisbar appreciates diversity and implementing the free-of-discrimination practice in the work environment. The other items show a good result, “reward and recognition” item with a score of 4.08 out of 5. CV. Crisbar already implements the system of reward for the best employee. “people management_1” item with “gaji pokok (uang) yang diberikan memuaskan jika dibandingkan dengan perusahaan serupa” statement score 4 out of 5.

It was because the salary given by the company has a competitive advantage compared to the same industry. The two last items, unfortunately, have a score under 4. First, “corporate responsibility” item with “perusahaan memberikan kontribusi langsung terhadap masyarakat sekitar melalui program tertentu” statement and score 3.95 out of 5. Second, “enabling infrastructure” item with “perusahaan menyediakan fasilitas yang lengkap dan lingkungan kerja yang mendukung karyawan” which occupies the lowest place (3.54 out of 5). It means that the company has not provided their employees with proper material (facilities).

4.10 Analysis and Improvement Program

In this section, the data analysis and improvement program will be explained as the purpose of future employee engagement for CV. Crisbar.

4.10.1 Analysis

Based on result interpretation, two factors significantly affect the employee engagement level in the CV. Crisbar. The most significant factor is work motivation, followed by the welfare factor. The overall result gets “acceptable” valuation from the researcher, however, the item in welfare still needs to be improved.

Table 2. Improvement Criteria

(Source: Stephanie, 2014: 45)

Score	Comment
1-2 out of 5	Poor, critical to be improved
2.01-3 out of 5	Questionable, prior to be improved
3.01-4 out of 5	Acceptable, need to be improved
4.01-5 out of 5	Very good, need to be maintained

The table above shows the categorization of valuation decisions based on the scoring result on the previous interpretation.

Table 3. Analysis Table

Work Motivation		
Item	Score (out of 5)	Comment
Empowerment/autonomy_2	4.57	Very good, need to be maintained
Career opportunities	4.59	Very good, need to be maintained
Empowerment/autonomy_1	4.57	Very good, need to be maintained
Reputation	4.54	Very good, need to be maintained
Average	4.56	Very good, need to be maintained
Welfare		
Diversity and inclusion	4.43	Very good, need to be maintained
Rewards and recognition	4.08	Very good, need to be maintained
People management_1	4	Acceptable, need to be improved
Corporate responsibility	3.95	Acceptable, need to be improved
Enabling infrastructure	3.54	Acceptable, need to be improved
Average	4	Acceptable, need to be improved

4.10.2 Improvement Program

Based on the previous analysis, the researcher gives several recommendations for CV. Crisbar regarding the strategy to increase and maintain the level of employee engagement high, customer satisfaction, and great performance. All the recommendations provided here must be analyzed on further research and adjusted with the working culture on the CV. Crisbar.

- a. The small improvement in corporate responsibility
Corporate responsibility or commonly known as CSR (Corporate Social Responsibility) defined as policies and practices that organization engages regarding creating positive social, including environmental, changes aimed at different stakeholders (Ferreira & Oliveira, 2014). The research used a baseline model that shows that there is a positive and significant ($\beta = 0.837, p < 0.001$) relationship between CSR and engagement (Glavas, 2016). A research conducted by AON implied that 80% of respondents would prefer working for a company that has a good reputation for environmental responsibility. Amri, et.al (2019: p8) stated that CSR can be used as a strategic tool to enhance employee engagement, which benefits to attract, retain, and motivate employees. Thus, CV. Crisbar needs to concern on how to improve this aspect by implementing CSR program such as charity action to the orphanage. Besides, to increase a reputation in environmental responsibility, the company may create a new branding of green restaurant which used less inorganic elements.
- b. The small improvement in enabling infrastructure
Deloitte's Global Human Capital Trends 2016 report stated how to provide the right tools for the employee to accomplish the tough task and allow them to perform at their peak. If the tools do not right then the frustration level will get higher and engagement will plummet (deloitte.com). Moreover, based on AON's Top

Engagement Opportunities Globally become the Top 5 within two years. Designing a "resilient workplace" is the most likely to have a positive impact on employee engagement levels (Borghero, 2019). The application could be in several areas such as providing a proper restroom, homy basecamp, and the like.

5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

This research concludes several things: (a) The current condition of employee engagement level in the CV. Crisbar is in very good and needs to maintain, with an average score of 4.37 out of 5; (b) After done the factor analysis test, the two new factors affecting employee engagement are formed, there are work motivation and welfare; (c) From the multiple linear regression test, the researcher gets the final equation model in predicting the employee engagement level in the CV. Crisbar:

$$Y = 11.288 + 0.538X_2 + 0.989X_3$$

with :

Y = Employee Engagement Level (dependent)

X₂ = Welfare (independent)

X₃ = Work Motivation (independent)

The work motivation is considered as the most significant factor that affecting employee engagement, with a score of 0.989 out of 1.527. Work motivation consists of four independent items, empowerment/autonomy₂, career opportunities, empowerment/autonomy₁, and reputation. The average score of four items is 4.56 out of 5 (very good, need to be maintained).

The scope of this research is the employee of CV. Crisbar, consisting of four level management from job hierarchy within the organization chosen (staff, supervisor/head office, manager, and director). Using three tools of collecting data (interview, observation, and questionnaire). Respondents of questionnaire for this research are geographically located in three areas (Bandung, Cimahi, and Jatinangor). The respondents will vary in some places due to the company already have 10

branches across Bandung. Located in Taman Sari Food Festival Siliwangi, Ganesha, Cisitua Indah, Telkom University, UNJANI, UNPAD Dipatiukur, Gerlam UNPAD, Ciseke, Jatinangor Raya, Cibogo Maranatha. To support the analysis, this research will use external data as secondary data obtained by journals, articles, news, company report, and book.

Based on the conclusions, the researcher gives some recommendations of employee engagement improvement program for CV. Crisbar in welfare factor. This improvement program aimed to help the company maintaining the employee motivation to give their best performance and gain an increasing in customer satisfaction and also the company vision. Absolutely this recommendation needs to be researched further to fit the work culture and adjust to the environment.

- a. A small improvement in corporate responsibility
CV. Crisbar needs to concern on how to improve this aspect by implementing CSR program such as charity action to the orphanage. Besides, to increase a reputation in environmental responsibility, the company may create a new branding of green restaurant which used less inorganic elements.
- b. A small improvement in enabling infrastructure
Deloitte's Global Human Capital Trends 2016 report stated how to provide the right tools for the employee to accomplish the tough task and allow them to perform at their peak. If the tools don't right then the frustration level will get higher and engagement will plummet (deloitte.com). The application could be in several areas such as providing a proper restroom, homy basecamp, and the like.

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