

Open Access Article

Determination of Employee Contribution on Employee Engagement with Employee Motivation as an Intervening Variable

Sri Lestari Prasilowati, Faizal Farouk, Slamet Ahmadi

Management Department, Sekolah Tinggi Ilmu Ekonomi IPWI, Jakarta, Indonesia

Abstract: This research attempts to examine the determination of employee contribution through employee engagement with employee motivation as an intervening variable. The objective of this research is to understand factors influencing the contribution of employees at PT Haeng Nam Sejahtera Indonesia to the corporate goals of continuous improvement and performance improvement. The research method is quantitative. The analysis technique is structural equation modeling (SEM) that is applied on quantitative data. The research sample involves 289 employees. The research has obtained several results. Organizational culture has a negative effect on employee motivation. Job characteristics have a positive effect on employee motivation, but the effect is not significant. Job environment has a positive and significant effect on employee motivation. Employee motivation has a positive and significant effect on employee engagement. Employee motivation has proved to be intervening or mediation variable for the relationship of employee engagement with other variables.

Keywords: employee engagement, employee motivation, job characteristic, job environment, organizational culture.

以员工动机作为干预变量确定员工对员工敬业度的贡献

摘要: 本研究试图通过将员工动机作为干预变量的员工参与来检验员工贡献的决定。本研究的目的是了解影响PT行南塞加特拉印度尼西亚员工对持续改进和绩效改进的企业目标的贡献的因素。研究方法是定量的。分析技术是应用于定量数据的结构方程模型(扫描电镜)。研究样本涉及289名员工。研究取得了多项成果。组织文化对员工积极性有负面影响。工作特征对员工积极性有正向影响,但作用不显著。工作环境对员工积极性有积极而显著的影响。员工激励对员工敬业度具有积极而显著的影响。员工动机已被证明是员工敬业度与其他变量关系的干预或中介变量。

关键词: 员工敬业度、员工激励、工作特点、工作环境、组织文化。

1. Introduction

A company or an industry usually has several assets as its economic resources. These assets may take the forms of commodities, currencies, receivables, and many more. In other words, assets are always important for the survival of a company or an industry. One of the prominent assets for the life of a company is human resources, or precisely the employees. Like other assets, employees need to be managed well because employees can make positive contributions to the company's business and performance. If a manager can manage employees well, then it is expected that

employees can improve their commitment to the job through their job engagement. A manager must have the ability to analyze the demand, capacity, and limitation of employees in their jobs. This analysis enables a manager to ensure that employees can finish the job effectively, efficiently, and as expected by corporate guidelines [1].

All companies have the intention to grow, develop, and survive globalization. A company needs to have strategic strength to achieve these intentions. Employee engagement is one of the strategic assets that can be used by the company to boost its development [25]. A

Received: April 19, 2021 / Revised: May 17, 2021 / Accepted: June 20, 2021 / Published: July 31, 2021

About the authors: Sri Lestari Prasilowati, Faizal Farouk, Slamet Ahmadi, Management Department, Sekolah Tinggi Ilmu Ekonomi IPWI, Jakarta, Indonesia

company should create employee commitment by convincing employees to achieve corporate goals [26].

It is not only possible for organizational culture to become one of the keys to success for an organization, but it is also possible that it can cause an organization to fail. According to Machado and Davim [2], organizational culture contains values, norms, and public trust in an organization. Organizational culture in a company is made up from employee values. An employee may profess many values, and organizational culture, therefore, can have great variability. Organizational culture is invisible, but it determines everything in the workplace. It was said by Akbar [3] that organizational culture, also known as corporate culture, is a factor that influences employee engagement.

It was asserted by Beardwell and Thompson [4] that employees with positive job characteristic tend to show high job engagement. Job characteristics contain a few elements, such as job responsibility, job diversity, and job satisfaction. Meanwhile, Krishnan et al. [5] found that job characteristics have a positive effect on employee engagement. If employees are given job characteristics that suit their skills, then they tend to develop positive job motivation, which impacts job engagement positively.

The job environment has a critical influence on employee motivation and employee performance. A convenient job environment can motivate employees to improve their work quality and quantity [6]. Employees can work peacefully, conveniently, and safely only when the physical and non-physical job environments are managed well enough to reduce the employees' unpleasant feelings toward the job. The job environment includes anything around the employees at the workplace that is physical or non-physical. The physical job environment is anything visible around the employees at the workplace that can affect the job directly and indirectly [7]. The non-physical job environment comprises the tasks that require employees to communicate with fellow employees or superiors regarding compensation, job regulations, and corporate policy.

PT Haeng Nam Sejahtera Indonesia (PT HSI) is a company that manufactures ceramic tableware. Although this company was established as recently as 1989, it already pulls 90% of its market share from abroad. PT HSI has 1,700 (one thousand, seven hundred) employees. PT HSI developed a vision to become the number one manufacturer of ceramic tableware in the world. The company insists on achieving this vision, but it also realized that it should take care of its business and production properly. One of the critical components is managing the employees to ensure that they have a high commitment to the company and high motivation to achieve its corporate vision.

PT HSI has many job characteristics in the production line. Therefore, the company needs a large number of employees to handle these jobs. In several work stations, specific skills are needed. Therefore, job characteristics are examined by the current research. Furthermore, some stations in the production process have different job environments. For instance, the work station for firing GK must work at temperature of 400°C. The milling body work station has a relatively high noise level. Taking this into account, the job environment is thus examined as the independent variable of this research.

PT HSI has an instrument to achieve the so-called kaizen or continuous improvement. This instrument is called a suggestion system. This instrument is used by the company to draw ideas and outputs from employees to improve productivity and to increase sustainable production efficiency. According to Ostrowski [8], a suggestion system is an instrument to assess and measure employees' contribution to the company through employee engagement. As said by Ostrowski [8], the suggestion system is a way for employees to demonstrate their contribution, engagement, attachment, motivation, and commitment to the company. This suggestion system may not affect the main parts of the company, but at least it is proof that employees are attempting to build attachment to their job. This system is always positive because employees proactively attempt to contribute to the company. Fig. 1 shows the recapitulation of the suggestion system level targeted by the company, starting in 2016.

2. Theoretical Framework and Hypotheses Development

2.1. Human Resources

Human resource management (HRM) is a term known widely in the context of managerial activity in arranging jobs and assigning human resources to jobs. It was Beardwell and Thompson [4] who defined HRM as a set of policies used to build job relationships through job management and people management. Therefore, HRM is associated with few activities such as recruitment, selection, learning and development, appreciation, communication, employee engagement, teamwork, and employee performance management.

According to Mondy and Martocchio [9], the concept of human resource management (HRM) concerns the use of individuals to achieve organizational goals. As such, the main function of HRM is the development of human resources, which involves activities such as training and development, career planning, organizational development, performance management, and performance assessment.

2.2. Organizational Culture

Robbins and Judge [10] stated that the term “organizational culture” refers to a collective sense system shared by organization members that differentiates their organization from others. Moreover, McShane and Glinow [11] posited that an organizational culture comprises both shared values and shared assumptions. In the context of an organizational culture, shared values refer to the values professed by people within a given organization or work unit. Furthermore, shared assumptions refer to elements inherent within the deeper layer of an organization’s culture. Therefore, it can be said that an organizational culture consists of several dimensions, including innovation, stability, respect for others, an output-focused orientation, a focus on detail, a team-oriented approach, and aggressiveness.

2.3. Job Characteristics

According to Hackman and Oldham [12], every job consists of five core aspects, which combine to offer a model of the job’s characteristics:

1. **Skill Variety:** Related to whether the job requires an employee to perform various activities that involve the use of numerous skills and capacities.
2. **Job Identity:** Indicated by whether the job requires an employee to perform all of the activities that have been identified.
3. **Task Significance:** Determined by whether the job has a meaningful impact on the lives of other individuals. Such individuals can be fellow employees or neighbors who reside in close proximity to employees. If the job is important and meaningful for employees, they tend to feel satisfied.
4. **Autonomy:** Measured by the freedom that employees have in terms of doing the job. Employees must be independent or able to exercise autonomy with regard to scheduling the job and deciding on the procedure that must be followed in relation to it.
5. **Feedback:** Concerned with information about whether the job undertaken by employees has been effectively performed or not. In this context, employees should receive information about their effectiveness directly and clearly.

2.4. Work Environment

Riadi [13] stated that the work environment is composed of all the social, psychological, and physical environments within a given company that influence its employees’ achievement. Humans and their environments are closely linked, which means that humans cannot be separated from the environment in which they live or, in the work context, spend time. Moreover, humans will always take steps to adapt to the environment that surrounds them.

Siagian [14] suggested there to be two types of work environments, namely the physical work environment, which refers to the physical characteristics of the workplace, and the non-physical

work environment, which refers to the atmosphere of the workplace. More specifically, in terms of the latter type of environment, a pleasant work environment is marked by harmonious relationships between employees and management.

2.5. Employee Motivation

Kinicki and Fugate [12] highlighted the fact that the word “motivation” is derived from the Latin word “movere,” which can be directly translated as “moving.” In this context, motivation is said to refer to the psychological process “that underlies direction, intensity, and perseverance in behavior or thought” [12]. Relatedly, perseverance can be considered a measure of the length of time that employees have dedicated to focusing on their job.

Furthermore, Kinicki and Fugate [12] stated the importance of Abraham Maslow’s theory of human motivation in this context. According to this theory, humans dedicate themselves to working on something because they consider it to be a necessity. In fact, there are several necessities that can be arranged in a hierarchy. Maslow [12] suggested that if the first necessity is fulfilled, then the second necessity will emerge. If the second necessity is then fulfilled, the third necessity will emerge and need to be fulfilled. This process continues until the fifth necessity.

2.6. Employee Engagement

Robbins and Judge [10] considered the concept of employee engagement to be related to the involvement, satisfaction, and enthusiasm of individuals with regard to their job. Employees with a high level of engagement tend to exhibit a high degree of enthusiasm when it comes to doing their job. Such employments also tend to perceive a deep relationship with their company. However, employees with a low level of engagement tend to exhibit a turnover intention. They generally continue to complete their work-related tasks, although their energy and attention are focused elsewhere.

Moreover, Kinicki and Fugate [12] categorized employee engagement as one of four key factors that influence employees’ posture in the workplace, especially in terms of how they relate to the manager tasked with overseeing their work. More specifically, employee engagement can be defined as the physical, cognitive, and emotional expressions of employees while at work. According to this definition, engaged employees can be said to “give their all at work” [12].

2.7. Hypothesis Development

2.7.1. Effect of Organizational Culture on Employee Motivation

Giantari and Riana [15] performed a path analysis on data derived from a sample of 52 individuals and found that the organizational culture exerts a positive

and significant effect on employee motivation. Liliyana, Hermina, and Zain [16] also conducted a path analysis, with their results indicating that the organizational culture has a significant effect on employee motivation.

However, Hilmawan [17] conducted a regression analysis and determined that the organizational culture has a negative albeit insignificant effect on employee motivation. In his study, Warsito [18] used structural equation modeling (SEM) to analyze the data. The results of his research also indicated that the organizational culture has a negative albeit insignificant effect on employee motivation.

2.7.2. Effect of Job Characteristics on Employee Motivation

Syaiful [19] distributed a questionnaire to a sample of 60 respondents and then analyzed the gathered data using the partial least squares regression approach. The results of his research showed that the characteristics of people’s jobs exert a significant positive effect on their motivation as employees. In their study, which involved a sample of 137 respondents, Ananda and Sunuharyo [20] analyzed the gathered data by means of SEM facilitated by Analysis of Moment Structures (AMOS). The results of their research also indicated that job characteristics have a significant positive effect on employee motivation.

Prakoso et al. [6] used the path analysis approach in a sample of 128 employees. They found that the job environment has a positive and significant effect on employee motivation.

Furthermore, Ingsiyah et al. [21] analyzed research data with a multiple linear regression method and involved a sample of 35 employees. Their research showed that the job environment, either physical or non-physical, positively and significantly affects employee motivation.

2.7.3. The Effect of Employee Motivation on Employee Engagement

Rachmatullah et al. [22] conducted their research using the multiple linear regression method to analyze the data. The research sample consisted of 24 employees (a saturated sample). Results of their research indicated that employee motivation has a positive and significant effect on employee engagement.

Kari [23] implemented correlation and regression analyses. The sample involved 293 employees at State Polytechnic of Bandung. He found that employee motivation has a positive effect on employee engagement.

2.7.4. Frame of Thought

The following figure is the frame of thought of the current research.

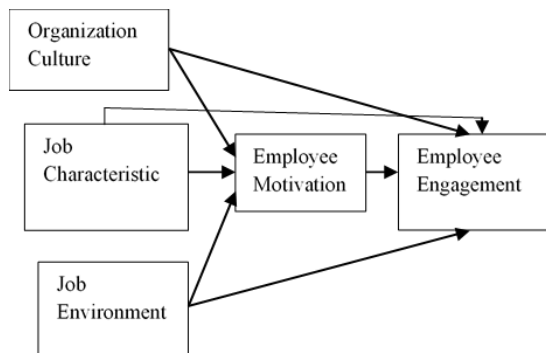


Fig. 1 Frame of thought (Processed data research, 2020)

3. Research Method

3.1. Sample of Research

The research population is the employees at PT Haeng Nam Sejahtera Indonesia. Some of them are selected to fulfill the questionnaire. Two hundred eighty-nine employees have given their data that are ready for analysis.

3.2. Operational Definition of Variables and Measurement

Variable operationalization is elaborated as follows:

Table 1 Variable operationalization (Processed data, 2020)

| Variable | Dimension | Indicator |
|--|---|---------------------------------------|
| Organizational Culture (X1) is a collective sense system held by organization members that differentiate their organization from the other [10] | 1. Innovation and Risk-Taking (X1.1) | 1. Suggestion System |
| | 2. Stability (X1.2) | 2. Knowledge about vision and mission |
| | 3. Respecting others (X1.3) | 3. Mutual Respect |
| | 4. Output Oriented (X1.4) | 4. Corporate Target |
| | 5. Caring for detail (X1.5) | 5. Job Accuracy |
| | 6. Team Oriented (X1.6) | 6. Team Cooperation |
| | 7. Aggressiveness (X1.7) | 7. Positive Behavior |
| Job Characteristic (X2) is an approach to design the job, which shows how the job is described into five core dimensions, such as skill variety, job identity, job significance, autonomy, and feedback [10] | 1. Skill Variety (X2.1) | 8. Employee Skill |
| | 2. Job Identity (X2.2) | 9. Job Output |
| | 3. Job Significance (X2.3) | 10. Target Achievement |
| | 4. Autonomy (X2.4) | 11. Freedom in selecting work method |
| | 5. Feedback (X2.5) | 12. Feedback from superiors |
| Job Environment (X3) refers to physical and non-physical environments that influence employees, either directly or indirectly [24] | 1. Physical (X3.1) | 13. Job facility |
| | 2. Non-Physical (X3.2) | 14. Conducive job condition |
| Employee Motivation (Y1) is the inherent strength of individuals that can influence direction, intensity, and perseverance to | 1. Physical and biological necessities (Y1.1) | 15. Salary rise |
| | 2. Safety and security necessities (Y1.2) | 16. Medical benefits |

| | | |
|--|--|---|
| behave on something voluntarily [11] | 3. Social necessity (Y1.3) 4. Appreciation necessity (Y1.4) 5. Self-actualization (Y1.5) | 17. Supports from HRD 18. Appreciation from superiors 19. Being the best |
| Employee Engagement (Y2) is about individuals' involvement, satisfaction, and enthusiasm for their job. Employees with high job engagement tend to have high enthusiasm in doing their job and feel that they have a deep relationship with their company [10] | 1. Vigor (Y2.1) 2. Dedication (Y2.2) 3. Absorption (Y2.3) | 20. New work method 21. Willing to work outside the job description 22. Pride |

3.3. Data Analysis Method

This research method is Structural Equation Modeling that is applied at a minimum error rate of $\alpha = 5\%$. Primary data were taken from the questionnaire with the Likert Scale, and the form of data is ordinal. Each question is tested for its validity and reliability, and the test is facilitated by the computer application of AMOS version 24.

4. Result

4.1. Respondent Characteristics

The sample of this research involves 289 employees of PT Haeng Nam Sejahtera Indonesia. Three criteria are used to select sample members: gender, age, and educational background. The profile of sample members or respondents is shown in Fig. 3, 4, and 5.

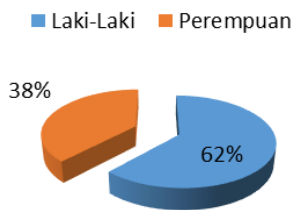


Fig. 2 Respondent characteristics by gender (Processed data, 2020)

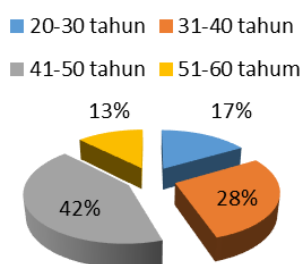


Fig. 3 Respondent characteristics by age (Processed data, 2020)

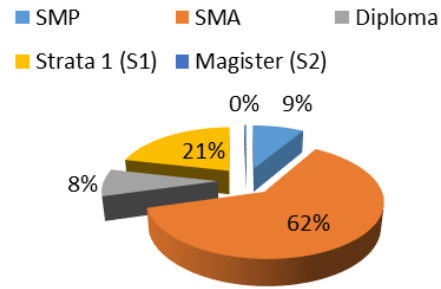


Fig. 4 Respondent characteristics by educational background (Processed data, 2020)

4.2. Validity and Reliability Tests

Data from the questionnaire are then tested for its validity and reliability. Results of the tests are presented in the table.

Table 2 Validity and reliability of research variables (Data processing by Amos version 24, 2020)

| Variable | Validity | | Reliability | | Conclusion |
|----------|----------------------------|-----------------------|---------------|---------------|------------|
| | SLF ($\lambda \geq 0.5$) | Errors (ϵ) | CR ≥ 0.7 | VE ≥ 0.5 | |
| X1 | | | 0.83 | 0.5 | Reliable |
| X1.1 | 0.63 | 0.09 | | | Valid |
| X1.2 | 0.71 | 0.09 | | | Valid |
| X1.3 | 0.76 | 0.08 | | | Valid |
| X1.4 | 0.67 | 0.09 | | | Valid |
| X1.5 | 0.75 | | | | Valid |
| X2 | | | 0.73 | 0.36 | Reliable |
| X2.1 | 0.47 | 0.16 | | | Valid |
| X2.2 | 0.54 | 0.17 | | | Valid |
| X2.3 | 0.66 | 0.18 | | | Valid |
| X2.4 | 0.74 | 0.18 | | | Valid |
| X2.5 | 0.51 | | | | Valid |
| X3 | | | 0.79 | 0.66 | Reliable |
| X3.1 | 0.79 | 0.12 | | | Valid |
| X3.2 | 0.83 | | | | Valid |
| Y1 | | | 0.73 | 0.36 | Reliable |
| Y1.1 | 0.54 | | | | Valid |
| Y1.2 | 0.54 | 0.13 | | | Valid |
| Y1.3 | 0.74 | 0.15 | | | Valid |
| Y1.4 | 0.63 | 0.14 | | | Valid |
| Y1.5 | 0.50 | 0.13 | | | Valid |
| Y2 | | | 0.7 | 0.4 | Reliable |
| Y2.1 | 0.65 | 0.14 | | | Valid |
| Y2.2 | 0.72 | 0.13 | | | Valid |
| Y2.3 | 0.70 | | | | Valid |

As shown by the table above, there are 20 questionnaire items to be tested for their validity and reliability. The result shows that all items are valid and reliable, and these items can be used for the next process. The fulfillment of validity and reliability conditions is proved by Standard Loading Factor (SLF) that is greater than 0.5 ($\lambda > 0.5$), with CR value ≥ 0.7 and VE value ≥ 0.5 .

4.3. Description of Data

Answers to the questionnaire are differentiated into several categories of value. Each category is shown in the following table.

Table 3 Average value category (Data processing by Amos version 24, 2020)

| Average Value | Category |
|---------------|-----------|
| 1.00 – 1.80 | Very Bad |
| 1.81 – 2.60 | Bad |
| 2.61 – 3.40 | Medium |
| 3.41 – 4.20 | Good |
| 4.21 – 5.00 | Very Good |

Based on the category of average value, the value of each variable is described in the following table.

Table 4 Description of variable value (Data processing by Amos version 24, 2020)

| Variable | Average Value | Category |
|----------|---------------|-----------|
| X1 | 4.11 | Good |
| X1.1 | 4.21 | Very Good |
| X1.2 | 4.12 | Good |
| X1.3 | 4.09 | Good |
| X1.4 | 4.06 | Good |
| X1.5 | 4.11 | Good |
| X2 | 4.09 | Good |
| X2.1 | 4.05 | Good |
| X2.2 | 4.02 | Good |
| X2.3 | 4.11 | Good |
| X2.4 | 4.07 | Good |
| X2.5 | 4.17 | Good |
| X3 | 4.20 | Good |
| X3.1 | 4.18 | Good |
| X3.2 | 4.22 | Very Good |
| Y1 | 4.08 | Good |
| Y1.1 | 4.10 | Good |
| Y1.2 | 4.16 | Good |
| Y1.3 | 4.08 | Good |
| Y1.4 | 4.03 | Good |
| Y1.5 | 4.06 | Good |
| Y2 | 4.04 | Good |
| Y2.1 | 4.01 | Good |
| Y2.2 | 4.08 | Good |
| Y2.3 | 4.02 | Good |

The average value of respondents' answers to the questionnaire is mostly in the good category, with some answers in a very good category. There are no answers in medium, bad, and very bad categories. The highest average value is shown by the variable of job environment (X3).

4.4. Data Analysis

After the model's validity and reliability are tested, the next process is to build the model covering variables that have fulfilled validity and reliability conditions. The structural model containing latent constructs is illustrated in the following figure.

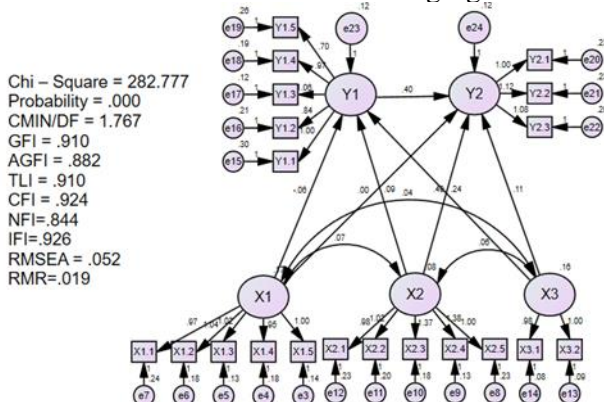


Fig. 4 Full model (Data processing by Amos version 24, 2020)

It is required by Structural Equation Modeling (SEM) that a goodness-of-fit test should be conducted on the model. The result of the goodness-of-fit test is explained in the following table:

Table 5 Goodness-of-fit test on structural model (Data processing by Amos version 24, 2020)

| Goodness-of-Fit Type | Requirement | Estimated Value | Goodness-of-Fit Level |
|----------------------|-------------------|-----------------|-----------------------|
| Absolute | | | |
| Goodness-of-Fit | | | |
| Chi-Square | Small value | 282.777 | Poor Fit |
| P-Value | $P \geq 0.05$ | 0.000 | Poor Fit |
| RMSEA | $RMSEA \leq 0.08$ | 0.052 | Good Fit |
| RMR | $RMR \leq 0.05$ | 0.019 | Good Fit |
| GFI | $GFI \geq 0.09$ | 0.910 | Good Fit |
| Incremental | | | |
| Goodness-of-Fit | | | |
| NFI | $NFI \geq 0.09$ | 0.844 | Marginal Fit |
| CFI | $CFI \geq 0.09$ | 0.924 | Good Fit |
| IFI | $IFI \geq 0.09$ | 0.926 | Good Fit |
| AGFI | $AGFI \geq 0.09$ | 0.882 | Good Fit |

Regarding the data in the table above, the research model has been considered fit. The next process can be done, which is analyzing the effect of exogenous and endogenous latent constructs.

5. Discussion

The analysis of each construct is presented in the following table.

Table 6 Regression weight (Group number 1 – Default model) (Data processing by Amos version 24, 2020)

| | | Estimate | S.E. | C.R. | P | Label |
|---------|----|----------|------|-------|------|--------|
| Y1 <--- | X1 | -.057 | .087 | -.659 | .510 | par_19 |
| Y1 <--- | X2 | .073 | .165 | .443 | .658 | par_20 |
| Y1 <--- | X3 | .243 | .098 | 2.472 | .013 | par_21 |
| Y2 <--- | X1 | .011 | .091 | .124 | .901 | par_22 |
| Y2 <--- | X2 | .391 | .184 | 2.128 | .033 | par_23 |
| Y2 <--- | X3 | .134 | .097 | 1.381 | .167 | par_24 |
| Y2 <--- | Y1 | .343 | .101 | 3.399 | *** | par_27 |

The Regression Weight obtained through AMOS has enabled the researcher to know the relationship between exogenous and endogenous latent constructs.

5.1. The Effect of Organizational Culture on Employee Motivation

The analysis shows that the effect of organizational culture on employee motivation at PT Haeng Nam Sejahtera Indonesia is not significant. The C.R. value of organizational culture confirms this result for $-0.659 \leq 1.967$ with a P-value of $0.510 > 0.05$. This result signifies that organizational culture harms employee motivation.

5.2. The Effect of Job Characteristic on Employee Motivation

The analysis result indicates that the effect of job involvement on employee motivation at PT Haeng Nam Sejahtera Indonesia is not significant. This result is proved by the C.R. value of job characteristic for $0.443 \leq 1.967$ with a P-value of $0.658 > 0.05$. Based on this result, it can be said that job characteristics positively affect employee motivation, but the effect is not significant.

5.3. The Effect of Job Environment on Employee Motivation

The analysis shows that the job environment significantly affects employee motivation at PT Haeng Nam Sejahtera Indonesia. This result is explained by the C.R. value of job environment for $2.472 \geq 1.967$ with a P-value of $0.013 < 0.05$. Regarding this result, it can be said that the job environment has a significant effect on employee motivation.

5.4. The Effect of Employee Motivation on Employee Engagement

The analysis indicates that employee motivation has a significant effect on employee engagement at PT Haeng Nam Sejahtera Indonesia. This result is confirmed by C.R. value of employee motivation for $3.399 \geq 1.967$ with P value of *** ($0.001 < 0.05$). Regarding this result, it can be said that the increase in employee motivation is always followed by an increase in employee engagement. This situation signifies that high employee engagement is associated with high employee contribution.

5.5. Direct and Indirect Effects

All effect relationships have been analyzed to understand the influence of different variables. These relationships are both direct and indirect. The results of this analysis can help PT HSI to determine the needed strategies for improving its employee engagement. The analysis also establishes the effect that different variables have, and the results of these calculations are presented in the following table.

Table 7 Effect level across variables (Data processing by Amos version 24, 2020)

| Path | Intervening | Direct | Indirect | Total |
|---------|-------------|--------|-----------------------|--------|
| X1 → Y1 | | -0.075 | | -0.075 |
| X2 → Y1 | | 0.072 | | 0.072 |
| X3 → Y1 | | 0.269 | | 0.269 |
| Y1 → Y2 | | 0.336 | | 0.336 |
| X1 → Y2 | Y1 | | -0.075×0.336 | -0.025 |
| X2 → Y2 | Y1 | | 0.072×0.336 | 0.024 |
| X3 → Y2 | Y1 | | 0.269×0.336 | 0.090 |

Based on the contents of Table 7, short explanations of the factors affecting employee motivation are given as follows:

- The effect that employee motivation (Y1) has on employee engagement (Y2) is greater than the effect that organization culture (X1) has on employee

motivation (Y1) with a difference of $0.336 > -0.075$. This signifies that employee motivation (Y1) functions as the mediating/intervening variable in the relationship between organization culture and employee engagement.

- The effect that employee motivation (Y1) has on employee engagement (Y2) is greater than the effect that job characteristics (X2) have on employee motivation (Y1) with a difference of $0.336 > 0.072$. This demonstrates that employee motivation (Y1) functions as the mediating/intervening variable in the relationship between job characteristics and employee engagement.

- The effect that employee motivation (Y1) has on employee engagement (Y2) is greater than the effect that the work environment (X3) has on employee motivation (Y1) with a difference of $0.336 > 0.269$. This confirms that employee motivation (Y1) functions as the mediating/intervening variable in the relationship between the work environment and employee engagement.

6. Conclusion

The researcher expects that the results of this study will provide useful information for the management team at PT HSI. It was found that the work environment (X3) is the only variable with a significant effect on employee motivation. There is a direct correlation between employee engagement and employees contributing to the company. Meanwhile, organization culture (X1) has a negative effect on employee motivation, which is something that the management team at PT HIS should be concerned about. Although job characteristics (X2) have a positive effect on employee motivation, it is not significant.

6.1. Suggestion

The recommendation for PT HSI is to improve their work environment, which includes both physical and non-physical elements of the workplace. A favorable work environment may increase motivation, which could result in strengthening employee engagement and their contribution to corporate performance. A suggestion system could be used as a tool for measuring the anticipated contribution level. The number of people that participate in the suggestion system will determine the extent of employee contribution to corporate performance.

6.2. Limitations

This research is limited to three variables. For future research, other relevant variables should be added. This study is also limited to one company, but a variety of other companies could be used. In the future, the questionnaire designed to determine the extent of employee motivation should be more specific.

References

- [1] PRASILOWATI S. L., SUYANTO S., SAFITRI J., and WARDANI M. K. The Impact of Service Quality on Customer Satisfaction: The Role of Price. *The Journal of Asian Finance, Economics, and Business*, 2021, 8(1): 451–455. <https://doi.org/10.13106/jafeb.2021.vol8.no1.451>
- [2] MACHADO C., & PAULO D. J. *Organizational Behaviour and Human Resource Management: A Guide to a Specialized MBA Course*. Springer, 2018. <https://doi.org/10.1007/978-3-319-66864-2>
- [3] AKBAR R. M. The Influence of Organizational Culture on Employee Engagement (Study on Employees of PT. Primatexco Indonesia in Batang). *Journal of Social and Industrial Psychology*, 2013, 2(1): 21-32. <https://journal.unnes.ac.id/sju/index.php/sip/article/view/2124>
- [4] BEARDWELL J., & THOMPSON A. *Human Resources Management: A Contemporary Approach*. 8th ed. Pearson, London, 2017. <https://www.pearson.com/uk/educators/higher-education-educators/program/Beardwell-Human-Resource-Management-A-Contemporary-Approach-8th-Edition/PGM1744378.html?tab=overview>
- [5] KRISHNAN R., et al. Employee Work Engagement: Understanding the Role of Job Characteristics and Employee Characteristics. *Journal of Applied Environmental and Biological Sciences*, 2014, 4(10): 58-67.
- [6] PRAKOSO D. R., ASTUTI S. E., and IKA R. The Effect of Work Environment on Work Motivation and Employee Performance (Study on Employees of PT. AXA Financial Indonesia). Malang Branch. *Journal of Business Administration*, 2014, 14(2): 55-67.
- [7] REZITA R. The Effect of Work Environment on Work Motivation of Employees at Bank Jatim, Surabaya Main Branch. *Journal of Office Administration Education*, 2014, 2(2): 1-15.
- [8] OSTROWSKI D. Assessment of Employee Engagement in the Implementation of an Employee Suggestion Program in Company X – Research Results. *Journal Economic and Environmental Studies*, 2017, 17(4): 985–1002. <https://doi.org/10.25167/ees.2017.44.22>
- [9] MONDY W. R., & MARTOCCHIO J. J. *Human Resource Management*. Pearson Education, London, 2016. <https://www.pearson.com/us/higher-education/product/Mondy-Human-Resource-Management-14th-Edition/9780133848809.html>
- [10] ROBBINS P. S., & JUDGE T. A. *Organizational Behavior*. 17th ed. Pearson Education, London, 2017. <https://www.pearson.com/us/higher-education/product/Robbins-Organizational-Behavior-17th-Edition/9780134103983.html>
- [11] MCSHANE S., & GLINOW A. N. M. *Organizational Behavior*. McGraw-Hill Education, 2017.
- [12] KINICKI A., & FUGATE M. *Organizational Behavior: A Practical, Problem Solving Approach*. McGraw-Hill Education, 2018.
- [13] RIADI M. *Pengertian, Jenis dan Manfaat Lingkungan Kerja*, 2015. <https://www.kajianpustaka.com/2014/01/pengertian-jenis-manfaat-lingkungan-kerja.html>
- [14] SIAGIAN S. P. *Manajemen Sumber Daya Manusia*. Bumi Aksara, Jakarta, 2014.
- [15] GIANTARI I., & RIANA I. Pengaruh Budaya Organisasi Terhadap Motivasi Kerja Dan Kinerja Karyawan Klumpu Bali Resort Sanur. *E-Jurnal Manajemen*, 2017, 6(12): 6471-6498. <https://ojs.unud.ac.id/index.php/Manajemen/article/view/33707>
- [16] LILYANA, HERMINA N. U., and ZAIN D. The Influence of Organizational Culture on Work Motivation, Commitment, and Employee Performance at SMAN 9 Pontianak. *Management Application Journal*, 2011, 9(2): 10-17.
- [17] HILMAWAN I. The Influence of Transformational Leadership and Organizational Culture on Employee Performance through Motivation as an Intervening Variable at PT. Taspen (Persero) Serang Branch. *Hidden Knowledge Journal*, 2008, 5(1): 236-249.
- [18] WARSITO B. The Influence of Organizational Culture and Work Environment on Organization Citizenship Behavior, Motivation and Performance. *Journal of Modernization Economics*, 2008, 7(2): 3-11.
- [19] SYAIFUL S. Analisis Dampak Karakteristik Pekerjaan Dan Pengembangan Sumber Daya Manusia Terhadap Motivasi Kerja Dan Kinerja Karyawan Sebagai Isu Sentral Dalam Dunia Usaha (Study Kasus pada PT. POS Indonesia (Persero) Pamekasan). *J-MACC: Journal of Management and Accounting*, 2018, 1(2): 110-123. <https://doi.org/10.52166/j-macc.v1i2.1183>
- [20] ANANDA, SELLA S., SUNUHARYO, and BAMBANG S. The Influence of Individual Characteristics and Job Characteristics on Employee Performance with Employee Work Motivation Mediator Variables (Study on Employees of PT Petrokimia Gresik). *Journal of Business Administration*, 2018, 58(1): 100-111.
- [21] INGSYAH H., HARIBOWO P., and ISNAINI N. The Effect of Work Environment on Work Motivation of Employees at PT. Pupuk Sriwidjaja Palembang, Regional Marketing Center (PPD) of Central Java. *Journal of Semarang State Polytechnic Admissions & Business*, 2019, 20(1): 83-92.
- [22] RACHMATULLAH A., SUSANTY A. I., and PARTONO A. Pengaruh motivasi terhadap employee engagement (Studi kasus di PT. House The House Bandung). *E-Proceeding of Management*, 2015, 2(3): 2919-2927.
- [23] KARI A. The Effect of Job Satisfaction and Motivation on Employee Engagement of Administrative Staff of Bandung State Polytechnic. *Jurnal Ilmu Manajemen dan Bisnis*, 2013, 5(1): 31-45. <https://doi.org/10.17509/jimb.v5i1.1013>
- [24] HASIBUAN M. *Source Management in Human Resources for Revision*. PT Bumi Aksara, Jakarta, 2012.
- [25] NGUYEN P. V., VUONG L. T., TON H. N. N., and TRAN H. Q. Drivers of Employee Engagement and Job Performance. *Journal of Southwest Jiaotong University*, 2020, 55(5). <https://doi.org/10.35741/issn.0258-2724.55.5.9>
- [26] SOELING P. D., AULIA M. I. I., and INDRIATI F. Predictors of Organizational Commitment. *Journal of Southwest Jiaotong University*, 2021, 56(2): 568-580. <https://doi.org/10.35741/issn.0258-2724.56.2.46>

参考文献:

- [1] PRASILOWATI S. L., SUYANTO S., SAFITRI J. 和 WARDANI M. K. 服务质量对客户满意度的影响：价格的作用。亚洲金融、经济和商业杂志，2021，8(1)：451–455。 <https://doi.org/10.13106/jafeb.2021.vol8.no1.451>

- [2] MACHADO C., & PAULO D. J. 组织行为和人力资源管理：专业工商管理硕士课程指南。斯普林格，2018。 <https://doi.org/10.1007/978-3-319-66864-2>
- [3] AKBAR R. M. 组织文化对员工敬业度的影响（对位于巴塘的 PT. 普里马泰克斯公司印度尼西亚员工的研究）。社会与工业心理学杂志，2013，2(1): 21-32。 <https://journal.unnes.ac.id/sju/index.php/sip/article/view/2124>
- [4] BEARDWELL J., & THOMPSON A. 人力资源管理：当代方法。第 8 版。皮尔逊，伦敦，2017。 <https://www.pearson.com/uk/educations/higher-education-educators/program/Beardwell-Human-Resource-Management-A-Contemporary-Approach-8th-Edition/PGM1744378.html> ? 标签=概览
- [5] KRISHNAN R., 等。员工工作参与：了解工作特征和员工特征的作用。应用环境与生物科学杂志，2014，4(10): 58-67。
- [6] PRAKOSO D. R., ASTUTI S. E. 和 IKA R. 工作环境对工作动机和员工绩效的影响（对 PT. 安盛金融印尼员工的研究）。玛琅分店。工商管理学报，2014，14(2): 55-67。
- [7] REZITA R. 泗水总行贾蒂姆银行员工工作环境对员工工作积极性的影响。办公管理教育学报，2014，2(2): 1-15。
- [8] OSTROWSKI D. 对 X 公司员工建议计划实施中员工参与度的评估——研究结果。经济与环境研究杂志，2017，17(4) : 985-1002。 <https://doi.org/10.25167/ees.2017.44.22>
- [9] MONDY W. R., & MARTOCCHIO J. J. 人力资源管理。培生教育，伦敦，2016。 <https://www.pearson.com/us/higher-education/product/Mondy-Human-Resource-Management-14th-Edition/9780133848809.html>
- [10] 罗宾斯 P. S. 和 JUDGE T. A. 组织行为。第 17 版。培生教育，伦敦，2017。 <https://www.pearson.com/us/higher-education/product/Robbins-Organizational-Behavior-17th-Edition/9780134103983.html>
- [11] MCSHANE S., & GLINOW A. N. M. 组织行为。麦格劳-希尔教育，2017。
- [12] KINICKI A., & FUGATE M. 组织行为：一种实用的问题解决方法。麦格劳-希尔教育，2018。
- [13] RIADI M. 工作环境的定义、类型和好处，2015。 <https://www.kajianpustaka.com/2014/01/pengertian-jenis-manfaat-lingkungan-kerja.html>
- [14] SIAGIAN S. P. 人力资源管理。布米·阿克萨拉，雅加达，2014。
- [15] GIANTARI I., & RIANA I. 昆仑巴厘度假村沙努尔组织文化对工作动机和员工绩效的影响。电子期刊马纳杰门，2017，6(12): 6471-6498。 <https://ojs.unud.ac.id/index.php/Manajemen/article/view/33707>
- [16] LILIYANA, HERMINA N. U. 和 ZAIN D. 组织文化对斯曼9 坤甸的工作动机、承诺和员工绩效的影响。管理应用学报，2011，9(2): 10-17。
- [17] HILMAWAN I. 变革型领导和组织文化通过动机作为 PT 的干预变量对员工绩效的影响。塔斯彭 (佩塞罗)西朗分店。隐藏知识杂志，2008，5(1) : 236-249。
- [18] WARSITO B. 组织文化和工作环境对组织公民行为、动机和绩效的影响。现代化经济学杂志，2008，7(2): 3-11。
- [19] SYAIFUL S. 分析工作特征和人力资源开发对工作动机和员工绩效的影响作为商业世界的中心问题（研究在 PT 的案例。销售点印度尼西亚(佩塞罗) 帕梅卡桑)。J-反贪会：管理与会计杂志，2018，1(2) : 110-123。 <https://doi.org/10.52166/j-macc.v1i2.1183>
- [20] ANANDA, SELLA S., SUNUHARYO 和 BAMBANG S. 个人特征和工作特征对员工绩效与员工工作动机中介变量的影响（PT彼得罗基米亚·格雷西克员工研究）。工商管理学报，2018，58(1): 100-111。
- [21] INGSIAH H., HARIBOWO P. 和 ISNAINI N. 工作环境对 PT 员工工作动机的影响。肥料斯里维加加巨港，中爪哇区域营销中心 (PPD)。三宝垄州立理工学院招生与商业杂志，2019，20 (1) : 83-92。
- [22] RACHMATULLAH A., SUSANTY A. I. 和 PARTONO A. 动机的影响员工敬业度（在 PT 的案例研究。房子 房子 万隆）。管理电子程序，2015，2(3): 2919-2927。
- [23] KARI A. 工作满意度和动机对万隆国立理工学院行政人员员工敬业度的影响。期刊伊尔穆·马纳杰门·丹·比斯尼斯，2013，5(1): 31-45。 <https://doi.org/10.17509/jimb.v5i1.1013>
- [24] HASIBUAN M. 人力资源管理修订版。PT布米·阿克萨拉，雅加达，2012。
- [25] NGUYEN P. V., VUONG L. T., TON H. N. N. 和 TRAN H. Q. 员工敬业度和工作绩效的驱动因素。西南交通大学学报，2020，55(5)。 <https://doi.org/10.35741/issn.0258-2724.55.5.9>
- [26] SOELING P. D., AULIA M. I. I. 和 INDRIATI F. 组织承诺的预测因素。西南交通大学学报，2021，56(2): 568-580。 <https://doi.org/10.35741/issn.0258-2724.56.2.46>