

Analysis of Factors Affecting Employee Engagement in Manufacturing Companies in Batam

Muhammad Donal Mon

*Faculty of Economics
Universitas Internasional Batam, Indonesia.*

Robin

*Faculty of Economics
Universitas Internasional Batam, Indonesia.*

Ferdinand Nainggolan

*Faculty of Economics
Universitas Internasional Batam, Indonesia.*

Nova Sinambela

*Faculty of Economics
Universitas Internasional Batam, Indonesia.*

Abstract: This study aims to determine whether the variables of distributive justice, transformational leadership, training & development, and perceived organisational support affect employee engagement. This research was conducted using a survey method by distributing questionnaires to 500 respondents. The distribution of the questionnaires was carried out in two ways, namely, online via WhatsApp and manually, namely by visiting respondents. The sample of this research is employees who work in manufacturing companies in several industrial areas in Batam city. The industrial areas in question are the Batamindo industrial area, the Executive Batam Center industrial area, the Taiwan Kabil industrial area, and the Bintang industrial area in Tanjung Uncang. The technique used in this research is purposive sampling, which is a technique to determine the sample by using a particular selection method to be used for processing properly. The results that have been collected from respondents, the data will be processed using SPSS software. This study indicates that transformational leadership has a positive and significant effect on employee engagement. Training and development have a positive and significant effect on employee engagement, distributive justice has no effect on employee engagement, and perceptions of organisational support have no effect on employee engagement.

Keywords: *Distributive Justice, Leadership, Training & Development, Perceived organisation Support, Employee Behavior, Employee Engagement*

Introduction

The organisation is a social unit where gathering and carry out work activities in a guided, systematic, and planned manner has essential functions that are effective and efficient continuously to achieve the goals of an organisation (Furqon, 2003). Khan was the first to introduce the definition of engagement in 1990, which is consistently used in research (Gruman & Saks, 2011). Engagement is defined as a work situation where employees find meaning, and the consequence is that they are willing and able to invest their work in

achieving personal and career benefits. Engaged employees will work energetically and enthusiastically (Khan, (1990); Markos & Sridevi (2010). Employee engagement can be interpreted as establishing a positive relationship between employees and the organisation. Positive relations between employees and the organisation will lead to employee performance, resulting in increased profitability and productivity. Macey *et al.* (2009) studied 65 companies in different industries. The results showed that employee engagement index at the top 25% have a higher return on assets (ROA) and productivity and

generate more than twice the shareholder value compared to companies that have an employee engagement index at the top 25% lowest level. It implies that employee engagement has an impact on the creation of higher shareholder value in a company. It can be concluded that employees' engagement can improve productivity in their organisation. Employees who are involved in their work will have a high commitment engagement that leads to a positive bond between employees and the organisation. Employees' engagement will produce a competitive advantage against the organisation, reducing the turnover rate in an organisation (Noe *et al.*, 2015).

Batam is known as an industrial city. The geographical location of Batam is located close to Singapore and Malaysia. In 1973, Batam was designated as an industrial zone based on the Decree of the President of the Republic of Indonesia No. 41/1973. In 1990, the first largest industrial area in Batam was established, which was managed by PT. Batamindo Investment Horizon can attract several investors to start their investment in the city of Batam. Until 2019, the city of Batam has 25 industrial areas, which are expected to be able to provide various types of services to light and heavy industries. In this study, research was conducted on the elements of distributive justice, transformational leadership, training & development, and perceptions of organisational support.

Literature Review

Research on employee engagement is still widely researched in the last ten years. Developed and developing countries have previously investigated research on employee engagement. Research related to employee engagement that is the source of data is the United States of America (Hansen *et al.* 2013; Medlin and Green, 2014) and Australia (Albrecht *et al.*, 2017).

Previous research on employee engagement examined several independent variables on employee engagement. Several independent variables studied leadership, procedural justice, distributive justice, quality, corporate value, employee development, rewards, system, autonomy, employee support, compensation, conscientiousness. These

variables affect employee engagement (Hansen *et al.*, 2013; Medlin and Green, 2014) and Australia (Albrecht *et al.*, 2017). Employee engagement is defined as an employee's psychological state, where employees feel involved in achieving organisational success goals, and employees have high motivation to improve their work performance and can even exceed the tasks and responsibilities given to them by the organisation (Letsoin and Ratnasari, 2020).

Employee engagement is a strong relationship between employees and their work and the people they work for (Phie, 2008). Employee engagement consists of engagement, job satisfaction, and commitment, where employees apply employee operational excellence to provide better services (Devi, 2009; Scott and McMullen, 2010). Employee engagement is also defined as positive feelings that employees have towards work and motivate them to put more effort into it (Sadige, 2014). Griffin & Moorhead (2015) state that distributive justice refers to employees' perceptions of wages or rewards for work in the organisation. Saks has investigated the effect of distributive justice on employee engagement, Rotman (2006), Alvi and Abbasi (2012), Biswas, Varma, and Rasmuswami (2014), Ghosh, Rai, Sinha (2014). These four research groups revealed the same results; namely, distributive justice affects employee engagement.

According to Robbins (2006), transformational leadership is used by leaders to inspire their employees. Burns (1985) transformational leadership is when leaders motivate their subordinates to perform their duties and responsibilities. Transformational leaders must be able to increase morality, high ideals, justice, balance and peace. The effect of transformational leadership on employee engagement has been investigated by Daft (2008), which states that transformational leaders seek to increase a sense of engagement in employees. Anitha (2014) one of the factors supporting employee engagement is leadership. One of the leadership styles is transformational leadership. The research was supported by Sadeli (2012), Hansen *et al.* (2013), Breevaart *et al.* (2014), Byrne *et al.* (2017), Azim *et al.* (2019). Some of these researchers revealed that transformational leadership affects employee engagement.

Training & development is an effort made by organisations to develop the skills of their employees so that the new knowledge and skills acquired by employees become their potential in doing their jobs (Ologbo and Sofian, 2013). Lai *et al.* (2015) one way that can be done to increase employee knowledge and skills is by holding training. Training is also able to order employee skills which can then be used in the future. The training provided by the organisation to its employees can foster employee engagement in the organisation; this makes employees feel happy, noticed and taken into account by the organisation as part of the organisation. Ologbo and Sofian (2013), employees who receive adequate training will have engagement and reflect positive attitudes, behaviour and attention. Suryaningrum and Silvianita (2018) training and development are essential things that need to be considered to grow employee engagement.

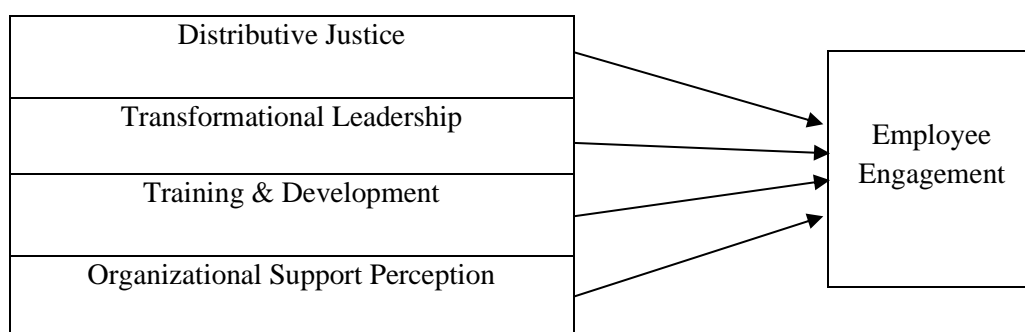
The training and development obtained by employees will help employees to focus on the concentration of their work. Khan and Alfa's (2015) article focuses on effective and efficient development to advance and achieve organisational goals. Perception of organisational support is defined as an employee's belief in how the organisation can assess and appreciate its contribution and the

extent to which the organisation cares about the welfare of its employees (Eisenberger *et al.*, 1986). Research examining the relationship between perceived organisational support and employee engagement has been previously studied by Endah (2015), who argues that perceived organisational support affects employee engagement. The effect of perceived organisational support on employee engagement has been investigated by Saks, Rotman (2006), Ram, Prabhakar (2011), Rasheed, Adnan, *et al.* (2013), Saragih Susanti and Meily Margareta (2013), Selvi Kurnianingrum (2015). However, the authors found different research results from the research results above, namely research by Nusatria and Sandi (2011), explaining that the perception of organisational shamans does not affect employee engagement.

Research Model and Hypothesis

Based on the analysis of previous research, namely employee engagement, a research model can be formulated that will be used as research material for employees working in the manufacturing industry in Batam.

Figure 1. Research Model



Based on the research model described above, the following hypothesis is formulated:

H₁ : Distributive Justice has a significant positive effect on Employee Engagement.

H₂ : Transformational Leadership has a significant positive effect on Employee Engagement

H₃ : Training & Development has a significant positive effect on Employee Engagement

H₄ : Perception of Organizational Support has a significant positive effect on Employee Engagement.

Research Methodology

The population in this study consisted of employees who were working in several manufacturing companies in the city of Batam. The target population is expected to represent employees from several industrial areas in Batam, namely in the Batamindo area, the Batam Center Executive industrial area, the Taiwan Kabil industrial area, and the Bintang Tanjung Uncang industrial area.

The sample unit used in this study is an individual-level unit of analysis. It means that each member of the same population has the same opportunity and opportunity to be selected as a sample. The Roscoe formula is used to determine the number of samples in this study. The theory (Roscoe, 1992) is that if the factors used in the study are many, then the sample size is at least ten times the number of factors. So the number of respondents needed is calculated from the number of variables studied multiplied by ten, i.e. thirty times 10 is 300 respondents. Transformational leadership is motivating employees by changing these employees' attitudes, beliefs, and values into a shared vision (Bass, 1985). This variable is measured by 4 (four) statements adopted from Breevaart, Bakker, Hetland, Demerouti, Oslen and Espevik (2013), using a 5-point Likert scale (with a range of 1 being strongly disagreed, 2 being disagreed, 3 being neutral, 4 being neutral). is agree, 5 is strongly agree). Training & development is a learning experience that teaches employees how to do current and future jobs more effectively (Armstrong, 2006). This variable is measured by 4 (four) statements adopted from Marreli (2011), measured using a 5-point Likert scale (with a range of 1 being

strongly disagreed, 2 disagrees, 3 is neutral, 4 is agreed, 5 is strongly agree) .

Perception of organisational support is the assurance that assistance will be available from the organisation when needed to effectively carry out one's work and deal with stressful situations (George *et al.*, 1993). This variable is measured by 8 (eight) statements adopted from Saks (2006) using a 5-point Likert scale (with a range of 1 being strongly disagreed, 2 being disagreed, 3 being neutral, 4 being agreeing, 5 being strongly agreeing). In this study, the data used is primary data. Primary data is data directly obtained by researchers using a questionnaire. A questionnaire collects data by providing a list of statements to respondents to fill out. The distribution of the questionnaire is done in 2 ways: Through an online survey (Google form), the researcher collects the respondent's WhatsApp contact number and then sends the google form link via the WhatsApp application to each respondent and Visiting the respondent directly and submitting a questionnaire sheet to be filled in by the respondent.

Analysis and Discussion

This research data was collected through distributing questionnaires to 500 employees who work in manufacturing companies located in several industrial areas in Batam City. In this study, the author uses several data analysis methods, namely validation test, reliability test, descriptive statistical analysis, classical analysis and multiple linear analysis, SPSS version 22.0 is used as a medium to analyse and process data.

Table1. Questionnaire Distribution

Description	Quantity
Number of respondents who were sent questionnaires	500
Number of respondents who did not fill out the questionnaire	63
Number of respondents who filled out the questionnaire	437
Number of outliers	29

The results of outlier testing in this study found that there were 29 outlier data. The results of the validity test are obtained from the factor loading

value, if the loading factor value > 0.6 then the variable is declared valid. The results of the validity test are in the table below:

Table 2. Distributive Justice Variable Test Results

No	Loading factor	range	Conclusion
1	0,887	0,6	Valid
2	0,908	0,6	Valid
3	0,865	0,6	Valid
4	0,773	0,6	Valid

Table 3. Transformational Leadership Variable Test Results

No	Loading factor	range	Conclusion
1	0,773	0,6	Valid
2	0,792	0,6	Valid
3	0,616	0,6	Valid
4	0,829	0,6	Valid
5	0,778	0,6	Valid

Table 4. Training & Development Variable Test Results

No	Loading factor	range	Conclusion
1	0,921	0,6	Valid
2	0,830	0,6	Valid
3	0,881	0,6	Valid
4	0,823	0,6	Valid

Table 5. Organizational Support Perception Variable Test Results

No	Loading factor	range	Conclusion
1	0,846	0,6	Valid
2	0,857	0,6	Valid
3	0,869	0,6	Valid
4	0,851	0,6	Valid
5	0,861	0,6	Valid
6	0,756	0,6	Valid
7	0,870	0,6	Valid

Table 6. Employee Engagement Variable Test Results

No	Loading factor	range	Conclusion
1	0,779	0,6	Valid
2	0,758	0,6	Valid
3	0,764	0,6	Valid
4	0,872	0,6	Valid
5	0,818	0,6	Valid
6	0,823	0,6	Valid
7	0,637	0,6	Valid

Table 7. Variable Reliability Test Results

Variabel X	Cronbach's Alpha	Conclusion
Distributive Justice	0,879	Reliabel
Transformational Leadership	0,814	Reliabel
Training & Development	0,932	Reliabel
Perceived Organizational Support	0,857	Reliabel
Employee Engagement	0,892	Reliabel

To determine whether the independent variables (independent), namely distributive justice, transformational leadership, training & development, and perceived organisational support affect the dependent variable

(dependent) employee engagement, the t-test is used. The independent variable and the dependent variable are said to have no effect if the value of sig $t > 0.5$ and affect if the value of sig $t < 0.5$.

Table 8. Hypothesis Test Results

Variable	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
Contanta	8,206	1,186		6,918	0.000
DJ	0.021	0,062	0,016	0,345	0.730
TL	0,407	0,072	0,280	5,623	0.000
TD	0.412	0,051	0,437	8,066	0.000
PO	-0,017	0,079	-0,011	-0,208	0,835

This study shows the following results: The distributive justice variable (DJ) has a t significance value of 0.730. This illustrates that the distributive justice variable has no significant effect on employee engagement. In other words, the hypothesis cannot be proven in this study. Furthermore, for transformational leadership (TL) obtained a significance value of t 0.00 which is smaller than 0.05. Therefore, the variables of transformational leadership justice and employee engagement have a significant influence on manufacturing companies in the

city of Batam. Training & development (TD) obtained a significance value of t 0.00 which is smaller than 0.05. Therefore, the variables of training & development and employee engagement have a significant influence on manufacturing companies in the city of Batam. Perception of organisational support (PO) obtained a significance value of t 0.835, which is greater than 0.05. This illustrates that the variable perception of organisational support of 83% does not affect employee engagement.

Table 9. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,635	0,404	0,398	3,10937

From the results of data processing, the adjusted R2 value is 0.398. This means that the independent variable in this study can explain the dependent variable of 39.8% affecting

employee engagement; another 60.2% is influenced by other variables not examined in this study.

Conclusion

Distributive justice does not significantly affect employee engagement in manufacturing companies in the city of Batam. The results showed that the distribution of results such as compensation or rewards received by employees at manufacturing companies in the city of Batam was in the standard group. Transformational leadership and employee engagement have a positive and significant effect. This illustrates that the type of professional leadership has been applied to motivate employees to make the best contribution to the organisation. Training and development have a positive and significant impact on employee engagement in manufacturing companies in the city of Batam. This shows that the organisation cares about the development of its employees so that employees are given training according to the organisation's needs. In other words, the aspects of training and development have been well met for employees who work in manufacturing companies in the city of Batam. Perceptions of organisational support and employee engagement have no significant effect on manufacturing companies in the city of Batam. These results indicate that help is not effectively available from the organisation when employees face stressful situations. For this reason, the perception of organisational support needs to be considered by organisations in manufacturing companies in the city of Batam.

The limitation in this study is that the population and sample used in this study are not specific to one type of industry and region. This study only focuses on a few variables, namely the variables of distributive justice, transformational leadership, training & development and perceived organisational support. For this reason, in the future, researchers hope to get the opportunity to examine other variables that can affect employee engagement, such as organisational commitment, work environment, and several other variables (Rustamadji & Omar, 2019). In this study, questionnaires are limited because the answers to the questionnaires may not be following the truth. Furthermore, the time in conducting this research is short and limited, so that it is not explored in-depth and comprehensively.

Managerial implications can be applied by manufacturing companies in the city of Batam; Employee engagement is a good bond between the organisation and its employees. According to experts in previous studies, employee engagement can foster a high commitment to employees to willingly carry out their duties and responsibilities well, willing to give more time to complete their duties and responsibilities. Employee engagement is expected to reduce turnover in the organisation because employees who are bound are employees who feel comfortable in an organisation. In this sense, comfort is obtained from the organisational environment and good welfare that the organisation has been provided to its employees.

Transformational leadership is an essential variable in employee engagement. Productive leaders are able to lead and direct their subordinates to provide great loyalty to the organisation. For this reason, organisations are expected to be able to provide good debriefing to their team leaders so that as team leaders, they are able to carry out their duties and responsibilities more than the portion determined by the organisation, and a good leader will make a positive contribution to the sustainability of the organisation. Training & development is an essential variable in employee engagement. Employees whose organisation allows developing themselves through appropriate training will feel happy because they consider their career continuity. It is considered that the employee is part of the company. In addition, training and career development will shape the character and competent knowledge of employees. Competent employees can undoubtedly produce quality output, which will support the organisation's sustainability and achievement.

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