



The Influence of Employee Engagement, Social Environment, and Motivation on Performance at PT Telkom Indonesia

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Abstract

This research aims to determine the influence of Employee engagement (X1), Social Environment (X2), and Motivation (X3) on Employee Performance (Y). The total number of respondents was 53 respondents. The analysis used in this research is multiple linear regression. The results show that employee engagement positively and significantly affects employee performance, with a regression coefficient of 1.362. In contrast, motivation has a regression coefficient of 0.453 and a positive and significant effect. However, the Social Environment has a negative effect on employee performance, with a regression coefficient of -0.200. In addition, the interaction between employee engagement and motivation showed a more significant effect, indicating that combining these factors effectively improves performance. The study also found that social environment had a negative influence. Among the three independent variables consisting of employee engagement (X1), social environment (X2), and motivation (X3), the dominant influence on employee performance (Y) is Motivation (X2) because the highest t-count value is 1,362. Another result is that employee engagement (X1), social environment (X2), and motivation (X3) can explain the employee performance variable (Y) by 43.7%, while the rest explains other variables not examined in this research by 56.3%. The implication of this study is the importance of integrating comprehensive programs to improve employee engagement and work motivation enhancement strategies to improve overall employee performance.

Keywords: Employee Engagement, Social Environment, Motivation, Performance

Introduction

In today's competitive era, every company must have good and proper human resource (HR) management. Good and proper HR management will increase the company's effectiveness in achieving organizational goals (Wibowo, 2008). If a company wants to gain a

competitive advantage, it must be able to manage the behavior and performance achieved by its employees (Tjahjono, 2009). Employee performance in a company is the most valuable asset for the company, especially at a tight competition level, to survive and grow. Therefore, the company must find a way to maintain and improve the performance of its employees. Good performance will positively impact the company, providing benefits and competitive advantages for the company itself. Declining employee performance will have an impact on declining company performance.

In various studies, factors that influence employee performance are explained, namely Motivation (Zameer et al., 2014), Social work environment (Holid & Meilani, 2018), and employee engagement (Rashid et al., 2011). Employee motivation is vital for the company; every motivated employee will have feelings of happiness and pleasure and will always want to be present at work. Lack of motivation will make employees feel lazy in being present and less enthusiastic about completing their work. If the passion for employee work is low, it can certainly be detrimental to business achievements and decrease the company's profitability (Wijaya, 2015). Therefore, employee motivation needs to be considered seriously so that both can run in balance without harming each other.

Another factor that affects performance is the social work environment. The social work environment has its own undeniable role in influencing institutional performance. A comfortable and pleasant social environment will encourage company performance increases. A good social environment can help companies improve problems regarding social interactions in the work environment, be it relationships with superiors or relationships with fellow subordinates (Holid & Meilani, 2018).

In addition to the two factors above, engagement is important in improving employee performance. Employees who have high engagement have a great passion for their company, are willing to give more time and energy and care more about their company (Macey et al., 2009). Employee engagement impacts organizational performance in profitability, growth, productivity, employee retention, and job security (Markos, 2010). Every employee who feels engaged will be motivated to increase their work productivity, feel that their work is more meaningful, have great concern for the tasks they are given, have a feeling of being psychologically attached, and have a strong belief in the 5 abilities they have in completing their responsibilities. In addition, according to (Macey, 2008), Employees who have a sense of engagement in the organization not only contribute more but are also more loyal and, therefore, less likely to leave the organization.

Based on the results of the interview on April 10, 2018, with Mr. Ciptadi, HR department of Telkom Witel Yogyakarta, he said that the overall performance of Telkom employees did not satisfy the company. This can be seen from the achievement of individual employee performance in each division. Each Telkom employee is given a target or task that must be completed within a certain period without any limitations, but the targets or tasks given to employees cannot all be completed.

The failure to achieve Telkom employee performance is suspected to be due to the lack of motivation given by the company to its employees, either in the form of awards for the

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success of the tasks given or encouragement given directly by superiors. In addition, a less conducive social work environment and the lack of employee engagement with their work also affect employee performance. Therefore, the company must find a way for the tasks given by the company to be carried out properly by providing motivation to its employees to improve employee performance, making employees feel engaged with their work, and creating a conducive social work environment.

Literature Review

Employee Performance

According to Rivai in Bintoro (2017: 106), performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities, such as standard work results, targets or goals, or criteria that have been determined in advance and have been mutually agreed upon.

Performance appraisal is a key factor in developing an organization effectively and efficiently due to better policies or programs for human resources in the organization. Individual performance assessment is very beneficial for the dynamics of organizational growth as a whole; through this assessment, the actual conditions of how employees are performing can be known.

Employee Engagement

Employee engagement occurs when employees are truly involved in the tasks and responsibilities assigned by the organization. This involvement goes beyond task completion and extends to how employees can positively contribute to the performance and effectiveness of the organization. Engaged employees are less likely to leave their jobs. Work engagement is an informal role that employees play, involving aspects like willingness (Roberson and Strickland, 2010). In engagement, employees tend to be highly productive in task completion. Schaufeli and Arnold B. Bakker (2010) indicate employee engagement indicators: Extra-role behavior, Personal Initiative, Job Satisfaction, Positive Affectivity.

Social Environment

The social environment is a space in which some individuals and groups support individuals in their behavior. The social environment is also included as a form of benefit provided by companies, institutions, or organizations to all employees. Suppose the company, institution, or organization can adjust all employees to their social environment. In that case, the performance of these employees will be good, and the process of achieving the goals of the company, institution, or organization will be effective (Susilowati & Andayani, 2021).

One of the efforts that companies, institutions, or organizations can make to determine the condition of the social environment of their employees is to screen the communication skills and adaptability of these employees. Not only that, as mentioned earlier, but companies, institutions, or organizations can also place employees in a social environment that is in

accordance with the employees themselves, especially in determining group members for employees in a job. This is so that employees feel comfortable when doing and completing their work (Rachmawati, Widowati, & Wahyuningsih, 2023)

Motivation

Motivation is an essential aspect that management must consider to ensure that each employee can contribute positively to achieving organizational goals. Motivated employees will be enthusiastic about their duties. With motivation, employees will be able to meet work standards, and their work concepts and motivation will be met. Furthermore, high motivation positively impacts employee productivity by encouraging them to work more seriously and focus on achieving company goals.

According to Rivai (2013), Motivation is a set of attitudes and values that influence individuals to achieve specific things according to individual goals. Maslow in Edy (2009) that there are five levels of the hierarchy of needs, and this is used as an indicator of motivation: first, physiological needs, namely the needs of life from death; this need is the most basic level in the form of the need for food, drink, housing, clothing, rest, and which a person must fulfill in his efforts to defend himself. Second, there is a need for safety, namely the need for self-protection from threats, danger, conflict, and the environment. Third is the need for social relations (affiliation), namely, the need to live together.

Fourth the need for recognition (esteem), namely the need to be respected and valued by others. Fifth is the need for self-actualization, namely the need to use abilities, skills, and potential optimally. Another factor that can influence employee motivation is organizational culture. The problem that often occurs is how companies/organizations try to improve the performance of their employees, including by motivating employees' work through an organizational culture that is in accordance with employee expectations.

Research Method

This research is survey research, which is used to examine certain populations or samples with research instruments in the form of questionnaires as a data collection tool, which are then analyzed statistically to test hypotheses that have been set (Sugiyono, 2015). The research was conducted at PT Telkom Indonesia Witel Yogyakarta. Questionnaires are used as instruments to collect data in research.

The population in this study consisted of employees at PT Telkom Indonesia Witel Yogyakarta, which amounted to 53 people. The sampling technique uses random sampling, where each member of the population is given the same opportunity to be used as a research sample (Ferdinand, 2014). The analysis tool used is multiple linear regression to determine whether or not employee engagement, social environment, and motivation influence employee performance. The conceptual framework and hypotheses constructed for the research are presented below:

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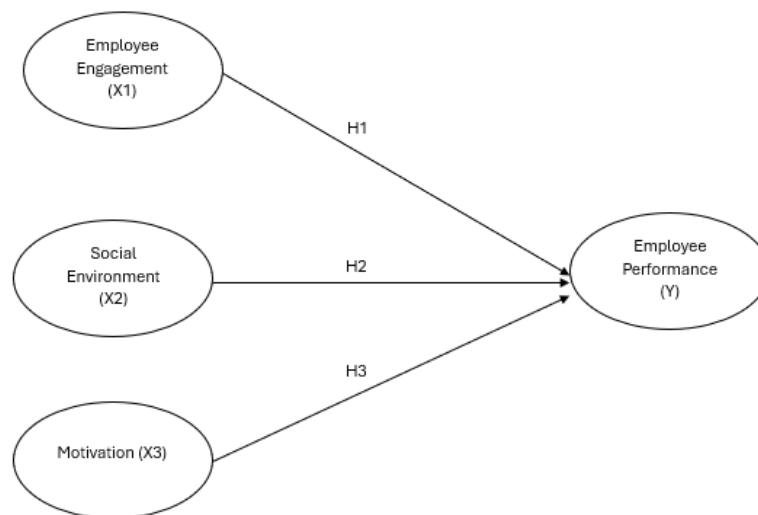


Figure 1. Conceptual Framework

- H1: Employee engagement has a significant and positive influence on employee performance.
 H2: Social Environment has a significant and positive influence on employee performance.
 H3: Motivation has a significant and positive influence on employee performance.

Result and Discussion

1. Multiple Linear Regression

The classical assumption test must be fulfilled before performing the hypothesis test as a requirement to give the BLUE result, and the regression model must be declared feasible for further testing (Imam Ghozali, 2013). In this research, the classical assumption test has been done, and the result showed that the multiple regression model in this study did not contain outliers and passed the classical assumption tests, which were the normality test, linearity test, multicollinearity test, autocorrelation test, and heteroscedasticity test. The result of the research showed that the data in this study was normally distributed.

Table 1. Coefficients

Model	Unstandardized Coefficients	
	B	Std. Error
1 (Constant)	23,141	12,641
X1	1,362	,411
X2	-,200	,262
X3	,453	,149

a. Dependent Variable: Y

Based on Table 1, the regression coefficient value can be seen as follows: $Y = a + b_1X_1 + b_2X_2 + b_3X_3$

$$Y = 23,141 + 1,362X_1 - 0,200X_2 + 0,453X_3$$

The multiple linear regression equation can be explained as follows:

- 1) The constant of 23,141 states that if the Social Environment(X1), Employee engagement (X2), Motivation (X3) variables are equal to zero then the Performance variable Y is 23,141
 - 2) The employee engagement regression coefficient (X1) of 1,362 states that for every one unit increase in employee engagement (X1), the Performance (Y) will increase by 1,362 assuming other variables are constant.
 - 3) The social environment regression coefficient (X2) of -0,200 states that for every one unit increase in Social Environment (X2), the Performance (Y) will decrease by 0,200 assuming other variables are constant.
 - 4) The motivation regression coefficient (X3) of 0,453 states that for every one unit increase in motivasi (X3), the Performance (Y) will increase by 0,453 assuming other variables are constant.
- 2. Multiple correlation coefficient (R) and Determination coefficient (Adjusted R²)**

R	R²	Adjusted R²	Std. Error
0,661	0,437	0,400	6,47578

Source: Data processed by SPSS

3. Multiple Correlation Coefficient (R)

The Multiple Correlation Coefficient is used to determine the level of relationship between the variables employee engagement (X1), social environment (X2), and motivation (X3), on the employee performance variable (Y) at the PT Telkom Indonesia Witel Yogyakarta.

To determine the close influence between the independent variables consisting of employee engagement (X1), social environment (X2), and motivation (X3), on the employee performance variable (Y), from Table 1 above, the correlation coefficient R value is 0.661, so it is appropriate with the correlation coefficient interpretation table, this figure shows that there is a strong relationship or correlation.

4. Coefficient of Determination (Adjusted R²)

From Table 1, the Adjusted R Square value is 0.437. This explains that employee engagement (X1), social environment (X2), and motivation (X3), are able to explain the employee performance variable (Y) by 43.7% while the rest explains other variables not examined in this research by $(100 - 43.7) \% = 56.3\%$

5. Hypothesis Test (t Test)

variable	tcount	ttable	Sig.	Information
Motivation (X3)	1,362	0,543	0,002	Significant
Social Environment (X2)	-0,200	-0,130	0,448	Not Significant
Employee engagement (X1)	0,453	0,169	0,004	Significant

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From the SPSS output presented in table 3, it can be seen:

1. The calculated value of employee engagement (X1) is 0,453; If compared with ttable (0.05;38) of 0,169, the result will be tcount (X1) > ttable (0,453 > 0,169) or P-value (X1) < α (0.004 < 0.05) so that H0 fails to be rejected. So, it can be concluded that there is significant influence between employee engagement (X1) on employee performance (Y).
2. Social environment t-calculated value (X2) is -0,200; If compared with ttable (0.05;38) of -0,130, the result will be tcount (X2) < ttable (-0,200 < -0,130) or P-value (X2) > α (0.448 > 0.05) so that H0 is rejected. So, it can be concluded that there is no significant influence between social environment (X2) on employee performance (Y).
3. The calculated value of Motivation (X3) is 1,362; If compared with ttable (0.05;38) of 0,543, the result will be tcount (X3) > ttable (1,362 > 0,543) or P-value (X2) < α (0.002 < 0.05) so that H0 is rejected. So, it can be concluded that there is a significant influence between motivation (X3) on employee performance (Y).

Among the three independent variables consisting of employee engagement (X1), social environment (X2), and motivation (X3) on the employee performance (Y) is motivation (X2) because the highest t-count value is 1,362.

Conclusion

Based on the results of the discussion previously described, the researcher can draw the following conclusions:

- 1) Multiple linear regression analysis is obtained from the following function equation: $Y = 23,141 + 1,362X1 - 0,200X2 + 0,453X3$ shows that employee engagement (X1) and Motivation (X3) have a positive influence on employee performance (Y), while social environment (X2) has a negative influence on employee performance (Y).
- 2) The results of the multiple correlation coefficient (R) are 0.661, which is in the interpretation table between 0.80 - 1.000, which means that there is a strong relationship between employee engagement (X1), social environment (X2) and motivation (X3) on employee performance at PT Telkom Indonesia Witel Yogyakarta.
- 3) The coefficient of determination (Adjusted R Square) is 0.437. This explains that employee engagement (X1), social environment (X2), and motivation (X3) are able to explain employee performance (Y) by 43.7%, while the remaining variables explain other variables not examined in this research by 56.3%.
- 4) Partially, the t-count of the employee engagement (X1) and Motivation (X3) variables is 0,453 and 1,362; when compared with ttable of 0.169 and 0.543 where count > ttable, it can be concluded that there is a significant influence on employee performance (Y) at PT Telkom Indonesia Witel Yogyakarta, while tcount for the social environment variable (X2) is -0,200; when compared with ttable of -0.130 where tcount < ttable so it can be concluded that there is no significant influence on employee performance (Y) at PT Telkom Indonesia Witel Yogyakarta.

- 5) Among the three independent variables consisting of employee engagement (X1), social environment (X2), and motivation (X3), the dominant influence on employee performance (Y) is Motivation (X2) because the highest t-count value is 1,362.

Declaration of conflicting interest

The authors declare that there is no conflict of interest in this work.

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