



## IMPACT OF EMPLOYEE ENGAGEMENT AND MOTIVATION ON EMPLOYEE PERFORMANCE IN PT. INDONESIA MOROWALI INDUSTRIAL PARK

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**Abstract:** Human Resources (HR) is the most valuable asset that company could ask for. Every employee will give their own benefit to company/organization when they achieved their target that set by the company. Company should try every way to make employee works as productive as possible to earn benefit. The purpose of this research is to analyze the impact of employee engagement and motivation on employee performance in PT Indonesia Morowali Industrial Park. Author using quantitative research which is a research method based on the philosophy of positivism, used to examine certain populations or samples. The analytical tool used is multiple linear regression with a significance level of five percent. The results of this study indicate that employee engagement and motivation have a positive and significant effect on employee performance.

**Keywords:** Employee Engagement, Motivation, Employee Performance

### INTRODUCTION

Organization nowadays can easily change their material, needs, goods and services to other organization, or to other countries. But the only one resource which is not easily exchangeable is human resources. Human resources are the very important or most competitive assets of any organization that cannot be exchangeable by any machine. Human resources or human assets means the workers or the employees of any organization.

Most of managers handle this human resources issue in a good way to motivate their employees in a better way, and also increase the cooperation between employee and manager. It encourages their responsibilities at work, participation their subordinates to take their responsibilities in a better way and also help other overseas employee monitor their performance. The success of an organization depends on the interest of the workers as human resources. Enthusiasm or willingness to work can be enhanced and increased by motivation. A strong positive motivation will increase the output of employee and negative motivation will reduce their performance. Motivation leads to job satisfaction. A person who is not motivated and not in high morale and spirit would not be satisfied. A highly motivated person will work hard towards the achievement of organizational goal. Motivation

can also make employee work with more spirit and take the organization reach their purpose easier. Motivation has direct link with working conditions and environment when managers motivate their employee and do support them with conducive working condition and environment, it will in line itself to increase the productivity of employee. Motives can only be inferred, and they cannot be seen. What motivates one employee could be failed to motivate another employee. The dynamic nature of needs often poses challenge to any manager in motivating their employee. An employee at any given time has various needs, desires and expectations.

Macey, et.al (2009) defined employee engagement as “an individual sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed toward organizational goals.” Engaged employees can help your organization achieve its mission, execute its strategy and generate important business results. People come to work to work at jobs. Most of the time at work is spent working at their job.

There must be a reason for employee to fully invest their energy during work time. Jobs are intrinsically interesting when they are challenging, meaningful, and offer opportunities for decision-making and autonomy in designing not only what will be done but how it will be done.

William H. Macey (2009) said “Engagement happens when employees have work that interests them and aligns with their values and employees are treated in a way that reinforces the natural tendency to reciprocate in kind”. The decision to invest in strengthening engagement or commitment (or both) depends on an organization strategy and the makeup of its workforce. Employees can serve as effective and valid reporters of what is going on inside the organization once, they got engaged to the organization. So, it is helpful to think of what an engaged workforce looks like to those who actually do the work inside the organization itself.

PT Indonesia Morowali Industrial Park (IMIP) is one of the Largest Company that conducting from upstream to downstream, from nickel mining to produce stainless steel and nickel pig iron (NPI) and stainless steel (SS) based on customer desires. The development of IMIP in Central Celebes is on progress to be one of national vital object in Indonesia. An integrated industrial zone with an area of 2,000 hectares will attract investment of IDR 78 billion and create direct labor as much as 30.000 people, and not directly could reach 80,000 people. The Ministry of Industry facilitates the company in an effort to accelerate the government's ideals for industrial equity and to undertake Indonesia's centric development.

Based on the research gap, variable of motivation has inconsistencies in previous research conducted by Miss Richa Aryan (2015) she said motivation have several ways in order to motivate employees such as provide growth opportunity and challenging jobs besides Hashim Zameer (2014) said that organization use tools such as job enrichment, job security, reasonable salary and other additional incentives to increase employee performance. Variable of employee engagement also has inconsistencies in previous research when Agnes Wahyu Handoyo and Roy Setiawan (2017) said employee engagement have a significant influence on the performance of employee on PT Tirta Rejeki Dewata. But, Windy Auliah Sumakto (2013) said employee engagement have no significant influence on

the performance of employees on Hotel Surabaya Plaza. Rely at IMIP Human Resources Department's report at the end of year 2018, employees already around 30.000 people that works in the main office and site. The employees are getting bigger every day and it means the Human Resources Management (HRM) also should increase their performance in order to maintain that large number of employees (motivate). Running that type of company is not easy if they do not have employees that works effective and efficient and also company should have a good human capital management in the company to maintain their assets (human) to make sure the company achieve the goals and gain profit for the company. IMIP realized they have to motivate each employee until they reach the standard of the company and runs the company smoothly.

Based on the problems and problems above research, then the question of this research problem is: What kind of motivation that fits in IMIP? How is the effect of employee engagement on employee performance in IMIP?

## LITERATURE REVIEW

### Employee Performance

Many companies assess their employee performance on an annual or quarterly basis in order to define certain areas that need improvement. Performance is a critical factor in organizational success. Organization certainly wants to know their employee performance that could be measured by method that helps understand how the employee in the organization performing which is known popularly as Key Performance Indicator (KPI).

KPI focus employees' attention on the tasks and processes that management considering as the most critical to the success of the business. Besides KPI, there are also seven ways to measure employee performance by Brian Rudolph (2016) that will author explain further which are: 1.) Punctuality, employees who regularly arrive late for work or are frequently absent from the office are unlikely to be meeting their performance objectives. The underlying issue needs to be addressed here-have they received adequate training? Do they get along with their co-workers and manager? Issues with punctuality mean an employee is not doing their job to their full potential and a that negative attitude may also be affecting their colleagues; 2.) Quality of work, the timely completion of projects to the desired standard is a key indicator in measuring employee performance. Is the work being carried out average or outstanding? Are they committing maximum effort to projects? Is their attitude affecting their ability to meet organization expectations? Do they understand their personal performance objectives? The answers to those questions will help organization to understand the root causes of any problems; 3.) Observe Personal Habits, perpetual bad habits can detract from employee performance. This may include indulging in office, gossiping, taking unauthorized breaks, disruptive behavior and the use of computers for personal reasons (such as social media, online shopping).

In order to prevent these habits from being adopted by their co-workers, you must be clear on what is acceptable in your business and issue an appropriate behavioral code; 4.) Check Their attitude, a bad attitude will often manifest itself in insubordinate behavior. Again, this is indicative of an individual who is unlikely to be meeting their performance objectives. Typically, these employees will not comply with company policies and are likely to display disrespect for your company and co-workers; 5.) Review Personal

Presentation, most companies operate a professional dress code appropriate to their industry sector and company culture. Employees who disregard your expectations and present a careless appearance reflect badly on your brand image. It's likely that their performance will be failing to meet your expectations too; 6.) Carry Out a Client Survey, the consequences of poor employee performance will ultimately manifest themselves in customer service. A client survey can quickly identify issues with individuals and enable you to get your business goals back on track. A positive response means that your employee performance is meeting or exceeding your expectations; 7.) Carry Out Random Checks, depending on the nature of your business consider implementing random checks against quality standards. This may include reviewing telephone calls and project meetings and inspecting records. While your employees may be aware of this policy, the random nature of the checks can motivate staff to put in a consistent performance.

Those seven ways to measure employee performance by Brian Rudolph (2016). So far, it seems there is a connection between employee performance and employee engagement and motivation and we will prove it on the next chapter. For starter, author assume that employee performance is highly affected from employee engagement because when the number of engaged employee increasing, employee performance will also increase.

### **Employee Engagement**

Productive employee is the dream of every company, because they can achieve organization goals and feel worthy to invest assets in the form of human resources. Also, they have nothing to be worried because when organization have many employees engaged by, it will gain profit for the organization by itself. Macey, et.al (2009) defined employee engagement as "an individual sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed toward organizational goals." William H Macey (2009) said "employee engagement is an engaging notion-we get excited by it, we get involved in it, we were willing to invest time and effort in it, and we get proactive about pursuing it –" Engaged employee gives more of what they have to offer, and that as a result, an engaged employee is simply a more productive one. According to James Kouzes (2012) "Employee engagement is the extent to which employee feel passionate about their jobs, committed to the organization, and put discretionary effort into their work."

Exemplary leaders make the commitment to search for opportunities to get extraordinary things done. They make sure they engage in these two essential. First, Seize the Initiative. Personal-best leadership experiences some kind of challenge, because personal and business hardships have a way of making people come face-to-face with who they really are and what they are capable of becoming.

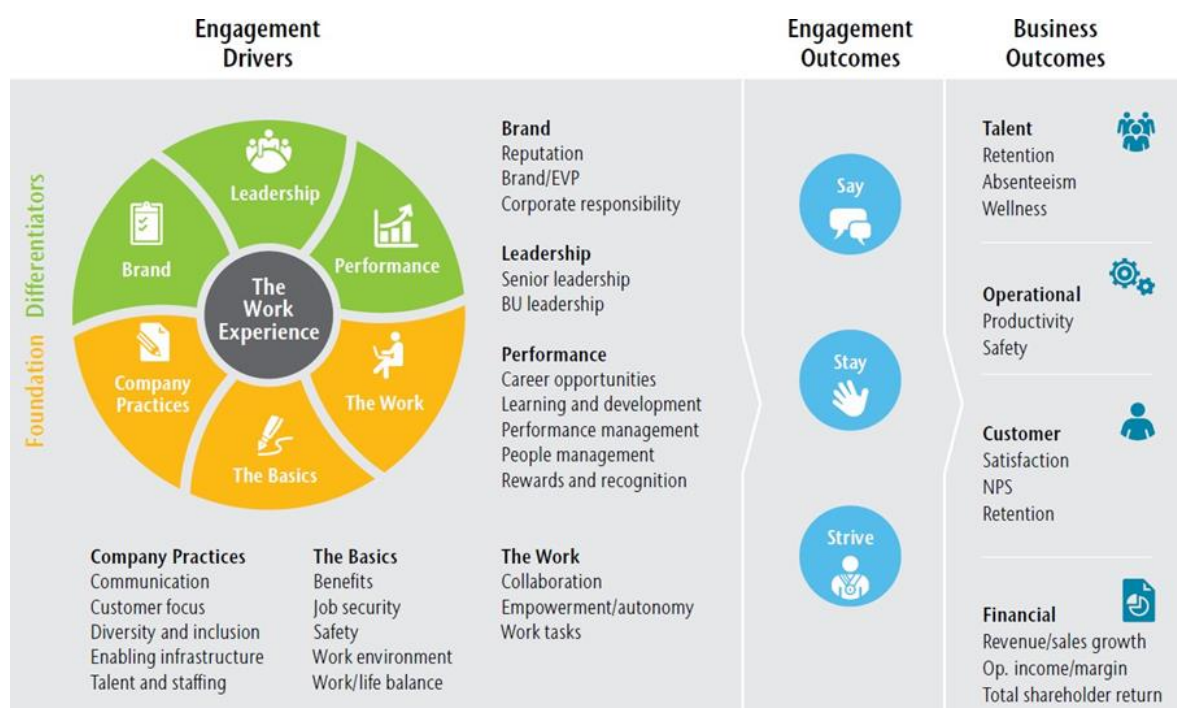
They test people, and they require inventive ways of dealing with new situations. They tend to bring out the best in people. When times are stable and secure, however, people are not severely tested. They may perform well, get promoted, and even achieve fame and fortune. But certainty and routine breed complacency. Leadership is inextricably connected with the process of innovation, of bringing new ideas, methods, or solutions into use. Second, . Exercise Oversight. Leaders are fundamentally restless. They do not like the status quo. They want to make something happen. They want to change the business-as-usual

environment. Research clearly shows that managers who rate high in proactivity are assessed by their immediate managers as more effective leaders. Proactivity consistently produces better results than reactivity or inactivity. Proactive Managers score higher than average on the leadership practice of Challenge the Process; this inclination is independent of both gender and national culture. Everyone performs better when he/she takes charge of change.

Leaders at all levels work outside their job descriptions and see opportunities where others do not. They do not wait for permission or instructions before jumping in. You make something happen when you notice what is not working, create a solution for the problem, gain buy-in from constituents, and implement the desired outcome.

Aon Hewitt (2012) defines “engagement as the state of emotional and intellectual involvement that motivates employees to do their best work. The Aon Hewitt model examines both the individual’s state of engagement as well as organizational antecedents.” Following is Aon Hewitt’s Model said “say, stay, and strive” definition was derived from thousands of managerial

Interviews and focus group discussions we have conducted globally regarding what engaged employees think and do. We believe that an employee must exhibit all three facets of saying, staying, and striving to be considered “engaged.”



**Figure 1. Aon Hewitt’s Engagement Model**

Source: Aon Hewitt (2012)

Gallup (2016) defines “engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.” He indicates 3 types of employees based on engagement levels as follows: 1). Engaged. Engaged employees are builders they always show a high level of performance. These employees will be willing to use their talents and strengths in working every day and always work with passion and always develop innovation so that the company develops. 2.) Not Engaged Employees in this type tend to



focus on tasks compared to achieving the goals of the job. They are always waiting for orders and tend to feel their contributions are ignored. 3.) Actively Disengaged. This type of employee is the guardian of the cave "cave dweller". They consistently show resistance to all aspects. They only see the negative side on various occasions and every day, this type of being actively disengaged weakens what is done by engaged workers.

Definition of employee engagement as a conclusion which will underpin further research by the Aon Hewitt (2012) that said employee engagement is a condition when employee feels passionate about work; gets up and feeling excited; comes to work with a happy heart, smile in a face; put discretionary effort into their work; and even have no problem if they have to work overtime. The impact on the organization is very beneficial because it will make assets commensurate with what has been mobilized from the organization.

Dan Crim et al (2006) theory that summarized as the Ten C's of employee engagement is about how leaders can engage employee heads, hearts, and hands which are: 1.) Connect: Leaders must show that they value employees. In First, Break All the Rules, Marcus Buckingham and Curt Coffman argue that managers trump companies. Employee-focused initiatives such as profit sharing and implementing work-life balance initiatives are important. However, if employees' relationship with their managers is fractured, then no number of perks will persuade employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss. Employees look at whether organizations and their leader walk the talk when they proclaim that, "Our employees are our most valuable asset." 2.) Career: Leaders should provide challenging and meaningful work with opportunities for career advancement. Most people want to do new things in their job. Good leaders challenge employees; but at the same time, they must instill the confidence that the challenges can be met. Not giving people the knowledge and tools to be successful is unethical and demotivating; it is also likely to lead to stress, frustration, and.

Ultimately, lack of engagement. 3.) Clarity: Leaders must communicate a clear vision. People want to understand the vision that senior leadership has for the organization, and the goals that leaders or departmental heads have for the division, unit, or team. Success in life and organizations is, to a great extent, determined by how clear individuals are about their goals and what they really want to achieve. In sum, employees need to understand what the organization's goals are, why they are important, and how the goals can best be attained. Clarity about what the organization stands for, what it wants to achieve, and how people can contribute to the organization's success is not always evident. 4.) Convey: Leaders clarify their expectations about employees and provide feedback on their functioning in the organization.

Good leaders establish processes and procedures that help people master important tasks and facilitate goal achievement. Good leaders work daily to improve the skills of their people and create small wins that help the team, unit, or organization perform at its best. 5.) Congratulate: Business leaders can learn a great deal from Wooden's approach. Surveys show that, over and over, employees feel that they receive immediate feedback when their performance is poor, or below expectations. These same employees also report that praise and recognition for strong performance is much less common. Exceptional leaders give recognition, and they do so a lot; they coach and convey. 6.) Contribute: People want to know that their input matters and that they are contributing to the organization's success in a meaningful way. This might be easy to articulate in settings such as hospitals and educational institutions. But

what about, say, the retail industry? Sears Roebuck & Co. started a turnaround in 1992. Part of the turnaround plan was the development of a set of measures-known as Total Performance Indicators-which gauged how well Sears was doing with its employees, customers, and investors. The implementation of the measurement system led to three startling conclusions. First, an employee's understanding of the connection between her work-as operationalized by specific job-relevant behaviors – and the strategic objectives of the company had a positive impact on job performance. Second, an employee's attitude towards the job and the company had the greatest impact on loyalty and customer service than all the other employee factors combined. Third, improvements in employee attitude led to improvements in job-relevant behavior; this, in turn, increased customer satisfaction and an improvement in revenue growth. In sum, good leaders help people see and feel how they are contributing to the organization's success and future. 7.) Control: Employees value control over the flow and pace of their jobs and leaders can create opportunities for employees to exercise this control.

H. Norman Schwartzkopf, retired U.S. Army General, once remarked: A feeling of "being in on things," and of being given opportunities to participate in decision making often reduces stress; it also creates trust and a culture where people want to take ownership of problems and their solutions. 8.) Collaborate: Studies show that, when employees work in teams and have the trust and cooperation of their team members, they outperform individuals and teams which lack good relationships. Great leaders are team builders; they create an environment that fosters trust and collaboration. Surveys indicate that being cared about by colleagues is a strong predictor of employee engagement.

Thus, a continuous challenge for leaders is to rally individuals to collaborate on organizational, departmental, and group goals, while excluding individuals pursuing their self-interest. 9.) Credibility: Leaders should strive to maintain a company's reputation and demonstrate high ethical standards. People want to be proud of their jobs, their performance, and their organization. WestJet Airlines is among the most admired organizations in Canada. The company has achieved numerous awards. For example, in 2005, it earned the number one spot for best corporate culture in Canada. On September 26, 2005, WestJet launched the "Because We're Owners!" campaign. Why do WestJet employees care so much about their organization? Why do over 85 percent of them own shares in the company? Employees believe so strongly in what WestJet is trying to do and are so excited about its strong performance record that they commit their own money into shares. 10.) Confidence: Good leaders help create confidence in a company by being exemplars of high ethical and performance standards. New leadership was faced with the major challenges of regaining public trust and fostering employee engagement. Ten C of employee engagement shows that there is connection between employee performance and employee engagement. Small example from type of employees is when employee is actively disengaged, they only see the negative side on various occasions and every day and it will definitely make their performance so-so even tend have no improvement. Based on that Ten C's of employee engagement about how leaders can engage employee heads, hearts, and hands above, author chose only four from ten C's that fits the most to the organization which are: Connect, Clarity, Collaborate and Confidence. Those four C (4C) represent what employee need in the organization caused by the organization already clarify their expectations about employees and provide feedback on their functioning in the organization, mention that their input matters and they are contributing to

the organization' success in a meaningful way also give employee control in their role to show their credibility. Employee engagement connects to motivation in both ways. Why is that? It is because motivated employee is easier to get engaged with the organization than unmotivated employee. In the other side, engaged employees are definitely motivated employee based on their "energy" produced at work.

### Motivation

Motivation is the word derived from the word 'motive' which means needs, desires, wants or drives within the persons. Stephen P. Robbins and Timothy A. Judge (2017) said "motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal." Motivation also have many definitions based on somebody point of view that led into one theory. In summary, author will use motivation theory from Stephen P. Robbins and Timothy A. Judge (2017) that said, "Motivation is the processes that account for an individual's intensity, direction, and persistence of effort toward attaining a goal."

Management themselves need to understand the needs of the employee so that right motivator can be used in order to make people engaged at the office or even influence the performance of employees.

### RESEARCH METHOD

In the analysis of this study, researchers used data from the results of questionnaires that had been distributed to all PT Indonesia Morowali Industrial Park employees as many as 50 respondents located in Head Office, Jakarta. This table is cross tab in order to make easier to compare between male and female.

A questionnaire is essentially a structured technique for collecting primary data. Assessment of the results of questionnaire answers in this study was conducted using Likert scale and calculated using the application SPSS 24.0 for windows. Likert scale is the scale used to measure attitudes, opinions, and perceptions of a person or group about social phenomena. With the Likert scale, then the variable to measure is described into a variable indicator. In this scale develops a statement that results in an agreed-disapproving answer in various value ranges. For the purposes of quantitative analysis, the answers can be scaled 1-5 to obtain interval data.

Validity Test Results and Reliability of Employee Engagement (X1), that is consist of 15 items having validity score among 0.7-0.9, with reliability alpha cronbach 0.95. Validity Test Results and Reliability of Motivation (X2) consist of 15 items: validity score among 0.8-0.9, with reliability alpha cronbach 0.98. Test Results for Validity and Reliability of Employee Performance (Y), 15 items: validity scores among 0.0 -0.8, with reliability alpha cronbach 0.94. A multiple linear regression formula is used to determine whether there is influence of employee engagement (X1) and motivation (X2) on employee performance (Y).

### FINDING AND DISCUSSION

**Table. 1 Frequency Distribution Variable of Employee Engagement (X1)**

Indicator	Description of Employee Engagement based on Likert Scale													SUM
	Age			Education				Work Period			Gender			
	20-30	> 30	A	H-D3	BD	PG	A	0 -5	> 5	A	M	F	A	



Connect	3.97	3.87	3.9	3.58	4.00	3.50	3.7	3.90	4.35	4.1	4.09	3.87	4.0	3.51
Clarity	4.04	4.04	4.0	3.75	4.07	3.88	3.9	4.00	4.40	4.2	4.15	3.98	4.1	3.63
Collaborate	4.05	4.10	4.1	3.94	4.10	3.63	3.9	4.01	4.55	4.3	4.22	3.98	4.1	3.66
Confidence	3.97	4.03	4.0	4.25	3.98	3.50	3.9	3.93	4.47	4.2	4.12	3.92	4.0	3.62
SUM	4.01	4.01	-	3.88	4.03	3.62	-	3.96	4.44	-	4.11	3.94	-	3.60

Source: Results of Data Processing by Author

Based on the table above, author will explain the result. From the identity respondent, it shows that age 20-30 and over 30 years-old have the same result from the questionnaire amount 4.01. From education the results show that bachelor's degree level has the highest value on employee engagement variable with amount 4.03. Employee who have years of service more than five years also has the highest engagement value than employees who work under the 5-year period amount 4.44. When it comes to gender, it shows that male employee has greater engagement value than female amount.

**Table .2 Frequency Distribution Variable of Motivation (X2)**

Indicator	Description of Motivation based on Likert Scale													SUM
	Age			Education				Work Period			Gender			
	20-30	>30	A	H-D3	BD	PG	A	0 -5	> 5	A	M	F	A	
Intensity	3.56	3.52	3.5	3.30	3.60	3.00	3.3	3.49	4.04	3.8	3.60	3.52	3.6	3.16
Direction	3.69	3.66	3.6	3.30	3.75	3.00	3.4	3.61	4.32	4	3.75	3.64	3.7	3.27
Persistence	3.85	3.85	3.8	3.45	3.91	3.30	3.6	2.80	4.36	3.6	3.93	3.81	3.9	3.32
SUM	3.7	3.68	-	3.35	3.75	3.1	-	3.3	4.24	-	3.76	3.66	-	3.25

Source: Results of Data Processing by Author

Explanation:

A : Average

H-D3 : High School – Diploma

BD : Bachelor's Degree

PG : Post Graduate

M : Male

F : Female

Based on the table above, the author will explain the results. From the respondents of identity, it shows that the age of 20-30 had the highest motivation of 3.7 followed by employees aged over 30 years with little difference with the number of 3.68. From education the results show that bachelor's degree level has the highest value on motivation variable with amount 4.03. Employee who have years of service more than five years also has the highest motivation value than employees who work under the 5-year period amount 4.24.

When it comes to gender, it shows that male employee has greater motivation value amount 3.76 than female amount 3.66. In the other hand, from the indicator side it can be seen the results of the questionnaire data show that persistence has the highest value of 3.8 in terms of ages followed direction amount 3.7 and intensity amount 3.9. For employees with all levels of education, the data shows the highest score obtained from persistence which are equal to 3.6 and followed by direction which have an average of 3.4, and intensity with an average of 3.3. Employees who work both above and below 5 years have the best direction results with a value of 4, then followed by intensity with a value of 3.8 and persistence with a value of 3.6. Male and female employees have the highest results regarding indicators of persistence with an average number of 3.9 followed by direction of 3.7 and intensity 3.6.

**Table. 3 Frequency Distribution Variable of Employee Performance (Y)**

Indicator	Description of Employee Performance based on Likert Scale													SUM
	Age			Education				Work Period			Gender			
	20-30	>30	A	H-D3	BD	PG	A	0-5	> 5	A	M	F	A	
Quality	3.98	4.06	3.5	3.65	4.03	4.10	3.3	3.95	4.48	3.8	4.09	3.95	3.6	3.63
Quantity	3.97	4.02	3.6	3.70	4.01	3.90	3.4	3.92	4.52	4	4.12	3.92	3.7	3.61
Timeline Ss	3.66	3.55	3.8	3.30	3.67	3.50	3.6	2.71	4.28	3.6	3.52	3.69	3.9	3.19
SUM	3.87	3.88	-	3.55	3.90	3.83	-	3.52	4.43	-	3.91	3.85	-	3.48

Source: Results of Data Processing by Author

Explanation:

A : Average

HS-D3 : High School - Diploma

BD : Bachelor's Degree

PG : Post Graduate

M : Male

F : Female

Based on the table above, the author will explain the results. From the respondents of identity, it shows that the age of over 30 had the highest employee performance score of 3.88 followed by employees aged 20-30 years with little difference with the number of 3.87. From education the results show that bachelor's degree level has the highest value on employee performance variable with amount 3.90 followed by Post-Graduate amount 3.83 and High School to Diploma amount 3.55. Employee who have years of service more than five years also has the highest employee performance value than employees who work under the 5-year period amount 4.43. Male employee has greater performance value amount 3.91 than female amount 3.85. In the other hand, from the indicator side it can be seen the results of the questionnaire data show that timeliness has the highest value of 3.8 in terms of ages followed by quantity amount 3.7 and quality amount 3.6. For employees with all levels of education, the data shows the highest score obtained also from timeliness which are equal to 3.6 and followed by quantity which have an average of 3.4, and quality with an average of 3.3. Employees who work both above and below 5 years have the best quantity results with a value of 4, then followed by quality with a value of 3.8 and quantity with a value of 3.6. Male and female employees have the highest results regarding indicators of timeliness with an average number of 3.9 followed by quantity of 3.7 and quality 3.6.

**Table 4. Multiple Regression Test Results**

Multiple Regression Test Results					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.784	4.895		.773	.443
Employee Engagement	.380	.177	.325	2.153	.036
Motivation	.567	.144	.592	3.929	.000

Source: Results of SPSS Data Processing

Based on the calculation of multiple linear regression tests in the table above the form of an equation can be arranged as follows:

$$Y = 3.784 + 0.380X_1 - 0.567X_2$$

The regression equation can be explained as follows:

1. Regression coefficient value for employee engagement variable ( $X_1$ ) is 0.380 and is

positive. This means that every increase in employee engagement variable (X1), it will cause an increase in employee performance of 0.380 assuming the motivation variable (X2) is constant.

2. The regression coefficient for the motivation variable (X2) is 0.567 and is positive. This means that every increase in the variable work motivation, the variable employee performance will increase by 0.567 assuming the variable employee involvement (X1) is constant.

**Table 5. T-Test and Determination Test Results (R<sup>2</sup>)**

T-Test Results		
	Model	Sig.
1	(Constant)	.443
	Employee Engagement	.036
	Motivation	.000

Source: Results of SPSS Data Processing

**Table 6. Determination Test Results (R<sup>2</sup>)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896 <sup>a</sup>	.803	.795	5.278

Source: Results of SPSS Data Processing

The table shows the test results of the determinant coefficient obtained by the value  $R^2 = 0.803$  means the relationship between employee involvement and motivation on employee performance by 80.3% means that the relationship is quite tight. While the remaining 19.7% is influenced by other factors, such as employment status, organizational culture, career development and so forth.

## CONCLUSION AND LIMITATION

The conclusions from this study are as follows: 1). There is a positive and significant influence of employee engagement that partially occurred on the employee performance. 2). There is a positive and significant influence of employee motivation that partially occurred on the employee performance.

Against employee engagement variable, based on the results of the questionnaire, in particular to the statement "*There must be a communication between teams*", indicates the answer to the statement has the lowest value compared to the other statements. The recommendations given by the researcher are the management team and the supervisor make a performance evaluation every month in order to assess the performance of their subordinates. For work motivation variables, based on the results of a special questionnaire on "I always want to know how to make progress when doing work task", "I evaluate the performance that I do if I have not reached the targets" and "I am ready every time needed by the company" has the lowest answer value. Recommendations given by researchers about how to increase employee motivation if needed at times with the help of appropriate bonuses and rewards.

The variable employee performance based on the results of a special questionnaire on "I

do not need a long time to finish the job" has the lowest value compared to other agreements. This has a big influence on employee performance. The recommendation given by the researcher is the management who always discusses the direction and goals that want to get the company so that they can discuss the mission of the company.

In conducting this research, the researcher experienced several obstacles encountered during the research process and data collection. Limitations faced by the researcher are such as in terms of scope of variables, the researcher only used three variables, namely an employee involvement and an employee motivation, as the independent variables and an employee performance as the dependent variable, whereas there are still many other things that are considered had an influence on employee performance at PT Indonesia Morowali Industrial Park.

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