



The influence of self efficacy and providing incentives on increasing employee engagement at PT. Remco Rubber Indonesia

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ABSTRACT

Employee engagement reflects the involvement and enthusiasm of employees in their work and workplace. Employees are engaged when their basic needs are met, and when they have opportunities to contribute, a sense of belonging, and opportunities to learn and develop. Employees with good engagement, will be very enthusiastic about their work and workplace. This study aims to examine the effect of self-efficacy and provision of incentives on increasing employee engagement. A total of 221 respondents were collected by distributing questionnaires to all employees at PT. Remco Rubber Indonesia using non-probability sampling technique. The analysis technique used is a mixed technique, namely quantitatively from the results of distributing questionnaires, and qualitatively from the results of interviews with the recommended five respondents. The results of the analysis show that partially self-efficacy and provision of incentives each have a positive and significant effect on increasing employee engagement (prob = 0.000 < alpha = 0.05). And simultaneously, that the variables of self-efficacy and provision of incentives together have a positive effect on increasing employee engagement (prob = 0.00 < alpha = 0.05). A self-efficacy and also the provision of incentives to employees by the company, together can have a significant positive effect on employee engagement.

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INTRODUCTION

The success of an organization's life can never be separated from the intervention of Human Resources (HR). HR is mentioned as one of the main factors and is very calculated in its importance, as well as very vital in the organization, both in the form of institutions and companies. Another phrase states HR is the main factor in an organization compared to other factors such as technology, capital, money, and in fact each human being in the organization will regulate other factors. Organizations can achieve their goals well, because the main key to be able to achieve these goals is HR. This view states, that HR is not limited to the production element in an activity

in the company, but has become an important asset of the company that needs to be maintained as well as possible, in order to remain optimal in contributing to advancing the company. On the other hand, humans can make the source of the advantage factor to compete, humans can also seek capital, humans sort out technology, humans who organize and maintain, What is very important for organizations today is how to use their human resources effectively (Susan, 2019)(Winata, 2021)(Firnanda & Wijayati, 2021)

Effective personal management is one of the managerial functions that recognizes the importance of an HR that can function related to people and their relationships in the organization, as well as ensuring that the human resources they have are used wisely to meet the needs of themselves, the organization, and society. Therefore, if an individual or group wants to manage HR in an organization, it becomes an important thing that must be considered. Management in handling HR has become a management specialty known as HR management, in addition to operational management, finance, marketing, and so on. HR management is very important and has various challenges, because humans have unique and diverse characteristics when juxtaposed with other resources (Nicolai, 2018).

Based on research conducted by (Andriany & Meiyanto, 2021) with the title *The Role of Self-Efficacy Mediation in Work Engagement and Perceived Organizational Support* shows the results of an indirect effect of perceived organizational support on work involvement, in other words that self-efficacy partially mediates the relationship between organizational support and work engagement, so that the hypothesis can be accepted.

In research conducted by Priambodo et al., (2019) entitled *Self Efficacy and the Role of Organizational Climate and in Forming Employee Engagement Through Organizational Commitment in a travel agency company with a total of approximately 110 employees*, it shows that self-efficacy has a significant effect on employee engagement, and the relationship between organizational climate and employee engagement, where employee engagement is a mediating variable, thus indicating that organizational commitment and employee engagement can mediate the effect of self-efficacy.

Then in another study conducted by Firnanda & Wijayati (2021) with the title *Effect of Self Efficacy, Perceived Organizational Support and Performance Environment on Employee Engagement of Employees at PT. Pesona Arnos Beton*, suggested that there is a significant influence between Perceived Organizational Support on employee involvement, as well as the work environment which is proven to have a significant effect on employee engagement, self efficacy has a significant impact on employee engagement at PT. The charm of Arnos Concrete. Also, all independent variables in this study proved to have a significant influence on the dependent variable, namely employee engagement.

Then in another study conducted by Cahyo et al., (2022) entitled *Effects of Self-Efficiency, Quality of Work Life, and Perceived Organizational Support on Employee Engagement (Case Study: CV. Cakra Entertainment, Sidoarjo)*, concluded that there is a significant influence on quality of work life, perceived organizational support on employee engagement. However, self-efficacy does not have a significant effect on employee engagement.

Human Resource Management (MSDM) is a process in which management in handling various problems in the organization or company on the scope of human beings as resources, such as managers, employees, laborers, and other workers in order to support organizational activities when they want to achieve their goals properly and optimally (Hasibuan, 2017). MSDM can also be said to be a program, where there are activities in obtaining and managing human resources, therefore the need for development, maintenance, and utilization to support the organization to achieve its goals (Sinambela, 2019). Various challenges faced by companies such as changes in business or changes in the work environment, which require companies to be obliged to develop human resources proactively, so that there is no obsolescence in employee abilities, as well as to increase their productivity levels. Not to mention that in the current era, the entire company sector

is often marked and faced with changes that are so rapid and significant, so that it will be required to be able to adapt to the situation that will be faced later (Arraniri et al., 2022).

The following are the objectives of the research to be conducted: To determine whether self-efficacy has a substantial impact on the rise in employee engagement inside the organization; To determine whether offering incentives may significantly increase employee involvement in the organization; To determine whether self-efficacy and offering incentives have a substantial impact on enhancing employee engagement inside the organization.

The benefits of the proposed research are as follows: Theoretically, the results of this study can contribute to the scientific literature in the field of human resource management, particularly the discussion on self-efficacy and offering incentives and their effect on enhancing employee engagement. Thus, the results of this study can provide insight and knowledge regarding the maintenance and care of employees through company involvement; In practice, it is anticipated that the findings of this study will serve as a source of motivation for firms or agencies and their employees, encouraging them to remain optimism in achieving good collaboration for the collective advancement of companies or agencies.

Based on the explanation above, this paper formulates the following problem: Is there a significant influence between self-efficacy on increasing employee engagement in the company? Is there any influence that the provision of incentives provided by the company to its employees can significantly influence the increase in employee engagement in the company?, Is there an effect of self-efficacy and the provision of incentives provided by the company to its employees, can significantly influence the increase in employee engagement in the company?

RESEARCH METHOD

Processing using statistical methods on quantitative data, processing is carried out in the SPSS application (Ghozali, 2019), (Sugiyono, 2018a). Meanwhile, qualitative data (interview results) will be analyzed using thematic methods (Sugiyono, 2018b). One of the quantitative data analysis techniques used in this study is data quality testing, accompanied by classical assumptions, linear regression analysis, and hypothesis testing. the population in this study is in PT. Remco Rubber Indonesia (Achmad, R. W., & Yulianah, 2022).

$$n = \frac{N}{(1+(N \times e^2))} \quad (1)$$

where:

n: Number or size of Samples

N: Total or large Population

e: Error Rate (*Error*)

If assumed the population in PT. Remco Rubber Indonesia is 325 employees, the author sets the percentage of truth at $\alpha = 0.95$ or 95%, as well as the error rate of $\alpha = 0.05$ or 5%. Thus, the author finds a condition at a margin of error of 5%, by calculating with the *solvin* formula on the *margin of error*. Results obtained:

$$n = \frac{318}{(1 + (318 \times 0,05^2))}$$

$$n = \frac{325}{(1 + (318 \times 0,0025))}$$

$$n = \frac{318}{(1 + 0,7950)}$$

$$n = \frac{318}{1,7950} = 177,2 = 177$$

Thus, in the calculation above, the minimum sample size of a population at an *error margin* of 5% is 177 samples.

RESULTS AND DISCUSSIONS

Normality Testing

The next test used in this study was *the kolmogorov smirnov* test. At the time of stating that a sample is a sample derived from a population with a certain distribution, it is common for this test to be used. By comparing data from the sample with identical typical distributions, mean, and standard deviations. In short, this test is carried out to understand the normal distribution or not of some data. This is the result of optimization of questionnaire data for the *Smirnov kolmogorov* test.

Table 1. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		221
Normal Parameters ^{a,b}	Mean	0,0000000
	Std. Deviation	2,62892203
Most Extreme Differences	Absolute	0,247
	Positive	0,224
	Negative	-0,247
Test Statistic		0,247
Asymp. Sig. (2-tailed)		0,070

Because the value of $\text{prob} = 0.07 > \alpha = 0.05$ data is considered normal, and according to the Central Limit Theorem (CLT) if the data > 30 then the data is considered to be already large (a lot), so the assumption of normality can be ignored.

Multicolonierity Testing

Multicholinerity testing aims to find out whether a regression model recognizes a relationship between a free variable and a bound variable (Meiryani, 2021). The high number of variables on the test scale is an effect of multicholinerity. This suggests that there is no communication between variables that can be affected by other variables.

Variance Inflation Factor (VIF) is a standard that can be used to determine whether a regression model has multicholinerity or not. As it has been established that $\text{VIF} = 1/\text{tolerance}$, tolerance can also be expressed as a number equal to or greater than high VIF. The standard cut off value of 0.10, often known as the VIF value of 10, is one of the most commonly used to detect the presence of multicholinerity. Below are the results of multicolonierity test measurements on the collected questionnaire data.

Table 2. Multicolonierity Test Results

Model	Collinearity Statistics	
	Tolerance	VIF
Self Efficacy	0,377	2,652
Providing Incentives	0,377	2,652

Based on the table above, the variables of *self-efficacy* and *incentives* provide a *toleranc* result of > 0.1 and a VIF value of > 10 . Therefore, it can be concluded that the regression of the model to the mean under the assumption of *multicolonialism* is reasonable, making it easier to proceed with the next step of measurement.

Heteroskedasticity Testing

Hantono (2020), states that it may have been tested or the absence of certain deviations from the rest of one observation to another. It is called homoskedasticity if the residual variance from one observation to another is consistent or not, but it can also be called heteroskedasticity if there is additional information. A *scatterplot* chart of the *heteroskedasticity* test is shown in the figure below.

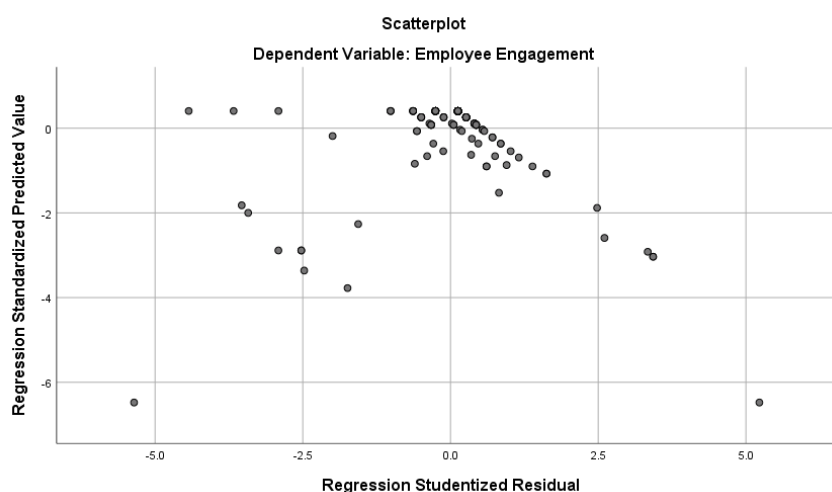


Figure 1. 1Scatterplot Pattern On Heteroskedasticity Testing

The picture above shows that there is a *heteroskedasticity* problem, because the *scatter* pattern does not spread well. If this test shows abnormal results, then the author uses the *Central Limit Theorem* (CLT) assumption, namely if the number of samples in the study > 30 , while in this study there are data > 200 samples, then the data is considered to be large (many), so this assumption can be ignored.

The Effect of Self Efficacy on Increasing Employee Engagement (First Hypothesis)

Partially based on the calculations obtained, the value of the regression coefficient on self-efficacy is 0.366 (b_1), with 0.000 as the significance value. With the criteria if the level of research significance < 0.05 H_0 is accepted, and if the level of research significance > 0.05 H_0 is rejected, and if $T\text{-count} > T\text{-table}$ is stated that there is an influence between each variable X and variable Y (Andriany, D., & Meiyanto, I. S., 2021). Based on the calculations in the T test, that $\text{prob} = 0.000 < \alpha = 0.05$ and $T\text{-count}$ on the self-efficacy variable $(3,726) > T\text{-table} > (1,652)$ (Astari, K., Kadiyono, A. L., & Batubara, M., 2022). Thus, it is proven that there is a positive and significant influence of the self-efficacy variable on increasing employee engagement (Arwab et al, 2022).

The results of this study are in line with research conducted by Priambodo et al, (2019) which found a positive and significant relationship between self-efficacy and employee engagement. Later, another study was conducted by Firnanda & Wijayanti (2021) which also stated that there is a positive and significant correlation between self-efficacy and employee engagement. In addition, research conducted by Sofiah and Kurniawan in 2021 found a positive and significant correlation between self-efficacy and employee engagement.

From the explanation above, it can be concluded that self-efficacy has a significant positive effect on employee engagement (Cahyo, P. N., Prabowo, R., & Surabaya, T., 2022). Therefore, employees must be able to maintain their high self-efficacy, to be more confident and optimistic, and always be ready with all the tasks assigned to them. Companies must also be able to strive to maintain high employee self-efficacy, and must also continue to strive to provide an optimistic attitude, as

well as trust in all employees (Dwitiantiny, S., & Wijono, S., 2022). This was revealed by ALF, one of the employees at the company, that he believed that employees could not be forced to become high engaged to the company. However, the need for self-awareness in employees, as well as support in any form from the company in order to help increase employee confidence and optimism when doing work (Graham, S., 2022).

Another phrase was also conveyed by AGN, that self-efficacy at work or when carrying out any activity, is certain to come stronger than oneself. In terms of industrial scale when doing work, usually self-efficacy arises due to the motivation and full support of the work environment itself, such as superior behavior, co-worker behavior, facilities provided, and the physical environment can also be a reference to high self-efficacy owned by employees (Guerra et al, 2022).

From the explanation above, it is hoped that later with this it can increase employee job satisfaction through self-efficacy to increase employee engagement in the company, employees should also be skilled and willing to maximize performance that can optimize loyalty to the organization, so that later they form a very comfortable environment at work and remain optimistic when doing their work (Hajar, S., 2019).

The Effect of Incentives on Increasing Employee Engagement (Second Hypothesis)

Partially based on the calculations obtained, the result of the regression coefficient on incentive provision was 0.809, and the significance result showed 0.000. By criteria, if at the level of research significance < 0.05 H_0 is proven or accepted, and if the level of research significance > 0.05 H_0 is not proven or rejected, and if $T_{\text{count}} > T_{\text{table}}$ is stated that there is an influence between each variable X and variable Y (Nanuru et al, 2021). Based on the calculations in the T test, that $\text{prob} = 0.000 < \alpha = 0.05$ and T_{count} on the incentive variable (5,272) $> T_{\text{table}}$ (1,652). Thus, it is proven that there is a positive and significant influence of the incentive variable on increasing employee engagement (Vania et al, 2021).

The results of this study have similarities with research conducted by Nauru et.al., (2021) which states that an incentive has a significant and positive influence on employee engagement. Then in line with the research conducted by Rusdian et.al., (2021) which concluded that there is a significant influence between providing incentives to employee engagement. And also the results of research from Vania et.al, (2021), which concluded that it was a positive and significant influence between providing incentives to employees on employee engagement to their companies.

From the explanation above, it can be concluded that an incentive to employees by the company can have a significant positive effect on employee engagement. Therefore, providing incentives can affect the level of engaged employees in the company (Purnamasari, E. D., & Maharani., 2022). When an employee is given an incentive in accordance with what he promised and did, it will arise separately from the employee to the company. Because, according to NZF, one of the employees at the company when interviewed said that employees will have a large level of loyalty given to the company, if the company can provide incentives that are fair, equitable and appropriate. Another phrase spoken by NAN considers the need to provide incentives in the form of fair bonuses when the company is in need of maximum from its employees, so that engaged employees will be more maintained and more fully loyal to the company. NAN also added that in this company, it really pays attention to employees in any part, which he knows is that providing incentives to employees in this company is very fair and equitable, including the provision of a bonus to freelance field employees.

It is hoped that later in this regard, companies can maintain an increase in employee job satisfaction through the provision of incentives that can have an impact on employee engagement (Yasih, Y., & Arafah, W., 2022). Therefore, when the company can provide incentives to all employees as fairly as possible, allowing employees to show a level of loyalty within the company and will increasingly be seen to be engaged to the company to participate in maximizing all activities in the company.

The Effect of Self Efficacy and Incentives on Increasing Employee Engagement (Third Hypothesis)

Simultaneously, based on the calculations obtained, the value of $\text{prob} = 0.00 < \alpha = 0.05$, and $F\text{-count} (96.403) > F\text{-table} (3.04)$ were obtained. That is, simultaneously that the variables of self-efficacy and the provision of incentives can affect the variables of employee engagement (Meiryani, 2021). This shows that a self-efficacy can increase employee engagement in the company, but not necessarily can increase employee engagement in the company to the maximum. However, there needs to be encouragement in other forms to be able to better prove that the phenomenon of an engagement in employees is not a certain cause (Rahmadani, V. G., & Schaufeli, W. B., 2022).

According to ENG, who is one of the employees at PT. Remco Rubber Indonesia, which has served for more than 16 years, devotes itself to this company. Expressing the output in the form of an attitude of devotion that currently arises because of the many factors that shape it to continue to feel at home when in this company environment (Novrandy, R. A., & Tanuwijaya, J., 2022). In addition to having a physical environment and a non-physical environment that can provide positive vibes, but coupled with the support of superiors and colleagues who are very supportive, so that it can provide peace of mind when doing work, and this is also very proven to increase my confidence and very good optimistic attitude for employees. Providing equality regarding over time to each employee, so as to get additional income by adhering to the principle of fairness (in this case the provision of incentives). Not to mention when there are activities outside of work in the company, for example, such as outing and family gathering activities. The company really pays great attention to this, by involving equally with all employees and trusting each other to make an event a success.

From the explanation above, it can be concluded that a self-efficacy and also the provision of incentives to employees by the company, together can have a significant positive effect on employee engagement. With it, the employee must be able to maintain the high self-efficacy he has, to be more optimistic, and always be ready with all the tasks assigned to him. When doing work with that optimism that is mutually beneficial, allows an employee to be trusted to get additional tasks, and directly the company will promise and provide additional incentives from the salary it receives. Thus, if these two elements are self-efficacy that comes internally (one's own strength), and the provision of incentives that come externally (the company), then the status of engaged in employees in the company will be attached indirectly.

CONCLUSION

Based on the results of testing the correlation and determination coefficients in this study, where the author can find out the magnitude of the influence of variable X_1 (self-efficacy) and variable X_2 (incentivization) on variable Y (employee engagement) expressed by correlation, with the following results: It can be concluded that self-efficacy and the company's provision of incentives to employees can have a substantial positive effect on employee engagement. The employee must be able to maintain his high self-efficacy, be more optimistic, and always be prepared to complete all of his assigned tasks. When an employee performs work with optimism that is mutually beneficial, he or she is entrusted with additional responsibilities, and the employer promises and provides additional compensation. Thus, if these two elements are self-efficacy that comes from within (one's own strength) and the provision of incentives that come from without (the company), then the status of engaged employees within the company will be indirectly associated with these two factors.

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