

**DRIVING PERFORMANCE AND RETENTION TO EMPLOYEE ENGAGEMENT: A CASE STUDY IN
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ABSTRACT

In order to increasing performance and retention in the organization established employee engagement needed. Stabilization is the key reason why the employee engagement needed to create by the organization to face on globalization era. Unemployment is the one of the most issue to create employee engagement in the organization. There are many performance and retention factors in order to create employee engagement but this study limited to some research in order to bring performance and retention into engagement. This research has purposed to measure engagement level and driving performance and retention variable in study case University of Brawijaya. Second objective is to measured relationship and significance employee engagement with driving performance and retention variable. A questionnaire was been filled by 107 lecturer who is working in Economics and Business faculty, University of Brawijaya. The average age was above 40 and 54 percent were male. Respondents had been in their current job for an average more than 10 years of work experience. The questionnaire included measured engagement and driving performance and retention level, correlations among each variable and relationship, significance among both of independent and dependent variable. Descriptive results indicate that there is employee engagement was very high and the driving performance factors average level is high. This is the first study to make define distinctly about employee engagement in Indonesia. Moreover, this study the first study using driving performance and retention factors in order to measure relationship among employee engagement.

KEY WORDS: performance, retention, satisfaction, absorption, job involvement, commitment, trust, compensation, employee engagement.

1. INTRODUCTION

Every organizations need to aware about organization performance and retention within doing activity in the business field. High performance and retention very importance concern by the company because with the high performance and retention, the organization can survive in the globalization era. Challenging for organization existence which facing in organization is not only from inside organization itself but therefore can be from external organization or companies (Mitchell, 2002).

The organization challenges can comes from many ways, there are the challenges comes from inside and comes from outside of the organization. The challenges from the internal organization such as, employee regeneration, organization culture and financial distress (Kilpinen and Pauku, 2002), From the external challenges, such as debt on date (creditor), labor union order, price stock and global economic changes (Gomes et al, 2004). In order to achieved high organization performance and retention from this internal and external organization challenges, human resource (HR) provided many ways to solve this problem, there are, (1) competitive position, (2) decentralization, (3) downsizing, (4) organizational restructuring, (5) self-managed work teams, (6) organization culture, (7) technology (Gomez, 2004). More distinct, Gomez (2004) said HR also can provided solutions for this internal problems, (1) work flows, (2) staffing, (3) employee separation, (4) performance appraisal, (5) training career development, (6) compensation. All of HR strategies more focus on leader organization leader policy and compensation or money policy perspective but not focused in the employee perspective or employee turnover.

And this case often happened especially in Indonesia. Seshadri (2011) research mention that most of the influenced factors that influenced to the HR problem in Indonesia is high wages, high facility, high bonuses and high position. Supported Seshadiri research, Istikhomah (2011) mention that there are have big contribution relation between two factors, compensation and organization performance. Supported previous research, Khoiriyah (2009) mentioned that 65 percent employee performance was influenced by wages and, the others 35 percent, work environment.

Employee engagement as the one of the HR strategy in order to achieved high performance and retention. Furthermore, Saks (2010) said that employee engagement as the one of the big issue in HR to solve this problem.

What is the Employee Engagement?

Maslach et al (2001) define employee engagement is concept with a sparse and diverse theoretical and empirical demonstrated relevance the relationship among potential antecedents and consequence of engagement as well as the components of engagement have of engagement have not been rigorously conceptualize, much less studied. Macey (2008) employee engagement is a desirable condition, has an organization purpose and connotes involvement, commitment passion, enthusiasm, focused effort and energy so it has both attitudinal and behavioral component. Moreover, Wellin and Concelman (2005 cited in Macey, 2010) state that engagement is the illusive force that motivates employees to higher (or lower) levels of performance.

More distinctly, Rothbard (2001 cited in Saks, 2005) said “they are still other type to make employee become engage, there are job and organization engagements”. From the evidence that one’s degree engagement depends on the role question. To make particular for the opinion, Saks (2005) describe on the diagram in this figure

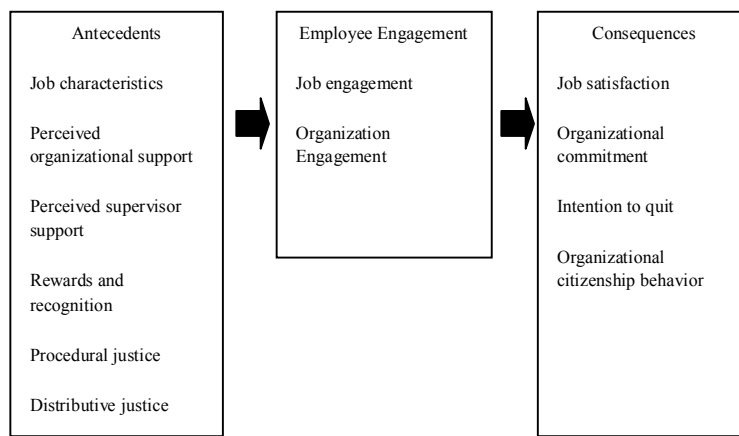


Figure 1 A model of the antecedent and consequences of employee engagement, Alan M Saks (2005)

Doherty (2010) said “Engagement is about respect going both up, down and across a business, transparency throughout and alignment of HR and management policies to business culture and objectives”. Doherty (2010) concerned engagement as the respect each other and building from the internal staff and the organizational culture building.

Simpson (2009), who is the researcher about engagement in USA hospital, said employee engagement, is about employee performance (related with nurse performance, patient outcomes and other core healthcare organizational outcomes) at work within organizational performance based. Simpson (2009) inspired by four researchers about the employee engagement. They are Kahn, May et al, Leiter and Maslach, Laschinger and Finnegan (Simpson, 2009). Both Kahn and May et al define employee engagement has meaning psychological conditions before people become engage and after engage (Simpson, 2009). And Laschinger and Finnegan more concern about burnout. Also, Cho et al and Greco et al, Schaufeli and Bakker saw the engagement from burnout perspective (Simpson, 2009). All of them represent Simpson perspective came from. Simpson framework thinking could be described as figure 2

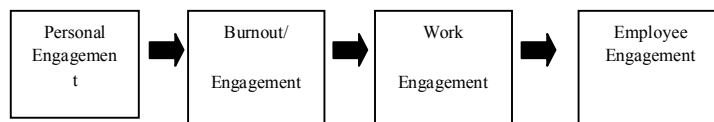


Figure 2 A frameworks thinking of employee engagement,

Evans (2010) said employee engagement is key driving performance in organization to achieve good performance and retention. Employee engagement depends on organizational structure, the system of work and quality of leadership and communication skill, performance management. Evans (2010) more distinctly, if employee

engagement can be linked to the organizational performance easily because both of them were bounded each other and cannot be separated. Evans (2010) there are some valued to develop employee engagement, (1) Bring employees closer to strategic decisions made by senior management, (2) Creating buy in to the strategic decision, (3) Dealing with suspicion, (4) Continued improvement satisfaction and building trust, (5) Create a positive and credible employee voice in a culture where employees want to contribute and get involved.

From the many researcher can be concluded that employee engagement is the personal psychological feeling which is catalyst to increase performance and retention and this feeling coming from two side have synergy form among each other there are internal factor and external factor.

Definition of Performance and Retention in HRM

Definition of Performance in HRM

Performance is through which managers ensure that employee activities and outputs are congruent with the organizations goals (Noe et al, 2006). Armstrong (2000 cited in Kagari et al, 2010) state organization performance is a means of getting better results from the whole organization or teams or individuals within it, by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. Lewis (1998 cited in Harzing, 2004) performance management is a term used to describe an integrated set of techniques which have had an independent existence under the own names. Bernthal (1996 cited in Harzing, 2004) divide performance involves: (1) links to organizational strategy (2) setting individual performance goals (3) providing regular feedback on progress towards those goals (4) providing opportunities for improving (5) Linking results and rewards

Moreover, employee performance can defined as psychological contract (Stiles et al, 1997 cited in Harzing, 2004). The concept of the "psychological contract" has received considerable attention in relation to HRM. It is a concept referring to an employee belief regarding the terms and conditions of a reciprocal exchange agreement between that employee and the employer (Robinson and Rousseau, 1994 cited in Harzing, 2004).

On the other hand, Moncarz and Zhao (2008, abstract) investigated US lodging properties organizational retention initiatives and practices, they research want to examine the impact of those initiatives on employee turnover and retention. Moncarz and Zhao (2008) has found that a study of the US Department of Labor states on high performance work practices revealed that involving employees in decision-making, goals and the direction of an organization through participation in teams will help produce job satisfaction and reduce turnover. Employee satisfaction is one of the many factors in the organization which necessary needed to achieve good organization performance.

Therefore, since 1980s, many people concerned about organizational culture related within employee satisfaction and they believed organizational culture can affect employee and organization performance (B.Lund, 2003). Can be concluded, B.Lund (2003) found that organizational culture bring affect to employee and organization performance. Harzing (2004, abstract) found that Multi National Company (MNC) influenced by compensation. Given unfairness compensation to the employees, it can be influenced by MNC's performance or such schemes can result in employee satisfaction and failure of international compensation to meet its objectives and cost inefficiencies through inappropriately over-rewarding some employees (Cahill, 2002, Dwyer, 1999 cited in Harzing, 2004). From the many researches, it can be conclude that performance each organization is depend on synergy of employee performance, organizational support and the environment.

Definition of Retention in HRM

Retention is about capabilities capture the extent to which the organization effectively develops talent, information and resource to increase customer value. Engagement is to extent to which employees are willing to go beyond the minimum requirements of their role to provide additional energy or to advocate for their organization to others as a great place in which to work or invest. When the three factors of people equity are at a maximum strength, people work at peak performance, often with the most personal fulfillment (Schieman, 2009 cited in Pornrat Sadangharn, 2010). Huang (2010) states Mobility involves both turnover and retention, which may be considered as different sides of a coin. A worker's turnover indicates her/his separation from a given employment relationship. Conversely, retention means the existence of an ongoing employment relationship.

The different perspectives about retention come up from Sigler. Sigler (1999) said retention is about willingness to stay at organization which is influenced by incentive pay or compensation and job satisfaction. Sigler, also, mention about the problem retention in the many companies is about so many companies have "dilemma" when they face on the retention problem. If the companies keep the talented people, the talent employee will gain the more value than the others but otherwise the company cannot avoid in order keeping them stayed because the company still need that employee in their office to keep the stabilization. Moreover, Sigler (1999) said the companies must aware about detail information before to retain the talented employee because the wrong information about employee can conduct big problem in the future. To help the companies decided which employee

should be retained or not, Sigler categorized the employee into two kinds. First, the talented employee which should be retained must have big contribution and have positive risk adjusted profit to the firm. Second, the talented employee must be categorized as, the person who has influenced on the firm than any employee hired to replace him or her.

More widely, Crispin R. Coombs (2009) mention retention is about how to manage their environment of the employee, there are attitude toward behavior, subjective norm, perceived behavioral control into intention and intention will made behavior surrounded the employee. Coombs (2009) studied retention in some public sector company in United Kingdom and found TPB (theory planned of behavior) to maintain and create retention effectively. TPB is about behavioral beliefs, attitude toward the behavior, subjective norm, perceived behavioral control, identification with organization can create intention (Coombs, 2009).

Taylor et al (2006) define retention as the effort to keep the employee from Goldrat Theory of Constraints (TOC) causes and symptoms of the. More distinctly, Taylor (2006) said if the TOC causes is about some symptoms which is can be recognized by undesirable effects (UDEs). This need to determinant and eliminated to create retention in the company. UDEs can be described as step by step symptoms which is leads to resign (Taylor, 2006). Taylor (2006) take sample from police and fire department symptoms, there are, first, police and fire / EMS personnel want opportunities for career advancement and higher rank, second, public safety employees decide that they do not enjoy working in police fire / EMS careers, third, police and fire /EMS employees is not capable of completing the required training to be in police or fire/EMS field, fourth, police and fire/ EMS personnel feel that their salary package is too low for the dangerous and specialized work they do, etc. The sample symptoms called UDEs must be determined and eliminated in order to create employee engagement. Taylor (2006) public or private company must be aware about this symptoms in order to keep the employees stay in the company.

Driving performance and retention factors is about factor which is getting better results from the whole organization or teams or individual within it (Armstrong, 2000 cited in Kagari, 2010), supporting performance from links to organizational strategy, setting individual performance goals, providing regular feedback on progress towards those goal, providing opportunities for improving, linking results rewards (Bernthal,1996 cited in Harzing, 2004) and factor which influenced to the employee to willingness to stay at organization, usually influenced by incentive pay or compensation, job satisfaction (Sigler, 1999).

Driving performance and retention factors come out many factors but in this study limited to more concern about Macey (2010) and Saks (2006) research conceptual framework which is Macey (2010) mentioned that driving performance and retention factors into, satisfaction, absorption, job involvement, trust (Macey separated this factors) and commitment. And Saks (2006) said that driving performance and retention factors is compensation.

It can be concluded that driving performance and retention factors are,

- a. Satisfaction is pleasurable or positive emotional state resulting from the appraisal of one's job or job experience (Lock, 1976 cited in Eskildsen and Kristensen, 2010). More distinctly, satisfaction definition, as Noe, Hollenbeck, Gerhart, Wright (2006) is a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values.
- b. Absorption is absorption refers to the state in which one is highly concentrated and happily engrossed in works so that she or he feels time passes quickly and it is difficult to detach from work (Basikin, 2007). Schaufeli & Bakker (2003 cited in Castellano, 2010) said absorption is characterized by being fully concentrated and happily engrossed in one work, whereby time passes quickly and one has difficulties with detaching oneself from work.
- c. Job Involvement is as the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970 cited in Vazirani, 2007). Moreover, Kanungo (1982 cited in Vazirani, 2007) maintain job involvement is a "cognitive or belief state of psychological identification. Vazirani (2007) define job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs.
- d. Commitment is both a willingness to persist in a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course (Vance, 2010).
- e. Trust is a solution for specific problems of risk in relations between actors, because it is an attitude that allows for risk-taking (Luhman 1988 cited in Bijlsma and Koopman, 2003). Furthermore, Garfinkel (1967 cited in Bijlsma and Koopman, 2003) said trust is both the specific expectation that an others actions will be beneficial rather than detrimental and the generalized ability to take for granted, to take under trust, a vast array of features of the social order. In the same ways, Mayer et al (1995 cited in Xiao et al, 2010) define trust as the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trust or, irrespective of the ability to monitor or control that other party.
- f. Compensation is three factors instrument (wages or salary, pay incentive and benefit). Compensation influenced which kinds of employees are attracted to and remain with the organization. By rewarding certain behaviors, compensation can align employee interest with the organization goals. (Noe et al, 2007).

In summary, it can be concluded that this study defined the driving performance and retention into six factors they are, satisfaction, absorption, job involvement, commitment, trust and compensation.

2. MATERIAL AND METHODS

Participants

Population this research was Economics and business lecturer, University of Brawijaya as much as 146 persons. Sample size is 107 persons based on Slovin formula. 54 percent of the respondents were male and 46 percent were female. From educational background, most of them, or 67 percent, graduated with a master degree, 11 percent graduated with a bachelor degree, 16 percent graduated with a doctoral degree and 6 percent have Professional title (professor). Towards the respondent age, 20 percent were below 30 years old, 17 percent were between 30 – 35 years old, 20 percent were 35 – 40 years old and 46 percent were above 40 years old.

According to the work year experience, most of them, or 49 percent have been working in economic faculty, University of Brawijaya for more than 10 year; followed by 21 percent and 19 percent at 1-3 years and 4-6 years, 12 percent at 6-9 years experience

Procedure.

The questionnaire provided by the 9 students of Economics and Business faculty, University of Brawijaya. Participants were asked to complete the questionnaire. Moreover, participation was voluntary and participants informed that their responses would remain anonymous and confidential. And the questionnaire was replied by email. A total of 107 questionnaires were returned representing a response rate of 100 percent.

In order to ensure that the measurement as truthful or genuine, content validity was employed. Jackson (2003 cited in Pornrat Sadangharn, 2010) explains that content validity is the extent to which a measuring instrument covers a representative sample of the domain of behavior to be measured. In the same ways, Tharenou, Phyllis, Donohue, Roos and Cooper, Brian (2007) said "Validity is whether the researcher is measuring the construct he or she purports to be measuring; that is, the extent to which the measure measures what it is supposed to measure". Kind of the validity, as Tharenou et al said (2007), is construct validity, criterion validity and content validity.

Furthermore, asking experts to assess the questionnaire was an approach to establishing validity. The experts in this study comprised five academic lectures in HRM subjects from Burapha University and University of Brawijaya. The questionnaire tested by IOC (Item Objective Congruence) and the result of the IOC test is 0.9268. It means the questionnaire content can be continued to the next step process because the score more than 0.5

To determine the reliability of the measurement instruments and to identify potential problems that might occur during the data collection. Reliability is concerned with how much random error there is in the measurement of a variable (Tharenou et al, 2007). Reliability has functioned to make instrument is consistent and stable (Jackson, 2003 cited in Pornrat Sadangharn, 2010). In this study the definition of reliability is straightforward: a measurement is reliable if it reflects mostly true score, relative to the error. This is because there probably are sample individual differences concerning. Thus, this item would "capture" not only a person's prejudice but also his or her color preference. Therefore, the proportion of true score (for prejudice) in subjects' response to that item would be relatively small (Statistica, 2011). Based on, Sudman (1976 cited in Pornrat Sadangharn, 2010) states that the size of sample for pilot or questionnaire test should be 20-50. And this research will use Cronbach Alpha to make instruments become reliable. After tested in the field, Cronbach Alpha score is 0.865. It means the questionnaire is reliable and can spreading into the field or the respondent because the score more bigger than 0.7

Measures

In the part I of the questionnaire, the general demographic data of participants were asked for, including gender, educational background, age and experience of working in the education institution sector. In the part II of the questionnaire, more focuses about employee engagement in the organization. To explore in this part, the study utilized likert scale. Likert scale ranging from 1= strongly disagree to 5= strongly agree. Employee engagement will measured based on positive energy, conforming, work related of mind and a more persistent and pervasive affective cognitive state is not focuses on any particular object, event, individual or behavior. Schaufeli (2001), six item measure of state engagement that conceptually link to issues this chapter will mention are: vigor, positive energy, dedication (conforming and work related of mind) and more persistent and pervasive affective cognitive. Vigor, positive energy, dedication is measured by 6 (six-item). The sample item are, (1) when I get up in the morning, I feel like going to my work place, (2) At my work place in the faculty, I energetic, (3) At my work, I always try the best as I could, even when things do not go well.

In the part III of the questionnaire, focuses of driving performance and retention factors explored in this step. The driving performance and retention factors divide as, satisfaction, absorption, job involvement,

commitment, trust and compensation. First, compensation is summaries of employee feelings against different facets, such as level of pay, supervision, nature of work, promotion opportunities, coworkers, organizational policy and strategy, professional development, job stress and performance appraisal (Abdulla, 2011). Satisfaction is measured by 6-item. The sample item is (1) My salary is adequate for my living expenses, (2) My supervisor is available when needed, (3) My organization has a clearly career path. Absorption is measured by 6-item (Schaufeli, 2001). The sample item is, (1) I do not know what time I has elapsed when I am working in my faculty, (2) I forgot my lunch time if my job is not finished, (3) I can enjoyed with my job all of the day. Job involvement is measured by 6-item (Fletcher, 1998). The sample item is, (1) I am very much involved personally in my job, (2) Sometimes I feel detached from my job, (3) To me, my job is only a small part of who I am. Commitment is measured by 6-item (Fletcher, 1998). The sample item is, (1) I talk up this company to my friends as a great institution to work for, (2) I am willing to put in a great deal of effort beyond that normally expected in order to help university be successful, (3) I am proud to tell other that I am part of this faculty. Trust is measured by 6-item (Boe, 2004). The sample item is, (1) If I have a problem in my job, I know my co-workers or colleagues will try to work out with me, (2) The people I work with pull together to get the job done, (3) Most of my co-workers or colleagues are reliable. Compensation is measured by 6-item (Malik, 2005). The sample item is, (1) in this faculty, a portion of an employee's earnings is contingent on group or organization performance goals being achieve, (2) Seniority is not a criterion for pay decisions, (3) The employee benefits package is very generous compared to what it could be.

In order to interpretation description analysis each variable this study was used scale;

1.00 – 1.80 = Very Low, 1.80 – 2.60 = Low, 2.60 – 3.40 = Medium, 3.40 – 4.20=High,
4.20 – 5.00 =Very High

The collected data were been analyzed by Statistical Package for Social Science (SPSS) program version 19. This study is talking about relationship many factors the tool suitable for this case is multiple regression analysis:

- A. Descriptive statistics, which included frequency, mean, standard deviation. These were describing the characteristics of the respondents. Scale measurement of driving performance and retention and employee engagement level from the percentage distribution.
- B. Correlation coefficients were used to explain the relationship between independent variables (satisfaction, absorption, commitment, job involvement, compensation and trust) and employee engagement.
- C. Multiple regression analysis to compromise all of the driving performance and retention factor has positive relationship and significance with the employee engagement.

3. RESULTS

Descriptive analysis result

Table 1 mentioned that the level of each variable was measured by descriptive analysis.

Table 1 described, as average employee engagement level was high (\bar{x} =4.02, SD= 0.78), it has meaning that engagement level of Economic and Business, University of Brawijaya engagement average level was high level to their organization and work.

As average (\bar{x} =3.52, SD= 0.92) satisfaction level was high. It has meaning that, as average, the lecturer satisfaction level about salary, leader, organization policy, job description, organization support, appraisal performance was high level.

An average absorption level was high (\bar{x} =3.62, SD=0.77). It has meaning that Economic and Business faculty lecturer absorption level on positive manner in their work place such as fully concentrated and enjoyed at work place was high level.

From table 1 can be described, as the average, job involvement was high (\bar{x} =3.54, SD= 0.85), it has meaning that the lecturer of Economics and Business faculty, University of Brawijaya about involved as the personally to the job, detached from the job, job is part of the lecturer life was high level.

As average, the lecturer of Economics and Business faculty, University of Brawijaya commitment level was high (\bar{x} =3.89, SD=0.72). It has meaning that as the average, the lecturer of Economics and Business faculty, University of Brawijaya level about commitment to help organizational become successful, confident to work in the organization and have high commitment to took care about organization environment was high.

Furthermore, as the average, trust level was high (\bar{x} =3.70, SD=0.73). It has meaning that the lecturers trusted among their leader, colleagues, workplace and him-self level is high.

As the average compensation level was medium level (\bar{x} =3.08, SD=0.98). It has meaning that the lecturer in Economics and Business faculty, University of Brawijaya compensation level about compensation compared with

organizational goal which is achieved, seniority for based on compensation, benefits package, pay system for long-term, benefits compared with total compensation, compensation based on the job performance level was medium.

Table 1 Descriptive analysis

Variable, Average, SD	Level
Employee engagement (\bar{X} =4.02, SD= 0.78)	Very high
Satisfaction (\bar{X} =3.52, SD= 0.92)	High
Absorption (\bar{X} =3.62, SD=0.77)	High
Job Involvement (\bar{X} =3.54, SD= 0.85)	High
Commitment (\bar{X} =3.89, SD=0.72)	High
Trust (\bar{X} =3.70, SD=0.73)	High
Compensation (\bar{X} =3.08, SD=0.98)	Medium

Correlation analysis result

Table 2 described that correlation between independent variable using t-test, the highest percentage related between employee engagement with the commitment ($r=0.443$, $\alpha=0.1$). It has meaning that between employee engagement and commitment has correlation among 44 percent and significance. Second highest is between employee engagement and absorption ($r=0.421$, $\alpha=0.421$). It has meaning that absorption has correlation with employee engagement as much as 42.1 percent and significance. The lowest correlation is between employee engagement and compensation ($r=0.39$, $\alpha>0.1$). It has meaning that employee engagement have correlate with compensation as much as 3.9 percent and does not meet significance.

Table 2, also described that correlation between dependent and dependent variable using t-test, the highest percentage related absorption and job involvement ($r=0.499$, $\alpha=0.1$). It has meaning that job involvement has correlated with the absorption as much as 49.9 percent and significance. The Second highest is between commitment and absorption ($r=0.496$, $\alpha=0.1$). It has meaning that commitment has correlated with the absorption as much as 49.6 percent and significance. And the lowest between dependent variable is satisfaction and absorption ($r=0.016$, $\alpha=0.1$). It has meaning that between satisfaction and absorption has correlated as much as 1.6 percent and does not meet significance.

Hypothesis testing using Multiple Regression Analysis

Table 3, R^2 described that the model of the regression represented employee engagement as much as 37.6 percent. Mean of employee engagement is 4.02. In order to know that coefficient is useful for the next prediction or not. It can be found with measure between std.error / mean of employee engagement = $0.41/4.02 = 0.10$. Can be concluded that regression model can be used as the predictor in the future because the score of the P-value / mean of employee engagement score not more than .10

Moreover, table 3 mentioned that described from the collinearity column statistics. The VIF column showed that every variable do not have multi collinearity problem. Collinearity problem if < 3 .

Table 2 Correlation between Independent and Dependent

Item	Employee Engagement	Satisfaction	Absorption	Job Involvement	Commitment	Trust	Compensation
Employee Engagement	1.000						
Satisfaction	.274*	1.000					
Absorption	.421*	.016	1.000				
Job Involvement	.377*	.025	.499*	1.000			
Commitment	.443*	.051	.496*	.412*	1.000		
Trust	.370*	.284*	.263*	.127	.210*	1.000	
Compensation	.039	.438*	-.038	-.085	-.095	.397*	1.000

Testing H1: Satisfaction is more likely to have a positive relationship have significance with employee engagement. From table 3 can be concluded that satisfaction was positive relationship and significance ($\beta= .227$, $\alpha<0.1$). It has meaning that satisfaction has positive relationship and significance impact to the employee engagement.

Testing H2: Absorption is more likely to have a positive relationship have significance with employee engagement. From table 3 described that absorption was positive ($\beta= .173$, $\alpha= .116$). It has meaning that absorption has a positive relationship with the employee engagement but not significance impact to employee engagement.

Testing H3: Job involvement is more likely to have a positive relationship have significance with employee engagement. From table 3 described that job involvement was positive relationship and significance to employee engagement ($\beta = .149$, $\alpha < 0.1$). It has meaning that job involvement factor has positive relationship and significance impact to the employee engagement.

Table 3 Multiple Regression Analysis result

Model	β	Significance	Collinearity Statistics	
			Tolerance	VIF
(Constant)	.465	.345		
Satisfaction	.227*	.008*	.787	1.271
Absorption	.173	.116	.624	1.602
Job Involvement	.149*	.092*	.712	1.405
Commitment	.248*	.020*	.695	1.438
Trust	.251*	.010*	.739	1.354
Compensation	-.094	.206	.690	1.449
	R= .613	R ² = .376	SD= .41863	

Testing H4: Commitment is more likely to have a positive relationship and have significance with employee engagement/ From table 3 described that commitment was positive and significance level ($\beta = .248$, $\alpha < 0.1$). It has meaning that commitment has positive relationship and significance impact to the employee engagement

Testing H5: Trust is more likely to have a positive relationship and have significance with employee engagement. Table 3 described that trust ($\beta = .251$, $\alpha < 0.1$). It has meaning that trust has positive relationship and has significance impact to the employee engagement.

Testing H6: Compensation is more likely to have a positive relationship have significance with employee engagement. Table 3 described that compensation ($\beta = -.094$, $\alpha = .206$). It has meaning that compensation has negative relationship and did not have significance impact to employee engagement.

From multiple regression results, can concluded that the factor have positive relationship and significance to employee engagement were satisfaction, job involvement, commitment and trust.

4. DISCUSSION

In purpose to solve the problem which is related with categories of employee engagement this research fulfilled that order. This research mentioned that organization performance always related with the employee engagement. Furthermore, in purpose to achieve the organization retention employee engagement is needed to achieve those criteria.

Driving Performance and Retention to Employee Engagement

Many driving performance and retention factors exclude satisfaction, absorption, job involvement, commitment, trust and compensation such as, loyalty, rewards, leadership, pride, sense of possibility etc (Saks, 2005). Moreover, Saks (2005) mentioned the driving performance and retention factors constructed to employee engagement were satisfaction and commitment. This is suitable of the result in this study which is satisfaction and commitment has positive relationship and significance impact to the employee engagement. In different ways, Whittington and Galpin (2010) mentioned that trust become of the factors of the employee engagement proven in this study. Whittington and Galpin (2010) categorized trust as the important factors to building employee engagement besides of HR value chain and leadership. In job involvement from driving performance and retention factors, Molinaro and Weiss (2010) mentioned that doing meaningful work, recognition and appreciation or we can called job involvement supported the result of this study.

Whatever the some result of this study is not supported by the Saks (2005) mention that compensation as the one of the antecedents of employee engagement because this study conducted by the one kind of the job but, at same time, Saks (2005) conducted the employee engagement as the many various job from many organizations. Moreover, might be salary consideration in every place differentiate with the others. Even though, absorption was not the one of the driving performance and retention to employee engagement as Macey (2008) said absorption was stated engagement in his research. Different place as the object research, culture and value from the organization can be considered the different of this result.

IMPLICATIONS FOR RESEARCH

Organizational Benefit

The result of this study concluded that the driving performance and retention factor which is have positive relationship and significance construct to the employee engagement were satisfaction, job involvement, trust and

commitment. Moreover, the Economics and Business faculty, University of Brawijaya leader must be pay more attention on this field. Employee satisfaction is the important driving performance and retention number third in this research which is have positive and significance impact to the employee engagement. Satisfaction at work field become crucial manner in order to achieved high performance and retention in the future every organization. Satisfaction of the salary, leadership, organizational policy, job assignment or job description and organizational support become crucial manner in Economics and Business faculty, University of Brawijaya.

Job Involvement is the important driving performance and retention number fourth in this research which is have positive and significance impact to the employee engagement. The leader of Economics and Business faculty, University of Brawijaya must be concerned as to involve the lecturer in chase to participate in organizational goal. As the one of the four important factors of driving performance and retention, job involvement also become crucial manner to established employee engagement in Economics and Business faculty, University of Brawijaya. Trust is the important driving performance and retention number two in this research which is have positive and significance impact to the employee engagement. The leader of Economics and Business faculty, University of Brawijaya must concern about trust in order to increase employee engagement level in the organization. Trust into coworkers, leader, organizational policy important must be conducted to increase employee engagement level in the organization.

Commitment is the important driving performance and retention number three in this research which is have positive and significance impact to the employee engagement. The leader of Economics and Business faculty, University of Brawijaya must concern about this manner. Commitment into organization must be created by made the lecturer doing important job which is direct to the organizational goal, create proud become one of the part of the organization also the important things in commitment manner.

Academic Contribution

This study conducted in Indonesia which is employee engagement of chase just a few of people exposed about this but not specific. Employee engagement is as the new manner, especially in Indonesia. Moreover this study described the employee engagement level in Indonesia. By this research, we can recognized that the driving performance and retention factor which is have positive and significance impact to employee engagement is satisfaction, job involvement, trust and commitment. This study started the employee engagement in Indonesia.

By study the hopefully the human resource study in Indonesia more concern about the others factors conducted engagement. In this study represent that in Economics and Business faculty, University of Brawijaya, Indonesia employee engagement just conducted in four variables. More widely picture needed to introduce in order to give more benefit for employee engagement in Indonesia.

STUDY LIMITATIONS

The results of this study should be considered in lights of its limitation. Regardless of the limitations of this research has been done in the best possible effort in order to achieve the expectation. The limitations of this study are:

1. This study added six factors of driving performance and retention which is influenced to employee engagement but many research mention that driving performance and retention influenced employee engagement was motivation, organization policy, culture, value, belief etc.
2. This study added in only one faculty from many faculties in University of Brawijaya. The scope of the study smaller if compared with the Saks (2010) which is doing from many organizations. It will given more challenges because the difference among the person.

This study was based on quantitative method which it is conducted from many areas in some of the company which is working in many private company fields. It is not started by interviews to know about the real factors influenced into engagement.

5. CONCLUSION

This study described about demographics data, the highest respondent majority from the master degree which is has age more than 40 years old and has work experience more than 10 years old. From this result of the study, it can be concluded that description of the level driving performance and retention factors and employee engagement factors. From descriptive wide picture employee engagement has very high level; others such as satisfaction, absorption, job involvement, commitment, trust have high level and compensation given by medium level.

Next session talking about regression result about driving performance and retention factors to employee engagement. From driving performance and retention to employee engagement hypothesis testing, H2 and H6 are not fulfilled the purposed. And regression analysis come out with the result, only four factors of driving performance and retention represented to the employee engagement there are satisfaction, job involvement, commitment and

trust. After compromise the result of the findings, discussion about the research result must be conducted. There are some research supported this study result, such as Saks (2005) supported that satisfaction and commitment is one of the factors built the employee engagement. Moreover, Whittington and Galphin (2010) supported trust become one of the factors built employee engagement. Molinaro and Weiss (2010) was supported job involvement as one of the factors influenced and built employee engagement. Moreover, Macey (2008) was supported absorption as one of the factors built employee engagement.

The next part is discussing about the implementation the result of the study for the organization such as, how to implement satisfaction, what kind of manner must be aware, job involvement, how to implement job involvement and what kind of manner must be conducted in order to make employee become engaged etc. After discussing implementation in the organization, limitations as the important manner in this study which must be explained. Limitation of this study is about time constraints, scope of the study and research methodology which is used in this research.

The last manner from this chapter is about suggestion of the future research. Almost has similarity with the limitations but suggestion given advised how future research should be conducted such as, population of the study in the future research must be in huge quantity, in order to achieved best result. Methodology research using combined or mixed methods important to do to make wide picture about factors constructed employee engagement in the many areas etc.

ACKNOWLEDGEMENT

I would like to express sincere gratitude and deep appreciation to my major advisors, Dr. Pornrat Sadangharn and my co-advisor, Dr. Sombat Thamronsintaworn. Thank you for your guidance, patience, helpful suggestions and fully timely support for this research. Also, deep appreciation to Professor Pichan Sawangwong the person who is supporting me in everything so I can come to this beautiful country.

I want to say deep appreciation to Professor Patchanee Nontasak, as Dean of the faculty of Management and Tourism. And all staff faculty of Management and Tourism, Burapha University, on their incredibly support until I can complete study in the department of Human Resource Management (HRM). Also, fully credit to as Dean of the Economics and Business faculty, University of Brawijaya, Professor Gugus Irianto. Indonesia thesis advisor Dr. Noermijati and all lecturer faculty of Economics and Business, University of Brawijaya for helping me filled the questionnaire.

Finally, I want to say very great respect for parent, Dra. Welmin SA and Ir. Soeharto. All of I am have done that is because both of my parents teaching so many things in this world. I am can stand up until today that is because both of my parents fully praised and supported me in everything. Agung nugroho adi want to say very great respect and big thank to both of my parents for giving me great love.

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