

Strategies to Improve Employee Motivation and Performance Through the Employee Engagement Program

Ikhsan Nendi

Politeknik Siber Cerdika Internasional; Cirebon, Indonesia

E-Mail: nendi@polteksci.ac.id

Abdurokhim

Politeknik Siber Cerdika Internasional; Cirebon, Indonesia

E-Mail: abdurokhim@polteksci.ac.id

Askarno

Politeknik Siber Cerdika Internasional; Cirebon, Indonesia

E-Mail: askarno@polteksci.ac.id

505

Submitted:
JULY 2024

Accepted:
AUGUST 2024

ABSTRACT

Employee motivation and performance are two important factors that determine the success of a company. Motivated and high-performing employees will produce high productivity and help the company achieve its goals. However, in reality, not all employees are always motivated and high performing. The aim of this research is to analyze the influence of employee engagement programs on employee motivation and performance. This research uses quantitative research methods. The approach used is a case study. Data collection techniques in this research are literature study and questionnaires. The data that has been collected is then analyzed using the SPSS program. The results of the research show that the employee management program has a positive and significant effect on the motivation and performance of employees at Company X. The employee engagement program is an effective strategy for increasing the motivation and performance of employees at Company Work.

Keywords: Motivation, Performance, Employees, Employee Engagement

ABSTRAK

Motivasi dan kinerja karyawan merupakan dua faktor penting yang menentukan keberhasilan suatu perusahaan. Karyawan yang termotivasi dan berkinerja tinggi akan menghasilkan produktivitas yang tinggi dan membantu perusahaan mencapai tujuannya. Namun, dalam kenyataannya, tidak semua karyawan selalu termotivasi dan berkinerja tinggi. Tujuan penelitian ini adalah untuk menganalisis pengaruh program employee engagement terhadap motivasi dan kinerja karyawan. Penelitian ini menggunakan metode penelitian kuantitatif Pendekatan yang digunakan adalah studi kasus. Teknik pengumpulan data pada penelitian ini adalah studi kepustakaan dan kuesioner. Data yang telah terkumpul kemudian dianalisis menggunakan bantuan program SPSS. Hasil penelitian menunjukkan bahwa program employee management berpengaruh positif dan signifikan terhadap motivasi dan kinerja karyawan perusahaan X. Program employee engagement merupakan strategi yang efektif untuk meningkatkan motivasi dan kinerja karyawan perusahaan X yang terlihat dari beberapa indikator yakni meningkatnya kehadiran karyawan, meningkatnya produktivitas, dan meningkatnya kepuasan kerja.

Kata kunci: Motivasi, Kinerja, Karyawan, Keterlibatan Karyawan

JIMKES

Jurnal Ilmiah Manajemen
Kesatuan
Vol. 12 No. 4, 2024
pp. 505 - 512
IBI Kesatuan
ISSN 2337 - 7860
E-ISSN 2721 - 3048
DOI: 10.37641/jiakes.v12i4.2760

INTRODUCTION

In the era of increasingly advanced globalization, challenges in competition for human resources (HR) are becoming increasingly significant. The phenomenon of globalization has opened the door for companies to reach international markets, which in turn increases the demand for competent and knowledgeable workforce (Ku et al., 2020; Shenkar et al., 2021; Luo & Witt, 2021). Competition in recruiting, developing and retaining quality human resources is becoming increasingly fierce because companies have to compete not only with local companies but also with international companies. This places great pressure on companies to continue to improve their HR management strategies in order to face increasing competition in the global market (Kadarisman, 2017; Triantafillidou, 2020; Anwar & Abdullah, 2021).

Efforts in implementing HR management strategies include Employee Engagement. Employee engagement is the level of involvement, motivation, and commitment that employees have towards their work, company, and overall organizational goals. Employees who are actively involved tend to have a high sense of responsibility for the results of their work, feel emotionally connected to the company, and try to contribute optimally to achieving organizational goals (Haryanto et al., 2018). There are 3 characteristics of employee engagement, which are categorized as indicators, including vigor, dedication, and absorption (Schaufeli & Bakker, 2004; Sukoco et al., 2021).

Employee engagement is one of the programs achieved in order to increase employee motivation and performance (Heslina & Syahrini, 2021). Employee motivation and performance are two key aspects that really determine the continuity and success of a company. Employees who have a high level of motivation and optimal performance tend to make a significant contribution to company productivity and help in achieving organizational goals (Bahri, 2020; Bohórquez et al., 2021; Kalogiannidis, 2021). However, in reality, not all employees always show consistent levels of motivation and performance. Factors such as stress, lack of recognition, lack of challenge at work, or lack of support from the work environment can affect employee motivation levels and performance. Therefore, it is important for companies to understand the dynamics of employee motivation and performance and implement effective strategies to maintain and improve both in order to achieve optimal performance and results.

Previous research by Abdurrahman et al. (2019), shows that autonomous work motivation and internal locus of control have a positive effect on employee performance with employee engagement as a mediating variable. Other researches by Pangabea et al. (2022) shows that work motivation, physical work environment and compensation have a significant effect on employee engagement. Then work motivation, physical work environment, compensation and employee engagement have a significant effect on employee performance (Putra et al., 2020; Az-zaakiyyah et al., 2022; Zulher et al., 2022). Meanwhile, the path test results found that employee engagement can mediate the influence of work motivation, physical work environment and compensation on employee performance.

Similar research by Arista & Kurnia (2019), shows that motivation variables affect employee performance, Motivation affects job satisfaction, Job satisfaction can be a moderating variable for the influence of motivation on employee performance, Employee engagement does not affect employee performance, Employee engagement does not affect job satisfaction, Job satisfaction cannot be a moderating variable for the influence of employee engagement on employee performance, Work stress affects employee performance, The effect of work stress on satisfaction has a negative effect, Job satisfaction is unable to moderate the effect of work stress on employee performance and Satisfaction affects employee performance.

The inconsistency in the results of existing research creates a research gap, which is an area of research that has not been fully explored or well understood. This inconsistency attracts the attention of researchers to conduct further studies with new approaches or scopes. The proposed research has the potential to make significant contributions to management theory, especially in terms of the importance of investing in human resource

management and development. The results of this study are expected to confirm the existing theory, which states that an effectively designed employee management program can increase employee motivation. This increase in motivation, in turn, can have a positive impact on individual performance and overall organizational performance. This study aims to analyze how strategies to increase employee motivation and performance can be implemented through employee engagement programs. By exploring these programs, this study aims to find new and effective ways to manage and improve employee motivation and performance, providing new insights that can be applied in managerial practice and support the achievement of organizational goals.

METHODS

This research uses quantitative research methods. The approach used is studies case. Quantitative research is approach prioritizing science collection and analysis of shaped data number or numeric data. This approach aims to test hypothesis, create generalize, and identify connection between variables through use method statistics. Quantitative research often involves structured research design and use instrument measurements that have been made proven to collect data effectively systematic (Kusumastuti et al., 2020). The data collection technique in this research is studies literature and questionnaires. The population of this study is employee company X in City X. Picking technique. The sample in this research is probability sampling. The probability sampling technique is method taking sample where each member of the population owns known probability of being selected as part of the sample. In this technique, each unit or individuals in the population own equal opportunity to be selected as part of the sample, so ensure that sample the represent population in a way whole with objective way (Firmansyah, 2022). Based on matter the so that 100 samples were obtained. The data has been collected. Then analyzed use SPSS program assistance.

RESULTS

Validity is an important concept in research that shows the extent to which a measuring instrument actually measures what it is intended to measure. This means that if an instrument or test is said to be valid, then the results produced truly reflect the aspect or phenomenon that is intended to be measured, not something else. Validity ensures that the data or results of the measurement can be trusted and used to support accurate conclusions. In this context, validity ensures that the measuring instrument meets its specific purpose so that the results obtained are truly relevant to the research or analysis being carried out.

Table 1. Validity Test Results

Variable	Pearson Correlation	Sig. (2-tailed)	N
	1		100
Motivation Employee	0.591	<0.001	100
	0.246	0.014	100
	0.591	<0.001	100
Employee performance	1		100
	0.499	<0.001	100
	0.246	0.014	100
Employee Program	0.499	<0.001	100
	1		100

The Pearson Correlation value shows the strength and direction of the relationship between variables. Employee Motivation has a fairly strong positive correlation with employee performance with a coefficient of 0.591 and a significance (Sig.) of less than 0.001. This shows that when employee motivation increases, their performance also tends to increase significantly. Employee motivation also has a positive correlation with Employee Programs, although weaker, with a coefficient of 0.246 and a significance of

0.014. This shows that there is a relationship between motivation and programs applied to employees, but this relationship is not as strong as the relationship between motivation and performance. Employee performance has a fairly strong positive correlation with Employee Programs, with a coefficient of 0.499 and a significance of less than 0.001. This shows that the programs applied to employees have a significant influence on their performance. The results of the validity test of the three variables obtained a significance value of 0.001 < 0.05 so that it can be concluded that the results of the questionnaire are valid.

Reliability is an important concept in research that indicates how stable or consistent a measurement instrument is in producing the same results when used repeatedly (Ursachi et al., 2015). This means that if an instrument is considered reliable, it will produce similar results when applied under the same conditions, even if the measurements are taken at different times or on different samples from the same population. Reliability testing is done to ensure that the instrument not only measures accurately but also does so in a reliable manner each time it is used. With high reliability, researchers can have greater confidence that the results obtained are not due to measurement error or random variability but rather reflect the true value of the variable being measured.

Table 2. Reliability Test Results

Cronbach's Alpha	N of Items
0.705	3

The results of the reliability test shown in Table 2, the Cronbach Alpha value obtained is 0.705. This figure shows that the instrument or questionnaire used in the study has a good level of consistency and reliability. As a benchmark, a Cronbach Alpha value greater than 0.600 is considered sufficient to indicate that the instrument is consistent in measuring what is intended. Therefore, with a value of 0.705, this questionnaire meets the requirements for use in further research because it has been proven reliable in providing consistent results across various test conditions. A normality test is a procedure in statistics used to determine whether collected data comes from a normal distribution. The normal distribution, often called the Gaussian distribution, is a symmetrical, bell-shaped distribution of data, in which the majority of the data is centered around the mean, with tails tapering in both directions. Normality tests are important because many statistical methods, such as the t-test and analysis of variance (ANOVA), assume that the data they use follow a normal distribution. If the data is not normally distributed, the results of the analysis may be inaccurate or misleading. There are several types of normality tests, including the Kolmogorov-Smirnov test and the Shapiro-Wilk test, which are specifically designed to evaluate the fit of data to a normal distribution. The results of these tests will help researchers decide whether the data meets the assumption of normality or requires transformation or alternative analysis methods.

Table 3. Normality Test Results

Variable	Model	Statistics	df	Sig.
Kolmogorov-Smirnov	Motivation Employee	0.189	100	<0.001
	Employee performance	0.137	100	<0.001
	Employee Program	0.136	100	<0.001
Shapiro-Wilk	Motivation Employee	0.875	100	<0.001
	Employee performance	0.937	100	<0.001
	Employee Program	0.930	100	<0.001

The normality test using the Kolmogorov-Smirnov method was conducted for three variables: Employee Development Motivation (X1), Employee Performance (X2), and Employee Program (Y). The test results showed a significance value (sig.) of 0.000 for the three variables. In the context of the normality test, a sig. value smaller than 0.05 generally indicates that the data is not normally distributed. However, in this case, the sig. value obtained was 0.000, which is very small and indicates that H0 (normally distributed data)

is rejected. Thus, it can be concluded that the three variables, namely Employee Development Motivation, Employee Performance, and Employee Program, are not normally distributed. This means that the data from the three variables may have a different distribution from the normal distribution, which can affect the statistical analysis performed on the data.

Regression is a statistical analysis technique used to evaluate and describe the relationship between one or more independent variables, called predictor or explanatory variables, and one dependent variable, known as the response variable. This method aims to understand how changes in the predictor variables affect the response variable. In regression, a mathematical model is developed to predict the value of the response variable based on the values of the predictor variables. The most common regression model is linear regression, which assumes a linear relationship between the variables. The results of regression analysis can be used for prediction, identification of factors affecting the response variable, and data-driven decision making. Thus, regression helps in revealing patterns and relationships in data, and provides useful insights for planning and strategy.

Table 4. Regression Test Results

Model	Unst. Std. Coef. B	Unst. Std. Error	Std. Coef. Beta	t	Sig
(Constant)	1.548	3.067		0.505	0.615
Motivation Employee	-0.094	0.137	-0.075	-0.687	0.000
Employee performance	0.475	0.095	0.543	4.987	<0.001

Table 4 shows the results of the regression test for motivation variables employees obtained mark significance $0.000 < 0.05$ and $0.001 < 0.05$ for performance variables employees, which means motivation employees and performance employees influential positive and significant towards employee programs.

DISCUSSION

The research results show that employee management programs have an effect positive and significant to motivation employee. Company X pays attention specifically to the individual needs of employees and provides a way clear career as well as opportunity structured development, with relevant and supportive training, as well system evaluation fair performance; this program helps strengthen the sense of involvement and commitment of employees to the vision and goals of the company. Confession on contribution employees and promotions based on achievements also become an integral part of the program, providing strong incentives for employees to achieve level high performance. Building an environment of inclusive, transparent and supportive work, Management Program Company X employees not only increase motivation individual, but also strengthen culture work that is oriented towards achievement and growth, which in turn produces more employees who are productive, dedicated and loyal. Previous research by (Ardillah, 2020) showed that the recruitment management system, employee engagement and compensation have a significant effect on work motivation. The results of this study also show that the recruitment management system does not have a significant effect on employee performance and the results of this study also show that employee engagement, compensation and work motivation have a significant effect on employee performance at the expedition company in Surabaya District Customs. Similar research by (Mansaray, 2019) shows that highly motivated, productive and innovative employees can lead an organization to success by achieving desired outcome goals. The Employee Management Program has an impact positive and significant to Motivation Employee.

The results of the study indicate that the employee management program has a positive and significant effect on employee performance. The Employee Management Program at Company X provides a structured framework for skill development, competency enhancement, and regular performance monitoring. By providing training tailored to

individual needs and providing constructive feedback, the program helps employees reach their full potential. In addition, a fair reward and recognition system for achievements outside of work usually provides additional motivation for employees to perform at high levels. Thus, by creating an environment that supports work growth and provides intrinsic and extrinsic motivation, the Employee Management Program at Company X not only increases productivity and work efficiency, but also strengthens employee commitment to the overall goals of the organization. As a result, employees at the Company are increasingly passionate, dedicated, and able to achieve optimal work results, namely profitable growth and a long period of company success.

Previous research conducted by (Rachmadinata & Ayuningtias, 2017) showed that talent management variables contribute significantly to performance variables while the simple linear regression analysis technique shows a change in the influence of talent management variables on performance variables of 63.8%. Research (Rahmawati, 2019) shows that talent management has a significant positive effect on employee performance, talent management has a significant positive effect on employee retention, employee retention has a significant positive effect on employee performance, and talent management has a significant positive effect on employee performance through retention at PD BPR Bank Daerah Lamongan. Similar research conducted by (Octavia & Susilo, 2018) shows a positive effect of talent management on employee performance which is expressed in the form of a regression equation $Y_1 = 14.011 - 0.552$. The significance value of $0.000 < 0.05$ (α) and the calculated t value of $7.201 > t$ table 1.692 indicate positive results for both variables. The coefficient value (R Square) shows a figure of 0.611, which means that the Performance variable is influenced by the Talent Management variable by 61.1%, while the rest is influenced by other variables not discussed in this study. The Employee Management Program has an impact positive and significant on Employee Performance.

CONCLUSION

Employee management programs have a positive and significant impact on employee motivation and performance at Company X. Employee engagement programs have proven to be an effective strategy in improving employee motivation and performance. This can be seen from various indicators, such as increased employee attendance, higher productivity, and increased levels of job satisfaction. These findings indicate that employees who are actively involved in the program tend to show higher levels of motivation and better performance. Employee engagement programs are usually designed to increase employee interaction and participation in various aspects of the organization, which in turn can improve their morale and work results. For example, programs that involve employee feedback, recognition of achievements, and opportunities for professional development can strengthen the relationship between employees and the company. These programs not only help increase motivation but also encourage employees to contribute more, increase productivity, and create a more satisfying work environment. In addition, the results of this employee engagement also contribute to improving the overall performance of the organization. By designing and implementing programs that are in accordance with the needs and characteristics of employees, companies can achieve optimal results in terms of improving organizational performance and productivity. Therefore, companies are advised to actively develop and customize engagement programs that are relevant to their employee profiles. An effective program not only motivates employees but also strengthens their commitment to the company's goals, which ultimately supports the achievement of better results and long-term success. Good employee management and well-planned engagement programs play a key role in enhancing employee motivation and performance, which in turn contributes to the progress and success of the organization.

REFERENCES

[1] Abdurrahman, M. S., Purnomo, R., & Jati, E. P. (2019). Pengaruh Motivasi Kerja Otonom dan Internal Locus of Control Terhadap Kinerja Karyawan dengan Employee Engagement Sebagai Variabel Mediasi. *Performance: Jurnal Personalita, Financial, Operasional, Marketing Dan Sistem Informasi*, 26(2), 66-76.

[2] Anwar, G., & Abdullah, N. N. (2021). The impact of Human resource management practice on Organizational performance. *International journal of Engineering, Business and Management (IJEEM)*, 5.

[3] Ardillah, S. (2020). Pengaruh Sistem Manajemen Rekrutmen, Employee Engagement, Kompensasi Terhadap Motivasi Kerja Untuk Meningkatkan Kinerja Karyawan Pada Perusahaan Expedisi Di Kecamatan Pabean Cantikan Surabaya. *Media Mahardhika*, 18(3), 364-377.

[4] Arista, D. W., & Kurnia, M. (2019). Pengaruh Motivasi, Employee Engagement Dan Stres Kerja Terhadap Kinerja Karyawan Dengan Kepuasan Kerja Sebagai Variabel Moderasi (Studi Empiris Pada Taman Kyai Langgeng Kota Magelang). In *UMMagelang Conference Series* (pp. 518-528).

[5] Az-zaakiyyah, H. K., Hidayat, F., Ausat, A. M. A., & Suherlan, S. (2022). Islamic Rural Bank Employee Performance: Role of Motivation, Compensation, and Work Environment. *EkBis: Jurnal Ekonomi dan Bisnis*, 6(1), 44-58.

[6] Bahri, B. (2020). Analisis Pengaruh Kepemimpinan Terhadap Kinerja Karyawan Dengan Motivasi Kerja Sebagai Variabel Intervening (Studi Kasus Pada Akademi Manajemen Administrasi Yogyakarta): Kata Kunci: Kepemimpinan, Motivasi Kerja, dan Kinerja Karyawan. *BJRM (Bongaya Journal of Research in Management)*, 3(1), 49-59.

[7] Bohórquez, E., Caiche, W., Benavides, V., & Benavides, A. (2021). *Motivation and job performance: human capital as a key factor for organizational success*. Cham: Springer International Publishing.

[8] Firmansyah, D. (2022). Teknik pengambilan sampel umum dalam metodologi penelitian: Literature review. *Jurnal Ilmiah Pendidikan Holistik (JIPH)*, 1(2), 85-114.

[9] Haryanto, R., Fathoni, A., & Minarsih, M. M. (2018). Pengaruh karakteristik pekerjaan, employee engagement dan motivasi terhadap komitmen organisasi dengan kepuasan kerja sebagai intervening pada pt. Eka farma di semarang. *Journal of Management*, 4(4).

[10] Heslina, H., & Syahrini, A. (2021). The influence of information technology, human resources competency and employee engagement on performance of employees. *Golden Ratio of Human Resource Management*, 1(1), 01-12.

[11] Kadarisman, M. (2017). Tantangan perguruan tinggi dalam era persaingan global. *Sociae Polites*, 3-20.

[12] Kalogiannidis, S. (2021). Impact of employee motivation on organizational performance. A scoping review paper for public sector. *The Strategic Journal of Business & Change Management*, 8 (3), 984, 996(3).

[13] Ku, S., Cavusgil, S. T., Ozkan, K. S., Pinho, C. R. D. A., Pinho, M. L. C. D. A., Poliakova, E., ... & Sharma, S. (2020). The great lockdown recession and international business. *Rutgers Business Review*, 5(1), 113-135.

[14] Kusumastuti, A., Khoiron, A. M., & Achmadi, T. A. (2020). *Metode penelitian kuantitatif*. Deepublish.

[15] Luo, Y., & Witt, M. A. (2021). Springboard MNEs under de-globalization. *Journal of International Business Studies*, 1-14.

[16] Mansaray, H. E. (2019). The role of human resource management in employee motivation and performance-An overview. *Budapest International Research and Critics Institute (BIRCI) Journal*, 2(3), 183-194.

[17] Octavia, H. V., & Susilo, H. (2018). Pengaruh manajemen talenta terhadap kinerja karyawan. *Jurnal Administrasi Bisnis*, 60 (2), 186, 191.

[18] Pangabean, S. N. B., Dirbawanto, N. D., & Siregar, O. M. (2022). The effect of work motivation, work environment, and compensation on employee performance at Bank Btn Medan Branch Office. *Journal of humanities, social sciences and business*, 2(1), 144-161.

[19] Putra, M. R., Yandi, A., & Maharani, A. (2020). Determination Of Employee Motivation And Performance: Working Environment, Organizational Culture, And Compensation (A Study of Human Resource Management Literature). *Dinasti International Journal of Education Management And Social Science*, 1(3), 419-436.

[20] Rachmadinata, N. S., & Ayuningtias, H. G. (2017). Pengaruh manajemen talenta terhadap kinerja karyawan Lintasarta kota Jakarta. *Jurnal Manajemen Indonesia*, 17(3), 197-204.

[21] Rahmawati, H. A. (2019). Pengaruh manajemen talenta terhadap kinerja karyawan melalui retensi karyawan pada pd. bpr bank daerah lamongan. *Jurnal Ilmu Manajemen*, 7(2), 419-429.

[22] Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315.

[23] Shenkar, O., Luo, Y., & Chi, T. (2021). *International business*. Routledge.

[24] Sukoco, I., Fu'adah, D. N., & Muttaqin, Z. (2021). Work engagement karyawan generasi milenial pada PT. X Bandung. *AdBispreneur: Jurnal Pemikiran dan Penelitian Administrasi Bisnis dan Kewirausahaan*, 5(3), 263-281.

[25] Triantafillidou, E. (2020). International competitive strategies and human resources management:

- emerging issues and challenges. *European Journal of Human Resource Management Studies*.
- [26] Ursachi, G., Horodnic, I. A., & Zait, A. (2015). How reliable are measurement scales? External factors with indirect influence on reliability estimators. *Procedia Economics and Finance*, 20, 679-686.
- [27] Zulher, Z., Norawati, S., Basem, Z., & Azmi, U. (2022). The Impact of Compensation and Work Environment on Employee Performance through Job Satisfaction. *ECo-Buss*, 5(2), 722-731.