The Effect of Work Environment, Perceived Supervisor Support, Organizational Commitment Towards Employee Engagement

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ABSTRACT

Facing the globalization era, companies are enforced to maintain its own assets to be able to face the super tight competition. Gallup, consultant agency, reports that only 31% employees in America feel engaged with their companies and only 13% employees around the world own engagement with their job, while in Asia Pacific region, only 28% employees feel engaged with their companies. The purpose of this research is to acknowledge the factors that influence employee engagement in PT. Argapura. From several factors that influence employee engagement, the researcher simplified into three factors, which are work environment, perceived supervisor support, and organizational commitment. This descriptive research use quantitative method using survey and data collection with questionnaire. Research sample is 101 employees in PT. Argapura. Independent variable in this research are work environment (X_1), perceived supervisor support (X_2), and organizational commitment (X_3), and dependent variable is employee engagement (Y), with analysis method is multiple linear regression. Result of this research shows work environment no signigicant effect on employee engagement; perceived supervisor support no significant effect on employee engagement; and organizational commitment significant effect on employee engagement. This research implied with more faster business growth, organization must give attention to employees needs and wants. Letting the employees to manage their career by themselves also with giving the needed values will influence their commitment with company.

Keywords: Work environment, perceived supervisor support, organizational commitment, employee engagement.

1. INTRODUCTION

Facing the globalization era, companies are enforced to maintain its assets so they can be able to face super tight competition. One of the important asset that always become concern is human resources. Human

resources that has high enthusiasm in work can give better productivity. Employee engagement became hot issue for the companies recently, because employee engagement become the key for the company to accomplish it's goals and become a successful business (Siddhanta & Roy, 2010:170). Engagement always seen as the key to levitate the organization to the higher position in company and reach the successful business (Corace, 2007:171). Gallup reports that only 31% employees in America feel engage with their companies and only 13% employees around the world that feel engaged with their jobs, and then in Asia Pacific region only 28% employees that feel engaged with their companies. For the sake of its existency in business world, PT. Argapura as chemical automotive manufacturing company always thrive to expand and improve human resources as important aspect for company progress. From pre-study results that has been conducted with questionnaire sharing in PT. Argapura, shows work environment factor is in bad categories, which is 67%, perceived supervisor support is in bad categories which is 66%, and organizational commitment is in bad categories which is 66%. Because of that, researcher implied that work environment, perceived supervisor support, and organizational commitment, become factors that give impact to increase employee engagement in PT. Argapura.

Problem Identification

1. From pre-study results, Work Environment factor is in bad categories, which is 67% shows dissatisfaction, and then employee engagement also in bad categories, which is 67%. More deeper, based on the past research results it is noted that work environment has an impact to Employee Engagement.

2. Based on pre-study results on Perceived Supervisor Support factor, 66% is in bad categories, this is indicate a disharmony, where employee engagement also in bad categories, which is 67%. More deeper, based on past research results it is noted that Perceived Supervisor Support has an impact to Employee Engagement.

3. Based on pre-study results of Organizational Commitment factor, 66% is in bad categories, this is indicate lack of commitment to organization, where the employee engagement, also in bad categories, which is 67%. More deeper, based on past research results it is noted that Organizational Commitment has an impact to Employee Engagement.

Problem Summary

Based from problem identification above, researcher can summarize the problem of this research with this explanation:

1. Is it Work Environment has an impact to Employee Engagement in PT. Argapura?

2. Is it Perceived Supervisor Support has an impact to Employee Engagement in PT. Argapura?

3. Is it Organizational Commitment has an impact to Employee Engagement in PT. Argapura?

Research Purpose

Research purpose is below in here:

1. For analyze and evaluate impact of Work Environment to Employee Engagement in PT. Argapura

2. For analyze and evaluate impact of Perceived Supervisor Support to Employee Engagement in PT. Argapura

3. For analyze and evaluate impact of Organizational Commitment to Employee Engagement in PT. Argapura

2. THEORETICAL REVIEW

Work environment is an internal and external condition which give an impact to the work spirit and final results of the work (Nitisemito, 1992:159). Comfortable work environement is a condition that can make the person do the work optimal, healthy, and fun. Brinner (2009:299) defined work environment as physical setting (e.g. heat, equipment), characteristics of the job itself (e.g workload, task complexity), broader organization features (e.g. culture, history) and even aspects of the extraordinary organization setting (e.g. local labour market condition, industry sector, work and home relationship). Opperman (2002) in Yusuf and Metiboba (2012:37) defined work environement as is a composite of three major sub-environments via: the technical environment, the human environment and the organisational environment. Technical environment refers to tools, equipment, technological infrastructure and other physical or technical elements. The human environment refers to peers, others with whom employees relates, team and work groups, interactional issues, the leadership and management, and then Organisational environment include systems, procedures, practices, values and philosophies.

Perceived Supervisor Support according to Kottke & Sharafinski (1988) in Burns (2016:5) is on how far the employees believe their supervisor respects their contribution, giving help, and care for their welfare. Supervisor support creates a view of employee about organization support also with relationship between of work-life conflict. Kossek *et. al.*, (2011) in Kopp (2013:10) defined perceived supervisor support as employee perception that supervisor care about work environment and welfare. Supervisor has a very important role for the employee to be comfortable or not, with balancing task responsibility and also employee life (Hammer et. al., 2005 in Kopp, 2013:10).

According Kreitner & Kinicki (2014:165), organizational commitment is a state where a person acknowledge an organization and binded with its goals. This is an important work behavior, because every commit person are hoped to show its willingness to work harder for the sake of fulfillment of organization goals and have more larger desire to work in the company. Then, according to Robbins & Judge (2013:75), organizational commitment, is a state about the employee taking side with the organization also the goals and wants to defend his/her membership in that organization. Luthans (2011:147) in his book Organizational Behavior, said that organizational commitment is a strong desire to maintain the membership in particular organization and also have a strong desire to give extra effort on behalf of the organization and have certain confidence to organization goals and values.

According to Schaufelli (2013:6), employee engagement is a positive view, fulfilled feeling, thought statement characterized with vigor, dedication, and absorption. Schuck & Wollard (2010:103) said that employee engagement is a individual cognitive ability of employee, emotion, and behavior condition which direct to goals and organization results. This definition consists of behavior aspect, emotional aspect and

cognitive aspect based on employee engagement in company. Meanwhile according to consultant agency, AON Hewitt (2016:2), said that employee engagement is a state of employee psychological investment to their organization. AON Hewitt measure employee engagement with 3S, which are Say, Stay, and Strive.

3. RESEARCH METHOD

The type of this research is descriptive research that used to acknowledge the effects or relationship between models. Data tabulation method in this research using multiple linear regression, which is conducted in PT. Argapura from April to August 2017. Total population is 136 current employee and based from slovin formula, calculated sample collected are 101 employees with using simple random sampling method. Data collection technic which is conducted in this research is questionnaire sharing.

Based from conducted validity test and reliability test, it can be seen that the measurement in the questionnaire is valid and reliable. Hypothesis test (F Test and T-test) conducted after classic assumptions test is passed, such as multicolinearity, heteroscedasticity, normality, and autocorrelation. Analysis method that is used in this research is Multiple Linear Regression. Every calculation of correlation coefficient and measurement test is conducted with help of computer with using program SPSS version 21.

Conceptual Model

In this research, researcher use causal quantitative method to meet the research purposes. Quantitative research to know the relationship among work environment, perceived supervisor support, organizational commitment to employee engagement in PT. Argapura. Conceptual model from this research can be illustrated in Figure 1.
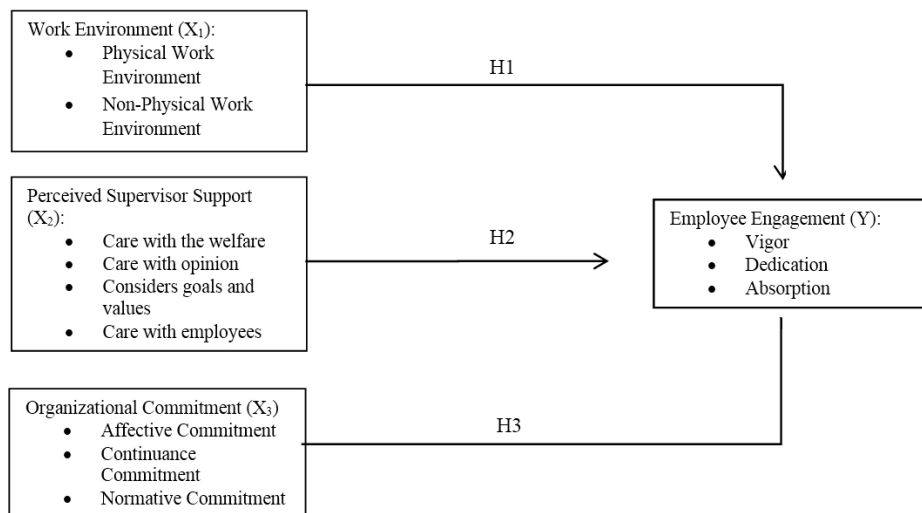

Figure 1: Conceptual Model

Hypotheses:

H1: Work Environment significant effect on Employee Engagement in PT. Argapura.

H2: Perceived Supervisor Support significant effect on Employee Engagement in PT. Argapura.

H3: Organizational Commitment significant effect on Employee Engagement in PT. Argapura.

Operational Variables Research

Table 1
Operationalization of Research Variables

Variable	Dimension	Indicator	Scale/Data Type/ Data Source	Question Number
Work Environment (X₁)	Physical Work Environment	Lighting	Likert/Ordinal/ Primer data using questionnaire	1
		Temperature		2
		Air Circulation		3
		Noise		4
		Smell		5
		Color Design		6
		Decoration		7
		Security		8
	Non-Physical Work Environment	Relationship between manager and employees		9
		Relationship among employees		10
Perceived Supervisor Support (X₂)	Care with the welfare	Supervisor care with employee satisfaction	Likert/Ordinal/ Primer data using questionnaire	1
		Supervisor care with employee welfare		2
	Care with opinion	Supervisor respect employee opinion		3
		Supervisor put attention on employee complaint		4
	Considers goals and values	Supervisor put attention on employee self goals and values		5
	Care with employees	Supervisor shows helping attitude		6,7
		Extra offer are respected by supervisor		8
		Supervisor respects employee contribution		9
		Supervisor feel proud with employee achievement		10
Organizational Commitment (X₃)	Affective Commitment	Desire to continue the career in company	Likert/Ordinal/ Primer data using questionnaire	1,2
		Has a connected emotion		3,4
	Continuance Commitment	Feeling loss when leaving the organization		5,6
		Stay because already sacrifice so much for company		7
		Feeling worried if leaving organization will not get more benefit than before place		8
		This organization is the best choice		9
	Normative Commitment	Have a loyalty to organization		10,11
		Feeling guilty if leaving organization		12
Employee Engagement (Y)	Vigor	Have high spirit and energy in work	Likert/Ordinal/ Primer data using questionnaire	1,2
		Persistent when facing problems		3,4
	Dedication	Feel that the job has a meaning		5
		Have enthusiasm in work		6
		Feel that the job is inspiring		7
		Love challenges		8
	Absorption	Full concentration on the job		9.10
		Can not be easily separated from the job		11
		Love to work intense		12

Source: Internal research.

4. RESULTS OF THE STUDY

Characteristic of the respondents:

Table 2
Demography Characteristic Summary

Demography Characteristic	N	Percentage (%)
Sex		
Men	80	79 %
Women	21	21 %
TOTAL	101	100%
Age		
20-30 Years	31	31 %
31-40 Years	42	42 %
>40 Years	28	27 %
TOTAL	101	100%
Job Position		
Operator	66	65 %
Staff	18	18 %
Section Head	7	7 %
Department Head	9	9 %
Division Head	1	1 %
TOTAL	101	100%
Work Tenure		
1-5 Years	30	30 %
6-10 Years	41	40 %
11-15 Years	11	11 %
16-20 Years	13	13 %
> 21 Years	6	6 %
TOTAL	101	100%
Latest Education		
High School and below	74	73 %
Diploma and above	24	27 %
TOTAL	101	100%

Source: HR of PT. Argapura.

Data Analysis of Descriptive Analysis

Descriptive analysis is describe to know the frequency distribution of respondent answers according to sharing to 101 respondent. This analysis show that work environment, perceived supervisor support, and organizational commitment responded in appropriate way by the employees. Work environment in PT. Argapura can be evaluated more better by the employees, where the environment which supports can give comfortable feeling at work. Support perception to management also more better, where the management

put attention to the employees work and life it can increase the spirit to increase employee performance. Employee commitment is more better, where the employee state their support to the company goal. The bond between employee and their job and also company also have more better response, the employees look so enthusiastic in work and so persistent when facing the problem.

Regression Analysis

Multiple linear regression analysis is used to see the impact form independent variables. The purpose of multiple regression is to know if there is relationship of several independent variables together towards dependent variable. Several important aspects when conducting regression analysis, consists of regression model, determination coefficient (R^2) and results of t_{count} dan $f_{count.}$ Based on the regression model, employee engagement (Y) will be predicted by independent variables, such as work environment (X_1), perceived supervisor support (X_2), and organizational commitment (X_3). Regression coefficients from these three variables show positive sign, this can be inferred the increase of work environment, perceived supervisor support, and organizational commitment can give positive impact to employee engagement. Regression model with the coefficient (beta) can be explained below:

$$= 23.433 + 0{,}013X_1 + 0{,}067X_2 + 0{,}488X_3$$

t-test Results

Table 3
Multiple Linear Regression Results
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.433	4.572		5.125	.000
	Work_Environment	.013	.107	.011	.121	.904
	Perceived_SupervisorSupport	.067	.088	.066	.757	.451
	Organizational_Commitment	.488	.074	.568	6.609	.000

[a]Dependent Variable: Employee_Engagement
Source: Primary data processing with SPSS Version 21, 2017

According to Table 3, employee engagement can be influenced from regression test with three independent variables, such as work environment, perceived supervisor support, organizational commitment. Partial impact of work environment to employee engagement tested with t-test. The t-test results for regression test can be declared significant if p-value < 0.05 or t_{count} > t-table. The t_{count} = 0.121 which is more lower than t-table = 1.974, which is p-value = 0.904, which more higher than 0.05. Otherwise, statistically, regression results from work environment has positive impacts but not significant to employee engagement. This results show that improvement of employee engagement can be improved from work environment.

Partial impact of perceived supervisor support variable to employee engagement tested with t-test. The t-test results for regression test can be declared significant if p-value < 0.05 or t_{count} > t-table. The t_{count} = 0.757 which is more lower than t-table = 1.974, which is p-value = 0.451, which more higher than 0.05.

Otherwise, statistically, regression results from perceived supervisor support has positive impacts but not significant to employee engagement. This results show that improvement of employee engagement can be improved from perceived supervisor support.

Partial impact of organizational commitment variable to employee engagement tested with t-test. The t-test results for regression test can be declared significant if p-value < 0.05 or t_{count} > t-table. The t_{count} = 6.609 which is more higher than t-table = 1.974, which is p-value = 0.000, which more lower than 0.05. Otherwise, statistically, regression results from perceived supervisor support has positive impacts and significant to employee engagement. This results show that improvement of employee engagement can be explained directly by organizational commitment.

F-test Results

Table 4
The Result of F-test
ANOVA[a]

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	926.932	3	308.977	17.167	.000[b]
	Residual	1745.860	97	17.999		
	Total	2672.792	100			

[a]Dependent Variable: Employee_Engagement
[b]Predictors: (Constant), Work_Environment, Perceived_Supervisor_Support, Organizational_Commitment
Source: Primary data processing with SPSS Version 21, 2017

According to Table 4, simultaneous regression test for dependent variable employee engagement influenced by three independent variables, such as work environment, perceived supervisor support, organizational commitment, where this is shown by F test count 17.167 more bigger than F-table which is 2.696. The results of this test give a sign that three variables, work environment, perceived supervisor support, and organization commitment give significant effect to employee engagement.

Determination Coefficient (R^2)

Table 5
Determination Coefficient
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.589[a]	.347	.327	4.242

[a]*Predictors:* (Constant), Work_Environment, Perceived_Supervisor_Support, Organizational_Commitment
Source: primary data processing with SPSS Version 21, 2017

According to table 5, determination coefficient is 0.347, which means the ability of regression model to predicts is 34.7%. This means, work environment, perceived supervisor support, organizational commitment can explain the change of employee engagement about 34.7% and the rest, which is 66.3% explained by the other variables that has not measured in this research.

Hypothesis Test

Hyphotesis 1: Work Environment (X_1) significant effect on Employee Engagement (Y).

H0: Work environment (X_1) no significant effect on employee engagement (Y) in PT. Argapura

Ha: Work environment (X_1) significant effect on employee engagement (Y) in PT. Argapura

For the proving of that hypothesis, correlation coefficients is conducted, especially to know how strong and positive the impact of variable X_1 (Work Environment) towards variable Y (Employee Engagement), the results can be shown below:

Table 6
Determination Coefficient
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.179[a]	.032	.022	5.112

[a]*Predictors:* (Constant), Work_Environment
Source: Primary data processing with SPSS Version 21, 2017

According to Table 6, it can be explained that correlation coefficient (R) is 0.179, which means, there is weak relationship between X_1 (Work Environment) to variable Y (Employee Engagement). On the other side determination coefficient is 0.032, which means the contribution values between work environment to employee engagement is about 3.2% and the rest, which is 96.8% explained by the other variables. Partial impact of work environment variable to employee engagement tested with t-test. The t_{count} 0.121 more lower than t-table 1.974, or p-value = 0.904, which more higher than 0.05. Based on t-test results, it can be inferred that H0 is accepted and Ha is rejected, which is, work environment no significant effect on employee engagement in PT. Argapura.

Hyphotesis 2: Perceived Supervisor Support (X2) significant effect on Employee Engagement (Y).

H0: Perceived supervisor support (X_2) no significant effect on employee engagement (Y) in PT. Argapura

Ha: Perceived supervisor support (X_2) significant effect on employee engagement (Y) in PT. Argapura

For the proving of that hypothesis, correlation coefficients is conducted, especially to know how strong and positive the impact of variable X_2 (Perceived Supervisor Support) towards variable Y (Employee Engagement), the results can be shown below:

Table 7
Determination Coefficient
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.194[a]	.038	.028	5.097

[a]*Predictors:* (Constant), Perceived_Supervisor_Support
Source: Primary data processing with SPSS Version 21, 2017

According to Table 7, it can be explained that correlation coefficient (R) is 0.194, which means, there is weak relationship between X_2 (Perceived Superior Support) to variable Y (Employee Engagement). On

the other side determination coefficient is 0.038, which means the contribution values between perceived supervisor support to employee engagement is about 3.8% and the rest, which is 96.2% explained by the other variable. Partial impact of perceived supervisor support variable to employee engagement tested with t-test. The t_{count} 0.757 more lower than t-table 1.974, or p-value = 0.451, which more higher than 0.05. Based on t-test results, it can be inferred that H0 is accepted and Ha is rejected, which is, perceived supervisor support no significant effect on employee engagement in PT. Argapura.

Hyphotesis 3: Organizational Commitment (X3) significant effect on Employee Engagement (Y).

H0: Organizational commitment (X_3) no significant effect on employee engagement (Y) in PT. Argapura

Ha: Organizational commitment (X_3) significant effect on employee engagement (Y) in PT. Argapura

For the proving of that hypothesis, correlation coefficients is conducted, especially to know how strong and positive the impact of variable X_3 (Organizational Commitment) towards variable Y (Employee Engagement), the results can be shown below:

Table 8
Determination Coefficient
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.585[a]	.342	.335	4.214

[a]Predictors: (Constant), Organizational_Commitment.
Source: Primary data processing with SPSS Version 21, 2017.

According to Table 8, it can be explained that correlation coefficient (R) is 0.585, which means, there is strong relationship between X_3 (Organizational Commitment) to variable Y (Employee Engagement). On the other side determination coefficient is 0.342, which means the contribution values between organizational commitment to employee engagement is about 34.2% and the rest, which is 65.8% explained by the other variables. Partial impact of organizational commitment variable to employee engagement tested with t-test. The t_{count} 6.609 more higher than t-table 1.974, or p-value = 0.000, which more lower than 0.05. Because t-test gives positive results, it can be inferred that H0 is rejected and Ha is accepted, which is, there is a positive impact between organizational commitment and employee engagement in PT. Argapura.

5. THE DISCUSSION OF THE RESULT OF THE STUDY

Impact of Work Environment to Employee Engagement

According to the research results, it shows that work environment variable (X_1) no significant effect on employee engagement variable (Y). This result is different with Vidhi Tyagi result (2015:26) where in that research, work environment has a significant effect to employee engagement. If employee is satisfied with work environment or they get an environment that support in the workplace, they will be more engaged to the job and will increase work efficiency. The difference of the significance level could be caused by place differences or company characteristic in research.

Impact of Perceived Supervisor Support to Employee Engagement

The results show that perceived supervisor support variable (X_2) no significant effect on employee engagement (Y). This research result is not in way with the research conducted by Burns (2016:33), where in that research Perceived Supervisor Support significant effect on employee engagement. Employee has a perception that their manager give support to their work and life, they will be more engage.

Impact of Organizational Commitment to Employee Engagement

The results show that organizational commitment variable (X_3) gives significant effect to employee engagement (Y). This research result is appropriate with the research conducted by Khalid et. al*., (2015:179) which show that organizational commitment significantly correlate to employee engagement. Employee now more aware with their career and will ask for growth in their workplace. Organization who fail to fulfill their needs will lose the valuable employees also with their customer. Effective manager is the man who put attention with employee commitment because it will directly correlate to the organization effectivity (Merchant, 2004).

6. CONCLUSION AND SUGGESTION

Conclusion

According to the research results and discussion of work environment, perceived supervisor support, and organizational commitment impacts to employee engagement, it can be implied that:

1. According to the hypotesis test results, it shows that work environment no significant effect on employee engagement in PT. Argapura and correlation between work environment and employee engagement has weak correlation.

2. Second variable which is perceived supervisor support no significant effect on employee engagement with PT. Argapura and correlation with perceived supervisor support and employee engagement is weak correlation.

3. Third variable which is organizational commitment has significant impact to employee engagement in PT. Argapura and correlation between organizational commitment and employee engagement is strong correlation. With more faster business growth, organization must give attention to employees needs and wants. Letting the employees to manage their career by themselves also with giving the needed values will influence their commitment with company.

Suggestion

In this research, researcher have some recommendations to improve employee engagement in PT. Argapura. Here are the recommendations:

1. Company must put attention to employee's wants and needs so it can more improve their commitment to their organization so it can increase emotional feel of the employees to company (appropriate with dimension from normative commitment has higher correlation coefficients among other dimension to employee engagement). Every organization leaders are responsible on playing important role in making work environment atmosphere that push every personal

to have high organizational commitment. For the better the company should focus more on vision, mission, and goals development also value of organization, loyalty, trust to organization, also with incentive system that fit with employees needs.

2. Determination coefficient show that there some other variables that must be on attention in this research. For the future research, it should need to add some other variables so it can influence employee engagement, because more better the engagement from employees with company, it will give positive effect to company. With this results, this results can become the reference for the next researcher to strengthen other researcher so it can enrich research results and science.

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