

The Effects of Remuneration and Employee Engagement towards Employees' Performance: A Study on PT INTI (Paser) Bandung, Indonesia

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***Abstract**---This study aims to determine the remuneration, employee engagement and employee performance at PT. INTI (Persero) Bandung and to find out how much the influence of the remuneration and employee engagement have on employee performance at PT. INTI (Persero) Bandung. Regarding the remuneration provided by the company is considered that it is in accordance with the agreement and the applicable provisions in the company so that the employee does not experience shortages in terms of the remuneration earned. And the company treats the employees well so that a positive and close family relationship between the company and employees is formed. But the performance that employees provide is still considered to be not maximal by the company even though the remuneration provided is appropriate and there is a positive relationship between the company and employees. The research used a descriptive-verification method. The sample used in this study is the employees who work at PT. INTI (Persero) Bandung. The data processing is done by using the multiple linear regression analysis, correlation coefficient analysis, coefficient of determination analysis and hypothesis testing. Based on the results of the study it can be concluded that there is an influence between the remuneration on the performance of employees of PT. INTI (Persero) Bandung. And there is an influence between the employee engagement on the performance of employees of PT. INTI (Persero) Bandung. The remuneration and employee engagement simultaneously affect the performance of employees of PT. INTI (Persero) Bandung.*

***Keywords**---Remuneration, Employee engagement and employee performance*

I. INTRODUCTION

In the midst of the global era every company must face intense competition with other companies from around the world. To be able to face the competition, the management has to realize it and develop a competitive strategy by offering more satisfying goods or services than the goods or services offered by competitors. Companies in order to survive in facing the economic crisis and maintain their competitiveness have to pay attention to personnel (HR) and technology.

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Human resources (HR) is an important factor and very decisive for the success and sustainability of the business. The effective management practices are strongly influenced by the role and management of human resources within the company. Although the company has provided sufficient business capital, the availability of the information and technological advancements of the company will not achieve its objectives, nor will the activities in the company run well without the role of human resources.

Performance is the result of the work of a person both in quantity and quality in carrying out the tasks that have been given. According to Moeheriono (2012: 95) performance is a picture of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision and mission of the organization as outlined through strategic planning organization. A person's performance is related to realizing organizational goals because employee performance can describe the level of achievement of an organization.

In the *RoyaRashidi Journal* (2015) stated that: "Performance management system (PMS) defines measurements and develops performance in the most suitable and effective way to enhance organization's effectiveness. "The performance management system defines the measurement and development of performance in the most suitable and effective ways to improve organizational effectiveness. This effective system requires managers to participate in ongoing processes of planning, coaching, assessing and reviewing (Saudi, 2018).

One form of attention of an agency to employees is by implementing a strategy of providing compensation in the form of remuneration, this is done in order to boost the performance of its employees. According to Pora (2011: 3), remuneration is defined as a form of remuneration or compensation received by employees / workers from employers for the achievements given by workers in order to realize the company's goals. In an agency or organization, salary is one of the costs or expenses for the use of labor, as a system of remuneration that is at a reciprocal relationship between the organization and employees. Organizational achievement is always associated with how to pay for services or salaries that are given to employees on how employees perform towards achieving organizational goals.

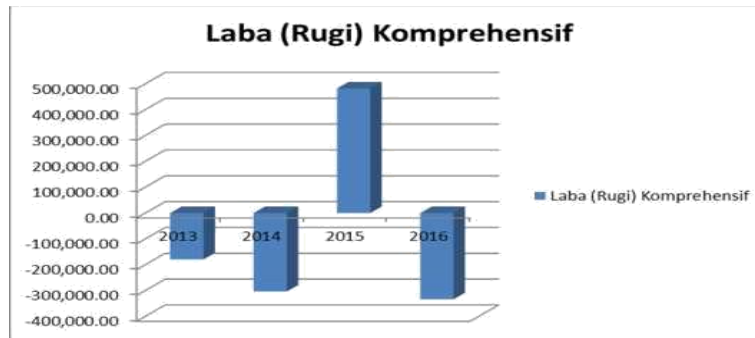
A positive relationship between the company and its employees needs to be established in order to improve the performance of its employees. When employees have a good relationship with the company, the employee will give the best to the company. This is supported by research conducted by practitioners and academics who say that there is a positive result of employee engagement, such as a positive relationship with the organization that can lead to better performance and profitability (Choo et al, 2013).

PT Telekomunikasi Indonesia (Persero) or abbreviated as INTI is a State-Owned Enterprise (BUMN) engaged in telecommunications which for more than 3 decades has served as the main supplier of the construction of a national telephone network organized by PT Telkom Indonesia Tbk and PT IndosatTbk.

The purpose of the establishment of the company is to implement and support government policies and programs in the field of national economy and development, particularly in the telecommunications, electronics, informatics, electricity or energy, defense, and optimization of utilization of company resources to gain profits by producing goods or high-quality and highly competitive services, to increase the value of the company by applying the principles of limited liability companies.

The effective performance is the hope desired by each company. To create good performance, the employees strive to achieve goals in order to get maximum results in carrying out tasks in accordance with the responsibilities that have been given to achieve company goals. So that there is harmony between the company and employees and create a good work environment. With the existence of a good work environment, it is expected to increase the number of profits.

In 2013 to 2016 PT. INTI experiences a significant decrease in profits and can be seen in the graph below:



Graph 1.1: *Comprehensive Profit and Loss Graph*

Source: Company Data

Graph 1.1 above explain that the development of profit (loss) of PT. INTI experienced a reduction seen in 2014 a decrease with a difference of 124,349.1 million Rupiah. In 2015 there was an increase in profit to 482,320.4 million Rupiahs, but in 2016 there was a decrease in return to 333,565.3 million Rupiah. Based on these data it can be concluded that from year to year the profits of the company decrease.

To find out the existing remuneration problems, the author conducted interviews with several employees of PT. INTI, according to the respondents there are several things they complain about, namely:

- The amount of remuneration is inadequate with the current level of needs
- Remuneration seems to be insufficient for the family
- There is no additional remuneration gained by employees
- The level of income between the lowest level employees and the highest level does not indicate a gap.

These things can lead to demotivating behaviour for employees and become a cause of a lack of maximum employee contribution to the company, which ultimately decreases employee performance.

Based on the facts existed in company data from year to year the number of employees at PT. INTI continues to decrease. For example in 2014 the number of employees as many as 759 people decreased in 2015 to 650 people. Even though the company has built good ties with employees in the form of education and training programs, providing the equipment to support the work of employees and other things. This becomes a question as to why this can happen.

The results of Muhammad S. and Anthon Rustono's research (2015) entitled "The Effect Of Remuneration System On Employee Performance Sub Directorate of PT. Pos Indonesia (Persero) shows that the remuneration system has a significant influence on the performance of employees of the Sub Directorate of HR PT. Pos Indonesia (Persero) Bandung. Based on the coefficient of determination, remuneration has an effect of 22.7% on the performance of employees of the Sub Directorate of HR PT. Pos Indonesia (Persero) Bandung.

The results of Akbary's study (2015) entitled The Effect of Employee Engagement on The Performance of Pension Funds (Dapen) of Telkom Bandung, the results of testing simple regression analysis show that the variable employee engagement (X) coefficient is positive. This shows that there is a unidirectional relationship between variables X and Y. This shows that employee engagement has a direct and significant effect on the performance of employees of Dapen Telkom Bandung.

II. RESEARCH METHODS

II.1. Object of Research

The object of research is Remuneration, Employee Engagement and Employee Performance at PT. INTI (Persero) located at Jl. Moh. Toha No. 77 CigerelengRegol Bandung West Java, Cigereleng, Regol, Bandung City, West Java 40253.

II.II. Population and Sampling Techniques

Population is a generalization area consisting of: objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2014: 148). Population is the whole of the object to be studied. The population can include people, plants, animals, documents or records that are seen as objects of research. The population in this study are all employees from PT. INTI which is estimated to 650 people.

According to Sugiyono (2013: 116) the sample is part of the number and characteristics possessed by the population. If the population is large, and researchers are not likely to learn all that exists in the population, for example due to limited funds, energy and time, then researchers can use samples taken from this population. Thus what is learned from the sample conclusions can be applied to the population.

The size of the sample in this study can be determined by Slovin's opinion formula. According to Umar (2008: 65), the Slovin formula is used to determine how minimum a sample is needed if the population size is known.

Information:

n = number of samples

N = population

e = percentage of accuracy allowance due to errors

Sampling that can be tolerated (note: generally used 1% or 0.01, 5% or 0.05 and 10% or 0.1. Notes can be selected by the researcher). The population taken in this study is estimated to 650 people and precision or the significance level used is 0.1, then the observation size in this study is 86 respondents.

The sampling technique used in this study is nonprobability sampling technique which is a sampling technique in where each member of the sample population does not have the same opportunity to be sampled (Suliyanto, 2011: 124). In this study, later the questionnaire will be distributed and distributed to active employees of PT. INTI.

III. FINDINGS AND DISCUSSIONS

III.I. The Result of the Research

Based on the research conducted by researchers, the results of research on Remuneration and Employee Engagement on Employee Performance at PT. INTI (Persero) located at JL. Moh. Toha No. 77 Bandung and researchers want to know how much influence is given by the variable Remuneration and Employee Engagement on Employee Performance. This study uses 86 employees who will be made as respondents in this study. The following are the results of the recapitulation of the respondents' profile:

III.II. Profile of Respondents

The results of the recapitulation of the profile of respondents consisted of gender, age, education, length of employment, position and salary / income and employees. The following are some of the results of the recapitulation of the respondents' profiles regarding the characteristics of respondents as follows:

Table 4.1: Characteristics of Respondents by Gender

Gender	Frequency	Percentage %
Male	47	54,65%
Female	39	45,35%
Total	86	100%

Source: Results of research data processing, 2018

Based on the results of table 4.1 concerning the gender of employees, the results of employees who are male are 47 people (54.65%) and female employees are 39 people (45.35%). These figures illustrate that employees who work at PT. INTI is dominated by male employees.

Table 4.2: Characteristics of Respondents by Age

Age	Frequency	Percentage %
< 20 tahun	21	24,42%
35 – 45 tahun	32	37,21%
46 – 55 tahun	29	33,73%
> 55 tahun	4	4,65%
Total	86	100%

Source: Result of research data processing, 2018

Based on the results of table 4.2, the results of employees working at PT INTI (Persero) employees <20 years old as many as 21 people (24.42%), employees aged 35-45 years as many as 32 people (37.21%), employees aged 46 - 55 years were 29 people (33.73%) and employees aged > 55 years were 4 people (4.65%). This shows that PT. INTI is dominated by employees aged 35 - 45 years.

Table 4.3: Characteristics of Respondents Based on Latest Education

Age	Frequency	Percentage %
D3/D4	23	26,74%
S1	38	44,19%
S2	15	17,44%
S3	10	11,63%
Total	86	100%

Source: Result of research data processing, 2018

Based on the results of table 4.3, the results of employees working at PT. INTI (Persero) employees who were last educated as D3 / D4 were as many as 23 people (26.74%), employees who were last educated as Bachelor (S1) were as many as 38 people (44.19%), employees who were last educated as Masters (S2) as many as 15 people (17.44%) and the last educated employees as Doctor (S3) were 10 people (11.63%). This states that the majority of the last education of employees at PT.INTI is on the S1 level.

Table 4.4: Characteristics of Respondents by Length of Work

Duration	Frequency	Percentage %
1 – 5 tahun	17	19,77%
6 – 10 tahun	29	33,72%
11 – 15 tahun	34	39,53%
> 15 tahun	6	6,98%
Total	86	100%

Source : Result of research data processing, 2018

Based on the results of table 4.4, results obtained by employees who worked for 1-5 years as many as 17 people (19.77%), employees who worked for 6-10 years as many as 29 people (33.72%), employees worked for 11-15 years namely as many as 34 people (39.53%), as well as employees who worked for more than 15 years as many as 6 people (6.98%). This shows that PT. INTI is dominated by employees who work 11-15 years.

Table 4.5: Characteristics of Respondents by Position

Age	Frequency	Percentage %
Staff	22	25,58%
Managing Directors	20	23,25%
Chairman	16	18,60%
Head of Division	13	15,12%
Senior Officer	8	9,30%
Expert	7	8,14%
Total	86	100%

Source : Result of research data processing, 2018

Based on the results of table 4.5, results obtained by employees who have positions as staff are as many as 22 people (25.58%), employees who have positions as managing directors as many as 20 people (23.25%), employees who have positions as Chairman as many as 16 people (18.60%), employees who have positions as Head of Divisions as many as 13 people (15.12%), employees who have positions as Senior Officers as many as 8 people (9.30%) and employees who have positions as Experts as many as 7 people (8.14%). This shows that PT. INTI is dominated by staff.

Table 4.6: Characteristics of Respondents Based on Salary / Income

Salary/Income	Frequency	Percentage %
Rp. 1.000.000 – Rp. 5.000.000	34	39,53%
Rp. 6.000.000 – Rp. 10.000.000	38	44,19%
>Rp. 10.000.000	14	16,28%
Total	86	100%

Source : Result of research data processing, 2018

Based on the results of table 4.6, the results show that the majority of employees working at PT. INTI (Persero) is an employee who has a salary / income of Rp. 6,000,000 - Rp. 10,000,000 as many as 38 people (44.19%), employees who have a salary / income of Rp. 1,000,000 - Rp. 5,000,000 as many as 34 people (39.53%) and employees who earn >Rp. 10,000,000 as many as 14 people (16.28%).

III.III. Multiple Linear Regression Analysis

Multiple linear regression analysis is a linear correlation between two or more independent variables (X1, X2,Xn) with the dependent variable (Y). From the data processing that has been done, the following results are as follows:

Table 4.7: Results of Multiple Linear Regression Equations

Coefficients ^a					
Unstandardized			Standardized		
Model	Coefficients		Coefficients		t
	B	Std. Error	Beta		
1	,791	,284	,007		
	(Constant)				
R	,278	,101	,286	2,739	,008
EE		,491	,093	,551	5,274
					,000

a. Dependent Variable: K

Source: SPSS (*Statistic Program for Social Science*) 24.0

Research equation model is shown as follows:

$$Y = 0.791 + 0.278X_1 + 0.491X_2$$

The results of the multiple linear regression equation can be interpreted as follows:

- The constant value (a) is 0.791. This means that if the Remuneration and Employee Engagement is worth 0 (zero) and there are no changes, then the Employee Performance will be worth 0.791.
- The value of variable X1, namely Remuneration has a regression coefficient of 0.278, meaning that if Remuneration increases by one unit, while Employee Engagement is constant, then Employee Performance will increase by 0.278 units.

- c. The value of variable X2, namely Employee Engagement has a regression coefficient of 0.491, meaning that if the Employee Engagement increases by one unit, while Remuneration is constant, then Employee Performance will increase by 0.491 units.

Correlation Coefficient Analysis

Table 4.15: Correlation Coefficient of Relations between Variables Partially Correlations

		R	EE	K
R	Pearson Correlation	1	,766**	,708**
	Sig. (2-tailed)		,000	,000
	N	86	86	86
EE	Pearson Correlation	,766**	1	,770**
	Sig. (2-tailed)			
	N	86	86	86

K	Sig. (2-tailed)	,000		,000
	N	86	86	86
	Pearson Correlation	,708**	,770**	1
	Sig. (2-tailed)	,000	,000	
	N	86	86	86

** . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS (Statistic Program for Social Science) 24.0

III.IV. Model Testing

Model testing show that there are linear relationship between Remuneration Variable (X1) and Employee Engagement (X2) on Employee Performance (Y) or model is fix.

	Sum of Squares	ANOVA ^a	df	Mean Square	F	Sig.
Model 1	Regression	15,213	2	7,607	69,585	,000 ^b
	Residual	9,073	83	,109		
	Total	24,286	85			

a. Dependent Variable: K

b. Predictors: (Constant), EE, R

Source: Result of research on SPSS (Statistic Program for Social Science) 24.0

III.V. Hypothesis Testing

Hypothesis testing as shown in table 4.7 above, show that Remuneration and Employee Engagement has effect to the Employee Performance

IV. CONCLUSIONS

This study aims to determine how the influence of remuneration and employee engagement on the performance of employees of PT. INTI (Persero). Based on the data gained from the results of the analysis, some conclusions can be drawn as follows:

1. Employees consider that the remuneration provided by PT. INTI (Persero) is appropriate and employees agree with the remuneration provided by PT. INTI (Persero). The highest rating is found in the statement of employees getting pension benefits, holiday allowances and other allowances. This is because the company or PT. INTI (Persero) always provides benefits to employees, these benefits are in the form of pension benefits and holiday allowances. So that employees who will retire will not feel worried when they are retired. They will still get pension benefits. While the lowest rating is in the statement of the company where the employee works to provide insurance in the form of health, safety and other insurance.
2. Employee Engagement that occurs at PT. INTI (Persero) can be declared good or the majority of employees answer agree. The highest rating is found in the statement that the company has equipment that supports employees in completing their work. This is because PT. INTI (Persero) provides and has complete equipment to support employees in completing their work so that employees are expected to work optimally and employees can contribute to the progress of the company. Whereas the lowest rating existed in the company statement gives me the opportunity to grow and develop with a program either in education or training.
3. Employee performance at PT. INTI (Persero) can be stated to be quite high or the majority of employees state that they agree. The highest rating is found in the statement as employees trying to achieve the targets set by the company. Even though the employee's performance is not maximal, the employee has tried to work to achieve the target set by the company. Employees have the desire to be able to work in accordance with the targets to be achieved even though the results are not optimal. Whereas the lowest rating is in the statement as my employee is present and returns from office regularly and on time.
4. Remuneration has an influence of 50.13% on the performance of employees of PT. INTI (Persero) while the remaining 49.87% is influenced by other variables not examined in this study, for example such as work discipline, job satisfaction, work motivation and so on. And remuneration has an effect on the performance of employees of PT. INTI (Persero) because $t_{count} > t_{table}$ 1.988, so H_a is accepted and H_0 is rejected. This shows that remuneration (X1) partially affects employee performance (Y).
5. Employee Engagement has an influence of 59.29% on the performance of employees of PT. INTI (Persero) while the remaining 40.71% is influenced by other variables not examined in this study, for example such as work discipline, job satisfaction, work motivation and so on. And employee engagement has an influence on the performance of employees of PT. INTI (Persero) because $t_{count} > t_{table}$ 1.988, so H_a is accepted and H_0 is rejected. This shows that employee engagement (X2) partially influences employee performance (Y).
6. Remuneration and Employee Engagement have a joint influence of 62.6% on the performance of PT. INTI (Persero) while the remaining 37.4% is influenced by other variables not examined in this study. As well as remuneration and employee engagement affect the performance of employees of PT. INTI (Persero) because $F_{count} > F_{table}$ 3.11, so H_a is accepted and H_0 is rejected. This shows that remuneration (X1) and employee engagement (X2) simultaneously affect employee performance (Y).

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