
THE EFFECT OF WORK ENVIRONMENT AND REWARD ON EMPLOYEE ENGAGEMENT: PALMERAH URBAN VILLAGE, WEST JAKARTA

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Abstract- *Urban Village is part of the government service office, especially the West Jakarta government. The main task of the government apparatus is to serve the people. The good and bad services provided by the apparatus will reflect the individual performance which will determine the good and bad performance of the organization as a whole. In this study the authors conducted research to determine what factors influence employee engagement in Palmerah Village. The purpose of this study is (1) to analyze the effect of work environment on employee engagement (2) to analyze the effect of reward on employee engagement. This type of research is quantitative. The sample of this research is 93 employees who work in the village of Palmerah. Through the path analysis of PLS version 3.0, it can be concluded that (1) the work environment has a positive and significant effect on employee engagement (2) rewards have a positive and insignificant effect on employee engagement. The implication of the results of this study is that it is necessary to maintain employee engagement in the Palmerah village will increase.*

Keywords: *employee engagement, work environment, reward, government.*

INTRODUCTION

Human Resource is a central factor in an organization, whatever form as well as the goal the organization is made based on various visions for human interests and in implementation, its mission is managed and administered by humans. So, humans are a strategic factor in all activities, institutions or organizations. Furthermore, HRM means managing, managing HR based on the company's vision so that organizational goals can be achieved optimally. Therefore, HRM is also a part of Management Science which refers to the management function in the implementation of planning processes, organizing, staffing, leading and controlling (Ahmad, 2012).

Employee ability is reflected by the performance, good performance is optimal performance, performance generally interpreted as someone's success in carrying out a job. For that employee performance must be earned the attention of company leaders, because of decreased performance of employees can affect performance company as a whole (Mahadika & Hadi, 2018)

Employee engagement also plays a big role for the term company length and increases profits, employees inside the company are not just a part in carrying out company functions, but it becomes a valuable asset in the success of the company. Organization failure can be seen from a decrease in engagement employees that can be seen from low employee behavior inside a company like laziness at work, often late when it comes to work, less focus on working, breaking company rules, so that results decreased employee productivity and lack of concern for work and coworkers (Mahadika & Hadi, 2018)

The theory used in this research is theory employee engagement by Schaufeli et al., (2006) consisting of three elements namely vigor, dedication, and absorption. Vigor is characterized by a high level of strength and mental resilience at work, optimal energy, the courage to make a might of effort, desire, willingness and willingness to try earnestly in the work so as to be able to give maximum results in every job that is given, stay persistent, don't give up easily, keep up the spirit survive in the face of adversity. Dedication is an employee's engagement with his work. Dedication describes the enthusiasm of employees at work, proud of the work done, and the company his place of work, remain inspired and persevere until the end of the company without feeling threatened with challenges faced. Absorption describes the state of employees who feel happy immersed in total, high concentration, and serious in

doing their work. When doing work, they tend to make time pass so quickly that they find it difficult to release or separate from work.

The subject of the research conducted by the author is, the office of public service that is the village in the West Jakarta area is a government agency where the area of the village head as a regional apparatus district that are under the sub-district and are responsible to the head of sub-district. The urban village has the duty and function to exercise authority government delegated by the head of the sub-district and carry out the task of other governments in accordance with applicable laws and regulations. The relationship between sub-districts with the urban village is hierarchical. Village formation aimed at improving the ability of government urban village administration is empowered, successful in serving the community in accordance with the level of development and development progress (Daniel Filterianto, 2017)

In addition to prioritizing good service, in Palmerah urban village the work environment is a matter of concern such as giving praise to employees for the achievements made is something that must be considered. If the work environment is good, it will automatically improve the quality of service. Appreciation is important in an organization to increase employee engagement. Can't be separated for government agencies such as sub-districts, although the award given is slightly different can be in the form of non-financial.

Palmerah urban village itself is sufficient for the physical work environment that can support employee relations. Which will be discussed in this study will be discussed in terms of non-physical work environment factors that cause a decrease in the level of employee involvement. Physical environmental factors must go hand in hand with non-physical, sometimes non-physical factors in the working environment do not match expectations. Likewise in giving awards to employees, awards are not always about money but rather the mutual respect shown by leaders to employees. The giving of uneven rewards caused by the level of existing positions is also a problem in the Palmerah urban village.

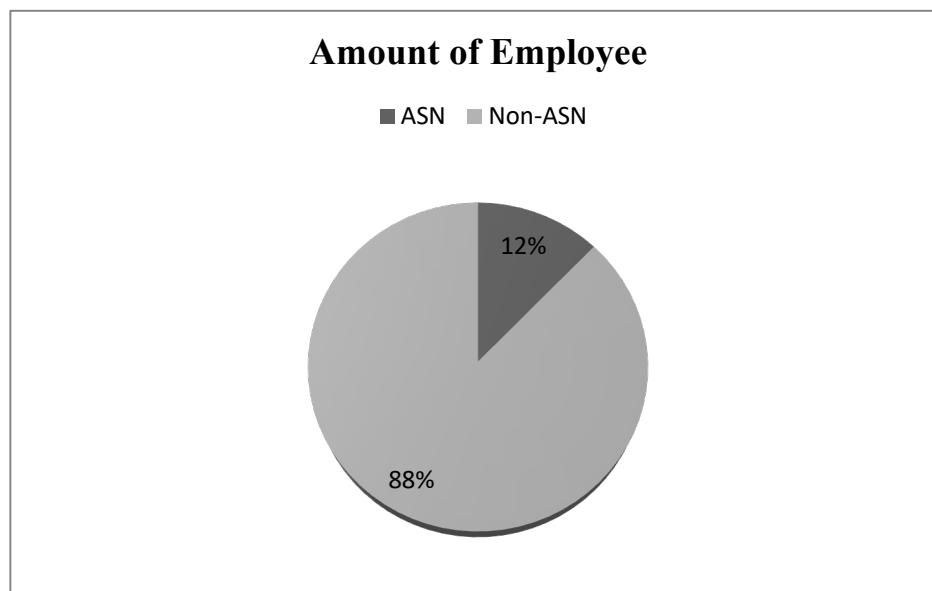


Figure 1 Employees in Palmerah

Based on the short answer that the author addressed to Palmerah village employees in the questionnaire about the factors that influence engagement there were 97.2% of the total sample which stated that the work environment was very important to them and 83.7% thought that rewards played an important role in employee engagement in order to search for the phenomenon of employees engagement.

Table 1 Annual Report

NO	YEAR	PROVISION	REALIZATION
1.	2018	21.600.283.715,-	18.457.840.166,-
2.	2020	24.891.310.089,-	17.174.575.665,-

It is explained that the target or stipulated provisions cannot be fulfilled and it can be indicated that the lack of employee engagement in 2018 and 2020. And Realization of the achievement of the budgeted financial performance target in the 2018 Fiscal Year which was realized at 88.3% and 85.5% in 2020.

Table 1 Pre-Survey Results of Engagement Variables

No	Questions	Yes	No
1.	I always give my best in every job	100%	0%
2.	Surviving adversity at work is a normal thing for me	100%	0%
3.	Feel proud of my current job	98%	2%
4.	Challenging things are something that fun for me	93%	7%
5.	I am happy when I can be involved in work/have a part.	95,3%	4,7%
6.	I really enjoy my time at work	100%	0%

Table 2 Pre-Survey Result of Work Environment

No.	Questions	Yes	No
1.	Security at work is able to make me work comfortably.	100%	0%
2.	I am in a good relationship with other employees.	100%	0%
3.	Hygiene factor is important in the workplace	97,1%	2,9%
4.	I feel comfortable with the work atmosphere in the company.	97%	3%
5.	Employees are treated fairly.	98,2%	1,8%

Table 3 Pre-Survey Result of Reward

No.	Questions	Yes	No
1.	Get a bonus or incentive for performance.	50%	50%
2.	Receive recognition for achievements.	91,2%	8,8%
3.	Promotion at work is important for employees.	91,2%	8,8%
4.	Leaders must give trust to employees to Take responsibility for their duties.	100%	0%

LITERATURE REVIEW

The literature review in this study explains 2 independent variables which are work environment and reward. Also 1 dependent variable which is employee engagement will be explained.

Work Environment

Work environment is the environment in which the employees work. Work environment for the employees will have an influence not small on the course of the operation agency. The work environment will influence the employees so directly or indirectly can affect agency productivity. Good work environment and satisfying the employees will certainly improve the performance of employees. Conversely the working environment is not good will reduce the performance of employees and indirectly also decrease agency productivity.

According to Khoiri (2013), the work environment consists of the natural environment, social environment, and cultural environment. The natural environment is a physical environment that has not or is not influenced by human culture, such as weather, sunlight, and so on.

According (Sedarmayanti, 2011) work environment as follows: Work environment is the whole tooling tools and materials facing the surrounding environment where a person works, methods of work, and arrangement of work, both as individuals and as a group

According to Sedarmayanti (2011) Stating that Broadly speaking, the type of work environment is divided into two factors namely physical work environment factors and non- physical work environment factors. Physical work environment factors which are staining, lighting, air, noise, wiggle room, security, and cleanliness. Non-physical work environment factors which are work structure, work responsibilities, attention or support of leaders, cooperation between groups, and smooth communication.

Reward

Reward is a motivation for employees to do their job. A good reward system is a system that is able to guarantee the satisfaction of company employees which in turn allows the company to acquire, maintain, and employ a number of people with various positive attitudes and behaviors who work productively for the benefit of the organization (Siagian, 2004). From the above explanation it can be concluded that the rewards are given both in the form of material and non-material provided by the company to its employees so that they can work with high motivation and achievement in achieving company goals. In other words, awarding or rewarding aims to increase productivity and maintain employees who excel in order to remain loyal to the company. The award system is intended as an encouragement for employees to work better and generate motivation so as to encourage better employee performance.

According to Edirisooriya (2014) rewards are salary or wages, bonuses, benefits, promotions, recognition, career advancement, responsibilities and learning opportunities that aim to motivate employees to work better so that it can improve productivity or performance.

Engagement

According to (Hughes & Rog, 2008) employee engagement is the high emotional and intellectual relationship possessed by employees regarding their work, organization, manager, or colleague giving influence to add discretionary effort in their work. A good relationship with the work for which he is responsible, the organization where he works, his supervisor and manager provide support and advice, or work partners who support each other making individuals able to give the best effort that exceeds the requirements from a job.

According to Schaufeli et al., (2006) employee engagement is positive thinking, which is the thought to solve work-related matters and is characterized by vigor (energy and mental resilience when working), dedication (participating in work experiencing enthusiasm and challenges), and absorption (concentrated and happy at work).

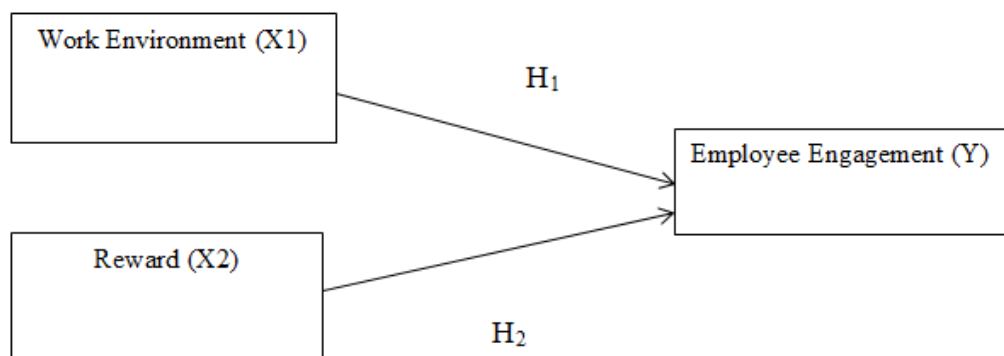


Figure 2 Research Framework

H1: Work environment has a significant effect on employee engagement

Work environment is found to have a great significant impact on employee engagement where it shows that employees feel that environment is more important to engagement of employees. Work environment does not only need to be conducive but also needs to be free for employees to contribute their effort towards the organization. This will result in employees feeling committed and passionate towards their job and organization (Mohd et al., 2016). According to Jagannathan (2014) which confirms that employee engagement in an organization depends on their working environment. The more conducive working environment conditions in a company's existing companies, the higher the level of employee engagement to employees in the company.

H2: Reward has a significant effect on employee engagement

Rewards system has become one of the important factors that will affect heavily on how the employee will engage in their work, this means that with the right reward system or compensation to the right employees, and then we could get the means for the employee to become more motivated, and then will become more engaged to their work. This emphasizes that motivation can become one of the factor that makes the employees contribute more to the organization (Taufek et al., 2016). The efforts to engage employees via rewards programs have positively impacted innovation and employee relationships and competitive advantage and increased financial. the higher levels of engagement are also likely to result in internal efficiencies and savings. Participants report that efforts to engage employees through rewards programs have for instance, reduced turnover. It indicates that engagement-focused rewards programs can also help create more positive work cultures and climates that enhance cooperation and teamwork and reduce complaints about internal pay equity. So it concludes that rewards programs can have a positive influence on employee engagement (McMullen, 2016).

METHODS

To obtain data for this research, the author chose affordable location. The study was conducted from December 2020 to February 2021. The author used causal research as the research method also used the Likert Scale to measure the variables to be studied through an online questionnaire by using Google forms containing the list of questions distributed to the respondents. In this research, the population is the employees who working in Palmerah urban village West Jakarta. There were 93 respondents who filled out the questionnaire. The data was calculated by using IBM SPSS Statistics and SEM (Structural Equation Modeling) – PLS (Partial Least Square).

RESULTS AND DISCUSSION

Table 5 Respondent

	Description	Frequency	Percent
Gender	Male	70	75,3
	Female	23	24,7
Age	< 20 Years	1	1,1
	> 20-30 Years	19	20,4
	> 30-40 Years	28	30,1
	> 40-50 Years	29	31,2
	> 50 Years	16	17,2
Education	SMA (High School)	66	71,0
	Diploma	5	5,4
	S1 (Undergraduate)	22	23,7
Year of Work	1-4 Years	37	39,8
	> 4-7 Years	21	22,6
	> 7-10 Years	2	2,2
	> 10 Years	33	35,5
Position	ASN	16	17,2
	Non- ASN (PJLP)	77	82,8

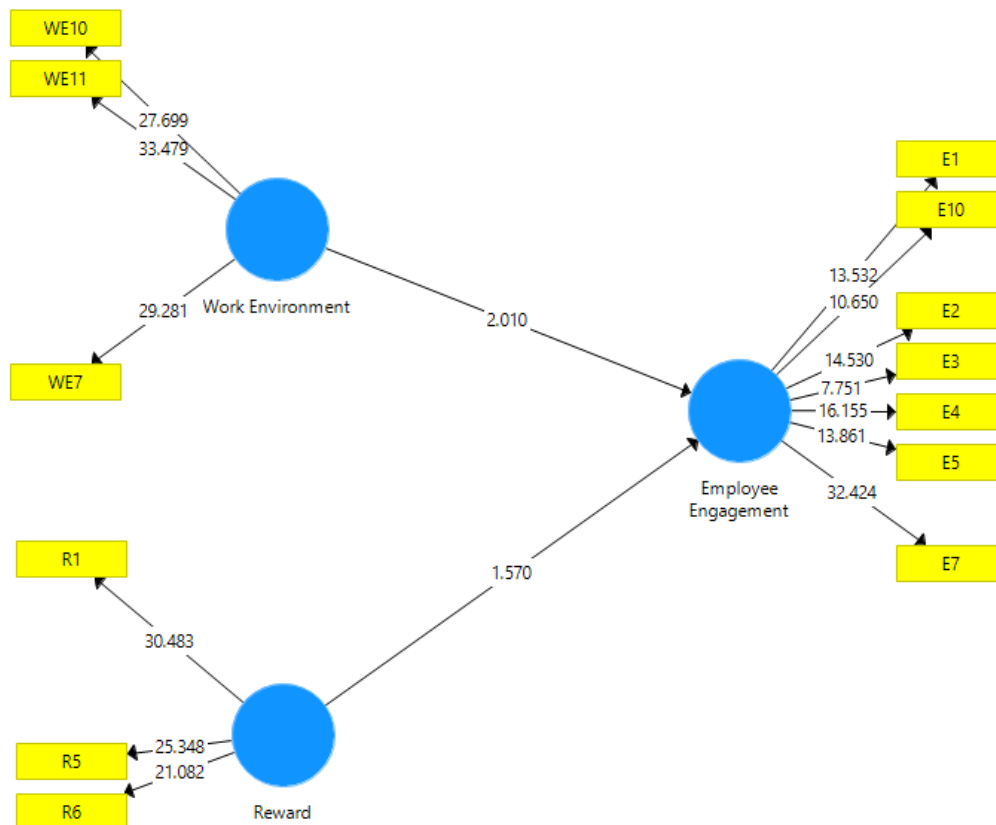


Figure 3 PLS Algorithm Result

Indicator is said to have a good relative reliability if the value is in between 0.50 - 0.70. According to (Ghozali, 2018), an indicator to have well valid if its value is greater than 0.70, while loading factor 0.50 to 0.60 can be considered sufficient. Based on these criteria when here is loading factor below 0.50 it will drop from model. So based on the figure result that has been through several calculations it shows that in the final result all indicators have met convergent validity because they have a loading factor value above 0.70. Thus, all indicators that have been modified are declared valid. It can be seen that there are several indicators in the previous calculation that showed a value above 0.7 but had to be excluded from the calculation because it did not meet the requirements of several analyzes afterwards, so the researchers did a re-calculation and produced good values for all analyzes.

Table 6 Test Result of Discriminant Validity (Fornell Larcker)

	Y	X2	X1
Y	0.842		
X2	0.819	0.902	
X1	0.831	0.898	0.937

Some loading factor values for each indicator of each variable already have a loading factor value that is not the greatest compared to the loading value when connected with other variables. This means that each variable has good discriminant validity where some variables still have gauges that are highly correlated with other constructs.

Table 7 Test Result of Discriminant Validity (HTMT)

	Y	X2	X1
Y			
X2	0.894		
X1	0.881	0.988	

Based on the results above, it can be seen that the engagement variable has a value below 0.9 for the work environment and rewards so that it can be said that this construct has valid conditions, but for the reward variable has a result of more than 0.9 so it does not reach the valid requirements based on the HTMT calculation.

Table 8 Test Result of Average Variance Extracted (AVE)

Average Variance Extracted (AVE)	
X1	0.878
X2	0.813
Y	0.708

It can be concluded that the square root of Average Variance Extracted (AVE) for each construct is greater than the correlation between the one construct and the other constructs in the model. From the AVE value, the constructs in the estimated model meet the discriminant validity criteria.

Table 9 Test Result of Composite Reliability and Cronbach's Alpha

	Composite Reliability	Cronbach's Alpha
X1	0.956	0.930
X2	0.885	0.885
Y	0.931	0.931

It can be seen that the results of the reliability and Cronbach alpha composite tests show satisfactory values, namely all variables have been reliable because all latent variable values have composite reliability and Cronbach alpha values ≥ 0.70 . So it can be concluded that, the questionnaire used as a research tool has been reliable or consistent.

Table 10 Test Result of Variance Inflating Factor (VIF)

	VIF
WE7	3.837
WE10	3.492
WE11	4.078
R1	2.580
R5	2.313
R6	2.778
E1	3.106
E2	3.182
E3	2.165
E4	4.268
E5	3.591
E7	4.565
E10	2.645

Based on the results above, it can be seen that all constructions have a value of less than 0.5 so that they meet the requirements of VIF analysis and there is no multicollinearity problem.

Table 11 R2 Value Endogen Variables

Endogen Variable	R Square
Y (Employee Engagement)	0.719

From the data above can be concluded that the R-Square value of 0.719 which means variability Employee Engagement (EE) which can be explained by the two variables in the model that is Work Environment, Reward equal to 71.9% while 28.1% explained by other variables which is not examined in this model.

Table 12 The Result of Value Q²

	SSO	SSE	Q² (=1-SSE/SSO)
Y	651.000	341.342	0.476
X2	279.000	279.000	
X1	279.000	279.000	

The presented table shows that the result of Q² is 0.476. It means the variation in the employee engagement variable is explained by the variables of work environment and reward so that the model is said to have the relevant predictive value.

Table 13 Result of F²

X1	X2	Y
X2		0.098
X1		0.168
Y		

Effect size (F²) is done to determine the goodness of the model, based on the results above it can be seen that the work environment has a medium effect while reward has a small effect on engagement.

Table 14 Hypothesis Testing Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Value
R - >EE	0.337	0.428	0.240	1.570	0.117
WE - >EE	0.493	0.436	0.245	2.010	0.045

The results show that reward has a positive and insignificant effect on employee. The T statistics value compared to the T table for Reward towards Employee Engagement is 1.570 which is smaller than the value of the t table at 5% alpha (1.96). Meanwhile, the P-Value of 0.117 is bigger than alpha 0.05. Therefore, the hypothesis is rejected.

The results showed that the Work Environment has a positive effect on Employee Engagement with the original sample estimate value of 0.493 and significant for Employee Engagement with the T statistical value of the Work Environment for Employee Engagement of 2.010, which is greater than the t table value at alpha 5% (1.96) so that the hypothesis is accepted.

DISCUSSION

The Effect of Work Environment on Employee Engagement

Based on the hypothesis testing in this study, the results show that the work environment has a significant positive effect on employee engagement. The results of this study reinforce the research of Rahmanto Kusendi, Wing Ispurwanto (2017) in their research Effect of Working Environment Conditions with work engagement At PT.MCD which states that the work environment has a significant positive effect on employee engagement. There are many things that can encourage employee engagement, such as leading to communication between employees and how happy employees are doing their job. Rivai (in Khoiri, 2013) states that the work environment is an organizational element as a social system that has a strong influence on the formation of individual behavior in organizations.

The Effect of Reward on Employee Engagement

Based on the hypothesis testing in this study, the results show that the reward has a insignificant positive effect on employee engagement. The results of this study reinforce the research of Sharon Suri Mesepy (2016) in their research The Impact of Reward and Recognition on Employee Engagement at PT. Bank Sulutgo, Manado which states that the reward has a significant positive effect on employee engagement. Although reward in this study has insignificant effect on employee engagement, it still can be seen that reward has a positive effect on employee engagement therefore the result in this study is still reliable.

CONCLUSIONS AND RECOMMENDATIONS

After the research conducted research and discussion in the previous chapter on The Effect of Work Environment and Reward on Employee Engagement in Palmerah Urban Village Jakarta it can be conclude as follows:

1. From the result of data analysis in the previous discussion chapter known that the data variable Work Environment has positive and significant effect on Employee Engagement. Meaning that if Work Environment is given well, then it can increase the Employee Engagement of employees. In the opposite way, if Work Environment give bad atmosphere it will also decrease the Employee Engagement of the employees.
2. Reward has a positive but insignificant effect on employee engagement to Palmerah urban village Jakarta. This means that even though the organization provides financial or non-financial rewards, it does not affect employee engagement.

Recommendations for related organizations

1. Based on the results of the effect of work environment on employee engagement, it is clear that the urban village as a public service must maintain a good working environment by paying attention to several aspects, such physical or non-physical environment.
2. Then based on the results of the reward it means that even though reward shows insignificant, the organization still can use rewards as a tool to increase engagement but must be adjusted to the conditions of each employee and their needs, then adjust to the capacity of the organization.

Recommendation for future research

For further researchers, the R-Square test results obtained 73.8% of the influence of the work environment and rewards on employee engagement at Palmerah urban village Jakarta. The author suggests to adding references, the number of independent variables and also expanding objects so that they get various answers in further research, and an expanded research framework, to see whether there is a two-way relationship between one variable and another. And the data collection process is not only from online questionnaires but also expanded by using in-depth observation methods such as interviews.

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