How Organisational Culture, Transformational Leadership, and Job Characteristics Affect Employee Engagement at PT XYZ

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ABSTRACT

Employee engagement is crucial for a success of a company and therefore, in order to improve their engagement, the company should pay attention to factors such as a strong organisational culture, trustworthy transformational leadership, and job characteristics. This study analyses the influence of organisational culture, transformational leadership, and job characteristics on employee engagement. A set of questionnaires was distributed to 84 selected employees at XYZ and data obtained was subjected to regression analysis. Findings showed that organisational culture, transformational leadership, and job characteristics partially or simultaneously had positive influence on employee engagement.

Keywords: Employee engagement, job characteristics, organisational culture, transformational leadership

INTRODUCTION

The establishment of ASEAN Economic Community (AEC) in 2015 has led to increased competition among industries and companies. The insurance sector in Indonesia has been particularly affected by direct competition with international insurance companies to compete for their share of the market.

Based on the 2013 *Insurance Annual Statistics* book issued by the Financial Services Authority (OJK), there was an increase in the number of insurance companies from 139 in 2011 to 140 companies in 2013. Therefore, in facing tougher competitive environment, organisations and companies should be more flexible in facing environmental changes, such as information system, economic fluctuation, and market

conditions among others. An important internal environment is the company's human resources. Human resource is one of the company's most important factor in competing in the business world. Employees must be well managed (Mondy & Premeaux, 2014) and must reach an optimum level of skills and competence.

High level of commitment among employees ensures they fulfil their responsibilities and increase productivity. This is called "employee engagement". Employee engagement has become key to achieving the company's objectives (Siddhanta & Roy, 2010). However, a survey conducted by Tiny Pulse Industry Ranking Report on 30,000 employees of 500 global finance and insurance companies, found they had a low level of happiness.

Table 1
Best industry happiness ranking

	Best Industry Happiness Rankings
1	Construction and Facilities Services
2	Consumer Product and Services
3	Technology and Software
4	Telecom, Energy and Utilities
5	Healthcare, Pharmaceuticals and Biotech
6	Hospitality
7	Media and Entertainment
8	Finance and Insurance
9	Education
10	Business Services and Consulting
11	Government and Non-Profit
12	Manufacturing

Source: http://www.tinypulse.com/

When an organisation engage its employees effectively, the chance of losing them may be reduced. A leader must find ways to retain employees who are experienced and skilled so that the company has a competitive edge (Siddhanta & Roy, 2010).

PT XYZ, a General Insurance company (Loss), is also trying to expand its networks in Indonesia by establishing new branch offices to meet public demand. PT XYZ has 13 branch offices spread throughout Indonesia. The Head Office (HO) as its administrative centre is located at Karawaci, Tangerang. Employees at the head office have bigger responsibilities and more complex work procedures compared with those at the branch offices.

The present paper examines the impacts of organisational culture, transformational leadership, and job characteristics on employee engagement at PT XYZ.

LITERATURE REVIEW

There are many studies focused on "employee engagement". Kahn, in Siddhanta and Roy (2010) described employee engagement as "dealing with how someone interprets, contributes, and mobilizes their entire physical, cognitive, and emotional strength to accomplish their job or role".

Engagement, as cited in Macey and Schneider (2008), refers to a folk theory. It is used in a manner that implies the opposite of disengagement. Some popular statements

about engagement point out that engaged employees not only contribute more but are also more loyal, so that there is less likelihood for them to voluntarily leave the organisation.

Macey and Schneider (2008) focused on aspects of engagement that have a positive valence. Gallup defines employee engagement as those who are actively involved and being enthusiastic in doing their job. It argues that employee engagement is similar with employee's commitment and positive emotion (Markos & Sridevi, 2010).

Perrin's Global Workforce Study in Markos and Sridevi (2010) defined "employee engagement" as "employee's ability and willingness in helping the company to grow". This kind of employees usually gives their best performance.

Employee engagement also refers to the extent in which employees contribute and involve more (Kompaso & Sridevi, 2010). As cited in Dernovsek (2008), Gallop argued that employee engagement is necessarily related to a positive emotional attachment and commitment of the employees.

Meanwhile, Robinson, Perryman and Hayday (2004) defined employee engagement as "a positive attitude held by the employee towards the organization and its values". An engaged employee tends to be aware of business context and also works well with other employees with the aim to improve their performance to gain advantages for the organisation.

The organisation should establish and develop effective work engagement among its employees. Therefore, it necessary to build a two-way relationship between employer and employee. Attridge (2010) said that work engagement can be developed by adopting several workplace practices that address supervisory communication, job design, resource support, working conditions, corporate culture, and leadership style.

Caesar (2016) recognised leadership as an important factor in shaping corporate culture to gain competitive advantage. If the organisation does not have such strong leadership, it becomes vulnerable, and the employees may not be able to embrace its culture. Leadership styles influence the organisation. One of these styles, transformative leadership, is aimed at bringing changes and effective communication affect employee's commitment positively.

A study involving more than 10,000 employees in the United Kingdom showed different levels of their engagement, which depend on the employees' personal and job characteristics (Robinson et al., 2004). Robinson et al. (2004) key findings are: 1) there is a tendency for superiors such as managers as well as executives to possess a higher level of engagement than the others who are in supporting roles; 2) skilled workers who are highly educated are more engaged as well as tended to be more loyal to their professions than to their organisations.

Engagement levels decline when the length of service at the same organisation increases. Employees who have a personal development plan and who receive formal

performance appraisals annually, have significantly higher engagement levels than those who do not, and having an accident or an injury at work or experiencing harassments on the job could significantly reduce their engagement.

According to Macey and Schneider (2008), engagement evolves from work attitudes. Studies show that employee engagement has a close link to organisational performance. It is believed that when companies have engaged employees, the turnover is less as many become loyal to the company.

Arifin, Troena, Djumahir and Rahayu (2014) found out that the influence of leadership, personal characteristics of the teachers' work engagement and organisational culture have positive impact on the teacher's performance, which supports the results of previous studies. Besides, work engagement acts as a mediator between leadership, organisational culture and personal characteristics on teacher's performance.

Therefore, it can be concluded that employee engagement is their willingness to contribute their physical, cognitive, and emotional strength to do the job in order to help the company grow and become successful.

Dimensions of Employee Engagement

Utrecht Work Engagement Scale (UWES) has three dimensions of employee engagement as discussed by Attridge (2010): *Vigour, Dedication*, and *Absorption*.

Organisational Culture

The concept of "organisation" is ambiguous. Schein (1990) opined that organisational culture should not be defined as "cultural phenomena". Company culture refers to the fact it has enough stability and common history to allow a culture to form. This means that some organizations will have no overarching culture because they have no common history or have a high turnover rate.

Other organisations have "strong" cultures because of a long shared history or important shared intense experiences (such as in a combat unit). However, the content and strength have to be determined empirically. They cannot be presumed only by observing the surface of cultural phenomena.

"Culture" is what a group learns over a period of time as the group solves its external and internal problems. Such learning process may affect behavioural, cognitive, and an emotional process of the group member. Extrapolating further from a functionalist anthropological view, the deepest level of culture will be cognitive in the form of perceptions, language, and thought processes that a group shares which will determine feelings, attitudes, espoused values, and overt behaviour of the group.

"Organisational culture" may be defined as "a general pattern of beliefs, expectations, and values that are assumed to guide the behavior of organizational members" (Schein, 1990). Organisational culture evolves out of the interaction between employees and the internal environment

(Schneider, 1983; Schneider, Goldstein, & Smith, 1995).

Robbins and Coulter (2012) defined Organizational Culture as a social knowledge that is known by everyone within an organization. The organization culture takes a form of rules, norms, and values to form employee's existing attitudes and behaviors in the organization. The seven characteristics of Organizational Culture that Robbins and Judge (2015) mentioned include: Innovation and Risk-Taking, Detail Focus, Result-Oriented, People-Oriented, Team-Oriented, Aggressiveness, and Stability.

Transformational Leadership

This concept was first introduced by Burns (1978) in his research on political leaders, but this term is now used in organizational psychology as well. Burns (1978) proposed two other concepts as well: transforming and transactional leadership.

Bass (1985) introduce the term "transformational" by extending Burns's (1978) work to describe the psychological mechanisms that affect transforming and transactional leadership (1985). Bass (1985) explained how transformational leadership could be measured and how it affects the subordinates' motivation and performance. Contrary to Burns (1978), Bass (1985) said that leaders could show both transformational and transactional leadership. In 2008, Bass 30 years of research on transformational leadership, and the results showed that transformational and transactional leadership have positive influences on individual, group, and organisational variables.

Ivancevich, Konopaske and Matteson (2012) stated that transformational leader is a leader who inspires their followers to prioritise organisational purposes above others. In addition, this kind of leader has a remarkable and significant influence on their followers.

Transformational leader pays attention to the needs and developments of their followers. They also encourage their followers to see the old problems with a fresh angel, and they have the ability to inspire and motivate their followers to make more efforts to achieve organisational goals. The characteristics of transformational leaders are as follows: influencer, inspirational motivator, able to stimulate subordinate's intellectual and shown careful consideration.

Employees' organisational commitment can be influenced by transformational leaders that encourage them to think critically using novel approaches. This approach may involve followers in decision-making processes, inspire loyalty while recognising and appreciate various needs of the followers in developing their personal potential (Avolio, 1999; Bass & Avolio, 1994; Yammarino, Spangler, & Bass, 1993).

Walumbwa and Lawler (2003) opined that by being courageous in approaching and dealing with problems and challenges, transformational leaders are able to motivate their followers to increase their level of organisational commitment. This finding is corroborated by several previous studies that employees' organisational commitment

was higher when their leaders encourage their employees to participate in decision-making (Allen & Meyer, 1990, 1996; Bycio, Hackett, & Allen, 1995; Jermier & Berkes, 1979; Rhodes & Steers, 1981).

Despite the conceptual and empirical connection between transformational leadership and organisational commitment, the processes by which transformational leaders is influential to employees' organizational commitment level are important.

Avolio (1999) stated that transformational leaders also encourage their followers or employees by challenging their thoughts, creativity and imagination using intellectual stimulation. Leaders allow their followers or employees to look back as well as to analyse traditional ways of doing things, while encouraging them to try novel and creative approaches in problem-solving and work performance (Bass & Avolio, 1994, 1997). They also recognise values, beliefs, and mindset of subordinates can be shaped through coaching as well as mentoring, so they have more responsibility and ultimately developing their followers into generation of leaders (Bass, 1985; Yukl, 1998). Through the leaders' support, encouragement and feedback, the followers would be able improve and enhance their work performance (Hughes, Ginnett, & Curphy, 1999).

Job Characteristics Model

Bakker and Demerouti (2007), and Schaufeli and Salanova (2007) pointed out that job characteristics such as performance feedback, learning opportunities, social support from supervisors and colleagues, skills variety and autonomy are positively associated with work engagement. Job characteristics could have either intrinsic or extrinsic motivational role (Bakker & Demerouti, 2007). Job characteristics could act as an intrinsic motivational role by fulfilling the fundamental needs of human beings such as autonomy, relatedness, and competence (Deci & Ryan 1985; Ryan & Frederick, 1997) and could also play an extrinsic motivational role by providing good performance feedback (Bakker & Demerouti, 2007).

Some previous studies have pointed out that the relationship between job characteristics and work engagement is positive. Schaufeli and Bakker (2004) showed positive relationship between three job characteristics (social support, performance feedback, and supervisory coaching) and work engagement (dedication, vigour, and absorption) in four different samples of Dutch employees.

Robbins and Judge (2015) on Job Characteristics Model, stated that there are five main dimensions: Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback. Meanwhile, the job characteristics model examines responses of a person to jobs as a function moderated by individual characteristics. In other words, the interaction of job and individual characteristics determine job responses. The model shows task characteristics-job response relations are moderated by the incumbent's needs.

Hackman and Oldham (1976) showed the fundamental premise behind the job characteristics model. According to Fried and Ferris (1987), job characteristics influence work results such as job satisfaction and job performance. Thus, the reports made by the workers on their job characteristics should represent the characteristics of the work, which is believed to be veridical.

However, an evidence is considered to be able to prove that incumbent-based assessments of job characteristics are imperfect to measure task characteristics since it represents objective job characteristics and unique viewpoints of each individual. For instance, Gerhart (1990, p. 160) opined that incumbent-based measures do not explain fully the level of convergence.

There are some arguments among scholars too. "Psychologically based measures confound personal needs and preferences…with the objective characteristics of the task" (Cummings & Schwab, 1978). Being more specific, in their social information processing approach to job attitudes, Salancik and Pfeffer (1978) argued that job or task characteristics are "not given but constructed" (p. 227). In other words, employees make use of the information from their social context (e.g. social norms as well as social expectations) to build judgments and viewpoints of the "meaningfulness, importance, and variety of the job" (p. 228). Salancik and Pfeffer found employees' attitudes about jobs and tasks could be affected by their supervisors. For instance, if leaders provide enough information about how an organisation's success depends on the importance of the job, it is believed that employees' perceptions about the significance of their role may increase.

Logical Framework

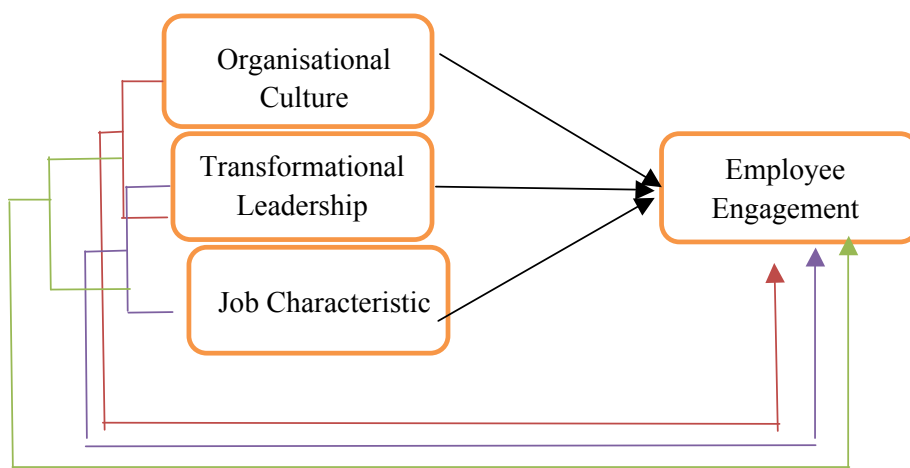From the theories above, the logical framework is as follows:

Figure 1. Logical framework
Source: Prepared by the authors

MATERIALS AND METHODS

This research has an associative characteristic which examines the relationship between two variables or more, in the form of causal relationship: independent (affecting) and dependent (affected) variables (Sugiyono, 2014). The authors used questionnaire techniques to collect data.

Larry Cristensen in Sugiyono (2014) stated that respondents should answer numbers of questions or statements given by the authors. The answers are measured using interval (Likert) scale. In this research, a simple random sampling was used, in which samples are taken by giving one different number to each member of the population, then randomly choosing those numbers (Sarwono, 2006). The chosen samples have several characteristics, such as employees working at the Head Office of PT XYZ, both males, and females, from various departments and divisions and have been working for more than three months.

RESULTS AND DISCUSSIONS

The researchers sampled 84 people using the Slovin formula. Majority of the respondents were females (49), thirteen of the respondents have are diploma holders (15.48%), 68 have degrees (80.95%), two possess a Master's degree (2.38%), and one has a doctoral degree (1.19%).

A regression test was conducted to determine whether Organisational Culture (X1), Transformational Leadership (X2), and Job Characteristics (X3) variables have impacts on employee engagement (Y). Multiple Regression tests are conducted using both significant and T test. The authors used distrust value of 95%, and df = n-2, where n is 84 then df = 82. From the analytical results, the authors obtained T value of 1.99, while the F table result is 2.72. The analytical regression results are shown in Table 2.

Table 2
Regression test results

Hypothesis	Impact	Regression Equation	Significance
X1 Y ⟶	40.9 %	$Y = 27.291 + 1.062X_1$	Significant
X2 Y ⟶	72.2 %	$Y = 29.614 + 1.081X_2$	Significant
X3 Y ⟶	58.1 %	$Y = 27.271 + 1.207X_3$	Significant
X1 & X2 Y ⟶	62.2 %	$Y = 18.242 + 0.611X1 + 0.803X_2$	Significant
X2 & X3 Y ⟶	58.5 %	$Y = 19.055 + 0.861X_2 + 0.605X_3$	Significant
X1 & X3 Y ⟶	50.6 %	$Y = 15.657 + 0.776X_1 + 0.738X_3$	Significant
X1, X2 & X3 Y ⟶	64.9 %	$Y = 12.955 + 0.511X_1 + 0.699X_2 + 0.409X_3$	Significant

Source: Data Processing Results

CONCLUSION

The results of the study can be summarised below.

Organisational culture has partial and significant impact on employee engagement. Thus, when a company is able to improve its organisational culture, it will have positive effect on employee engagement.

Transformational leadership has a partial and significant impact on employee engagement. Thus, when a company improves its transformational leadership, it affects employee engagement positively.

Job characteristics have partial and significant impact on employee engagement. Thus, when a company improves its job characteristics, employee engagement is boosted.

Organisational culture and transformational leadership have simultaneous and significant impact on employee engagement. Thus, when a company is able to improve its organisational culture and transformational leadership, which may have a positive effect on employee engagement.

These findings are corroborated by previous studies on transformational leadership. Purvanova, Bono and Dzieweczynski (2006) pointed out that there is a significant link between citizenship behaviours and perceived job characteristics, after controlling the objective of job characteristics. It is found that perceived job characteristics have a significant link to citizenship performance.

Transformational leadership decreased and became insignificant when perceived job characteristics were added to the model. Therefore, H1, H2, and H3 were supported in these data by referring to guidelines from Baron and Kenny (1986) for mediation test. Nevertheless, Krull and MacKinnon (1999, 2001) recommended a final step in multilevel tests of mediation to find out the significance of the mediated effect.

There are two definitions of the mediated effect: (a) the link value from transformational leadership to perceived job characteristics multiplied by the link value from perceived job characteristics to citizenship performance, or (b) the direct link value from transformational leadership to citizenship performance minus the link value from transformational leadership to citizenship performance when there is a control on perceived job characteristics.

1. Transformational leadership and job characteristics have simultaneous and significant impact on employee engagement. Thus, when a company improves its transformational leadership and job characteristics, the employee engagement of PT XYZ may also improve as transformational leadership, and job characteristics affect employee engagement positively.

2. Organisational culture and job characteristics have simultaneous and significant impact on employee engagement. Thus, when a company is able to improve its organisational

culture and job characteristics, the employee engagement of PT XYZ may also improve as organisational culture, and job characteristics affect employee engagement positively.

3. Organizational culture, transformational leadership, and job characteristics have simultaneous and significant impact on employee engagement. Thus, when a company improves its organisational culture, transformational leadership, and job characteristics, the employee engagement of PT XYZ may also improve as organizational culture, transformational leadership, and job characteristics have positive effects on employee engagement.

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