Employee Engagement Factors in A Higher Education Institution

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ABSTRACT

This reseach analyzed factors that correlated with employee engagement in a higher education institution. The object of this research was the lecturers and employees with the total of 100 people. There were measured on how to produce academic quality accompanied by excellent service to students. Dimensions used were compensation, leadership and organizational planning, culture and corporate communication, job environment, supervisory relationships, employee satisfaction and training, development, and resources. The process of collecting data was through the questionnaires. The research method used Confirmatory Factor Analysis (CFA). In the results, all dimensions used have a significant influence on employee engagement because of p-values <0,05 and t-tables > t-statistics. The supervisor relationship dimension has the highest correlation of 66,5%, and employee satisfaction has the lowest correlation of 13,8%. Higher education institutions must increase employee engagement to maintain productivity and performance. Employee engagement is one of the keys to the success of educational institutions to produce exceptional academic quality and services for the entire academic community.

Keywords: employee engagement, academic quality, excellent service, higher education institutions

INTRODUCTION

Employee engagement, in general, is a level of commitment and employee involvement to the organization and its values (Anitha, 2014). Employee engagement is needed to improve productivity and job performance. The positive implications of involving employees in work will increase the sense of responsibility and provide a positive response to business innovation. Employees in the workplace are expected to demonstrate initiative, be professional, and commit to the responsibilities with high-performance standards (Bulkapuram, Wundavalli, Avula, & Reddy, 2015). Employee commitment is needed in improving productivity and performance to achieve the company's business goals.

Employee engagement as a "machine" in talent management attracts the resilience from the effectiveness of various environmental factors from within and outside the organization (Kaliannan &

Adjovu, 2015). Engagement is a condition that the employees are intellectually and psychologically committed to the organization. This is because employees are an integral part of the organization, so they can be empowered to assist in achieving organizational goals (Ravikumar, 2013). Providing what employees need in their work can improve the achievement of business targets. The process of working requires the quality of employees in knowledge, skills, and understanding to achieve the organization's business targets. Employees are equal to business locomotives. They are capable of executing and implementing corporate business plans. Therefore, employee engagement will be the key to organizational success in achieving all business targets.

Al-dalahmeh, Khalaf, and Obeidat (2018) explained that employee engagement affected the company's business performance. Successful implementation of employee engagement could

increase employee productivity in the process of achieving the company's business targets. Similarly, Tenerife and Galingan (2017) explained that employee engagement had the implications for the company's business processes. The dimensions consisted of employee satisfaction and organizational goals. Both of these dimensions were believed to explain how the application of employee engagement could increase employee productivity through what was needed in completing work. Then, the purpose of the organization had an impact on employees' understanding of providing maximum contribution to the achievement of work completion. Therefore, the application of employee engagement had an overall impact on business processes and the achievement of organizational targets.

Employee satisfaction is the key to success in employee engagement (Vorina, Simonič, & Vlasova, 2017). Employee satisfaction affects how employees work well with the careful observation of the opinions, feelings, and experiences in the company. Employee satisfaction influences employee engagement in the work completion process (Tepayakul & Rinthaisong, 2018; Jaiswal, Pathak, & Kumari, 2017; Bellani, Ramadhani, & Tamar, 2017; Garg, Dar, & Mishra, 2018). Employee satisfaction is an affective or emotional response to the various facets or aspects of one's work so that employee satisfaction is not a single concept. One can be relatively satisfied with one aspect of the job and dissatisfied with one or more other aspects. Employee satisfaction results in a professional attitude towards the work based on the assessment of the work situation. The process involving employees will foster a sense of high loyalty and ownership to improve overall productivity. Employee engagement can create positive psychology for the company to improve the other aspects related to performance, productivity, and organizational achievement. Employee satisfaction can be measured globally, that is, to what extent the individual is satisfied or dissatisfied with their overall work. The other approach is the facet approach. Employee satisfaction is divided into several aspects. It is used as the basis for identifying the aspects that need to be developed to enhance employee satisfaction.

Organizational goals are determined in how the applied culture to employees can run effectively. Organizational culture is very helpful in enhancing employee engagement comprehensively (Naidoo & Martins, 2014). The application of organizational culture can improve the achievement of the work results by employees. It must be assisted by leadership capacity and consistent application of organizational objectivity. Employee engagement helps to increase the productivity of all academics. Academic culture can be applied in accordance with organizational expectations.

Good leadership will play an important role in the success of employee work. Ariani (2014) and Swathi (2013) argued that leadership had a positive relationship with employee engagement. It proved that corporate leaders had a role in directing, building, and motivating employees to sustainably contribute to the company with the highest contribution and performance. It was coupled with clear organizational planning. It would increase the level of employee engagement achievement. Organizational planning should be done clearly and appropriately in accordance with business needs. Both dimensions played a role in employee engagement in how leaders and organizational planning brought long-term benefits to the company.

Kreitner and Kinicki (2010) defined leadership as a process that a person could influence others to achieve common goals. Then, Hasibuan, Akbar, and Suyanto (2018) explained that the implications of appropriate leadership in providing direction could increase the effectiveness of employees in completing their work. Leaders were responsible for giving direction and understanding to employees. Thus, it had implications for organizational performance. Employee productivity had a significant effect on overall organizational performance. So, in short, leadership determines the direction and contribution of employees towards the expectation of the organization.

The successful application of employee engagement depends on how the leadership styles are displayed in the organization. Popli and Rizvi (2016) explained that indicators of success in implementing employee engagement were greatly influenced by how the superiors showed leadership. This statement can explain that employee engagement is determined by how leaders direct organizational strategies to employees. Moreover, Xu and Thomas (2011) explained that leadership was the key to success that linked leadership with the implementation of employee engagement in an organization. It aimed to increase employee understanding in achieving overall organizational targets. The success of employee engagement was strongly influenced by strong leadership and using the available resources to achieve the organization's business goals.

Meanwhile, Rusniati (2014) explained that organizations with strategic planning meant that they had a strong foundation in all their activities. It was done to ensure that all members of the organization worked towards the same goal. Planning in an organization was essential because, in reality, planning played more roles than other management functions. The functions of organizing, directing, and supervising only implemented the planning decisions. Clear and direct organizational planning required employees to execute all business targets. Both of these things in terms of leadership and organizational planning had implications for employee engagement in completing job targets.

Next, culture in organization plays an important role in employee engagement. Al Shehri, McLaughlin, Al-Ashaab, and Hamad (2017) argued that organizational culture could increase employee engagement in the banking industry in Saudi Arabia. The organizational culture created a conducive working

climate for employees. These two dimensions had the attachment in measuring the extent to which culture and communication enhanced employee engagement in improving job satisfaction. Communication and organizational culture built a culture of transparency in improving employee engagement (Mishra, Boynton, & Mishra, 2014). Culture and corporate communication had a significant impact on how employees understood the conduciveness and comfort in working. Nazneen, Miralam, and Qazi (2018) added that employee engagement and organizational culture had a high implication on employee performance. Jondar and Sudarsono (2015) mentioned that the ideal organizational culture for an organization consisted of two attributes that are strong and dynamic and adaptive. Strong organizational culture was built or developed in binding and influencing the behavior of individual and organizational actors (owners, management, and employees) to align their individual and group goals with organizational goals. It was also to encourage organizational actors to have goals, perceptions, feelings, values and beliefs, social interactions, and organizational norms. It moved all the individuals in the organization to work and express their potential in the same direction and purpose.

Meanwhile, the dynamic and adaptive culture was an organizational culture built to be flexible and responsive. Both of these components caused the internal and external environmental dynamics of such organizations to be fast and complex. The culture was a very useful tool for directing individual or group behavior. A strong organizational culture would show a high level of agreement among members to achieve a great goal.

Next, corporate communications are used by organizations for the positive image in public (Febriyanti, 2013). Communication is needed by companies to improve organizational internalization and employee engagement in achieving work targets (Javadi & Davardoost, 2019). Corporate communications are a part of public relations in charge of promoting corporate image from the business side, brand, and product to society. The corporate communications dimension used in employee engagement aims to analyze how companies can promote a positive image to the public or the community. The company's positive image provides employees with a sense of convenience to always work and contribute best to the organization's business sustainability.

Then, job environment determines productivity and employee engagement in producing quality jobs (Mohda, Shaha, & Zailan, 2016). The working environment must support the physical enhancement of the employees in performing their work for high productivity (Madu, Asawo, & Gabriel, 2017). Good working environment improves the comfort and flexibility of employee engagement. Employee engagement requires a conducive, safe, healthy, and comfortable working environment for all employees. Job environment has a relationship with employee engagement. Osborne and Hammoud (2017) explained that a good job environment supported employee engagement in achieving targets and meeting organizational expectations. Job environment could be formed with organizational support through leadership commitment and employee consistency in achieving workloads. Moreover, according to Hanaysha (2016), job environment is the requirement of an employee to be fulfilled by the organization. Therefore the work environment has positive implications for employees and the organization in a comprehensive manner in accordance with the achievement of business targets.

The supervisory relationship also affects employee engagement (Ahmed, Ahmad, & Jaaffar, 2017; Mohamed & Ali, 2016). Supervisory support for employees' success in work is needed to build confidence and responsibility. Employees need trust in completing a lot of work in line with company expectations. The supervisor is responsible for communicating that, so employees' efforts play a major role in the overall business success. When employees' works are considered to be important and meaningful, it leads to their interest and involvement in the success of the company. Clear supervisory support and direction to employees will play an important role in the company's successful business.

Ling Suan and Mohd Nasurdin (2016) explained that supervisor support was a form of active and proactive motivation to make employees commit and improve performance in the form of job involvement. Bhanthumnavin (2003) explained that the definition of a supervisor relationship was a view of employees looking at and measuring their superiors for appreciating their contributions and care for their well-being. The supervisor should be responsible for directing and evaluating employee performance. Feedback from a supervisor was an indicator of employee performance for the organization. Mohamed and Ali (2016) saw that the supervisor's relationship had a significant influence on employee engagement. The supervisor's directives were important because the organization's planning techniques were more easily monitored and evaluated periodically. This was because the supervisor was responsible for employees' productivity in every division. Ahmed *et al.* (2017) and Jose and Mampilly (2015) supported that supervisory relationships had a positive implication on employee engagement and performance. Therefore, the relationship between supervisor and employee was very important in the success of organizational and individual performance.

Training and development are needed to improve the capabilities of employees. Continuous training and development processes can increase employee engagement in handling tasks (Azeem, Rubina, & Paracha, 2013). The process of involving employees in handling tasks will foster a sense of loyalty and responsibility. Chadha (2018) explained that employee development enhanced employee engagement. However, employees needed the facilities to complete their work and maintain their productivity, such as

technology, computers, and vehicles. Ezam, Ahmad, and Hyder (2018) and Jain and Khurana (2017) added that training and development enhanced employee engagement in working according to organizational expectations. Training and development-oriented on how to improve and deliver new things, including the knowledge, skills, and attitudes required by employees.

According to Khurotin and Afrianty (2018), the training provides specific knowledge and skills as required by the organization. Training and development are provided to employees to adapt to business trends. Training and development have the primary goal of improving the performance and productivity of each employee at every level. In general, the purpose of training and development activities is to provide human resources that are ready from the competence, managerial, and behavioral aspects. Thus, the employees can contribute positively to the needs of the organization continuously in line with the development of competition and position. Therefore, the implementation of training and development will be the organization's resources to continuously improve capabilities, regenerate leadership, and adapt to rapid business changes.

Compensation and benefit are the basic elements to improve employee engagement. Saluy and Kemalasari (2018) stated that compensation was a transition process between employees and companies, as outlined in employees' employment contracts. Compensation is a series of benefits offered to employees of an organization in the form of salaries, wages, incentives, employment opportunities, good working conditions, bonuses, retirement plans, and life insurance plans based on their performance (Bhatnagar, 2007). This dimension has implications for employee engagement and performance. Mahapatra (2009) suggested that compensation was the most important and controversial element in working relationships. It was equally attractive to employers, employees, and governments. Zeb *et al.* (2018) explained that compensation and benefits had a significant effect on the work results. Hoque, Awang, Siddiqui, and Sabiu (2018) even revealed that a good compensation system affected performance and employee engagement in the work process.

Both of these components could not be separated as an effort to maintain motivation and increase employee productivity. Every work result should be assessed and measured with currency value units so that the costs incurred were replaced with productivity and profit for the organization. Alvi, Kahn, Ahmed, and Zulfiqar (2014) explained that compensation had a positive relationship with employee engagement. Compensation had implications for working and achieving the targets imposed by the organization. However, Harry (2014) suggested that compensation did not affect employee engagement. Factors that could enhance employee engagement were opportunities and employment status.

This research analyzes the factors that contribute to the increase in employee engagement in higher education institutions. The results of this study will provide information from several dimensions used to measure employee engagement in higher education institutions. Thus, the hypotheses used are:

H1 = Compensation (CMP) can manifest Employee Engagement positively
H2 = Culture and Corporate Communication (CCC) can manifest Employee Engagement positively
H3 = Job Environment (JE) can manifest Employee Engagement positively
H4 = Leadership and Organizational Planning (LOP) can manifest Employee Engagement positively
H5 = Employee Satisfaction (ES) able to manifest Employee Engagement positively
H6 = Supervisory Relationships (SR) can manifest Employee Engagement positively
H7 = Training, Development, and Resources (TDR) can manifest Employee Engagement positively

METHODS

This research is conducted at one of the tertiary institution in West Java. The sample selection uses a purposive sampling technique. The availability of data is permitted by the institution in analyzing employee engagement in the process of academic quality and student services. The process of distributing questionnaires to respondents (staff and lecturers) is done manually. Table 1 shows the dimensions and indicators used in analyzing employee engagement.

Table 1 Dimension and Indicator
of Employee Engagement

Dimension	Indicator
Compensation (CMP)	Fairness of compensation according to work results (CMP1)
	Employee satisfaction with compensation from the organization (CMP2)
Culture and Corporate Communication (CCC)	Availability of internal channels of communication for employees (CCC1)
	Smooth internal communication channels (CCC14)
	Openness of organizational culture towards suggestions and ideas from employees (CCC2)
Job Environment (JE)	Job environment conditions support employee productivity (JE1)
	Job environment can improve employee focus (JE3)
	Job environment guarantees employee health (JE4)
Leadership and Organizational Planning (LOP)	The leader explains the business strategy to employees well (LOP1)

Table 1 Dimension and Indicator
of Employee Engagement (Continued)

Dimension	Indicator
	Leaders carry out the organizational values consistently (LOP4)
	Organizations have objective business plans (LOP5)
	There is consistency in the implementation of organizational planning (LOP6)
Employee Satisfaction (ES)	Expressions of employee satisfaction while working for an organization (ES)
Supervisory Relationship (SR)	Fair treatment from the supervisor (SR1)
	Respectful treatment from the supervisor (SR2)
	The problem solving ability of the supervisor is very satisfying (SR3)
	The appreciation given by the supervisor for employee performance (SR5)
	Feedback for improving the work completion process (SR6)
Training, Development, and Resources (TDR)	The availability of facilities and technology from the organization (TDR3)
	The organization provides a periodic training for employees (TDR5)
	Organizations provide career development through job promotion (TDR9)

RESULTS AND DISCUSSIONS

The respondents are faculty members (43,41%), administration staff (44,96%), and marketing staff (11,63%). The next step is to analyze the data using the CFA. It infers which dimensions have the highest level of manifestation in employee engagement at the higher educational institution. Table 2 shows the respondents' profile.

Table 2 Respondent Profile

Division	Respondents' Responses (%)
Faculty member	43,41
Administration staff	44,96
Marketing staff	11,63
Total	100

The statistical result analyzes the research model and the significance value of the dimension. In this research, not all indicators are used because they are unable to meet the assumption of the loading factor value. However, the indicators used in this study do not eliminate the substance of research in analyzing the factors of employee engagement in higher education institutions. The initial step is by analyzing the outer loading value of each dimension and assumption indicator that influences employee engagement. Figure 1 shows that all dimensions have a loading factor above 0,7 except for a compensation of 0,567. All dimensions explain that the research model can manifest the relationships with employee engagement. Then, Table 3 describes the loading factor of each dimension.

Table 3 shows that all indicator values of each dimension used to analyze relationships with employee engagement are above 0,7. Only compensation gets 0,567 (below 7%). However, the compensation indicator can manifest employee engagement about 0,919 and 0,916. This indicator explains that employees are satisfied with the compensation system in line with performance. The dimensions of corporate culture and communication can also manifest employee engagement of 0,842. It can be represented by an indicator value of 0,823 (CCC1), 0,805 (CCC14), and 0,780 (CCC2). This indicator explains that corporate communications run fairly well. The employees are given open opportunities to express ideas and suggestions to the institution.

Job environment dimension also manifests employee engagement of 0,777 with indicator value of 0,777 (JE1), 0,813 (JE3), and 0,806 (JE4). Employees are comfortable with working conditions and have privacy to complete their work. Moreover, the institution provides the policy that the working environment limits the time to keep the focus of the employees in completing their work. Next, leadership and organizational planning dimensions manifest employee engagement of 0,726 with indicator values of 0,852 (LOP1), 0,775 (LOP4), 0,920 (LOP5), and 0,877 (LOP6). This dimension explains that leaders can direct employees to execute long term organizational strategies and consistently integrate organizational values. Each division has plans and objectives that are complemented by how employees run under the direction of the leadership.

Employee satisfaction can manifest positively on employee engagement. This dimension explains how employees feel satisfied with everything that is given to the company in the process of achieving work targets. Employee satisfaction has a loading factor of 1,000> 0,7. This result explains that this dimension can explain the relationship with employee engagement. Therefore, employee satisfaction must be a concern for higher education institutions to increase productivity and achieve work targets.

The dimension of supervisory relationship can manifest employee engagement of 0,872 with indicator value of 0,809 (SR1), 0,791 (SR2), 0,869 (SR3), 0,772 (SR5), and 0,777 (SR6). This dimension explains that supervisors can treat employees fairly and respectfully. The supervisor praises the employees and can handle the problems faced by the employees in the process of
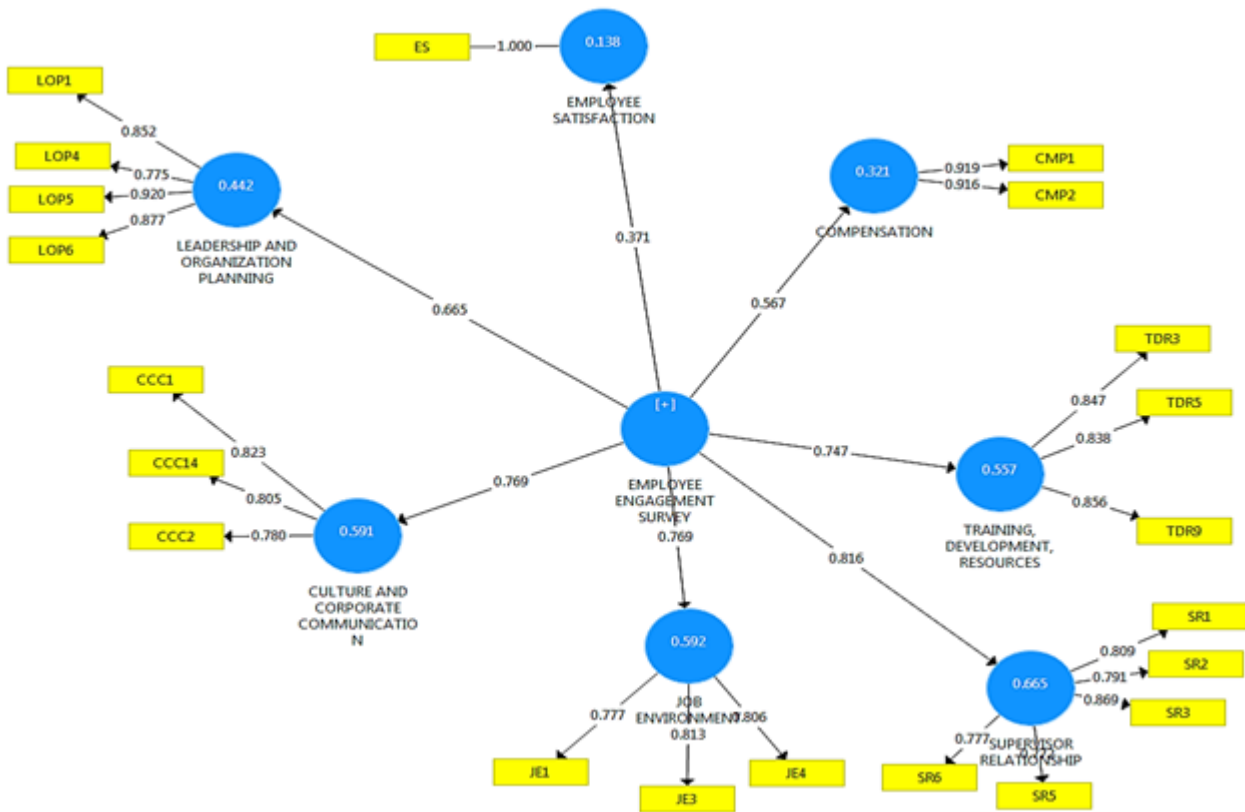
Figure 1 Loading Factor

completing the work. The supervisor can also provide feedback to employees in the performance evaluation. Moreover, dimensions of training, development, and resources manifest employee engagement of 0,800. It is with indicator values of 0,847 (TDR3), 0,838 (TDR5), and 0,856 (TDR9). This dimension explains that the institution provides the resources needed by employees consisting of technology and equipment. Software and applications are very supportive of the work process. The employees are given the opportunity to explore their work for the institution's progress. This has resulted in training and development as required by the organization. After analyzing the loading factor values on each dimension and indicator, the researcher tests the reliability and validity of the data. Table 4 describes the validity and reliability of the data.

Based on Table 4, all dimensions have validity and reliability with Cronbach Alpha values above 0,7. It means the data in this study is feasible to be used and analyzed according to research needs. After this analysis, the researcher tests the significance value of all dimensions with employee engagement.

Based on Table 5, all values of dimension p-values are below 0,05 and t-table values > 1,9858. It explains that all dimensions include compensation, culture and corporate communication, employee satisfaction, job environment, leadership and

organizational planning, supervisory relationships, and training, development, and resources have t significant influence on employee engagement. Therefore, all dimension hypotheses are accepted. The significance of tested employee engagement is consistent with the values of p-values and t-statistics. After analyzing the effect of each dimension on employee engagement, the researcher can find the highest percentage of effect on employee engagement.

The results in Table 6 shows the supervisory relationship dimensions have the highest percentage of 66,5% on employee engagement. Then, 59,2% (job environment), 59,1% (culture and corporate communication), 55,7% (training, development, and resources), 44,2% (leadership and organizational planning), 32,1% (compensation), and 13,8% (employee satisfaction). This result illustrates that the sequence of dimensions affects employee engagement with the highest percentage of supervisory relationship (66,5%) and employee satisfaction as the lowest dimension (13,8%) of employee engagement.

Figure 2 shows the significance between dimensions and indicators in affecting employee engagement. The value of significance is seen from the values of p-values < 0,05 and t-statistic > t-tables. Table 7 shows the significance of dimension and indicators values of employee engagement.

Table 3 The Indicators of Dimensions
on Employee Engagement

Indicator	Compensation (CMP)	Culture and Corporate Communication (CCC)	Employee Engagement (EE)	Employee Satisfaction (ES)	Job Environment (JE)	Leadership and Organizational Planning (LOP)	Supervisory Relationship (SR)	Training, Development, and Resources (TDR)
CCC			0,842					
CCC1		0,823						
CCC14		0,805						
CCC2		0,780						
CMP			0,567					
CMP1	0,919							
CMP2	0,916							
ES				1,000				
JE			0,779					
JE1					0,777			
JE3					0,813			
JE4					0,806			
LOP			0,726					
LOP1						0,852		
LOP4						0,775		
LOP5						0,920		
LOP6						0,877		
SR			0,872					
SR1							0,809	
SR2							0,791	
SR3							0,869	
SR5							0,772	
SR6							0,777	
TDR			0,800					
TDR3								0,847
TDR5								0,838
TDR9								0,856

Table 4 The Results of Validity and Reliability Test of Research Data

Variable	Cronbach-Alpha	Rho A	Composite Reliability	Average
Compensation	0,812	0,812	0,914	0,842
Culture and Corporate Communication	0,724	0,726	0,844	0,644
Employee Engagement	0,910	0,920	0,927	0,590
Employee Satisfaction	1,000	1,000	1,000	1,000
Job Environment	0,716	0,716	0,841	0,638
Leadership and Organizational Planning	0,878	0,881	0,917	0,736
Supervisory Relationship	0,863	0,868	0,902	0,647
Training, Development, and Resources	0,803	0,806	0,884	0,717

Table 5 Values R2 All Dimension on Employee Engagement

| Variables	T-Statistic	P-Values
Employee Engagement – Compensation	6,269	0,000
Employee Engagement – Culture and Corporate Communication	17,628	0,000
Employee Engagement - Employee Satisfaction	4,915	0,000
Employee Engagement – Job Environment	18,194	0,000
Employee Engagement – Leadership and Organizational Planning	15,225	0,000
Employee Engagement – Supervisory Relationship	24,887	0,000
Employee Engagement – Training, Development, and Resources	18,020	0,000
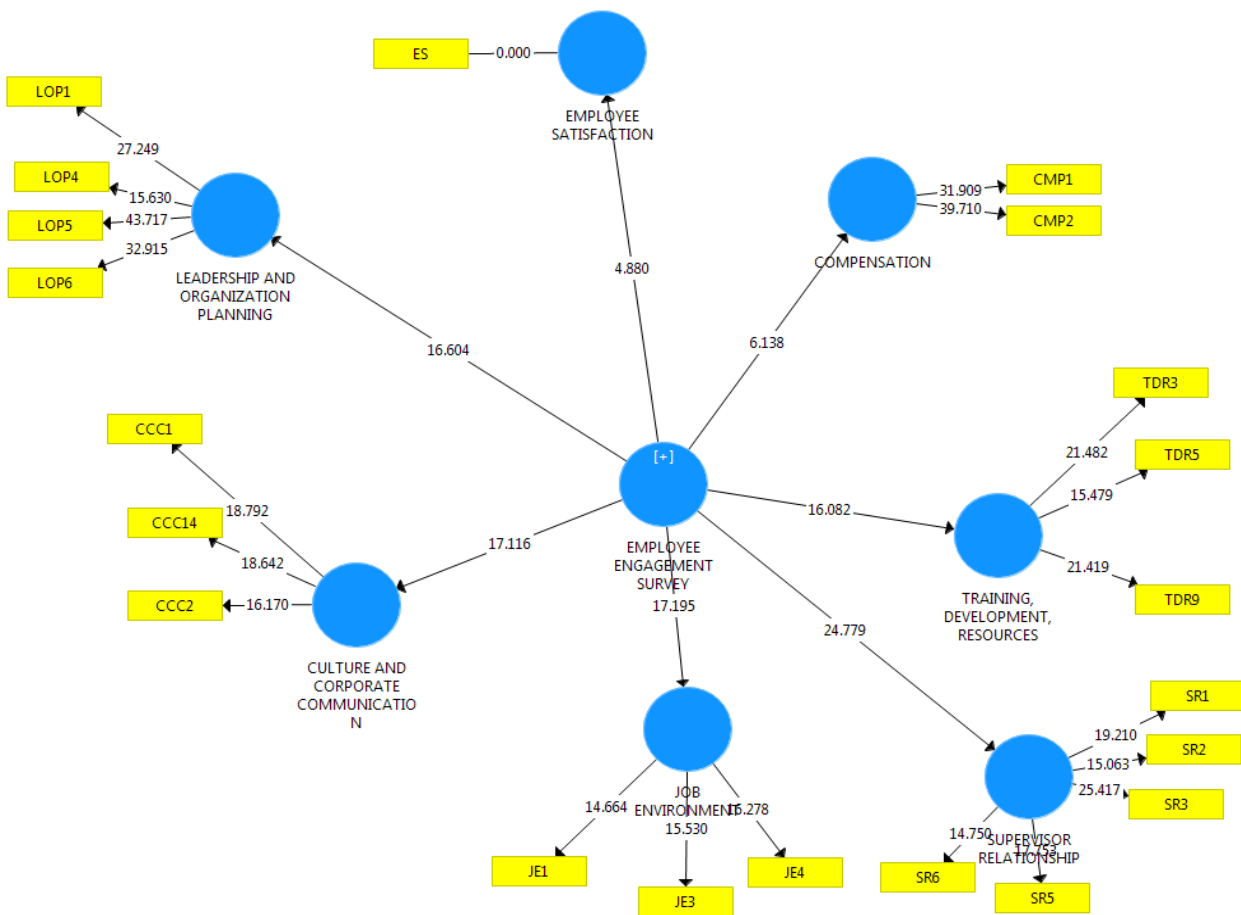
Figure 2 Research Model Results

Table 6 The Values of R² in All Dimensions
on Employee Engagement

Variables	R-Square
Compensation	0,321
Culture and Corporate Communication	0,591
Job Environment	0,592
Leadership and Organizational Planning	0,442
Supervisory Relationship	0,665
Training, Development, and Resources	0,557
Employee Satisfaction	0.138

Table 7 The Significance Value of Dimensions
and Indicators on Employee Engagement

Variables	T-Statistic	P-Values
CCC<=EE	25,053	0,000
CCC1<=CCC	18,491	0,000
CCC14<=CCC	20,416	0,000
CCC2<=CCC	15,133	0,000
CMP<=EE	6,658	0,000
CMP1<=CMP	31,785	0,000
CMP2<=CMP	39,511	0,000
IC<=EE	9,592	0,000
JE1<=JE	14,925	0,000
JE3<=JE	14,840	0,000
JE4<=JE	16,588	0,000
JE<=EE	17,313	0,000
LOP<=EE	18,726	0,000
LOP1<=LOP	29,399	0,000
LOP4<=LOP	15,658	0,000
LOP5<=LOP	44,193	0,000
LOP6<=LOP	29,280	0,000
ES<=EE	27,420	0,000
SR<=EE	39,213	0,000
SR1<=SR	20,688	0,000
SR2<=SR	17,147	0,000
SR3<=SR	26,760	0,000
SR5<=SR	17,381	0,000
SR6<=SR	15,303	0,000
TRD<=EE	24,956	0,000
TDR3<=TDR	21,682	0,000
TDR5<=TDR	17,477	0,000
TDR9<=TDR	22,262	0,000

Table 7 shows that all dimensions have a significant effect on employee engagement. This applies equally to all indicators having a significant influence on dimensions. This is due to all values of p-values < 0,05 and t-statistics > t-tables generated by dimensions and indicators. The compensation dimension has p-value of 0,000 < 0,05 and 6,658 > 1,9858. It means that the compensation dimension has a significant effect on employee engagement. Thus, H1 is accepted. The compensation can manifest employee engagement positively. Moreover, the value of CMP1 indicator at p-values is 0,000 < 0,05 and 31,785> 1,9858. CMP2 indicator has value at p-value of 0,000 < 0,05 and 39,511 > 1,9858. These two indicators have a significant effect on compensation.

Culture and corporate communication dimensions have p-value values of 0,000 < 0,05 and 25,053 > 1,9858. This result shows that the hypothesis (H2) is accepted. The culture and corporate communication can manifest employee engagement positively. The value of the CCC1 indicator at p-values is 0,000 < 0,05 and 18,491 > 1,9858. The CCC14 indicator has the value at p-value of 0,000 < 0,05 and 20,416 > 1,9858. Then, the value of CCC2 indicator at p-values is 0,000 < 0,05 and 15,133 > 1,9858. These three indicators have a significant influence on culture and corporate communication.

The job environment dimension has p-values of 0,000 < 0,05 and 17,313 > 1,9858. It implies that H3 is accepted. The job environment can manifest employee engagement positively. JE1 indicator at p-values is 0,000 < 0,05 and 14,925 > 1,9858. The JE3 indicator has p-values of 0,000 < 0,05 and 14,840 > 1,9858. Next, the JE4 indicator value at p-values is 0,000 < 0,05 and 16,588 > 1,9858. These three indicators have a significant influence on the dimensions of the job environment. Moreover, leadership and organizational planning dimensions have p-values of 0,000 < 0,05 and 18,726 > 1,9858. This value implies that the H4 is accepted. The leadership and organizational planning can manifest employee engagement positively. The LOP1 indicator value at p-values is 0,000 < 0,05 and 29,399> 1,9858. LOP4 indicator has value at p-values of 0,000 < 0,05 and 15,658 > 1,9858. The LOP5 indicator value at p-values is 0,000 < 0,05 and 44,193 > 1,9858. Then, LOP6 indicator value at p-values is 0,000 < 0,05 and 29,280> 1,9858. These four indicators have a significant influence on the dimensions of leadership and organizational planning.

The employee satisfaction dimension has p-values 0,000 < 0,05 and 27,420 > 1,9858. It can be concluded that H5 is accepted that employee satisfaction can manifest employee engagement positively. It shows that employee satisfaction must be the focus of the company in maintaining the rhythm of employee working processes. The process of achieving job targets can run according to company expectations by maintaining employee satisfaction. Therefore, this dimension must be considered by organizations in producing excellent academic quality and service for students.

Next, the supervisory relationship dimension has p-value of 0,000 < 0,05 and 39,213 > 1,9858. Thus, H6 is accepted that supervisory relationship can manifest employee engagement positively. The SR1

indicator value at p-values is 0,000 < 0,05 and 20,688 > 1,9858. The SR2 indicator value at p-values is 0,000 < 0,05 and 17,147 > 1,9858. Then, SR3 indicator has p-values of 0,000 < 0,05 and 26,760 > 1,9858. The SR5 indicator value at p-values is 0,000 < 0,05 and 17,381 > 1,9858. The SR6 indicator has p-values of 0,000 < 0,05 and 15,303 > 1,9858. These five indicators have a significant influence on the dimension of supervisory relationship.

Dimensions of training, development, and resources have p-value values of 0,000 < 0,05 and 24,956 > 1,9858. It means that H7 is accepted which training, development, and resources can manifest employee engagement. The value of TDR3 indicator at p-values is 0,000 < 0,05 and 21,682 > 1,9858. TDR5 indicator value at p-value is 0,000 < 0,05 and 17,477 > 1,9858. The TDR9 indicator has p-values of 0,000 < 0,05 and 22,262 > 1,9858. These three indicators have a significant influence on the dimensions of training, development, and resources.

Based on the results, it is clear that all dimensions can manifest employee engagement positively. The compensation dimension has a significant influence on employee engagement. Indriyani (2017) and Inayat (2018) explained that compensation had a significant influence on employee engagement. However, Riyanto, Pratomo, and Ali (2017) mentioned that compensation had no significant effect on employee engagement. It is reasonable that not all compensation will have implications for an increase in employee engagement. However, this study supports the statement that compensation is an important component in improving employee engagement in higher education institutions. Two compensation indicators have a significant effect on compensation. Compensation and adequacy justice make the employees complete their work. Those are the contributors to improve employee engagement in higher education institutions.

Dimensions of culture and corporate communication have a significant effect on employee engagement. Al Shehri et al. (2017), Nazneen et al. (2018), and Pepra-Mensah and Kyeremeh (2018) mentioned that organizational culture had a significant relationship to employee engagement. Similarly, Shameem and Rengamani (2018) concluded that intensive communication could enhance employee engagement in an organization. Three indicators have a significant influence on the dimensions of culture and corporate communication. This indicator explains that the culture of openness should be open opportunities for employees to express their opinions without any negative consequences. Openness between institutions and employees is capable of generating ideas and innovations for business development. Corporate communications must be well-executed and described in detail on organizational values and business targets in the future.

Job environment has implications for employee engagement. Mohda et al. (2016) and Simbolon, Madhakomala, and Santoso (2018) stated that job environment had a relationship with employee engagement. However, Nasidi, Makera, Kamaruddeen, and Jemaku (2019) mentioned that the job environment did not affect employee engagement. Job environment dimension is supported by three indicators, including comfortable working environment conditions, employee privacy, and corporate policies that limit the freedom of employees to maintain the work. These three indicators have implications for job environment. Higher education institutions should provide a comfortable working environment for lecturers and employees. The privacy of lecturers and employees must be maintained. A good job environment will create an academic atmosphere between lecturers. Institutions must be supervised in creating a conducive, comfortable, and flexible working environment. Thus, it can produce high performance and productivity. A good working environment can maintain employee productivity (Massoudi & Hamdi, 2017).

Leadership and organizational planning dimensions have implications for employee engagement. Swathi (2013), Popli and Rizvi (2016), Mansor, Mun, Farhana, Nasuha, and Tarmizi (2017), and Othman, Hamzah, Abas, and Zakuan (2017) concluded that leadership had implications for employee engagement. In this research, four indicators influence the dimensions of leadership and organizational planning. The four indicators used are leadership directives on the organization's long-term strategy, the implementation of organizational values by leaders, plans, and execution processes owned by each division. These four indicators can show that this dimension is an important part of employee engagement in higher education institutions. Leaders must guide organizational strategies and plan to employees. This is to ensure that all employees can execute and implement all organizational business plans. The higher education institution has a dream of being a world-class university and national and international scale research. All targets can be achieved through the productivity of lecturers and employees. Lecturers can produce national and international scale research publications. Then, employees can improve their services to local, national, and international students. Every division in higher education institutions, including academic and non-academic, can provide the best services to all academic circles (lecturers and students). This is all done to achieve the vision and mission of the organization in the short and long term.

Next, the dimension of the supervisory relationship has implications for employee engagement. Vera, Martínez, Lorente, and Chambel (2016), Ghosh, Rai, Singh, and Ragini (2016), Mohamed and Ali (2016), and Ahmed et al. (2017) agreed that supervisory relationships have a significant influence on employee engagement. Five indicators used in this dimension have a significant influence on the supervisory relationship. Five indicators used include fair treatment to all employees, treating employees honorably, positive feedback from supervisors, supervisory performance recognition, and ongoing job evaluation of supervisors. It should be noted by the

higher education institutions that a direct supervisor is responsible for the construction of employees. Professionalism must be proven by a tangible example to be an example of an employee. The results of this study prove that the supervisor or direct supervisor support can positively impact employee engagement.

Employee satisfaction has a significant effect on employee engagement. Garg *et al.* (2018) and Tepayakul and Rinthaisong (2018) explained that employee satisfaction had the implications for employee engagement. Employee satisfaction could increase productivity and achieve performance targeted by the organization. Business goals and organizational plans could run to compete with the competitors. Higher education institutions should increase employee satisfaction in working. Lecturers were tasked with producing academic processes according to the institution's vision and mission. Employees could provide the best services for students and lecturers. Although in this research, employee satisfaction has the lowest percentage of 13,8% on employee engagement. This should be an institution's concern to always make improvements in order to maintain student satisfaction. It can be done by improving employee satisfaction in working and achieving performance according to institutional expectations.

Dimensions of training, development, and resources have implications for employee engagement. This result is in line with the previous results. Nawaz, Hassan, Hassan, Shaukat, and Asadullah (2014) and Azeem *et al.* (2013) concluded that training and development positively improved employee engagement. Training and development were capable of providing competent quality for employees to adapt to the changing business trends. Improving the quality of lecturers and employees' competency provides the best service for students academically and non-academic.

Moreover, Albrecht, Breidahl, and Marty (2018) revealed that organizational resources included facilities and technologies affecting contributions to employee engagement. Three indicators in this research influence the dimensions of training, development, and resources. These three indicators can represent how training, development, and resources dimensions help improving employee engagement. It helps to improve the academic quality, reputation of higher education institutions, and student satisfaction towards education and service processes.

The results find that all dimensions used in this study have a manifestation of employee engagement. Dimensions used in this study include compensation, leadership, and organizational planning, employee satisfaction, job environment, culture and corporate communication, supervisory relationships, and training, development, and resources. These seven dimensions can explain the relationship between manifestation levels and employee engagement. The highest level of manifestation is the supervisory relationship. Ahmed *et al.* (2017) and Mohamed

and Ali (2016) showed that there were implications between supervisory relationships and employee engagement. It was proven by how supervisors or direct leaders are responsible for one division. They had to direct, motivate, and improve employee performance. This level of manifestation must be a concern to the higher education institution since supervisory relationships have the highest implication of success in implementing employee engagement.

This study explains how the application of employee engagement is needed to achieve overall organizational goals. Other factors must be considered, such as compensation, job environment, and culture and corporate communication. These three variables play an essential role in implementing employee engagement. Compensation can increase employee motivation with intrinsic factors related to money. Job environment can improve the satisfaction and psychological elements of employees related to productivity.

CONCLUSIONS

The results show that employee engagement in a higher education institutions is very important in improving academic quality. Seven dimensions are used to represent how the institutions should do to improve employee engagement. The seven dimensions used in research have a significant influence on employee engagement. The p-values of < 0.05 and t-statistic > t-tables conclude that all hypotheses are proven to have a relationship with employee engagement. Indicators that are used for all dimensions affect according to the values of p-values and t-statistic. The supervisor relationship dimension has the highest correlation of 66,5%, and employee satisfaction has the lowest correlation of 13,8%. Therefore, this research can provide a clear picture that employee engagement can lead to organizational performance and productivity. Resources and technologies should also be provided as proof of support to improve performance and productivity individually and organizationally.

There are recommendations for the institution to improve employee satisfaction on an ongoing basis. Employee satisfaction that should be considered is compensation, training, and development, and resources. Lecturers are intellectual actors in achieving the vision and mission of a higher education institution. Then, the employees are the supporters of the implementation of academic and non-academic services to students and lecturers. Compensation should be given fairly in accordance with the contribution and performance of employees. In addition, successful lecturers with international publications should be rewarded. It aims to maintain motivation and performance to realize a research-based educational institution. Employees are given periodic salary increases according to the performance index. Institutions must have training and development programs to improve the competence and capability of

employees continuously. Moreover, institutions should provide the latest facilities and technologies to support the work process of employees. Therefore, employee engagement is an important factor in improving employee productivity and performance.

This research can be further conducted in various industries. It is to see how the phenomenon of employee engagement is on the achievement of the company's business. The key to a company's success depends significantly on increasing employee engagement in business performance targets. The other topics that can be analyzed related to employee engagement are performance management, job targets, and employee career systems.

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