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## ANALYSIS OF FACTORS AFFECTING FRONTLINER EMPLOYEE ENGAGEMENT IN BANDUNG CITY

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### Abstract

*Employees who have a high level of engagement can be a solution to performance problems, because they feel tied to the organization and work enthusiastically. The study aims to determine the condition of engagement and analyse the factors that can affect the level of engagement of employees of bank front lines in the city of Bandung. The method used in this research is descriptive method by applying exploratory factor analysis to 42 factors that influence employee engagement. The results of the study found that the 42 factors were quite influential in increasing the engagement of Bank front liner employees in the city of Bandung. And 5 new factors are formed which consist of: Individual Factors Facility Factors; Motivation Factors; and Career Factors.*

*Keywords: Employee; Engagement; Factors; Bank.*

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### 1. Introduction

Employee performance is a problem that is unrelenting become a discussion in management of human resources, this is caused employee performance tends to fluctuate. An organization may have employees who can achieve high performance but sometimes do not last long and then their performance decreases. In other cases, it may be difficult for an organization to direct employees to have high performance, while high employee performance is one of the success factors of an organization.

Many factors cause employee performance not as expected by the organization, therefore various studies continue to be developed to find solutions related to employee performance. Many employee turnovers occur due to a lack of satisfaction with work, else Employee performance is very dependent on the value of employee satisfaction in the workplace, also the fulfilment of employee rights greatly affects the performance of the organization (Buntaran et al., 2019). On the other hand, factors that affect performance are competence, work environment, and work discipline (Prabowo et al., 2019). Employee engagement is one of the topics that has become the

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focus of discussion on current human resource management insights. This happens because there is a demand from managers for solutions to problems related to motivation and performance (Little & Little, 2006). This causes the concept of employee engagement to often be used as a solution in organizations regarding performance and motivation.

Engagement employees and committed employees tend to want to be in the organization for a long time (Gallup, 2005; Crim & Seijts, 2006; Balakrishnan, 2013; Robin, 2012), because bound employees are employees who are dedicated to the role, will stay in the organization for a long time, more productive, provide better customer service and move to create greater profits (Gallup, 2005), someone who is fully involved in, and enthusiastic about his work, about the company's future and willing to make discretionary efforts to see that the organization was successful (Crim & Seijts, 2006). The results of Balakrishnan's (2013) study also support the results of Gallup (2005) and Crim & Seijts (2006) research, which found that employee engagement makes employees emotionally involved with their organization and will become more passionate about their work.

Based on the results of the research stated above, the concept of employee engagement can be used as a solution to overcome employee performance problems, however to become employees having a high level of management requires a fairly comprehensive handling, several things need to be considered to have employees who have high engagement levels. The difficulty of directing high employee engagement is reinforced by Awaldi (2014), who said that the engagement index of bank employees in Indonesia is still relatively low. This statement is shown by the increase in absence rates and employee delays, often complaining when doing work outside the TUPOKSI or when facing customers who complain, the willingness to work overtime is also due to overtime incentives rather than having to complete tasks. While their enthusiasm in serving customers tends to be less. The length of their existence at work is not full for 8 hours.

The results of interviews with 24 bank front line employees in the city of Bandung showed that the absence rate and delays of bank front liners were quite high, namely 6-8 times in 1 month, as shown in table 1.

Table 1 Average Absence and Delay of Front liner Employees in 1 Month

<b>Bank Employees</b>	<b>Not Present (Times)</b>	<b>Too Late (Time)</b>
Bank BJB Suci	4	8
Bukopin Asia Afrik	5	6
BCA Sukarno Hata	3	7
BNI Buah Batu	6	7
Sinar Mas Lembang	6	8
BTN Ujungberung	7	10

Source: Interview processed, 2019

Regarding their presence in the workplace, generally their average workplace is only 7.08 hours a day even though ideally it is 8 hours per day. as shown in table 2.

Table 2 Average Frontline Employee Time at Work

Employee Bank	Time (Hours)
Bank BJB Suci	7
Bukopin Asia Afrika	7,5
BCA Sukarno Hata	8
BNI Buah Batu	7,5
Sinar Mas Lembang	6
BTN Ujungberung	6,5
Rata-rata	7,08

Source: Interview processed, 2019

Furthermore, related to enthusiasm, generally still low, they assume that the more work means the more weight they have to bear. This can be seen from the results of interviews with bank front liner employees, as shown in table 3.

Table 3 Front liner Employees Who Feel Many Customers Are Increasing Expenses

Employee Bank	Total
Bank BJB Suci	4
Bukopin Asia Afrika	3
BCA Sukarno Hata	3
BNI Buah Batu	2
Sinar Mas Lembang	2
BTN Ujungberung	4
Jumlah	18

Source: Interview processed, 2019

Table 3 above shows that 18 out of 24 bank front liner employees or 75% of front liner employees interviewed assume that the more customers who come, the more they have to serve, and the greater the workload they feel.

Responding to the low level of engagement of bank front liner employees in Bandung, bank managers need to understand the factors that can increase and decrease the level of engagement of their frontline employees so that bank front liners always have a high level of engagement. Based on the things mentioned above, the purpose of this study was to conduct an analysis of the factors affecting the level of engagement of bank front liner employees in the city of Bandung.

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## **2. Literature review**

### **2.1. *Concept of Employee Engagement***

Some researchers try to define employee engagement, such as Gallup organization (2005) defining employee engagement as "the involvement with and enthusiasm for work". Crim and Seijts (2006) define employee engagement as "a person who is fully involved, and enthusiastic about his or her work. Engaged employees care about the future of the company and are willing to invest in efforts to see that the organization succeeds. Another researcher Lockwood (2007) defines that "Engaged employees work harder". Robin (2012) defines engagement as involvement, satisfaction and individual enthusiasm with the work they do. This Robin opinion shows that employees who are engaged feel involved and satisfied with their work so they show an enthusiastic attitude towards their work.

In line with Robin, the opinion of Galup, Crim, Lockwood and Robin as above shows that engaged employees feel that they feel engagement with their work. Employees who are involved with their work will always participate and be responsible for completing the work from start to finish optimally. The engagement of employees with their work can encourage their satisfaction with the results of their work so they show an enthusiastic attitude and will give extra effort to their work.

Meanwhile Robinson et al. (2004) provide a definition of employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of a business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee". Perrin's Global Workforce Study, uses the definition of employee engagement as adopted by Markos and Sridevi (2010), namely: "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." Based on the study it was said that "Engagement is affected by many factors which involve both emotional and rational factors related to work and the overall work experience." Likewise, with that Wegner (2011) defines that "Engaged employees believe they play an integral part of their organization. Achieving mission and also feel as though their values are aligned with the organizational mission".

Robinson's opinion, Perrin's and Wegner's above seem a little different from the definition put forward by Galup, Crim, Lockwood and Robin, where Galup, Crim, Lockwood and Robin emphasize employee attachments to aspects of their work, while Robinson, Perrin's and Wegner emphasize aspects organization. However, from these two groups of researchers it can be linked that the employees' attachments to aspects of their work in order to achieve the organization's objectives have been set.

### **2.2. *Factors That Can Increase Employee Engagement***

According to Robin (2012) the concept of employee engagement is far less studied than job satisfaction, according to him the attachment of employees is to measure the extent

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to which individuals psychologically side their work and consider the level of performance they achieve as a form of self-respect. Employees who have a high level of engagement are very siding and truly care about the field of work they do.

Balakrishnan (2013) said that employee engagement as views to measure the level of emotional attachment of employees with work, colleagues and organizations greatly influenced their willingness to learn and perform at work. He further concluded that the engagement of employees made employees emotionally bound to their organization and they tended to be enthusiastic about their work, leading to increased employee retention.

Markos and Sridevi (2010) disclose findings from various studies and show their strategies in an effort to maintain employee engagement called the "ten tablets" for managers, where employee binding activities begin on the first day through: 1) effective recruitment and orientation programs, 2) employee engagement work starts from the top because the attachment of people in the organization must have attachments from leadership, 3) Managers must improve two-way communication, 4) ensure that employees have all the resources they need to do their jobs, 5) provide training that right to improve their knowledge and skills, 6) establish a reward mechanism where good work is rewarded through various incentives both financial and non-financial, 7) build a distinctive corporate culture that encourages hard work and success stories while maintaining, 8) developing performance management system that is related managers and employees are responsible for the behaviour they bring to work, 9) focus toward employees who have top-performs to reduce turnover, 10) maintain or improve business performance.

Meanwhile Mani (2011) uses the following indicators as predictors of engagement, namely: 1) Recreation; 2) Training Opportunities; 3) Wellness Programs; 3) Promotions; 4) Career Path; 5) Rewards; 6) Skills; 7) Supervisor; 8) Job Understanding; 9) Trusts; 10) Decision Making; 11) Communication; 12) Respect; 13) Tasks; 14) Time Flexibility; 15) Motivation; 16) Views; 17) Expectation; 18) Resources and 19) Newsletter.

Bathla (2011) also proposes factors that can increase employee engagement, which consist of: 1) Career Development - Opportunities for Personal Development; 2) Career Development - Effective Management of Talent; 3) Leadership - Clarity of Company Values; 4) Leadership - Respectful Treatment of Employees; 5) Leadership - Company's Standards of Ethical Behaviour; 6) Empowerment; 7) Image; 8) Equal Opportunities and Fair Treatment; 9) Performance appraisal; 10) Pay and Benefits; 11) Health and Safety; 12) Job Satisfaction; 13) Communication; 14) Family Friendliness; 15) Co-Operation.

Meanwhile Sundaray (2011), suggests factors that influence employee engagement, namely: 1) Recruitment; 2) Job Designing; 3) Career Development Opportunities; 4) Leadership; 5) Empowerment; 6) Equal Opportunities and Fair Treatment; 7) Training and Development; 8) Performance Management; 9) Compensation; 10) Health and Safety; 11) Job Satisfaction; 12) Communication; 13) Family Friendliness.

From the understanding of employee attachments above, some definitions are expressed by researchers such as Markos and Sridevi (2010); Crim and Seijts (2006); Lockwood (2007); Wegner (2011); Robinson et al. (2004); Gallup organization (2004); and Robin (2012) appear to have several differences, so too the factors that influence it

In this study the factors that influence engagement from Markos and Sridevi (2010), Mani (2011), Bathla (2011), and Sundaray (2011) will be combined so that the factors that influence engagement are more complete. Thus the combination of factors that influence engagement to be analysed consists of factors: 1) Recruitment, 2) engagement of leadership, 3) two-way communication, 4) resources to do work, 5) training 6) reward mechanism, 7) corporate culture, 8) performance management, 9) focus on top-perform employees, 10) maintain, 11) Recreation; 12) Wellness Programs; 13) Promotions; 14) Career Path; 15) Skills; 16) Supervisor; 17) Job Understanding; 18) Trust; 19) Decision Making; 20) Respect; 21) Tasks; 22) Flexibility; 23) Motivation; 24) Views; 25) Expectation; 26) Resources 27) Newsletter. 28) Time, 29) Leadership - Clarity of Company Values; 30) Leadership - Company's Standards of Ethical Behaviour; 31) Empowerment; 32) Image; 33) Equal Opportunities and Fair Treatment; 34) Performance appraisal; 35) Pay and Benefits; 36) Health and Safety; 37) Job Satisfaction; 38) Communication; 39) Family Friendliness; 40) Co-Operation; 41) Job Designing; 42) Compensation.

### **3. Research Methods**

The method used in this research is descriptive method by applying exploratory factor analysis to the factors that influence employee engagement of frontline banks in the city of Bandung. The variables used in this study are employee engagement variables with indicators that influential factors from Markos and Sridevi (2010), Mani (2011), Bathla (2011), and Sundaray (2011) which consist of 42 factors.

The data used to achieve the objectives that have been formulated are obtained by: Library Research, and Field Research, such as: interviews, observations, and questionnaires. The questionnaire was conducted to collect data by distributing a questionnaire to 314 respondents using a list containing questions that must be answered by respondents.

In this study the validity test will use SPSS for Windows with the following criteria: a) If sig.  $\leq 0.05$ , it is declared valid; and b) If sig.  $> 0.05$ , it is declared invalid. Like the validity test, while reliability testing uses the following criteria: a) If the value of Cronbach's Alpha is  $\geq 0.6$ , then it is declared reliable; and b) If the Cronbach's Alpha value is  $< 0.6$ , then it is declared unreliable.

#### **3.1. Descriptive Analysis**

Descriptive analysis was conducted to describe the engagement conditions of commercial bank frontline employees in the city of Bandung. To be able to make the description, categorization of the score scores obtained from each indicator through a questionnaire as shown in table 4.

Table 4 Value Score Category

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Interval		Category
314	565,2	Very low
565,2	816,4	Low
816,4	1067,6	Is being
1067,6	1318,8	High
1318,8	1570	Very high

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Source: Primary data processed, 2019

### **3.2. Factor Analysis**

Factor analysis is a way of forming factors. The application used in this factor analysis is the SPSS application. With factor analysis using SPSS, the following results will be obtained:

- 1) Identification of dimensions or fundamental factors that can explain the relationship of a series of variables.
- 2) Identify smaller new variables to replace variables that have no relationship from a series of origin variables related to multivariate analysis (discriminant analysis or regression analysis).
- 3) Identify prominent smaller variables (from larger variables) from a multivariate analysis.

In factor analysis, the assumptions that must be fulfilled are: 1) correlation between independent variables; 2) Partial correlation; and 3) testing all correlation matrices (correlation between variables). The first Factor Assumption Analysis is: Determinant of Correlation Matrix Test; Kaiser Meyer Olkin Measure of Sampling (KMO). And Bartlett's Test of Sphericity.

## **4. Results and Discussion**

All questions contained in the instrument questionnaire have been declared valid, because each variable has a r-count greater than r-table. Likewise, reliability shows that all variables are declared reliable. Data is obtained from the correct source, which is based on the characteristics of the respondent which includes status, position, and tenure, education; gender; age; and marital.

### **4.1. Description of Commercial Bank employee engagement Front liner in Bandung City**

Analysis on Commercial Bank frontline employee engagement variables in the city of Bandung starts from the score of the responses from respondents as shown in table 5 below:

Table 5 Respondent's score

No	Factor	Item	5	4	3	2	1	Score	Criteria	
1	Recruitment	X1	12	42	51	107	105	317	700	Low
2	Engagement of leadership	X2	46	159	38	21	53	317	1075	High
3	Two-way communication	X3	0	50	58	114	95	317	697	Low
4	Resources for doing work	X4	50	122	63	35	47	317	1044	Is being
5	Training	X5	16	53	50	81	117	317	721	Low
6	Reward mechanism	X6	56	113	63	39	46	317	1045	Is being
7	Corporate culture	X7	16	41	42	102	116	317	690	Low
8	Work management	X8	14	42	46	108	107	317	699	Low
9	Focus on top-performing employees	X9	12	33	31	117	124	317	643	Low
10	Maintain	X10	36	48	35	113	85	317	788	Low
11	Recreation	X11	74	152	32	40	19	317	1173	High
12	Wellness Programs	X12	35	144	53	56	29	317	1051	Is being
13	Promotions	X13	41	135	72	44	25	317	1074	High
14	Career Path	X14	18	31	76	152	40	317	786	Low
15	Skills	X15	24	47	62	119	65	317	797	Low
16	Supervisor	X16	17	38	78	133	51	317	788	Low
17	Job Understanding	X17	12	66	51	148	40	317	813	Low
18	Trust	X18	14	40	86	119	58	317	784	Low
19	Decision Making	X19	14	48	73	125	57	317	788	Low
20	Respect	X20	17	29	78	153	40	317	781	Low
21	Tasks	X21	16	25	76	151	49	317	759	Low
22	Flexibility	X22	15	44	69	113	76	317	760	Low
23	Motivation	X23	12	38	76	113	78	317	744	Low
24	Views	X24	57	143	74	25	18	317	1147	High
25	Expectation	X25	52	159	55	36	15	317	1148	High
26	Resources	X26	55	141	74	30	17	317	1138	High
27	Newsletter	X27	41	149	48	54	25	317	1078	High



28	Time	X28	8	37	70	129	73	317	729	Low
29	Leadership - Clarity of Company Values	X29	55	167	48	31	16	317	1165	High
30	Leadership - Company's Standards of Ethical Behavior	X30	37	170	69	28	13	317	1141	High
31	Empowerment	X31	67	144	64	26	16	317	1171	High
32	Image	X32	56	134	58	42	27	317	1101	High
33	Equal Opportunities and Fair Treatment	X33	51	135	74	34	23	317	1108	High
34	Performance appraisal	X34	56	155	58	43	5	317	1165	High
35	Pay and Benefits	X35	23	222	44	25	3	317	1188	High
36	Health and Safety	X36	54	167	35	48	13	317	1152	High
37	Job Satisfaction	X37	0	96	45	75	101	317	770	Low
38	Communication	X38	58	184	46	29	0	317	1222	High
39	Family Friendliness	X39	65	135	86	31	0	317	1185	High
40	Co-Operation	X40	16	71	105	110	15	317	914	Is being
41	Job Designing	X41	75	138	66	31	7	317	1194	High
42	Compensation	X42	67	156	71	21	2	317	1216	High
Average Scores									955,52	Is Being

Source: Primary data processed, 2019

Scoring results show that no score that produces criteria is very high and very low. This means that there are no factors that are considered very decisive that can increase or decrease the level of engagement of Bank front liner employees in the city of Bandung. 19 factors, namely 1) Job Understanding (X17); 2) Skills (X15); 3) maintain (X10); 4) Supervisor (X16); 5) Decision Making (X19); 6) Career Path (X14); 7) Trust (X18); 8) Respect (X20); 9) Job Satisfaction (X37); 10) Flexibility (X22); 11) Tasks (X21); 12) Motivation (X23); 13) Time (X28); 14) Training (X5); 15) Recruitment (X1); 16) Performance Management (X8); 17) Two-way communication (X3); 18) Corporate culture (X7); and 19) The focus on top-performing employees (X9) is in the low category. This means that the factors considered by respondents caused their level of engagement to be low.

While 19 other factors, namely, 1) Communication (X38); 2) Compensation (X42); 3) Job Designing (X41); 4) Pay and Benefits (X35); 5) Family Friendliness (X39); 6) Recreation (X11); 7) Empowerment (X31); 8) Leadership - Clarity of Company Values (X29); 9) Performance appraisal (X34); 10) Health and Safety (X36); 11) Expectation (X25); 12) Views (X24); 13) Leadership - Company's Standards of Ethical Behaviour (X30); 14) Resources (X26); 15) Equal Opportunities and Fair Treatment (X33); 16) Image (X32); 17) Newsletter (X27); 18) attachment of leadership (X2); 19) Promotions (X13) are in the high

category. This means that the factors considered by the respondents caused their level of engagement to be high.

While 4 more factors, namely 1) Wellness Programs (X12); 2) Reward mechanism (X6); 3) Resources for doing work (X4); and 4) Co-Operation (X40) in the medium category. This means that these factors are considered by respondents as enough to increase their level of engagement. Overall respondents' responses to the factors that influence their engagement level resulted in an average score of 955.52 where this score was included in the medium category, this means that all factors analysed were sufficient to increase the level of engagement of Bank front liner employees in Bandung City.

**4.2. Factor Analysis**

The results of the factor analysis processing using SPSS obtained the KMO Measure of sampling Adequacy (MSA) is 0.944, this numbers greater than 0.5 which indicates that the sample used is sufficient. Figures KMO and Bartlet's test 11257,544 with a significance value of 0,000 indicate that there is a correlation between variables.

Factor formation needs to be done to find the structure underlying the relationship between variables, using principal component analysis method. The two main steps in forming factors are determining the number of factors and the rotation of the factors formed.

By combining several criteria to get the most appropriate number of factors, it will determine the number of factors that will be formed. The results of factor formation produce 5 factors formed from 42 factors or variables entered. Each factor has eigenvalues greater than 1. Factor 1 has eigenvalues of 15,466 with variance (36,825%), Factor 2 eigenvalue is 4,764 with variance (11,342). Factor 3 has eigenvalues of 4.086 with variance (9,729%), Factor 4 has eigenvalues of 2,755 with variance (6.558%), and Factor 6 has eigenvalues of 1,163 with variance (2,769%), eigenvalues value reflects the relative importance of each factor in calculating the variance of 42 variable factors analysed.

From the results of processing, rotation of factors is also obtained as presented in the following table 6:

Table 6 Factor Rotation

	Factor				
	1	2	3	4	5
-	X1	-	-	-	-
X2	-	-	-	-	-
X3	-	-	-	-	-
X4	-	-	-	-	-
X5	-	-	-	-	-
X6	-	-	-	-	-
X7	-	-	-	-	-

X8	-	-	-	-
X9	-	-	-	-
X10	-	-	-	-
X11	-	-	-	-
X12	-	-	-	-
X13	-	-	-	-
-	-	-	-	X14
-	X15	-	-	-
-	X16	-	-	-
-	X17	-	-	-
-	X18	-	-	-
-	X19	-	-	-
-	X20	-	-	-
-	X21	-	-	-
-	X22	-	-	-
-	X23	-	-	-
-	X24	-	-	-
-	X25	-	-	-
-	-	X26	-	-
-	-	X27	-	-
-	-	X28	-	-
-	-	X29	-	-
-	-	X30	-	-
-	-	X31	-	-
-	-	X32	-	-
-	-	X33	-	-
-	-	X34	-	-
-	-	X35	-	-
-	-	-	X36	-
-	-	-	X37	-
-	-	-	X38	-
-	-	-	X39	-
-	-	-	X40	-
-	-	-	X41	-
-	-	-	X42	-

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Source: Primary data processed, 2019

Variables or indicators of attachment from leadership (X2), two-way communication (X3), resources to do work (X4), training (X5), reward mechanism (X6), corporate culture (X7), performance management (X8), focus on top-perform employees (X9), maintain (X10), Recreation (X11), Wellness Programs (X12) and Promotions (X13) included in Factor 1.

While the Recruitment variable (X1), Skills (X15), Supervisor (X16), Understanding Job (X17), Trust (X18), Decision Making (X19), Respect (X20), Tasks (X21), Flexibility (X22), Motivation (X23), Views (X24), and Expectation (X25) are included in Factor 2.

Resources (X26), Newsletter (X27), Time (X28), Leadership - Clarity of Company Values (X29) indicators, Leadership - Company's Standards of Ethical Behaviour (X30), Empowerment (X31), Image (X32), Equal Opportunities and Fair Treatment (X33), Performance appraisal (X34) and Pay and Benefits (X35) are included in Factor 3.

Health and Safety (X36) variables, Job Satisfaction (X37), Communication (X38), Family Friendliness (X39), Co-Operation (X40), Job Designing (X41) and Compensation (X42) enter factor 4. Whereas Career Path (X14) variables or indicators are included in Factor 5.

Based on the rotation above, factor 1 contains variables related to organizational approach, factor 2 is related to abilities possessed by individuals, factor 3 is related to facilities provided by the organization, factor 4 is related to Motivation and factor 5 is related to Career. Thus, the factors formed can be described as follows:

- Factor 1 is called an Organizational factor
- Factor 2 is called the Individual factor
- Factor 3 is called a Facility factor
- Factor 4 is called a Motivation factor
- Factor 5 is called the Career factor

## 5. Conclusion

1. From the overall factors on average give a sufficient influence on the level of engagement of Bank front liner employees in Bandung City.

The level of influence is divided into:

- 1) 19 high influential factors, namely: 1) Communication (X38); 2) Compensation (X42); 3) Job Designing (X41); 4) Pay and Benefits (X35); 5) Family Friendliness (X39); 6) Recreation (X11); 7) Empowerment (X31); 8) Leadership - Clarity of Company Values (X29); 9) Performance appraisal (X34); 10) Health and Safety (X36); 11) Expectation (X25); 12) Views (X24); 13) Leadership - Company's Standards of Ethical Behaviour (X30); 14) Resources (X26); 15) Equal Opportunities and Fair Treatment (X33); 16) Image (X32); 17) Newsletter (X27); 18) attachment of leadership (X2); 19) Promotions (X13)

2) 4 moderate influential factors, namely 1) Wellness Programs (X12); 2) Reward mechanism (X6); 3) Resources for doing work (X4); and 4) Co-Operation (X40).

3) 19 factors that have low influence, namely: 1) Job Understanding (X17); 2) Skills (X15); 3) maintain (X10); 4) Supervisor (X16); 5) Decision Making (X19); 6) Career Path (X14); 7) Trust (X18); 8) Respect (X20); 9) Job Satisfaction (X37); 10) Flexibility (X22); 11) Tasks (X21); 12) Motivation (X23); 13) Time (X28); 14) Training (X5); 15) Recruitment (X1); 16) Performance Management (X8); 17) Two-way communication (X3); 18) Corporate culture (X7); and 19) The focus on top-performing employees (X9) is in the low category. This means that the factors considered by respondents caused their level of engagement to be low.

2. From all factors formed 5 new factors, hereinafter referred to as: Organizational Factors for factor 1; Individual factors for factor 2; Facility Factor for factor 3; Motivation Factor for factor 4; and Career Factors for factor 5.

3. Factor rotation forms factors:

1) Organizational Factors consist of:

Variables or indicators of attachment from leadership (X2), two-way communication (X3), resources to do work (X4), training (X5), reward mechanism (X6), corporate culture (X7), performance management (X8), focus on top-perform employees (X9), maintain (X10), Recreation (X11), Wellness Programs (X12) and Promotions (X13).

2) Individual factors consist of:

Recruitment variable (X1), Skills (X15), Supervisor (X16), Job Understanding (X17), Trust (X18), Decision Making (X19), Respect X20, Tasks (X21), Flexibility (X22), Motivation (X23), Views (X24), and Expectation (X25).

3) Facility Factors consist of:

Resources (X26), Newsletter (X27), Time (X28), Leadership - Clarity of Company Values (X29) indicators, Leadership - Company's Standards of Ethical Behaviour (X30), Empowerment (X31), Image (X32), Equal Fair Opportunities and Treatment (X33), Performance appraisal (X34) and Pay and Benefits (X35).

4) Motivation Factors consist of:

Health and Safety indicators (X36), Job Satisfaction (X37), Communication (X38), Family Friendliness (X39), Co-Operation (X40), Job Designing (X41) and Compensation (X42).

5) Career Factors consist of:

variable or indicator of Career Path (X14).

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