

**THE INFLUENCE OF EMPLOYEE ENGAGEMENT, WORKPLACE RECREATION AND  
WORKPLACE DIVERSITY ON EMPLOYEE PRODUCTIVITY AT  
PT. WENANG PERMAI SENTOSA MANADO**

**PENGARUH KETERIKATAN KARYAWAN, REKREASI TEMPAT KERJA, DAN KERAGAMAN DI TEMPAT  
KERJA TERHADAP PRODUKTIFITAS KARYAWAN DI PT. WENANG PERMAI SENTOSA MANADO**

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**Abstract:** Each company always want to have employees with a highly performance or productivity when work and also have ability to support company for a good performance to achieve the goal. More productivity means more outcomes, more outcomes mean more revenue, and having more revenue guaranteed the sustainability of the business. PT. Wenang Permai Sentosa is a "sister company" or subsidiary of AKR, Tbk, go-public company in Jakarta, that has contributed greatly to the development of business in Indonesia for over 50 years. In this study, population refers to the employees of PT. Wenang Permai Sentosa Manado by using saturation sampling technique and sample size of 102 respondents through questionnaires. This study used multiple regression analysis method. Result shows employee engagement has significant influence of employees' productivity; workplace recreation has no significant influence of employees' productivity; and workplace diversity has significant influence the employees' productivity. PT. Wenang Permai Sentosa Manado should consider about the importance of the effect of employee engagement, workplace recreation, and workplace diversity in the company. And also, company should make more activities to improve the employee's feel of connect with the company.

**Keywords:** employee engagement, workplace recreation, employee productivity

**Abstrak:** Setiap perusahaan selalu ingin memiliki karyawan dengan kinerja atau produktivitas yang tinggi ketika bekerja dan juga memiliki kemampuan untuk mendukung perusahaan untuk kinerja yang baik agar bisa mencapai tujuan. Produktivitas yang lebih berarti lebih banyak hasil, lebih banyak hasil berarti lebih banyak pendapatan, dan memiliki pendapatan lebih menjamin kelangsungan usaha. PT. Wenang Permai Sentosa adalah "adik perusahaan" atau anak perusahaan dari AKR, Tbk, perusahaan go-public di Jakarta, yang telah memberikan kontribusi besar terhadap perkembangan bisnis di Indonesia selama lebih dari 50 tahun. Dalam penelitian ini, populasi mengacu pada karyawan PT. Wenang Permai Sentosa Manado dengan menggunakan teknik saturation sampling dan ukuran sampel 102 responden melalui kuesioner. Penelitian ini menggunakan metode analisis regresi berganda. Hasil menunjukkan bahwa keterlibatan karyawan memiliki pengaruh yang significant terhadap produktivitas karyawan; rekreasi tempat kerja tidak memiliki pengaruh yang significant terhadap produktivitas karyawan; dan keragaman di tempat kerja memiliki pengaruh signifikan terhadap produktivitas karyawan. PT. Wenang Permai Sentosa Manado harus mempertimbangkan tentang pentingnya pengaruh keterlibatan karyawan, rekreasi tempat kerja, dan keragaman di tempat kerja di perusahaan. Dan juga, perusahaan harus membuat lebih banyak kegiatan untuk meningkatkan rasa karyawan dari menghubungkan dengan perusahaan.

**Kata kunci:** keterikatan karyawan, rekreasi tempat kerja, produktifitas karyawan

## INTRODUCTION

### Research Background

Currently, the life of the people has become easier because of the development of technology. Now, we are living in sophisticated era where everything can be done easily including in finishing tasks in work. Those inventions for example are cell phone for communication, washing machine to wash clothes, and even here exists an application to get taxi so easy. Based on the explanation, humans are now competing to make technologies, invention of technology that helps changing people's life. Every organization performs its task with the help of resources as human, machine, materials and money. Except manpower other resources are non-living but manpower is a live and generating resource. Manpower utilizes other resources and gives output. If manpower is not available then other resources are useless and cannot produce anything. That is why human resources should be counted as important point to be taken seriously in the running of organization particularly in business since they will be one important parameter of the outcome resulted by a company as whole

Each company or organization always want to have employees with a highly performance or productivity when work and also have ability to support company for a good performance to achieve company's goal. There are many factors that affect the Employee Productivity, and one of them is Employee Engagement. Employee engagement against organization or enterprise is a process carried out by organizations to improve the commitment and the sustainability of the employees to achieve the best results (Dicke, 2007).

Employee Engagement seems to have become an international issue recently. It is not just in Asia, but also as an important issue in EU countries. The issue concerning Employee Engagement in Indonesia is also an issue to be concerned specially. A research reveals consistent, statistically significant relationships between higher levels of employee engagement and financial performance. According to Oehler (2015), it is founded that a 5% increase in employee engagement is linked to a 3% increase in revenue growth in the subsequent year.

In work life, having so many tasks to do, would make employee may feel bored and stress. Therefore, employees need positive thing that could give positive motivation and impact for them. Having recreation in workplace could be the answer for that. Boxall and Purcell (2003) contend that intangible assets such as culture, skill, competence, motivation and social interaction between people and teams are increasingly being seen as a source of strength in enhancing performance.

Nowadays, people no longer live and work in an insular marketplace, they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, profit and non-profit organizations need diversity to become more creative and open to change. Maximizing and capitalizing on Workplace Diversity has become an important issue for management today. Diversity initiatives can have important and interesting social justice benefits, but the real reason you want to pursue diversity programs is for innovation. According to Thomas (2011), Diversity becomes a lens for looking at, identifying, developing, and advancing talent.

PT Wenang Permai Sentosa as the location where this thesis will be conducted is a "sister company" or subsidiary of AKR, Tbk, go-public company in Jakarta, that has contributed greatly to the development of business in Indonesia for over 50 years. Has built the Grand Kawanua International City, Grand Kawanua City Walk, Bukit Kawanua Residence, Royal Kawanua Residence in Manado city. Through Grand Kawanua International City, a first international independent city and most comprehensive in Manado, this company provides great contribution to society Manado, not only in possession of modern and comfortable dwelling, but also guarantees

### Research Objectives

1. To know if Employee Engagement, Workplace Recreation and Workplace Diversity influence Employee Productivity simultaneously.
2. To know if Employee Engagement influence Employee Productivity simultaneously.
3. To know if Workplace Recreation influence Employee Productivity simultaneously.
4. To know if Workplace Diversity influence Employee Productivity simultaneously

## THEORETICAL FRAMEWORK

### Human Resource Management

Human Resource Management (HRM) is the function within an organization that focuses on the recruitment of, management of, and providing direction for the people who work in an organization. The Human Resource Management department members provide the knowledge, necessary tools, training, administrative services, coaching, legal and management advice, and talent management oversight that the rest of the organization needs for successful operation. According to Hellriegel, et al. (2009), Human Resource Management is 'The process of analyzing and managing an organization's human resource needs to ensure satisfaction of its strategic objectives'. Dessler (2007) also defined Human Resource Management as 'The policies and practices involved in carrying out the "people" or human resources aspects of a management position, including recruitment, screening, training and appraising'.

### Employee Productivity

Employee productivity is the result of combination of employees' abilities, motivation, and work environment and the technology with which they have to work, where since productivity can be defined as "the output gained from a fixed amount of inputs," organizations can increase their productivity either by reducing their inputs (the cost approach) or by increasing the amount that employees produce, by adding more human and/ or physical capital to the process. (Bohlander and Snell, 2010). Employee productivity is very important thing because through the work that the employee performed it helps in the growth of the company and also help the company reach the goal. According to Daft (2008), increasing employee productivity means having workers produce more output in the same time period. The companies can improve employee productivity by establishing the means for existing employees to do more, such as by acquiring more efficient technology, by improving work processes, or by training employees to work more efficiently

### Employee Engagement

Employee engagement as a positive attitude held by the employee towards the organization and its value (Robinson, et al. 2004). An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. In brief, employee engagement simply defined as 'passion for work'.

### Workplace Recreation

The goal of human resource management (HRM) is to ensure that employees and organisations achieve high levels of performance. An emerging concept that addresses this performance expectation is workplace recreation (Tan and Waheed, 2011). Workplace recreation programmes are defined as activities that promote the health of staff in an organisation (Mokaya and Gitari, 2012).

### Workplace Diversity

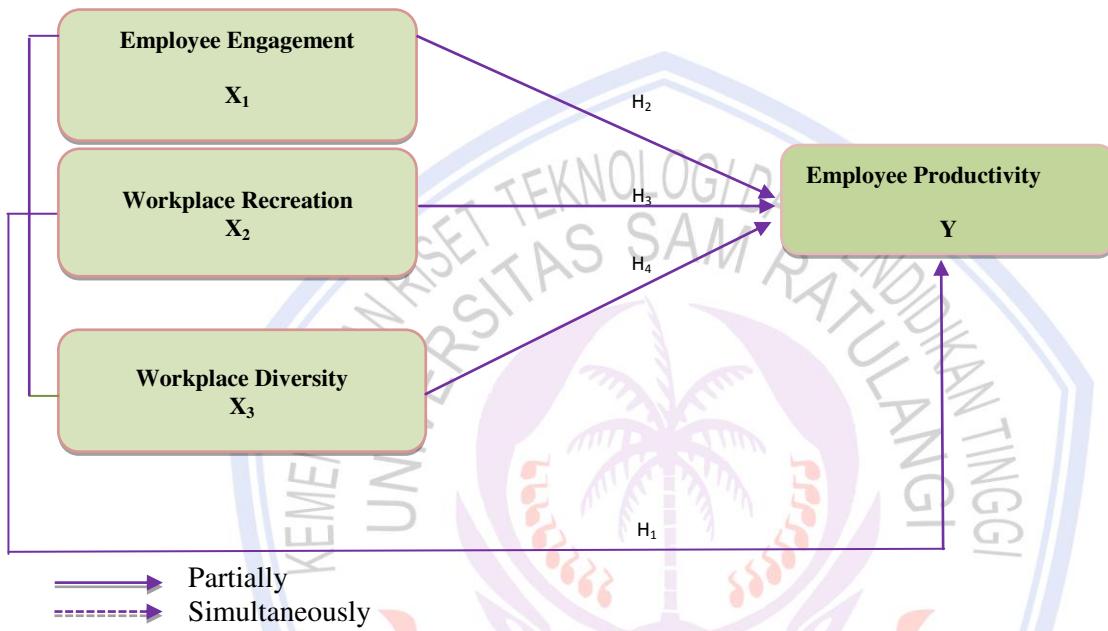
Dessler (2011) defined that diversity refers to the variety or multiplicity of demographic features that characterize a company's workforce, particularly in terms of race, sex, culture, national origin, handicap, age and religion. According to Jones and George (2011), diversity is differences among people in age, gender, race, ethnicity, religion, sexual orientation, socioeconomic background, and capabilities/disabilities. From all these definitions, it is clear that diversity at the workplace has to do with tolerance of the different unique aspects of individuals within an organization, exploiting their target inputs for the organization's and personal benefit in a positive way.

### Previous Research

Markos and Sridevi (2010) stated that companies with engaged employees have higher employee retention as a result of reduced turnover and reduced intention to leave the company, productivity, profitability, growth and customer satisfaction. Mokaya and Gitari (2012) found that workplace recreation has a positive influence on employee performance. When recreation is well planned and managed, it can significantly

contribute towards higher levels of employees' commitment to the organization. Jie Shen, Ashok Chanda, Brian D'Netto, and Manjit Monga (2009) found that HR diversity management has gained momentum because of the pressures on business that become internationally competitive, the changing labor force composition, growing awareness of the importance of human resources management and a backlash created by perceptions of special treatment for women and ethnic minorities. Saxena (2014) stated that the researcher after examining the literature and various research papers, concluded that workforce diversity is strength for any organization but people still stick to their views related to caste, religion etc. and so consider diversity as a problem but if managed properly, can increase the productivity. Albrecht, Bakker, Gruman, Macey and Saks (2015) found that engagement needs to be strategically embedded and supported across selection, socialization, performance management and training and development practices, processes and systems.

## Conceptual Framework



**Figure 1. Conceptual Framework**  
Source Research Procedure

## Research Hypothesis

- H<sub>1</sub>: Employee engagement, workplace recreation and workplace diversity influence employees' productivity simultaneously.
- H<sub>2</sub>: Employee engagement influence employees' productivity partially.
- H<sub>3</sub>: Workplace recreation influence employees' productivity partially.
- H<sub>4</sub>: Workplace diversity influence employees' productivity partially.

## RESEARCH METHOD

### Type of Research

This research uses causal type of research which is a type that determines if one variable causes another variable to occur or change. Causal research used to obtain evidence of cause-and-effect (causal) relationships. This research is appropriate for understand which variables are the cause (independent variable) and which variables are the effect (dependent variable) of a phenomenon, also to determine the nature of relationship between the causal variables and the effect to be predicted (Malhotra, 2007).

### Place and Time of Research

This research will be conducted in Manado, North Sulawesi. Specification will be conducted in PT. Wenang Permai Sentosa, Jl AA Maramis, Manado, North Sulawesi. The time of research will be from April to May 2016.

### Population and Sample

The population that is mainly observed in this research is employees that work in PT. Wenang Permai Sentosa Manado which are 102 employees. The sample of this research is all of the population. This research will use saturation sampling.

### Data Collection Method

The data used in this research consist of 2 types between primary data through questionnaire and secondary data taken from books, journal, and relevant literature from library and internet to understand the theoretical support in this research.

### Operational Definition and Measurement of Research Variable

#### 1. Employee Engagement ( $X_1$ )

Employee engagement in this study is a property of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

#### 2. Workplace Recreation ( $X_2$ )

Workplace Recreation in this study is creating some leisure time in the course of the day allows employees to recharge themselves psychologically and emotionally and this can lead to improved job performance.

#### 3. Workplace Diversity ( $X_3$ )

Workplace diversity in this study refers to the variety of differences and similarities between employees.

#### 4. Employee Productivity (Y)

In this study, Employee productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers.

### Data Analysis Method

#### Validity and Reliability Test

Validity is extent to which a construct measures what it is supposed to measure. An easy measure of validity would be to compare observed measurement with the true measurement ( Hair et al, 2007). Reliability test is established by testing for both consistency and stability of the answer of questions. Consistency indicates how well the items measuring a concept hang together as a set. Alpha cronbach is reliable coefficients that can indicate how good items in asset have positive correlation one another (Sekaran, 2006).

#### Multiple Regression Analysis Method

Cooper and Schindler (2001:767) stated that multiple regression analysis is a technique to observed value more than X to estimate or predict corresponding Y value. The equation model of multiple regression analysis which used in this research can formulated as shown below:

Where:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Y : Employee Productivity

$\alpha$  : Intercept

$b_1, b_2$  : The regression coefficient of each variable

$X_1$  : Employee Engagement

$X_2$  : Workplace Recreation

$X_3$  : Workplace Diversity

e : Error

## RESULT AND DISCUSSION

### Validity and Reliability

Validity test is used to know whether the instrument is valid or not. The instrument is valid if the value of Pearson Correlation above 0.3. The Correlation between employee engagement (0.873), workplace recreation (0.522), and workplace diversity (0.855), with employee productivity (0.842) show a positive relationship. Therefore, the data is considered as valid. Reliability test is to measure if one item of question was tested several times would give consistent value. In this research, it shows that Alpha Cronbach is 0.10 which is above the acceptance limit of 0.6; therefore, the research instrument is reliable.

### Multicollinearity

**Table 1.**Multicollinearity

Model	Coefficients <sup>a</sup>		
	Collinearity Statistics		VIF
	Tolerance		
1	Employee Engagement	,593	1,687
	Workplace Recreation	,866	1,155
	Workplace Diversity	,597	1,675

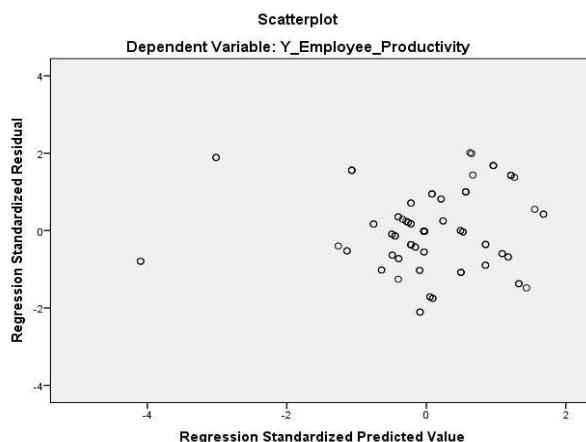
Dependent Variable: Employee Productivity

Source: SPSS data analysis 2016

### Classical Assumption

From table 1, the tolerance of Employee Engagement is 0.593, Workplace Recreation is 0.866, and Workplace Diversity is 0.597, it means that the tolerance values of those three variables are more than 0.2. The VIF value of Employee Engagement is 1.687, Workplace Recreation is 1.155, and Workplace Diversity is 1.675, it means that the VIF values of those three variables are less than 10. Since all the tolerance value is more than 0.2 and the VIF value is less than 10, the model concluded to be free from multicollinearity.

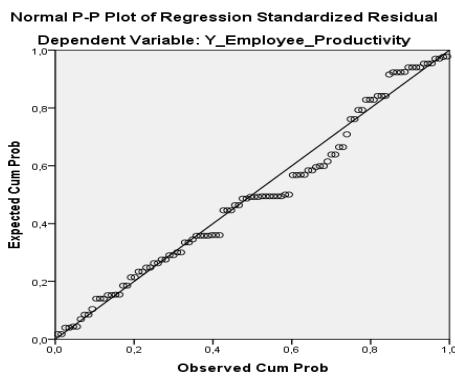
### Heterocedasticity



**Figure 2.**Heterocedasticity

Source: SPSS Output, 2016

Figure 2 shown that the pattern of the dots is spreading and do not clear pattern, and the dots is spreading above and below 0 (zero) in the Y and this is proved that the model is free from heteroscedasticity.

**Normality**

**Figure 3. Normality**  
Source: SPSS Output, 2016

Figure 3 show the data represented by the dots are spreading near and follow the direction of diagonal line. This proves that regression model of the influence of Employee Engagement ( $X_1$ ), Workplace Recreation ( $X_2$ ) and Workplace Diversity ( $X_3$ ) on Employee Productivity (Y) fulfills the condition and passed the normality test.

**Multiple Regression Analysis****Table 2. Multiple Regression Analysis**

Model		Coefficients <sup>a</sup>			t	Sig.
		B	Unstandardized Coefficients	Standardized Coefficient		
1	(Constant)	1,203	,377		3,190	,002
	Employee Engagement	,328	,073	,417	4,525	,000
	Workplace Recreation	,116	,132	,067	,883	,380
	Workplace Diversity	,285	,076	,343	3,733	,000

a. Dependent Variable: Employee Productivity

Source: SPSS Output, 2016

Recall that the Multiple Linear Regression model is used to determine the effect of several independent variables on a dependent variable. The computation was done by using SPSS 21 software. The computerized calculation ensures the accuracy of the analysis. From the result in the table above, the model define as:

$$Y = 1.203 + 0.328 X_1 + 0.116 X_2 + 0.285 X_3$$

**Multiple Coefficient and Correlation Determination****Table 3. Multiple Regression Coefficients Of Correlation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,712 <sup>a</sup>	,507	,492	,37209

a. Predictors: (Constant), Workplace Diversity, Workplace Recreation, Employee Engagement

b. Dependent Variable: Employee Productivity

Source: SPSS Output, 2016

The interpretation of coefficient correlation (R) that shown on Table 4.4, means there is significant relationship between the three independent variables with dependent variable. It is because value of R is 0.712 which is proved that the relationship among variable independents and dependent is strong. In other words, Employee Engagement, Workplace Recreation, and Workplace Diversity as independent variables and Employee Productivity as dependent variable have a positive relationship.

## Hypothesis Testing

### F-Test

F-Test is any statistical test intended to determine whether the independent variables simultaneously influence the dependent variable. This test is done by comparing the  $F_{count}$  with  $F_{table}$ . If  $F_{count} > F_{table}$  as confidence level of 95%  $\alpha=0.05$ ).

**Table 4. F-test Result**

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3	4,653	33,610	,000 <sup>b</sup>
	Residual	98	,138		
	Total	101			

a. Dependent Variable: Employee Productivity

b. Predictors: (Constant), Employee Engagement, Workplace Recreation, Workplace Diversity

Source: SPSS Output, 2016

From the F-test, by using the significant value of 0.05 ( $\alpha = 0.05$ ), the calculated value of  $F_{count}$  is greater than the  $F_{table}$  ( $33,610 > 2,700$ ). Since the  $F_{count}$  is greater than  $F_{table}$ ,  $H_0$  is rejected and  $H_a$  is accepted. It means that the independent variables significantly affect the dependent variable simultaneously. Therefore, hypothesis is accepted.

### T-test

T-Test is any statistical test intended to determine the partial effect of each independent variable (X) to dependent variable (Y).

**Table 5. T-test**

Model	Coefficients <sup>a</sup>					
	Unstandardized Coefficients		Standardized Coefficient		t	Sig.
	B	Std. Error	Beta			
1	(Constant)	1,203	,377		3,190	,002
	Employee Engagement	,328	,073	,417	4,525	,000
	Workplace Recreation	,116	,132	,067	,883	,380
	Workplace Diversity	,285	,076	,343	3,733	,000

a. Dependent Variable: Employee Productivity

Source: SPSS Output, 2016

1. Table 4.7 shows that  $T_{count}$  for Employee Engagement ( $X_1$ ) is 4,525. Value on  $T_{table}$  use for comparison is found at the level of significance of 0.05, which is at the value of  $T_{table} = 1,660$ . The result for Employee Engagement ( $X_1$ ) is  $T_{count} = 4,525 > T_{table} = 1,660$  meaning that  $H_0$  is rejected and  $H_a$  is accepted. The result of this test can be used to declare that Employee Engagement ( $X_1$ ) has significant partial influence Employee Productivity (Y).
2. Table 4.7 shows that  $T_{count}$  for Workplace Recreation ( $X_2$ ) is 0,883. Value on  $T_{table}$  use for comparison is found at the level of significance of 0.05, which is at the value of  $T_{table} = 1,660$ . The result for Employee Development ( $X_2$ ) is  $T_{count} = 0,883 < T_{table} = 1,660$  meaning that  $H_0$  is accepted and  $H_a$  is rejected.
3. Table 4.7 shows that  $T_{count}$  for Workplace Diversity ( $X_3$ ) is 3,733. Value on  $T_{table}$  used for comparison is found at the level of significance of 0.00 which is at the value of  $T_{table} = 1,660$ . The result of Workplace Environment ( $X_3$ ) is  $T_{count} = 3,733 > T_{table} = 1,660$  meaning that  $H_0$  is rejected and  $H_a$  is accepted. The result of this test can be used to declare that Workplace Diversity ( $X_3$ ) has significant partial influence Employee Productivity (Y).

## Discussion

Human resource has a very important role for supply of the human being to main resources of companies. That is why human resource management is one of the necessary needs of today's business. Human resources management aims to increase contributions of employees in organizations. In order to reach the goals of the organization or company, the employee should be managed by all the leaders to do their work well.

Researching about employee productivity is important and highly demanded because it provides the ability to measure the affectivity and efficiency of the work and increases the overall productivity. This study has been conducted to know the influence of employee engagement, workplace recreation and workplace diversity on employee productivity at PT. Wenang Permai Sentosa Manado. In this research, data was collected from 102 respondents that were categorized by gender, age, and educational background. The data was taken from respondents in PT. Wenang Permai Sentosa Manado. From the questionnaires, it was found that the employees of PT. Wenang Permai Sentosa Manado are 56% male, and 44% female. Researcher also found from the questionnaires that the most of employees at PT. Wenang Permai Sentosa Manado as the respondents were 26-40 years old, and the most educational background of the employees is S1, can be said that their capability of work is relatively high.

The Multiple Regression Method procedures must to divide the variables into two variables which are dependent and independent variable. In order to get an accurate result from Multiple Regression Method this is the purpose of this research, Employee Productivity as dependent variable to be measured by independent variable which are Employee Engagement, Workplace Recreation and Workplace Diversity. Based on the coefficient result in Multiple Linear Regression Analysis, the significant of Employee Engagement is 0.000 less than 0.05, so the Employee Engagement has a significant influence on Employee Productivity. This research support the statement by Harter, et al. (2009) said, "Employees who are engaged with their job and employer are more productive because they are motivated beyond personal factors. They are more focused and more motivated than their disengaged counterparts. This means they work more efficiently and with the success of the organisation in mind". Based on the coefficient result in Multiple Linear Regression Analysis, the significant of Workplace Recreation is 0.380 which larger than 0.05, so the Workplace Recreation has no significant influence on Employee Productivity. The above result supported by Mokaya and Gitari (2012) which stated that workplace recreation should be designed in a way that suitable with the need of the employees otherwise working recreation will less significant or not influence the employee productivity.

Based on the coefficient result in Multiple Linear Regression Analysis, the significant of Workplace Diversity is 0.000 which less than 0.05, so the Workplace Diversity has a significant influence on Employee Productivity. Saxena (2006) stated that hiring diversified workforce will definitely leads to improved productivity, but may prove to disaster if not managed properly because not only the management but employees are also feeling some problems like language problem (which is acceptable and is not due to thoughts of the employees), attitude clashes, and difference in perceptions, which is directly related to human behaviour which ultimately affects the productivity of any organization.

## CONCLUSIONS AND RECOMMENDATION

### Conclusions

There are four constructive findings that can be concluded from the overall result in this research, which are listed as follow:

1. Employee Engagement, Workplace Recreation, and Workplace Diversity simultaneously and significantly influence the Employee Productivity at PT. Wenang Permai Sentosa Manado.
2. Employee Engagement partially and significantly influence to Employee Productivity at PT. Wenang Permai Sentosa Manado.
3. Workplace Recreation partially and not significantly influence to Employee Productivity at PT. Wenang Permai Sentosa Manado.
4. Workplace Diversity partially and significantly influence to Employee Productivity at PT. Wenang Permai Sentosa Manado.

## Recommendation

This thesis was done with hope that it can be a contribution. The following are recommendations as input that hopefully can be useful as suggestion. There are three practical recommendations that can be concluded from overall result in this research, which are listed as follow:

1. The management of PT. Wenang Permai Sentosa Manado must consider about the importance of the effect of employee engagement, workplace recreation, and workplace diversity in the company. Because according to the result of this study, those three factors have an influence through the employee productivity.
2. The management of PT. Wenang Permai Sentosa Manado must give some attention for those employees who had trouble and pressure on their work or life that make them hard to their job.
3. Based on the result, employee engagement influenced the employee productivity. So, PT. Wenang Permai Sentosa Manado should make more activities to improve the employee's feel of connect with the company.

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