

Engagement, motivation, and working performance

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Abstract

This study aims to examine and analyze the effect of employee engagement and motivation on working performance. This population is 684 employees working at one of the textile companies in Bandung, distributed into seven divisions. The number of samples of 247, furthermore, is counted by the Isaac and Michael formula. Because of the divisions, the pieces are taken by a stratified random sampling technique. Ominously, not all of them are responsive. Hence, this research can get a 54.66% participating level on the online survey or successfully collect 135 responses. Besides, this study utilizes the confirmatory factor analysis and the composite reliability coefficient analysis to test data quality. After that, the structural equation model based on variance is used. After examining the proposed hypothesis and discussing the related facts, this study deduces that a positive effect of employee engagement and motivation on working performance exists.

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1. Introduction

Fixed assets are company resources. They are compulsory to manage well to result in profits (Gitman & Zutter, 2012). To support this aim, the company owner also needs to pay attention to its other valuable assets, i.e., employees, especially their performance (Noermijati, 2015). Workforces with enactment can positively provide a competitive advantage to the firm in the marketplace (Kasmawati, 2018). To make them own the performance supporting a company goal, the owners need to create their employees engaged. Engaged employees will give more new ideas to develop a company and not resign even when the confrontational condition happens, such as inadequate sources, malfunction of tools, and the burden of accomplishing tasks (Marciano, 2010).

Preferably, engaged employees should perform their job excellently. Based on the previous study evidence, however, this situation is still debatable. This condition gets proven by the studies demonstrating the effect of employee engagement on performance (Ghafoor, Qureshi, Khan, & Hijazi, 2011; Anitha, 2014; Lewiuci & Mustamu 2016; Al-Amin, 2017; Koech & Cheboi, 2018; Sendawula, Kimuli, Bananuka, & Muganga, 2018; Sekhar, Patwardhan, & Vyas, 2018; Ismail, Iqbal, & Nasr, 2019; Rana, Pant, & Chopra, 2019), and no effect (Kusumawati, 2017; Arista & Kurnia, 2019; Njotoprajitno, Tjahjadi, Nur, Hadianto, & Sunjaya, 2000).

Besides employee engagement, motivation can be the job performance function. Therefore, the firm has to be able to motivate employees. Intrinsically, the firm can make them enjoy and be challenged in the working situation (Robbins & Judge, 2017). Extrinsically, the firm can reward them financially and promotes them to a higher position (Griffin & Moorhead, 2013). Unfortunately, the proofs related to the impact of employee motivation on performance are still different. These situations get shown by the studies depicting a positive influence, for example, Zameer, Ali, Nisar, & Amir (2014), Siddiqi and Tangem (2015), Veliu, Manxhari, and Ujkani (2015), Kamaruddin, Omar, Muda, Saputra, and Ismail (2017), Yongxing, Hongfei, Baoguo, and Lei (2017), Wijaya and Susilo (2018), Nurhaedah, Mardjuni, and Saleh (2018), Arista and Kurnia (2019), and the research without effect, for instance, Noermijati (2015).

By considering the contrary facts shown above, this study examines and analyzes the effect of employee engagement and working motivation on job performance in one of the textile companies in Bandung during the COVID19 pandemic. To prevent its spread, this company applies the health protocol for its employees: checking their body temperature before working; limiting their total in the workplace; avoiding direct contact with clients; requiring them to wear a face mask in the workplace, keeping their distance during working, wash their hands with sanitizer or soap after working, inform their leaders when they get infected with the related symptoms, and isolate themselves at home or hospital until the symptoms vanish.



2. Literature Review

Employee engagement and working performance

Employees with high engagement still keep enthused from working (Marciano, 2010). They tend to give their best performance to the company, as supported by Ghafoor et al. (2011) after surveying 270 employees and managers from the Pakistan telecommunication enterprises. Likewise, Anitha (2014) confirms this positive proof after investigating the 383 employees from companies listed in Coimbatore District Small Industries Association, India. Using the 180 employees in the small and medium firms in Bangladesh, Al-Amin (2017) affirms similar evidence.

In their study, Koech and Cheboi (2018) affirm that engagement positively influences employee attainment among 343 workers in eight public companies in Kenya. Similarly, Sendawula et al. (2018) confirm this indication after studying the 150 medical workers in four hospitals in Uganda. Correspondingly, Sekhar et al. (2018) find the same evidence. In line with them, Ismail et al. (2019) locate the identical sign once utilizing 186 employees in Lebanon. In their study, Rana et al. (2019) prove that engagement positively affects employee performance when learning the 134 workers from information technology, information technology-enabled service, and telecommunication. By utilizing three employee engagement dimensions, Lewiuci and Mustamu (2016) find that vigor, dedication, and absorption positively stimulate working enactment once researching 74 workers in a family enterprise producing the air rifles in Indonesia. Based on this study evidence, the first formulated hypothesis is like this.

H₁: Employee engagement positively affects working performance.

Motivation and working performance

Employees motivated well by the company will work properly. Therefore, they tend to perform the job well. This situation gets confirmed by Zameer et al. (2014) when learning about 150 employees of beverage companies from five cities in Pakistan: Lahore, Islamabad, Faisalabad, Multan, and Layyah. Furthermore, Siddiqi and Tangem (2015) demonstrate this positive evidence when employing 150 employees from the insurance company in Bangladesh as their samples. Moreover, Velu et al. (2015) also support this positive consequence when investigating 189 managers in Kosovo's small and medium companies.

By utilizing 218 feminine personnel from the manufacturing, education, hospitality, and health industry in Malaysia, Kamaruddin et al. (2017) discover that the more motivated they are, the higher their performance will be. Equally, Yongxing et al. (2017) approve this proof once investigating the 1049 customer service staff members in the government telecommunication company in South China. Besides, Wijaya and Susilo (2018) utilize three needs to measure motivation based on the McClelland perspective: getting the achievement, authority, and affiliation. Moreover, these needs are related to the employees' job achievement of a private property company in Malang, Indonesia. After examining this relationship on 77



individuals as the samples, they infer that three motivation measurements positively affect employee performance.

Nurhaedah et al. (2018) localize a positive motivation effect on achievement when investigating 70 employees working in a cement firm in Pangkep, Makassar. After learning the influence of motivation on job performance among 93 employees working at the tourist attraction office in Magelang, Indonesia, Arista and Kurnia (2019) point out a positive sign. Based on this study evidence, the second formulated hypothesis is like this.

H₂: Motivation positively affects working performance.

3. RESEARCH METHOD

The research type and variables

The study is categorized as quantitative. According to Sugiyono (2012), it is due to the hypothesis formerly set. Employee engagement (EE) and motivation (M) become explaining variables. Meanwhile, working performance (WP) performs as the explained variable.

- a. The measurement for EE mentions Schaufeli, Bakker, and Salanova (2006). In their study, they use three dimensions and indicators. Hence, by referring to Ghozali (2008), this form is called the reflective second order.
- b. The measurement for motivation denotes Ismail and Razak (2016). In their study, they directly use indicators. Therefore, by referring to Ghozali (2008), this form is called the reflective first order.
- c. Meanwhile, WP follows Lewiuci and Mustamu (2016). In their study, they use the dimensions and indicators. Thus, by referring to Ghozali (2008), this form is called the reflective second order.

Table 1. The operational definition of employee engagement, motivation, and working performance

Variable	Dimension	Indicator	Scale	Source
Employee engagement	Physical strength	I am full of energy in the workplace (PS1). I have powerful stamina to work (PS2). I always enthusiastically work (PS3). I have the durability to work for a specific lengthy time (PS4). I am a diligent worker (PS5). Although the situations do not support me, I keep working (PS6).	Interval	Schaufeli et al. (2006)
	Dedication	My work is meaningful and purposive in my life (DED1). My work makes me enthusiastic (DED2). My work makes me inspired (DED3).	Interval	



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Variable	Dimension	Indicator	Scale	Source
		My work makes me proud (DED4). My work makes me interested in completing (DED5).		
	Absorption	I do not realize that working time is over in the evening (ABR1). I enjoy working; therefore, I forget anything during working (ABR2). I am glad to work deeply (ABR3). I immerse myself in my work (ABR4). I am fascinated with working (ABR5). I am addicted to working (ABR6).	Interval	
Motivation	-	The physical equipment in my work supports me to work well (M1). I love talking about the conducive working situation to other people outside my workplace (M2). It is difficult for me to resign from my work now (M3). Keep becoming a part of this company is my hope (M4). I become loyal to this company because of appreciating my efforts (M5).	Interval	Ismail and Razak (2016)
Working performance	Quality	I can do my tasks works required by company standards (QUAL1). I have high work consistency (QUAL2). I attempt to work on demanding and challenging tasks (QUAL3). I try to perform my work (QUAL4). I thoroughly work (QUAL5). I can reduce work errors (QUAL6). I can accurately complete my tasks (QUAL7).	Interval	Lewiuci and Mustamu (2016)
	Quantity	I meet the targets set by the company (QUAN1). I finish my tasks on time (QUAN2). I do my work faster than the specified time limit (QUAN3).	Interval	Lewiuci and Mustamu (2016)
	Work execution	I can be trusted to complete assigned tasks (WE1).	Interval	Lewiuci and Mustamu (2016)



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Variable	Dimension	Indicator	Scale	Source
		I can complete my tasks without the help of others (WE2). I need little supervision to be able to work well (WE3). I take the initiative to carry out my tasks (WE4). I can solve problems that may arise in their work (WE5). I can work together with my colleagues (WE6).		
	Responsibility	I come to the workplace and go home based on the firm's determined time (RES1). I am accountable for my tasks (RES2). I confess my mistakes to my superiors (RES3). I bravely take a risk on my working mistakes (RES4).	Interval	Lewiuci and Mustamu (2016)

Population and Samples

The population is the employees working at one of the textile companies in Bandung. Their total (N) is 684, distributed into seven divisions, i.e., (1) Finance, Accounting, Tax, Export, and Import; (2) Information Technology (IT), Budgeting, Plan Do Check and Act (PDCA); (3) Human Capital & General Affairs (HCGA); (4) Compliance; (5) Sales, (6) Operational Management; (7) Planning Management.

Also, to know total sample (ts), we utilize the Issac and Michael formula cited by Sugiyono (2012) with the 5% significance level, the degree of freedom of one to find the Chi-Square (χ^2) statistic of 3.841, and P, Q = 0.5, d = 0.05, presented in the first equation.

$$ts = \frac{\chi^2 \text{ statistic} \cdot N \cdot P \cdot Q}{d^2(N-1) + \chi^2 \text{ statistic} \cdot (0.5)(0.5)} = \frac{\chi^2 \text{ statistic} \cdot N \cdot (0.5)(0.5)}{0.05^2(N-1) + \chi^2 \text{ statistic} \cdot (0.5)(0.5)} \dots \text{Eq. (1)}$$

Based on this formula, the total sample is $\frac{3.841(684) \cdot (0.5)(0.5)}{0.05^2(684-1) + 3.841(0.5)(0.5)} = 246.22 \approx 247$ (rounded). After that, 247 employees are seized from the population by a stratified random sampling technique by the divisions as strata. Then, to execute it, the size allocation needs to calculate. Finally, the number of samples based on each division is in Table 2.



Table 2. The size allocation from the population to the samples

Division	The population size	Allocation (%)	The sample size (rounded)
Finance, Accounting, Tax, Export, and Import	27	3.80%	9
IT, Budgeting, PDCA	9	1.17%	3
HCGA	63	9.06%	22
Compliance	3	0.44%	1
Sales	18	2.63%	7
Operational Management	469	68.42%	169
Planning Management	99	14.47%	36
Total	684	100%	247

Source: Reprocessed from the company database

The method for gathering data

In this study, the survey is a method to acquire the data associated with variables. According to Hartono (2012), this method involves the distribution of questionnaires. Furthermore, the Likert scale with 5 points is utilized to measure the agreement level, starting from one to five to show absolute disapproval and approval (Sugiyono, 2012).

The survey to collect the data is conducted for one month, i.e., in March 2021. It gets 135 responses from the participants. Because the targeted number of samples of 247 is not achieved, we count the response rate (RR). Fortunately, the RR intended is $\frac{135}{247} \times 100\% = 54.66\%$ (rounded), still passing the required level of 20%, as Sugiyanto et al. (2018) point out.

The method for analyzing data

Considering the unobserved variable application and the total responding employees of 135, we decide to use the variance-based structural equation model because the number is next to 100, as Ghozali (2008) clarifies. Additionally, the written model in this study context is in equation two.

$$WP_i = \gamma_1 EE_i + \gamma_2 M_i + \zeta_i \dots \dots \dots \text{Eq. (2)}$$

Furthermore, to ensure the collected response quality, we examine validity and reliability before testing γ_1 and γ_2 . Following Ghozali (2008), this study utilizes confirmatory factor analysis to test the accuracy. For the variables with dimensions, their loading factor needs to be detected. After detection, the validity judgment is by focusing on two required situations:

- If the loading factor of indicators and dimensions is above 0.5, the answer is accurate.
- If the loading factor of indicators and dimensions is the same as or under 0.5, the answer is inaccurate; therefore, they need removing.



For the variables without dimension, the loading factor for indicators needs to be identified. After identification, the validity judgment is based on two required conditions (Ghozali, 2008):

- If the loading factor of items is above 0.5, the answer is accurate.
- If the loading factor of items is the same as or under 0.5, the answer is inaccurate.

Moreover, to test reliability, this study uses the composite reliability coefficient analysis by outlining Sholihin & Ratmono (2013).

- For variables having dimensions, this coefficient needs to be discovered. After finding it, the reliability judgment is based on this guidance: if the composite reliability is more than 0.7, the justifiable answer is consistent, and vice versa.
- For the variables without dimensions, this coefficient needs to be known. After knowing it, the reliability judgment is based on this rule: if the composite reliability for the valid indicators is more than 0.7, the justifiable answer is consistent, and vice versa.

To assess the variance-based structural equation model, we need some reference values, like R-squared, Q-squared, and f-squared (Ghozali, 2008):

- a. R-squared functions to know the contribution of explaining variables to the defined variables. If this value is above or similar to 0.67, 0.33, and 0.19, the influence is extensive, modest, and weak, respectively.
- b. Q-squared is convenient to know the model's ability to predict. If this value is upper than 0, the model has predictive relevancy.
- c. f-squared is valuable to know each contribution based on the explaining variables to the explained variable. If this value is above or similar to 0.02, 0.15, 0.35, the influence is small, medium, and large, singly.

4. RESULT

In this section, the presented results cover the number of employees based on work-related and demographic appearances. It also displays the validity and reliability examinations, the model assessment, the estimated data-based model, and discussion.

The number of the participating employees in this survey based on the work-associated and demographic features

Based on the obtained data, we present 135 employees participating in this survey based on the work-associated appearance: divisions and working duration; the demographic feature: gender and age, in Table 3.



Table 3. The features of employees participating in this survey based on the number

Feature	Division	The total employees	Percentage
The work-associated appearance	Finance, Accounting, Tax, Export, and Import	9	6.67%
	IT, Budgeting, PDCA	2	1.48%
	HCGA	22	16.30%
	Compliance	2	1.48%
	Sales	7	5.19%
	Operational Management	66	48.89%
	Planning Management	27	20.00%
	Total	135	100.00%
	Working duration range	The total employees	Percentage
	Between 1 and 10 years	104	77.04%
	Between 10 and 20 years	27	20.00%
	Between 21 and 30 years	2	1.48%
	Between 31 and 40 years	1	0.74%
	Over 40 years	1	0.74%
	Total	135	100.00%
The demographic appearance	Gender	The total employees	Percentage
	Male	68	50.37%
	Female	67	49.63%
	Total	135	100.00%
	Age	The total employees	Percentage
	Between 19 and 20 years	5	3.70%
	Between 21 and 30 years	86	63.70%
	Between 31 and 40 years	25	18.52%
	Between 41 and 50 years	15	11.11%
	Between 51 and 60 years	4	2.96%
Total	135	100.00%	

Source: The survey database

The result and reliability test result

We find that three indicators do not have a valid answer in the beginning step, i.e., PS6, QUAL3, and WE5, with the loading factor of 0.447, 0.442, and 0.219. Therefore, we confiscate them. After that, we test the validity again. Then, we exam the reliability. Finally, both results are satisfactory, as seen in Table 4 for employee engagement and working performance and Table 5 for motivation.

The response is accurate for the left indicators of physical strength, dedication, and absorption (see Table 4), shown by the loading factor from 0.628 to 0.875,



exceeding 0.5. Furthermore, the valid response is consistent, demonstrated by a composite reliability coefficient between 0.849 and 0.884, above 0.7. Similarly, the loading factor of these dimensions is from 0.788 to 0.900. The composite reliability coefficient of these dimensions is 0.873; therefore, respondents' answers can meet the dimensions' validity and reliability examinations.

The response is accurate for the rest of the quality, quantity, working execution, and responsibility indicators from 0.579 to 0.888 (see Table 4), displayed by the loading factor exceeding 0.5. Furthermore, the valid response is consistent, demonstrated by a composite reliability coefficient between 0.817 and 0.919, above 0.7. Similarly, the loading factor of these dimensions is from 0.759 to 0.901. The composite reliability coefficient of these dimensions is 0.921; therefore, respondents' answers can meet the dimensions' validity and reliability examinations.

Table 4. The final validity and reliability test results on employee engagement and working performance

Panel A. The indicator loading factor and composite reliability coefficient dimension of employee engagement				
Variable	Dimension	Indicator	Loading factor	Composite reliability coefficient
Employee engagement	Physical strength	PS1	0.845	0.884
		PS2	0.753	
		PS3	0.769	
		PS4	0.766	
		PS5	0.751	
	Dedication	DED1	0.779	0.873
		DED2	0.875	
		DED3	0.838	
		DED4	0.763	
		DED5	0.517	
	Absorption	ABR1	0.719	0.849
		ABR2	0.697	
		ABR3	0.628	
		ABR4	0.767	
		ABR5	0.721	
ABR6		0.632		
Working performance	Quality	QUAL1	0.724	0.908
		QUAL2	0.687	
		QUAL4	0.839	
		QUAL5	0.789	
		QUAL6	0.888	
		QUAL7	0.794	
		QUAN1	0.579	
	QUAN2	0.857		



Table 4. The final validity and reliability test results on employee engagement and working performance

		QUAN3	0.865	
	Working execution	WE1	0.756	0.919
		WE2	0.888	
		WE3	0.870	
		WE4	0.851	
		WE6	0.792	
	Responsibility	RES1	0.700	0.818
		RES2	0.732	
		RES3	0.756	
		RES4	0.723	
Panel B. The loading factor for the dimensions and composite reliability coefficient of employee engagement and working performance				
Variable	Dimension	Loading factor	Composite reliability coefficient	
Employee engagement	Physical strength	0.778	0.873	
	Dedication	0.900		
	Absorption	0.820		
Working performance	Quality	0.897	0.921	
	Quantity	0.884		
	Working execution	0.901		
	Responsibility	0.759		

Source: The modified output of WARP PLS

The response is accurate for all the motivation indicators (see Table 5), displayed by the loading factor from 0.512 to 0.784. Furthermore, these valid responses are consistent, demonstrated by a composite reliability coefficient of 0.921.

Table 5. The validity and reliability test results on motivation

Variable	Indicator	Loading factor	Composite reliability coefficient
Motivation	M1	0.669	0.921
	M2	0.512	
	M3	0.814	
	M4	0.784	
	M5	0.769	

Source: The modified output of WarpPLS

The assessment result of the model

Table 6 demonstrates the assessment result based on R-squared, Q-squared, and f-squared:

- The R-squared is 0.669. It demonstrates the extensive contribution of employee engagement and motivation to explain the working performance.
- The Q-squared is 0.672. It means the model has the power to forecast relevantly.



- The f-squared for employee engagement and motivation is 0.322 and 0.347. It means the partial influence for these variables is moderate.

Table 6. The assessment result of the structural equation model based on R-squared, Q-squared, and f-squared

Measurement	Value	Interpretation
R-squared for Working performance	0.669	The extensive contribution based on employee engagement and motivation is obtainable.
Q-squared for Working performance	0.672	The predictive relevancy exists.
f-squared for employee engagement	0.322	The moderate contribution based on employee engagement and motivation is partially available.
f-squared for motivation	0.347	

Source: The modified output of Warp PLS

The estimated data-based model result

Figure 1 demonstrates the path coefficient, the t-statistic, and its probability value. Furthermore, the path coefficient of γ_1 shows 0.470, and γ_2 displays 0.440 with the probability of the t-statistic of 0.000. Because these probabilities are below the 5% significance rate, a positive effect of employee engagement and motivation on working performance is proven.

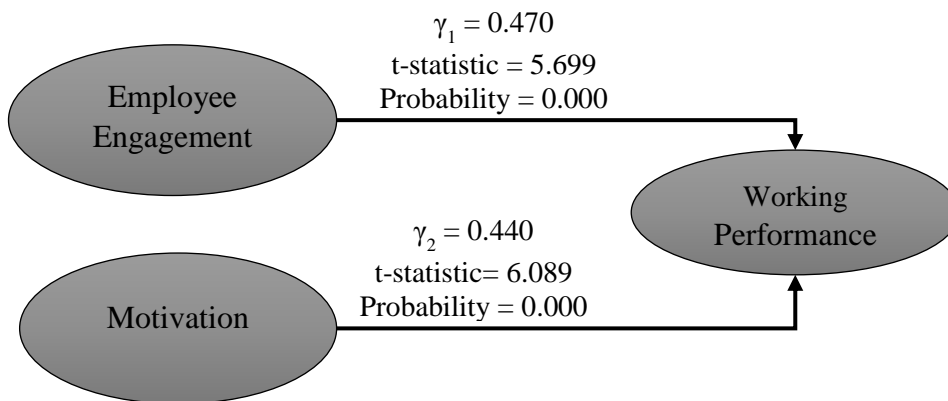


Figure 1. The estimation result of the variance-based structural equation model

Source: The modified output of WarpPLS

Discussion

According to the first hypothesis testing outcome, a positive effect of employee engagement on working performance occurs. This circumstance means that the employees are already aware of working excellently as possible by exhausting their strength and dedicating their time to completing the jobs. By this positive association, this study verifies the research of Ghafoor et al. (2011), Anitha (2014), Lewiuci and Mustamu (2016), Al-Amin (2017), Koech and Cheboi (2018), Sendawula et al. (2018), Sekhar et al. (2018), Ismail et al. (2019), and Rana et al. (2019).



Based on the second hypothesis testing outcome, a positive effect of motivation on working performance happens. This situation means that the employees are highly motivated to work through physical pieces of equipment, a favorable working atmosphere, appreciation from the leaders in the workplace. By this positive relationship, this study affirms the investigation of Zameer et al. (2014), Siddiqi and Tangem (2015), Veliu et al. (2015), Kamaruddin et al. (2017), Yongxing et al. (2017), Wijaya & Susilo (2018), Nurhaedah et al. (2018), and Arista and Kurnia (2019).

Also, this study reveals that the path coefficient of motivation (see $\gamma_2 = 0.440$) is less than that of employee engagement (see $\gamma_1 = 0.470$). This evidence means that the motivational theme still becomes the second priority for the engaged employees in their workplace. Therefore, the company needs to utilize it to support them to work with respectable performance.

5. Conclusion and Suggestion

This investigation aims to prove the influence of engagement and motivation on working performance in one of the textile companies in Bandung. Based on the discussion section, we conclude that both of them positively influence working accomplishment. Motivation is still considered essential even though the employees already engage with the firm, supporting this accomplishment.

Despite successfully proving a positive effect of two determinants of working performance, this study still has inadequacy: utilizing two explanatory variables of job performance and the employees from one textile firm in Bandung. Thus, this situation will allow the succeeding researchers to improve their research model by adding transformational or servant leadership, stress, job satisfaction, emotional or spiritual intelligence as the other determinants of job performance. Additionally, they can use all employees working at all textile companies in Bandung as the population and take them as the sample randomly.

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