

The Reasons for Outsourcing Employees Engagement and its Consequences in Indonesia

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Abstract

Employee engagement is a positive behavior that affects performance. However, most previous studies proved this phenomenon based on permanent employees in a single company. The purpose of this study is to show competency factors, work culture, and leadership behavior as the causes of contract employee engagement and their effects on performance. Questionnaires were delivered to 258 outsourcing employees of the State Electricity Company (PLN), Jambi Area. The data collected were processed using SEM AMOS. The results showed that competence, work culture, leadership behavior, and employee engagement had a significant positive effect on performance. Moreover, employee engagement fully mediates the relationship in competence, work culture, and leadership behavior on performance. Work culture has the greatest influence on employee engagement. The managerial implication of this study is to integrate the work culture of PLN and the outsourcing company. This facilitates the engagement of outsourcing employees in PLN.

Keywords: Outsourcing, Electricity, Standard Operating Procedure (SOP)

Introduction

Employee engagement is an important behavior that significantly affects performance. Seppala and Moeller [1] stated that leaders and employees need to strive for effective engagement that results in enthusiasm, motivation, and productivity, without succumbing to exhaustion. PLN, the State Electricity Company Persero provides outsourcing employees from eligible vendors, based on efficiency and effectiveness. Competence is mandatory in the electricity sector due to potential employee and environmental risks. The construction or operation of an electrical project requires employees with adequate and quality competencies. This is important for an organization because high competence improves performance [2-3] [4]. The implementation of the outsourcing system at PLN creates various work cultures. For instance, companies receive work contracts affecting employee performance. Essentially, work culture is a critical variable driving company success. This

means that a successful company has a strong work culture. According to Denison [5] , and Kotter and Heskett [6], a successful company has a strong culture that matches its environment.

Leadership behavior is an employee engagement determinant. According to Hockey & Ley [7], it involves a leader delivering value to the employee. For employees to respond positively, perform better, and emotionally engaged with their leaders, they need to be confident that their opinions and development are considered. High employee engagement drives an organization's success. This is because progress depends on the creativity of human resources. According to Baumruk and Gorman [8], when employees have engagement, 3S are raised, including Say (*positive talk about the organization*), Stay (*stay in the organization*), and Strive (*motivated to work more seriously*). Fleming [9] stated that employees with engagement values are fully involved and enthusiastic about their work. May et al., [10] stated that engagement has 3 dimensions as a forming component. The first dimension is the physical component in the form of energy used in working. The second dimension is the emotional component, which describes employee dedication to their work. The third dimension is the mental component, describing employees' obsession with their work and spending things around them.

Research has been conducted on the outsourcing of Employee Engagement. Danessa [11], Wulandari [12], A. Perdana [13] examined the differences in work engagement and the outsourcing of permanent employees. Furthermore, Johanes [14] examined the impact of flexible working time on increasing Employee Engagement. Similarly, Wijaya [15] focused on communication strategies in fostering Employee Engagement. It is evident that research on employee engagement has not been adequately conducted. However, there are extensive studies on the role of employees in managing modern companies. The object of this study is PLN, one of the large companies in Indonesia. The study aimed to answer 5 questions, including whether 1) Competence significantly affect employee performance, 2) Work culture significantly influence employee performance, 3) Leadership behavior significantly influence employee performance, 4) Employee Engagement significantly affect performance, and 5) Competence, work culture, and leadership behavior significantly influence performance through Employee Engagement.

Literature Review

Competence

Kinkel et al., [16] stated that competence is an individual's ability to act successfully and organized in dealing with unstructured, complex situations or tasks and develop solutions. According to Kravetz [17], employees show competence in their daily performance. The focus is on behavior at work, not personality traits or basic skills outside or within the workplace. Therefore, competence comprises skills, knowledge, and other individual internal factors. Research has been conducted on employee performance. Resti Lestari [18] examined the influence of the outsourcing system and competence

on employee performance. The results showed that competence positively affects the performance of outsourcing employees. This means that quality competence increases employee performance. Ataunur and Ariyanto [19] stated that competence has a significant positive effect on performance. Competence and performance have a close and strong relationship. This study established that employees' high competence in the form of motive characteristics, traits, self-concept, knowledge, and skills improves performance.

Work Culture

Work culture is formed by systems, procedures, and organizational structures [20]. These three aspects should fit and be in line with individual values in the organization. Work culture is derived from organizational culture, a code of values with ideals as an internal and external social system. Barnes and Collier [21] stated the role of work culture on company effectiveness. Established culture is followed by the strategy, which increases employee commitment to the company. Sinha et al [22], Nempung [23], and Ehimen, Mordi, & Ituma [24] showed that work culture influences employee performances. This is in line with Kausar [25], Oredein & Akinriolu [26], and Raverkar [27], which showed that work culture has a significant positive effect on employee work.

Leadership Behavior

Leadership behavior is the core of an organization with a significant role in achieving performance. This is because effective leaders focus on the individual, group, and organizational goals. According to Hemphill and Coons [28] leadership behavior directs group activities to achieve common goals. Additionally, Yukl [29] defined it is an influencing process to facilitate collective performance. Leadership behavior is measured by the achievement of one or more combinations of these goals. Individuals consider their leaders' effectiveness based on the satisfaction from the overall work experience. Accepting the leader's direction or request largely depends on the expectation of followers that an appropriate response results in an attractive outcome. The leadership effectiveness behavior was proven by Kayaalp, Alper [30], Naguib & Naiem [31], Zuraik & Kelly [32]. Hence, transformational leadership has a positive and significant impact on innovative work behavior. This means that positive superior leadership practices leads to a better employee's innovative work. Furthermore, Afsar & Masood [33], Afsar & Umrani [33] Farahnak et al [34], Bednall et al., [35], Suifan, Abdallah & Al Janini [36], Tse et al. ., [37], Setbihe [38], and Sethibe & Steyn [39] stated that leadership behavior influences employee performance and organizational goals.

Employee Engagement

Engagement is a condition where employees are passionate, energetic, and committed to their work [40]. Engagement is a psychological involvement comprising attention and absorption [41]. Attention refers to the cognitive and total time spent by an employee in thinking about their role. Absorption is

the intensity of an employee's focus on their role in the organization. Therefore, engagement motivates employees to provide maximum performance. Employees voluntarily provide the best work results when they feel attached to the organization. Mehrzi et al. [42] stated that Employee Engagement Intervention is necessary for retaining employees. The employee ambidexterity is increased by the organization, engagement, and involvement the understanding of proper organizational context [43]. Furthermore, Anitha [44] stated that employee engagement has a significant effect on performance.

Performance

Performance is a central point that triggers the achievement of organizational goals. It is a symbol of individual and organizational success because it should be collaborative. according to Mitchell [45] performance is the outcome of a person's work during a certain period, in terms of the standards and targets predetermined and mutually agreed upon. The performance is a record of success in a particular job during a certain period. In terms of employees, performance is the ability to show certain skills based on work quality and quantity [46]. Employee performance is a consequence of their high engagement. Several studies show that developing Employee Engagement significantly improves performance (Christian et al., [47]; Fleming and Asplund, [9]; Richman, [8]; Macey and Schneider, [48]. Robinson, et. al. [49] stated that employees closely relating to the company improve work performance, which is an essential measure of their ability to accomplish assigned tasks.

Method

This study was conducted on 8 outsourcing companies in 5 districts of Jambi province. A total of 258 units were selected as samples using a cluster approach with an error tolerance level of 2%. The company has a population of 287 units. The study questions were answered using 5 variables in different dimensions, including motives, traits, self-concept, knowledge, and skills. Work culture comprised variables such as clan, adhocracy, market, and hierarchy. The variable dimensions of leadership behavior included task-oriented, relationship-oriented, change-oriented, and external. Employee Engagement variable included basic needs to contribute, employee contribution, pride, and development. The performance variables included quantity and quality of work, job knowledge, creativity, cooperation (corporation), dependability, initiative, and personal quality. Data was analyzed using the SEM (Structural Equation Model) technique, which considers the formulation of a comprehensive research model [50-51].

Research Result

The State Electricity Company (PLN) is a State-Owned Enterprise (BUMN) which builds and operate power plants, transmit and perform network maintenance and installations. The company faces

challenges in balancing and harmonizing technical employee interactions to provide electricity needs. The following are the characteristics of the respondents, as shown in table 1.

Table 1. Characteristics of Respondents from the PLN Jambi Outsourcing Company in 2020

No	Characteristics of Respondents	Frequency	Percentage
1.	Age of Respondents	27 – 31 Years	70
		32 – 36 Years	85
		37 – 41 Years	59
		42 – 46 Years	18
		47 – 51 Years	14
		52 – 56 Years	12
2.	Gender	Male	219
		Girl	39
3.	Work unit	Rayon City of Jambi	31
		Rayon East Tanjab	48
		Rayon Tanjab Barat	57
		Rayon Batanghari	49
		Rayon Muaro Jambi	73
4.	Expertise Field Owned	Power plant	58
		Electric Power Transmission	53
		Electric Power Distribution	46
		Electricity Utilization	39
		Telecommunications Electronics	28
		Electric Power Transmission	4
		Electric Power Distribution	2
		Electricity Utilization	1
		Telecommunications Electronics	1
		Electric Power Distribution	23
		Transmission	
		Electric Power Utilization	1
		Transmission	
		Electricity Utilization Distribution	1
		Transmission, Electricity	1
		Distribution, Telecommunications Electronics	

Source: Respondent Data Processing, [52]

The validity and reliability tests were first performed. The validity test results showed that all variables were valid and reliable, as listed in table 2.

Table 2. Variable Validity Test

No	Variable	Indicator		<i>Loading Factor</i>	Description
1.	Competence (KP)	Motif	(X1.1)	0,748	<i>Valid</i>
		Character	(X1.2)	0,633	<i>Valid</i>
		Self-concept	(X1.3)	0,761	<i>Valid</i>
		Knowledge	(X1.4)	0,538	<i>Valid</i>
		Skills	(X1.5)	0,613	<i>Valid</i>
2.	Work Culture (BK)	Group Culture	(X2.1)	0,748	<i>Valid</i>
		Adhocracy Culture	(X2.2)	0,802	<i>Valid</i>
		Market Culture	(X2.3)	0,763	<i>Valid</i>
		Hierarchical Culture	(X2.4)	0,795	<i>Valid</i>
3.	Leadership Behavior (PK)	Task-oriented	(X3.1)	0,514	<i>Valid</i>
		Relationship Oriented	(X3.2)	0,764	<i>Valid</i>
		Change oriented	(X3.3)	0,701	<i>Valid</i>
		External	(X3.4)	0,674	<i>Valid</i>
4.	Employee Engagement (EE)	Basic needs	(Y1)	0,506	<i>Valid</i>
		Contribution	(Y2)	0,573	<i>Valid</i>
		Pride	(Y3)	0,563	<i>Valid</i>
		Development	(Y4)	0,649	<i>Valid</i>
5.	Performance (Kin)	Work Quantity	Z1	0,576	<i>Valid</i>
		Work quality	Z2	0,784	<i>Valid</i>
		Work Knowledge	Z3	0,519	<i>Valid</i>
		Creativity	Z4	0,593	<i>Valid</i>
		Cooperation	Z5	0,559	<i>Valid</i>
		Reliable	Z6	0,674	<i>Valid</i>
		Initiative	Z7	0,518	<i>Valid</i>
		Personal Quality	Z8	0,797	<i>Valid</i>

Source: Data Processing, [52].

The reliability test shows a measuring instrument's ability to provide relatively consistent results when re-measurement is performed on the same subject. The acceptable level is 0.70. The data's reliability value in this study was proven and displayed in a tab shown in table 3.

Table 3. Reliability Test

No	Indicator	Construct Reliability	Description
1.	Competence	0,809	Reliable
2.	Work Culture	0,60	Reliable
3.	Leadership Behavior	0,773	Reliable
4.	Employee Engagement	0,706	Reliable
5.	The performance	0,882	Reliable

Source: Data Processing, [52]

Table 3 shows the reliability calculation results of the data distribution used based on all research variables. All the variables were declared reliable. Therefore, the data is suitable for use in the compiled model.

Hypothesis Testing

A hypothesis test was performed to prove the previous model and use the results. The basic study explains the path diagram of the research structure and measurement models.

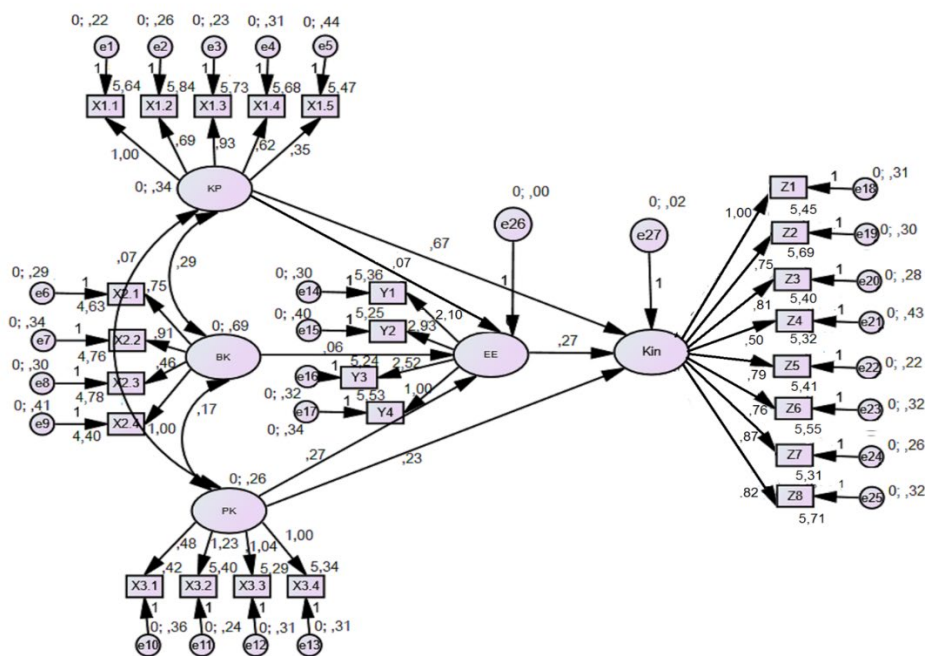


Figure 1. Output model of employee competency construct, work culture, leadership behavior, Employee Engagement, and performance

The research model in Figure 1 shows exogenous variables (independent and influencing), including work competence (KP), work culture (BK), leadership behavior (PK). They affect endogenous variables (dependent and influenced), specifically Employee Engagement (EE) and performance (Kin). The Fit Model elements are tabulated out of the research construct structure from the outer results, as shown in table 4.

Table 4. *Goodness Of Fit Model*

TEST TOOL	Standard	Value	Results
Chi-Square			<i>Information</i>
Chi-Square	Small value expected	5,738	Good Fit
Significance Probability	$P > 0,05$	0,521	Good Fit
CMIN/DF	< 2	1,972	Good Fit
Absolute Fit Measure			
GFI	$\geq 0,90$	0,941	Good Fit
AGFI	0 -1	0,912	Good Fit
RMSEA	$\leq 0,08$	0,050	Good Fit
Incremental Fit Indices			
NFI	$> 0,90$	0,942	Good Fit
NNFI / TLI	$> 0,90$	0,930	Good Fit
PNFI	$> 0,90$	0,914	Good Fit
PGFI	0-1	0,929	Good Fit

Source: Data Processing Results, [52].

The tabulation above illustrates that the model used is a good fit because it is of small value and useful. The previous chapter's hypothesis is tested with each exogenous variable's significance value towards endogenous, either directly or indirectly. This proof is displayed in the tabulation of hypothesis testing in table 5.

Table 5. Significance of Variables

No	Hypothesis			Estimate	Probability	Description
1	KP	→	EE	0,093	0,015	Significance
2	BK	→	EE	0,825	***	Highly Significance
3	PK	→	EE	0,725	***	Highly Significance
4	KP	→	Kin	0,553	***	Highly Significance
5	BK	→	Kin	0,039	0,019	Significance
6	PK	→	Kin	0,485	0,031	Significance
7	EE	→	Kin	0,337	0,046	Significance
8	KP → EE	→	Kin	1,513	0,042	Significance
9	BK → EE	→	Kin	1,619	0,050	Significance
10	PK → EE	→	Kin	1,609	0,050	Significance

Source: SEM-AMOS Data Processing, [52]

Discussion

The results showed that competence directly affects performance, with a value of 0.093 and a significant value of 0.015. The findings are in line with Al-Ahbabi, S., et al., [53] in the *International Journal of Knowledge Management Studies*, which stated that knowledge is a management framework for improving employee performance. According to Al Mehrzi, N. and Singh, SK [42], competence affects employee performance. This research is in line with Dhir, S., and Shukla, A. [54] regarding the influence of personal and organizational characteristics on employee engagement and performance. Ilham Ataunur and Eny Ariyanto [19] examined the influence of competence and training on the PT's performance of Adaro Energy Tbk employees. The study showed that competence has a significant positive effect on performance. These findings reinforce Spencer's [55] concept, where competence is based on continuous motives to pursue both work and target targets in employees. Moreover, it concerns high motivation for self-achievement to produce work from employees' soft and hard skills at PT. PLN, achieved through outsourcing company. Performance is influenced by the company culture. In this case, employees work based on the company's wishes. Also, the company's efforts have an impact on the existing work system. The calculations show that culture affects outsourcing company employees' performance by 0.039, with a highly significant level of 0.019. The increased performance is influenced by group culture, such as a committed work team. This describes the company's effective implementation of formal and informal communication with employees. Similarly, Albdour, A.A., and Altarawneh, I. I. [56] stated that committed employees are elements of work culture that affects performance.

Leadership behavior directly affects performance. The effect received is 0.485, with a very high significance of 0.031. This suggests that the outsourcing company's leadership is task-oriented towards employees in discussing, planning, and monitoring work. Also, leadership assists in solving emerging work problems. Employee Engagement significantly influences performance in the outsourcing PT. PLN, with an impact value of 0.337 and a significant level of 0.046. Employees are involved in their duties because of the recognition of good work by superiors. This is in line with Akhtar et al., [57], which stated that Employee Engagement significantly affects performance. Therefore, involvement results from Employee Engagement, marked by participating in realizing the company's mission. Employees perceive work as important and become committed to accomplishing any assigned tasks by cooperating with the Outsourcing company in every PT unit. PLN Jambi Area.

Competence, work culture, and leadership behavior indirectly affect performance through Employee Engagement. This is evidenced by the findings, which show that it significantly influences performance. Furthermore, engagement makes employees have high loyalty to work in the company. In this study, the variables and values obtained include the competence of 1.513 (0.002), work culture of 1.619 (0.050), and leadership behavior of 1.609 (0.050). Increased loyalty of employees of

Outsourcing PT. PLN Jambi Area boosts competency factors, work culture, and leadership behavior towards performance. This is in line with Ali, M. et al. [58], which stated that leaders' managerial coaching affects employee performance. It increases work involvement, quality, communication of superiors and subordinates, job satisfaction, and the desire to leave.

Conclusion

This research explains the reason for people to be engaged with one company. It was based on the business structure of PT. PLN that requires employee competence. PT. PLN is considered a means of channeling employee commitments and abilities as an electric power engineer. Competent employees are efficient in working with the company. The study made several conclusions. First, the competence possessed by outsourcing employees directly affects performance with significant value. Second, the work culture applied by the company to Outsourcing employees significantly affects the performance and completion of tasks related to electricity in each work unit of PT. PLN Jambi Area. Third, leadership behavior in the Outsourcing company has a direct, significant influence on performance. Moreover, leadership behavior influences the problems faced by employees while conducting electrical duties at the work unit of PT. PLN Jambi Area. Fourth, Employee Engagement is a reinforcing element in a company. In this case, employees are included and involved in electricity in work units, and in empowering positions capable of improving performance, based on the goals achieved. Lastly, competence, work culture, and leadership behavior indirectly and significantly affect the performance of employees of the outsourcing contractor company PT. PLN Jambi Area.

Suggestion

In connection with the findings on employee Work Culture, PT. PLN Jambi Area needs to incorporate the existing work culture in the outsourcing company. This integration would allow employees to be involved with the performance indicators. Consequently, Outsourcing employee engagement will be better than before.

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