

Personality and Organizational Culture on Employee Engagement of PT Asco Prima Mobilindo Employees

HAMIDAH, DEWI SUSITA, EKOS ALBAR
Management Science Doctoral Program
State University of Jakarta
Jakarta, INDONESIA

Abstract: Employee Engagement is believed to be able to increase an organization's success in improving the quality of human resources, productivity and competitive advantage. This research aims to study, analyze and find out how much personality and organizational culture contribute to Employee Engagement among Employees of PT ASCO PRIMA MOBILINDO. So it is deemed necessary to conduct research regarding Personality and Organizational culture regarding Employee Engagement at PT ASCO PRIMA MOBILINDO. The formulation of the research problem is, H1: Is there a contribution of personality towards Employee Engagement of PT ASCO PRIMA MOBILINDO employees, H2: Is there a contribution of Organizational culture to Employee Engagement of PT ASCO PRIMA MOBILINDO employees, H3: Is there a contribution of personality and Organizational culture together to Employee Engagement of PT ASCO PRIMA MOBILINDO employees. This research is quantitative in nature and aims to test hypotheses using statistical analysis, both regression analysis and multiple regression, the most basic data collection tool is a questionnaire. The sample in this study was 139 employees of PT ASCO PRIMA MOBILINDO from a population of 200 employees. Furthermore, after collecting questionnaire data from respondents, the data was verified so that valid data was obtained for 134 respondents, while invalid data (reject) was 5 respondents. Thus, the number of samples used in this research was 134 respondents.. This research found that: 1) The relationship between Personality and Employee Engagement is significant, the strength of the relationship between Personality and Employee Engagement is 0.564, the contribution of Personality to Employee Engagement is 32% 2) The strength of the relationship between organizational culture and Employee Engagement is 0.582, the contribution of organizational culture on Employee Engagement is 34%. 3) contribution between personality and organizational culture and Employee Engagement at PT ASCO PRIMA MOBILINDO with a strong relationship strength (0.69), The contribution made by personality and organizational culture together to Employee Engagement is 48 %. Based on the results of this research, it can be stated that Employee Engagement is a very determining factor for a company or organization which is influenced by personality performance and organizational culture. Therefore, improving employee personality performance by providing attention and facilitating so that employee personality improves effectively and efficiently. Meanwhile, to improve organizational culture by developing and improving the quality of good work life. Whether an organization is optimal or not really depends on employee personality and organizational culture. Related to this, personality and organizational culture should be important attention in increasing Employee Engagement

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1. Introduction

As a concrete manifestation of facing world changes where the business environment is very dynamic, one of the challenges faced by an organization is being able to invite employees to be involved in the organization [1]. Of course, the role of Employee Engagement is a very crucial thing that is currently felt, as confirmed in several empirical studies that the importance of the role of Employee Engagement as the main determinant of organizational and employee results, engagement is described as a psychological presence which involves two important components, namely attention and absorption [2]. [3] proposed that employee engagement is a state in which employees "bring" themselves personally while carrying out work roles, invest in the form of personal energy, and experience an emotional connection with their work. [4] and [5] define involvement as a positive attitude that the company can achieve its goals. Employee Engagement is very important for the company, all

organizational input that leads to employees, organizations are formed to achieve a predetermined goal, because basically an organization is a form of association of humans to achieve a common goal.

In organizations there are activities, therefore organizations need to have quality employees who have high enthusiasm and loyalty, to achieve organizational goals it is influenced by organizational behavior which is a reflection of the behavior and attitudes of the people in the organization concerned. The success of achieving organizational goals will depend on personality and organizational culture so that work units can be optimized which will improve employee performance so as to achieve job satisfaction, this can be seen in the development of the company PT. ASCO PRIMA MOBILINDO which is the role of human resources as the key to the success of this company. Masco Automotive is one of

established since 1989, with the Adira Mobil brand. Based on the discussion above, the hypotheses in this research include:

H1: Is there a contribution from personality to Employee Engagement of PT ASCO PRIMA MOBILINDO employees?

H2: Is there a contribution from Organizational culture to Employee Engagement of PT ASCO PRIMA MOBILINDO employees?

H3: Is there a contribution of personality and Organizational culture together to Employee Engagement of PT ASCO PRIMA MOBILINDO employees?

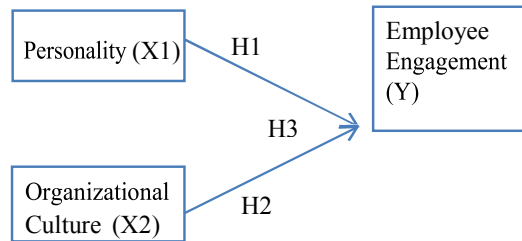


Figure 1. Research Model

2. Literature Review

2.1 Personality

There are various definitions of personality. Personality is a person's characteristics that explain consistent patterns of behavior [6]. According to [7], personality is a pattern of individual characteristics that is reflected through thoughts, emotions and behavior. This research uses the big five model theory to explain personality. Apart from its proven validity, the big five model is the most dominant approach for representing the structure of human nature today [8]. The big five model consists of five main personality traits, namely openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism [9], [10].

2.2 Organizational Culture

According to [11], organizational culture is a symbolic context in which identity interpretations are formed and intentions to influence the organization's image begin to be formulated. [12] developed 4 (four) indicators to measure organizational culture, namely: Mission Culture, Adaptive Culture, Clan Culture, and Bureaucratic.

2.3 Employee Engagement

[3] defines employee engagement as the utilization of the individual employee's self with the given work role and shows that the more employees align themselves with the work role, the more they will be motivated to achieve performance excellence. This means that employees who are enthusiastic about their work will choose to be more involved because they get motivation. [13] used three indicators to measure employee engagement, namely: Vigor, Dedication and Absorption.

3. Research Methods

3.1 Population and Sample

According to [14], population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn, [15]. In the opinion of [14] said that "a representative part of the number and characteristics possessed by the population". The sample size in this research was taken using the following formula:

$$n = \frac{N}{1 + N(d^2)}$$

Information:

n = Sample size,

N = Population size,

d = real level,

1 = constant number", [15].

To use this formula, first determine what the real level of error is. This real level limit is expressed as a percentage. The smaller the level of significance, the more accurately the sample describes the population. For example, research with a real level of 5% means it has an accuracy rate of 95%. Research with a real level of 2% has an accuracy rate of 98%. The population of this research is all employees of PT ASCO PRIMA MOBILINDO. Research sampling was carried out using the Proportional Random Sampling technique, namely random sampling of equal numbers in each strata, [16]. The characteristics of the sample in this study are the entire population who are permanent employees, namely: the total number of permanent employees at PT ASCO PRIMA MOBILINDO is 200 people and the sample is 139 employees. Furthermore, after collecting the questionnaire data from respondents, the data was verified so that valid data was obtained for 134 respondents while invalid data (rejected) was 5 respondents. Thus, the number of samples used in this research was 134 respondents

3.2 Data Collection and Data Analysis Techniques

This research uses primary data by distributing questionnaires to employees of PT ASCO PRIMA MOBILINDO. The research data was obtained using instruments in the form of questionnaires for 200 employees and a sample of 134 employees. The questionnaire consists of structured research questions/statements with a modified Likert type with a scale of 5 (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree). The data analysis used in this research is quantitative research, which begins with deductive thinking to derive a hypothesis, then carries out testing in the field, conclusions or hypotheses are drawn based on empirical data, [17].

Margono also explained that the aim of quantitative research is to test theories, confirm facts, and show relationships between variables, [17]. Meanwhile, according to Sugiyono, quantitative research aims to determine the relationship between two or more variables that are causal in nature, test theories, and analyze data using statistics to test hypotheses, [18].

The characteristics of this quantitative research approach are the existence of variables, operations, reliability, hypotheses, validity and statistical meaning, [17].

This research method was chosen because in quantitative research where the background must contain broad ideas first, the principle is of course to use deductive. Sentences explaining the main theory used will be explained at the beginning. Then it narrowed and became more narrow until finally discussing something very specific.

4. Results

4.1 Personality and Employee Engagement

The results of the second hypothesis analysis show that there is a positive direct influence between Personality and Employee Engagement with a loading factor of 0.564, the contribution of Personality to Employee Engagement is 32%. These results imply that the personality characteristics of employees at PT Asco Prima Mobilindo have a good influence on Employee Engagement. The results of this research are in line with the results of several previous studies, namely research conducted by [19] which found that four of the five personality characteristics of the big five model, namely extraversion, conscientiousness, neuroticism and openness to findings which show that personality factors are valid predictors of employee engagement [20], [21], [22], [23]. [24] prove that big five personalities have a positive and significant effect on employee engagement. [20], [21], [22], [23]. [24] prove that big five personalities have a positive and significant effect on employee engagement. These results indicate that the characteristics of conscientiousness, extraversion, and agreeableness can represent the personality profile of the employees involved. Employees who have high Personality scores on extraversion, agreeableness, openness, and conscientiousness, and low scores on neuroticism will be able to increase employee engagement [20]. [25] found that personality conscientiousness had the greatest influence on engagement compared to extraversion and agreeableness. This is because employees who tend to be involved will show strong awareness and be motivated to make efforts to achieve goals with full responsibility and perseverance [23]. This is in accordance with the findings of [26] that conscientious employees have a strong sense of responsibility and are thus more likely to be involved in their work tasks. [26]. Employees with good levels of conscientiousness and agreeableness will show more concern for their co-workers and have a high level of cooperation and collaboration, enabling them to be involved in work and the organization [27]. [22] also found that personality conscientiousness and extraversion had a positive effect on employee engagement and its three dimensions. Then, [19] was able to prove that neuroticism has a significant effect on employee engagement and is the strongest predictor compared to other personality traits.

The results of this research provide an illustration

that the perception of respondents, namely employees of PT Asco Prima Mobilindo, states that they have a good personality and this has an impact on increasing employee engagement. In the context of facts on the ground, the results of this research confirm the influence of personality on employee engagement which is shown in the form of active employee participation in efforts to increase employee engagement established by institutions. Thus, based on theoretical references, comparison of the results of previous studies and empirical facts in the field, the results of this research prove the hypothesis that personality has a direct positive and significant effect on employee engagement.

4.2 Organizational Culture and Employee Engagement

The results of the second hypothesis test show that there is an influence between organizational culture on Employee Engagement with a loading factor of 0.582. the contribution of organizational culture on Employee Engagement is 34%. These results indicate that the existence of an organizational culture felt by respondents or employees has a positive impact on employee engagement. Empirically, this research is in line with the results of previous studies. Several previous studies have succeeded in proving that organizational culture is a strong predictor in influencing employee engagement [28], [29], [30], [31], [32], [33], [34], [35]. According to [29] social exchange theory can explain the relationship between organizational culture and employee engagement. Employees who feel they have benefited from their organization will feel responsible for returning the favor through work ethic. Employee engagement is a result of an established organizational culture [36]. The work environment that employees expect will certainly create a strong enthusiasm for work. However, an important aspect in the work environment itself is the attention and support felt by employees and provided by the organization through their superiors [37]. [38] added that Organizational Culture is one of the factors that is considered important to influence individual behavior in organizations. Individual behavior will create employee engagement that the organization needs to achieve its goals. Employees who have a good attachment to the organization will really enjoy their work, then try to help the organization to always be ready to face changes in the organization's internal and external conditions through improvements [39]. There are several attributes of Organizational Culture that are relevant and have a significant influence on organizations [40]. Employees who have high organizational culture scores on adaptability, mission, consistency, and implementation are able to have a good influence on Employee Engagement [32]. In other research, shared organizational values, visions, beliefs, and behavioral norms are strong predictors of organizational culture in increasing employee engagement [33]. [30] in their research found openness, confrontation, trust, authenticity, proactiveness, autonomy, collaboration and experimentation to be good constructs in building Organizational Culture to increase Employee Engagement. The results of this research provide an illustration that the perception of respondents, namely employees of PT Asco Prima Mobilindo, states that there is an Organizational Culture atmosphere which has an impact on increasing employee Employee Engagement. In the context of facts on the ground, the results of this research confirm the influence of organizational culture on employee engagement which is shown in the form of active employee

participation in efforts to increase employee engagement through a sense of attachment to the organization in order to achieve organizational/institutional goals. Thus, based on theoretical references, comparison of the results of previous studies and empirical facts in the field, this research proves the hypothesis that there is a positive and significant influence of Organizational Culture on Employee Engagement.

4.3 Personality, Organizational Culture and Employee Engagement

The relationship between personality and organizational culture and Employee Engagement has a strong relationship strength (0.69). The contribution made by personality and organizational culture together to employee engagement is 48%. This means that to increase employee engagement it is necessary to continuously improve personality and organizational culture by developing employees themselves, improving their qualifications, through training and workshops. The aspect that most influences Employee Engagement is the employee's ability to create a conducive work climate, namely creating a safe, comfortable, challenging work environment, motivating employees to participate actively. In general, based on the Employee Engagement score, the dedication indicator has the highest score. The engagement that employees at PT Asco Prima Mobilindo bring to their work is very strong. This strong involvement ultimately results in a feeling of self-worth, high enthusiasm, a desire to be an inspiration, a sense of pride in the organization and its work, and a willingness to face the challenges presented by the organization.

4.4 The Implications of This Research are:

1. The personality that has the highest score on the Agreeableness indicator needs to be maintained. This illustrates that PT Asco Prima Mobilindo employees have a sense of liking or love for the work they are carrying out so that everything they do feels light and they enjoy doing it. Without a sense of compulsion in working, having a feeling of like or love for the work that is being done makes the results of the work more meaningful.
2. Organizational Culture which has the highest score on the clan culture indicator needs to be maintained. A culture of employees who behave in accordance with what they believe and have a sense of membership in it. The behavior that emerges is the creation of a friendly and comfortable work environment, working in teams, and openness in communication.
3. Employee Engagement with the highest score on the dedication indicator needs to be maintained. The engagement that employees at PT Asco Prima Mobilindo bring to their work is very strong. This strong involvement ultimately results in a feeling of self-worth and high enthusiasm. want to be an inspiration, feel proud of the organization and its work, and want to face the challenges given by the organization.

5. Conclusion

Based on the results of data presentation and

analysis, in accordance with the problem formulation proposed in this research, several conclusions were obtained as follows:

- a. The relationship between personality and organizational culture is significant and positive, with a moderate relationship strength of 0.564. The contribution made by employee personality to employee engagement is 32%. This shows that employee personality will increase employee engagement in the work environment.
- b. The relationship between organizational culture and Employee Engagement is significant and positive, with a strong relationship strength of 0.582. The contribution made by organizational culture to Employee Engagement is 34%. This means that organizational culture has a big role in realizing Employee Engagement, organizational culture at PT ASCO PRIMA MOBILINDO still needs to be improved in the work environment.
- c. The relationship between personality and organizational culture and Employee Engagement has a strong relationship strength (0.69). The contribution made by personality and organizational culture together to employee engagement is 48%, while the remaining 52% is the contribution from other variables not measured in this research. This means that to increase employee engagement it is necessary to continuously improve personality and organizational culture by developing employees themselves, improving their qualifications, through training and workshops.

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Author Contributions:

Ekos Albar, carried out the simulation and the optimization,

Hamidah has organized and executed the experiments of Section 4.

Dewi Susita was responsible for the Statistics

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