

THE 11th INTERNATIONAL RESEARCH CONFERENCE ON QUALITY, INNOVATION AND KNOWLEDGE MANAGEMENT



CONFERENCE PROCEEDINGS

19th-21st FEBRUARY 2014
BANDUNG - INDONESIA

"Sustainable Research and Innovation"



FACULTY OF ECONOMICS AND BUSINESS
UNIVERSITAS PADJADJARAN



MONASH University
Business and Economics

CONFERENCE PROCEEDINGS

THE INTERNATIONAL RESEARCH CONFERENCE
11th ON QUALITY, INNOVATION
AND KNOWLEDGE MANAGEMENT



QIK 2014:
the 11th International Research Conference
on Quality, Innovation and Knowledge Management
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Bandung - Indonesia
Sustainable Research and Innovation

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Welcome to Bandung

Welcome to the 11th International Research Conference on Quality, Innovation, and Knowledge Management. The conference held on 19-21 February, 2014 in Bandung, the capital of West Java Province, Indonesia and hosted by Department of Management and Business, Faculty of Economics and Business, Universitas Padjadjaran and also Department of Management, Faculty of Business and Economics, Monash University.

Surrounded by fresh mountainous region, Bandung has been the top destination in the region since the colonial era. Known to the world as the host of the 1955 Asian African Conference, and full of cultural heritages including its art-deco architecture, Bandung has been long well known also as the Paris van Java. Your visit will be a memorable one.

This conference bring together leaders from business, government and other sectors, as well as leading academics from around the world, to share knowledge, experiences and research findings. Our theme this year is **“Sustainable research and innovation”** and we have chosen Indonesia as our host for this conference.

According to the Mckinsey report (2012), Indonesia’s economy has enormous promise. Already the 16th largest economy in the world, Indonesia has the potential to become the seventh biggest by 2030. In recent years, Indonesia has made enormous strides in their macroeconomic management; inflation has fallen from double digits to single digit. The economy, part of a resurgent Asia, is transforming rapidly. The growth in Indonesia’s consuming class is stronger than in any economy of the world except India and China, a signal to international businesses and investors of considerable new opportunities.

The rapid globalisation of markets has enormous implications for businesses in Indonesia and other developing economies in Asia and social development generally. Two key questions to be addressed are: (i) How is business to compete in the global marketplace?, and (ii) How can social structures and social infrastructure be reformed to promote business and societal development?

The arrival of the global economy creates challenges at all levels of society: for business, government, employees and consumers. Various approaches and strategies for improved competitiveness have been promoted over the past two decades; these include: quality management, supply chain management, management of innovation, knowledge management, government deregulation, organisational learning, creativity, and so on, but what do these approaches have to offer us as we move forward? What have we learned from the first decade of globalisation? What can guide us through the coming period? This conference will focus on these questions, looking particularly at case studies and practical applications.

Enjoy!

The Local Organizing Committee

FOREWORD

GREETINGS FROM LOCAL ORGANIZING COMMITTEE



Dear colleagues,

International conference on Quality, Innovation, and Knowledge (QIK) 2014 in Bandung is the 11th series of the forum. This conference is jointly organized by Universitas Padjadjaran, Monash University Australia, and Manchester Metropolitan University UK. QIK conference this year facilitates leaders of business and government institutions and academicians worldwide to share knowledge, lessons-learned and empirical findings under the theme of Sustainable research and innovation.

This academic forum is aimed at, among others, helping us construct initial answers to issues in management, supply chain management, management of innovation, knowledge management, government deregulation, organizational learning, creativity, and so on. The forum also grants good opportunities for us to discuss lessons learnt from empirical journey of the first decade of globalization, and enable us to reveal guidance to anticipate the coming challenges. The organizing committee arranges roundtable discussion sessions that allow practitioners and academicians to exchange ideas on the selected challenging issues in QIK, in addition to the regular class and poster presentation sessions. We also organize a Doctoral Workshop to provide advantageous chance for doctorate students to improve their research quality with the help of professors from the three host universities.

I, on behalf of the steering and organizing committee, would like to welcome you to Bandung and the conference site. We greatly appreciate your participation in this event and hope this meeting can be of great benefit to all of us. We are also grateful to Universitas Pancasila Jakarta and STIE Ekuitas Bandung for their grand support, and to Bank Indonesia, Bank Mandiri, Aqua Danone, Governor Office of West Java, and for their valuable sponsorships.

Have a fruitful conference and enjoy our friendly city.

Cordially,

Erie Febrian, SE, MBA, M.Comm, PhD

Chairperson of The Local Organizing Committee

GREETINGS FROM UNIVERSITAS PADJADJARAN



Assalamu'alaikum wr.wb.,

Dear colleagues,

It gives me great pleasure to welcome all of you to the International Conference on Quality, Innovation and Knowledge (QIK) 2014 in Bandung. Wilujeng Sumping. Welcome to Bandung.

This international event is important to UNPAD, particularly to our efforts for being an internationally recognized leading university in 2026. UNPAD, through Faculty of Economics and Business, has organized three international conferences in the past three consecutive years. Therefore, we will try our best to serve you.

It is worth noting that effective academic collaboration involving UNPAD, Monash University Australia and Manchester Metropolitan University United Kingdom may provide not only benefits to the three institutions but also broader networking impacts to the participants and the event partners.

In this occasion I would like to express my gratefulness to Monash University Australia and Manchester Metropolitan University United Kingdom for their cooperation with Faculty of Economics and Business (FEB) UNPAD in organizing this international event. I also appreciate all institutions that have provided great support to this event.

Varied representation of the practitioners and academicians attending the conference is obvious evidence of the participants' great interest in the conference topics. However, despite being busy with the conference schedule, you may want to spend some time for cruising interesting places in Bandung and enjoying the unique performance of Angklung. The city also offers variety of traditional food to relish. So, I wish you pleasant visit in Bandung.

Wassalamu'alaikum wr.wb.

Prof. Dr. Ganjar Kurnia

Rector of Universitas Padjadjaran

GREETINGS FROM MONASH UNIVERSITY



Dear QIK 2014 Conference delegates,

It is with great pleasure that we invite you to the QIK 2014 Conference jointly organised by Monash University and University of Padjadjaran in Bandung, Indonesia. This conference is also supported by Manchester Metropolitan University (UK). It is the 11th international conference in the series and we thank all the delegates for their continued support.

This conference coincides with the establishment of a new Australia-Indonesia Centre at Monash University. This was announced in Canberra late last year by the Australian Prime Minister in the presence of the Vice President of Indonesia. The establishment of this centre is part of a larger initiative in strengthening collaboration between the two countries and we all hope that this conference will contribute in a number of ways in achieving the long-term vision of the Australia-Indonesia Centre.

The QIK Conference itself has a long history with the first conference held in Melbourne in the early 1990s. It has previously been held successfully in Melbourne, Sydney, Kuala Lumpur and New Delhi. It has brought together academics from many countries with practitioners and policy-makers to share and exchange ideas on topics which have significant impact on business and society at large.

We hope that this conference in Bandung will provide similar outcomes to those achieved in the past. Together, we can learn how quality, innovation and knowledge should be managed as organisational capital to deliver strong performance.

As in the past, we also present a two-day doctoral workshop that will be held at the University of Padjadjaran campus in Bandung and hope that the participants find this rewarding.

We hope that you enjoy your time at this conference and take the opportunity to make new friends and establish new research collaborations. Please also take the time to enjoy Bandung and Indonesia.

Let me thank all the committee members who have been working very hard over the past year. Their energy and enthusiasm in preparing for the conference has been fantastic.

Professor Amrik S. Sohal

Convenor of QIK 2014 Conference

CONTENT

CONTENT

Introduction	ii
Greetings from Local Organizing Committee	v
Greetings from Universitas Padjadjaran	vi
Greetings from Monash University	vii
Content	ix
Program	xi
Paper Presentation	1
Quality	1
Knowledge	3
Operations	5
Green	7
Innovation	8
Performance	10
Marketing	13
Lean	15
Human Resource	17
Banking and Finance I	20
ICT and Education	21
SME and Entrepreneurship	23
Banking and Finance II	25
Decision Making, Performance, E-commerce and HR	27
Committee	31
Venue	33

PROGRAM

THE INTERNATIONAL RESEARCH CONFERENCE
11th ON QUALITY, INNOVATION
AND KNOWLEDGE MANAGEMENT
QIK 2014

PROGRAM

Conference Day 1: Wednesday, 19 February 2014

Venue Trans Hotel

08.00-09.00	Registration
09.00-09.30	Opening Ceremony
09.30-10.30	Keynote Speech (Mr. Chairul Tanjung , CT Corp)
10.30-11.00	Coffee Break
11.00-12.00	Plenary Session 1 1. PT. Telkom Indonesia 2. Mr. Ade Bagja – Director of Production Weapon System PT. PINDAD 3. Mrs. Maria Ellen Yuriaan – Senior Vice President Bank Mandiri
12.00-13.00	Roundtable Discussions
13.00-14.00	Lunch
14.00-15.40	Parallel Session 1
15.40-17.20	Parallel Session 2
19.00-21.00	Formal Conference Dinner (Gedung Sate) Note: All participants are suggested to wear formal dress

Conference Day 2: Thursday, 20 February 2014

Venue Trans Hotel

09.00-10.00	Plenary Session 2 1. Prof. Abid Khan – Monash University 2. Prof. Ina Primiana – Universitas Padjadjaran
10.00-10.30	Break and Poster Session
10.30-12.10	Parallel Session 3
12.10-13.10	Lunch
13.10-14.50	Parallel Session 4
14.50-15.30	Break
15.30-17.00	Closing Ceremony & Award Announcement
18.30-22.30	Informal Dinner (Optional) at Sierra Restaurant

Conference Day 3: Friday, 21 February 2014

Venue PT. PINDAD and City Tour

08.00-11.00	Industry Visit PT. PINDAD
11.00-17.00	Break and City Tour 1. Gedung Sate (West Java Government Office) 2. Gedung Merdeka (Asian African Museum) 3. Factory Outlets Visit

PAPER PRESENTATION

STEERING COMMITTEE

Dr. Nury Effendi, SE., M.A
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INNOVATION ON E-LEARNING PROGRAM IN HIGHER EDUCATION

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Koala Room – Session 2 - Innovation

The learning process is moving not only in traditional way but also being penetrated the cyberspace (e-learning). E-learning is an acronym for electronic learning that meaning a learning process that involves electronic media. The use of learning management system (LMS), course management systems, social networking or blogs evolve in such a way to support the development of e-learning. Besides LMS, in the web 2.0 era there is a tendency to use social networks like Facebook, Twitter or MySpace and blogs as e-learning applications. Social networks become very familiar in the world because of its simplicity and easy to update every day. Blogs are also popular because the reason for it. Blog is a website that provides content allows interaction between the user and the administrator. Currently also growing use of social networking and blogs as an application for the implementation of e-learning. Combination between pure e-learning and traditional way of learning is called as blended learning. As innovation in learning process, FEB UNPAD developed the use of Google Sites in their blended learning program. Google Sites chosen for easy to use and sustainability reasons. Purposes of this study are to know the features of Google Sites and to know response of users (students and faculty members) to the implementation of Google Sites as a medium of e-learning.

Keywords: *innovation, e-learning, blended learning*

PERFORMANCE

Session 2 (15.40-17.20) Room 2: Kangaroo Room

THE IMPACT OF SATISFACTION, COMMITMENT AND ADVOCACY TO EMPLOYEE PERFORMANCE IN PBF COMPANY

Anggri Prabowo, Ratri Wahyuningtyas

Telkom University
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Kangaroo Room – Session 2 – Performance

PBF Company is the only manufacturer of vaccines and anti-sera for international human quality in Indonesia. A phenomenon of the emergence of employee engagement in PBF Company is a very high rate of attendance in PBF which reached more than 99% with attendance figures in 2010 and 2011 was 99.92% and 99, 83%. Head of the human resources division of PBF Company said that there is a positive achievement of the company's overall operating performance from year to year but the company do not know whether the achievement was due to the employee engagement in PBF. So the research on employee engagement can be used by PBF as inputs to make the company work program.

The purpose of this research was to determine the influence of satisfaction, commitment and advocacy as a component of employee engagement to employee performance in PBF company. Type of research used in this research is causal research. Sampling technique is proportioned stratified random sampling and path analysis as data analysis technique.

Result from data processing show that satisfaction (X1), commitment (X2) and advocacy (X3) simultaneously have significant influence to the performance of in PBF Company. But commitment (X2) is the only variable that didn't have significant influence to employee performance partially. Advice for PBF Company are need to conduct routine discussions between work units to ensure that satisfaction, employee commitment and advocacy in PBF is still maintained. PBF is also necessary to give reward in form of financial or non financial for employee achievement.

Keywords: *Satisfaction, Commitment, Advocacy, employee engagement, Employee performance, information controlling, decision maker*

The Impact Of Satisfaction, Commitment And Advocacy To Employee Performance In PBF Company

by :

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Abstract

PBF Company is the only manufacturer of vaccines and anti-sera for international human quality in Indonesia. A phenomenon of the emergence of employee engagement in PBF Company is a very high rate of attendance in PBF which reached more than 99% with attendance figures in 2010 and 2011 was 99.92% and 99, 83%. Head of the human resources division of PBF Company said that there is a positive achievement of the company's overall operating performance from year to year but the company do not know whether the achievement was due to the employee engagement in PBF. So the research on employee engagement can be used by PBF as inputs to make the company work program.

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Keyword : Satisfaction, Commitment, Advocacy, employee engagement, Employee performance, information controlling, decision maker

Introduction

Research Background

PBF Company is the only manufacturer of vaccines and anti-sera for international human quality in Indonesia. Production of vaccines and anti-sera have support the national immunization program in order to realize the quality of Indonesian society with better health status. Based on the company's internal data information obtained that an increase in the

performance of the employees of PBF Company can be seen from the Key Performance Indicator (KPI) that is equal to 103, 5 from 100 as a target of company.

Increasing on employee performance in one company is the impact of the emergence of employee engagement (Siddhanta and Roy, 2010:171). Companies that have an employee engagement can increase productivity, attendance and quality of the company's products (Williams, 2010:2). A phenomenon of the emergence of employee engagement in PBF Company is a very high rate of attendance in PBF which reached more than 99% with attendance figures in 2010 and 2011 was 99.92% and 99, 83%.

According to the head of the human resources division of PBF Company (May 1, 2012) that there is a positive achievement of the company's overall operating performance from year to year but the company do not know whether the achievement was due to the employee engagement in PBF. He also said that the result of research on employee engagement can be used by PBF as inputs to make the company work program.

Literature Review

Employee Engagement

Hewitt in Schiemann (2011:208) said that employee engagement is a statement of emotional and intellectual commitment to the company or group that results in behavior that will help fulfill the promise of the company to the customer. According to Finney (2010:14) employee engagement is getting the best absolute efforts of employees by making them feel happy with the work that they do. Meanwhile, according to Robinson et al in Markos and Sridevi (2010:90) employee engagement as a positive attitude held by the employee towards the organization and its values."

Component of employee engagement according to Schiemann (2011:212) consists of satisfaction, commitment and advocacy. further information about these three components according to Schiemann (2011:221) are :

1. Satisfaction

- a. Work safety guarantee, for example like financial safety in form of benefit
- b. Fairness, include salary or promotion fairness
- c. Compensation, for example in form of salary, bonuses or other income that make employee can fulfill their expected life standard
- d. Behavior of respect and dignity, usually as a strength predictor compare with other element
- e. Level of Stress.

2. Commitment

a. Feedback problem

There are many areas of hope as return for certain behaviors (eg, good performance, satisfaction of the customer) of employees where the company will give them some positive consequences. This may include not only basic things like wages or benefits attractiveness but also the development of skills, innovative culture or particular resource that allows employees to flourish

b. Attractive job

There are many types of work that links with company's work design and commitment. Component of works like variations in employment, decision-making autonomy or an effective feedback mechanism, tends to increase commitment.

c. Understand the company's mission and values

Employee tend to be motivated when they are understand and commit to company's mission and values

d. Commitment to peers

Maintained close relationships at work can have strength influence on decisions related to the behavior recommended or prohibited

e. Inspiring leadership

Employees are looking for inspiration and commitment to the greater purpose in their leaders. By setting a noble goals, communicating consistently and to be a role model of the expected behavior, can influence the willingness of employees committed to their company. Most employees want to commit to something that noble and honorable and also believe that their leader can carry them to that direction.

3. Advocacy

a. Personal growth and development

Personal growth and development is the number one problem in creating advocacy high scores nowadays. Provide an opportunity to grow and develop to employees can make a big difference in keeping the best talent. Different forms of development are very important for different individuals

b. Recognition

Recognition can provide encouragement to employees. Some employees are motivated by recognition of the team, while others are looking for individual recognition. Many sales companies aware of it and in addition to offering incentive pay. They also offer prizes, awards, and any special awards or ceremony to honor employees who have reached the important goal, the highest sales, satisfy more customers or even engage in community volunteer.

c. Involvement

Employees will be more committed to something that they are involved to it

d. Supervisor

Supervisor can be a powerful inspiration that lead to advocacy by employees. They play an important role in many areas of engagement. The supervisor in establishing a relationship with the employee must be based on individual behavior. Individual behavior is when the manager is able to relate to them personally - understand the needs, hopes and their fears, and also able to help them to success. Supervisor with this behavior can result in the level advocacy that so useful not only for companies but also for individuals.

e. Successful experiences

Have a successful experience with customers, peers, internal stakeholders, or the experience of the team can create a stronger level in the pyramid engagement.

Employee Performance

According to Schermerhorn and Osborn in Rival (2005:15) performance is the quality and quantity of the achievement of the tasks, whether conducted by individuals, groups or companies. Based on the opinions of Hasibuan (2008:95) the employee's performance elements consist of:

1. Loyalty

Rater measure employee loyalty towards his work, his position and the organization. This loyalty is reflected by the willingness of employees to maintain and defend organizations inside and outside the work of undermining irresponsible people.

2. Result of work
Rater measure the result of work both quality and quantity that can be produced by employee
3. Honesty
Rater measure employee honesty when they work to fulfill their promise to themselves or others include to their subordinates.
4. Discipline
Rater measure the discipline of employees in complying with existing regulations and perform work in accordance with the instructions given to them
5. Creativity
Rater measure the ability of employees to develop their creativity to get the job done, so it works more efficient and effective
6. Cooperation
Rater measure the willingness of employees to participate and cooperate with other employees on the inside and outside of work so that the work will get better.
7. Leadership
Rater measure the ability to lead, influence, has a strong personal, respected, authoritative and can motivate other people or subordinates to work effectively in abundance.
8. Personality
Rater measure employee behavior and attitude, courtesy, good humored, preferably, give a pleasant impression, showing a good attitude and look sympathetic.
9. Initiatives
Rater measure the ability of original thought and based on his own initiative to analyze, assess, create, give a reason, get conclusions and get a decision settling his problems.
10. Capability
Rater measure employee skills in integrating and aligning various elements which are involved in arranging and at the discretion of management situations
11. Responsibility
Rater measure the willingness of employees to take responsibility for their option, work, used the facilities and infrastructure, as well as their behavior.

Discussion And Hypothesis

According to research background, the purpose of this research was to determine the influence of satisfaction, commitment and advocacy as a component of employee engagement to employee performance in PBF company. This research attempt to drawn the thought concept of research theoritically, as follows:

Hypothesis 1: Satisfaction as a component of employee engagement has a significant influence to the employee performance.

Hypothesis 2: Commitment as a component of employee engagement has a significant influence to the employee performance.

Hypothesis 3: Advocacy as a component of employee engagement has a significant influence to the employee performance

Hypothesis 4 : Satisfaction, Commitment and advocacy as a component of employee engagement have a significant influence simultaneously to the employee performance.

Procedures For Collecting Data

Type of Research

Type of research used in this research is causal research. Causal research is research that is useful for analyzing how independent variables affects dependent variables.

Operating Variables

Table 1
Operating Variables

Variable	Sub Variable	Indicator
Satisfaction (X ₁)	Work safety guarantee	Feeling protected when working
		Compensation assurance
	Fairness	Salary relevant with contribution
		Promotion opportunity
	Compensation	Salary based on standart
		Additional income
	Behavior of respect and dignity	Respect behavior of leader
		Respect behavior of peers
Commitment (X ₂)	Level of Stress	No pressure when do the job
		Work and life balance
	Feedback problem	Company culture to support the best result
		Training to support the best result
	Attractive Job	Job variation
		Decision making authority
	Understand the company's mission and values	Fulfill the company's mission
		Fulfill the company's goal
Advocacy (X ₃)	Commitment to peers	Helping peers to do the positive thing
		Helping peers to avoid prohibited thing
	Inspiring leadership	Leader as a role model
		Communicating with leader
	Personal growth and development	Increasing work ability
	Recognition	Recognition to individual performance
		Recognition to team performance
Advocacy (X ₃)	Involvement	Have the right to give an opinion
		Have the right to work in a team
	Supervisor	Leaders provide a solution to reduce the fear of employee
		Leaders understand the needs of working
	Successful experiences	Successful in job

Variable	Sub Variable	Indicator
Employee performance (Y)		Successful in work team
	Loyalty	Defending the company from people who are not responsible
	Result of work	Quality of work
		Quantity of work
	Honesty	Credible in the assignment
		Fulfill the promise to peers
	Discipline	Comply with regulation
		Follow the instruction
	Creativity	Ability to work and finish the job
		Ability to work that have a positive impact on the work
	Cooperation	Vertical participation
		Horizontal participation
	Leadership	Personality to respect
		Motivate others
	Personality	Maintain courtesy
		Have a sense of sympathetic
	Initiatives	Initiative to think
		Initiative to finish the work
	Capability	Brings together several elements to produce a decision
	Responsibility	The obligation to work
		The obligation to result

Population, Sample and Sampling Technique

Population in this research are an employee of PBF Company. The number of samples taken in this research was 100 respondents. Sampling technique was proportioned stratified random sampling, it's mean sample was chosen from the population randomly and proportionally stratified by the number of employees in each - each unit of work.

Data Analysis Technique

The data analysis technique used in this research is path analysis. This analysis technique is used to illustrate and test the model of the relationship between variables in the form of cause and effect. Through this analysis it can be seen which path most crisp an independent variable to the dependent variable (Sugiyono, 2010: 297).

Result

Equation of path analysis which will be tested in this research is :

$$Y = \rho_{yx1} + \rho_{yx2} + \rho_{yx3} + \varepsilon$$

Calculation for path analysis is using *software SPSS 16 for Microsoft Windows*.

Hypothesis Testing Simultaneously

Table 2
F Testing

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	3.527	3	1.176	4.684	.004 ^a
Residual	24.094	96	.251		
Total	27.621	99			

a. Predictors: (Constant), X3, X1, X2

b. Dependent Variable: Y

Based on the F-test in Table 2, the value of the F_{Count} equal to 4.684 while F_{Table} is 2.70. It's mean that the decision is H_0 is rejected and H_1 is accepted, so it can be concluded that satisfaction (X1), commitment (X2) and advocacy (X3) simultaneously have significant influence to the performance of in PBF Company.

Table 3
 R^2 Result

Adjusted R Square	Std. Error of the Estimate
.100	.50097

a. Predictors: (Constant), X3, X1, X2

R square from table 3 is equal to 0.128. This shows that employee engagement variables consisting of satisfaction (X1), commitment (X2) and advocacy (X3) had significant influence of 12.80% to employee performance in PBF. While 87.20% (100% -12.80%) is caused by other variables outside the model in this research.

Hypothesis Testing Partially

Table 4
T Testing

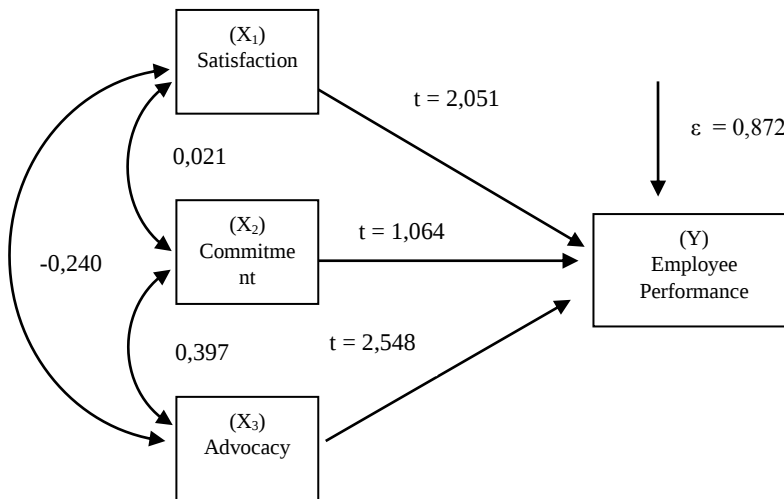
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-1.169	1.634		-.715	.476
KEPUASAN (X1)	.858	.418	.203	2.051	.043
KOMITMEN (X2)	.180	.170	.111	1.064	.290
ADVOKASI (X3)	.298	.117	.275	2.548	.012

a. Dependent Variable: Y

Based on table 4, it show the result as below :

1. Hypothesis testing : Satisfaction as a component of employee engagement has a significant influence to the employee performance.
Based on the calculations, the value of t_{count} equal to $2.051 > t_{\text{table}}$ value of 1.985 with a probability value (sig) of 0.043. Therefore H_0 is rejected and H_1 is accepted. It can be concluded that satisfaction (X1) had significant influence to employee performance in PBF Company.
2. Hypothesis testing : Commitment as a component of employee engagement has a significant influence to the employee performance
Based on the calculations, the value of t_{count} equal to $1.064 < t_{\text{table}}$ value of 1.985 with a probability value (sig) of 0.291. Therefore H_0 is accepted and H_1 is rejected. It can be concluded that commitment (X2) had no significant influence to employee performance in PBF Company.
3. Hypothesis testing : Advocacy as a component of employee engagement has a significant influence to the employee performance
Based on the calculations, the value of t_{count} equal to $2.548 > t_{\text{table}}$ value of 1.985 with a probability value (sig) of 0.012. Therefore H_0 is rejected and H_1 is accepted. It can be concluded that advocacy (X3) had significant influence to employee performance in PBF Company.

Picture 1
T Value



The Equation of Path Analysis is :

$$Y = 0,203X_1 + 0,111X_2 + 0,275X_3 + \varepsilon$$

Conclusion

From the data processing, researcher make conclusion that :

1. Satisfaction (X₁), commitment (X₂) and advocacy (X₃) simultaneously have significant influence to the performance of in PBF Company amount to 12.80%
2. Satisfaction (X₁) partially had significant influence to employee performance in PBF Company
3. Commitment (X₂) partially had no significant influence to employee performance in PBF Company
4. Advocacy (X₃) partially had significant influence to employee performance in PBF Company

Managerial Implication

1. PBF Company need to conduct routine discussions between work units to ensure that satisfaction, employee commitment and advocacy in PBF is still maintained. Routines discussions led by managers in each unit of work and it can be done once every month to discuss some about satisfaction, commitment and advocacy. The results of these discussions can be delivered to employees in each work unit. With the routine discussions, PBF

Company will know the work unit shortages, as well as the advantages possessed by its employees. So PBF Company can create a new management strategy based on the results of routine discussions between the work units that will ultimately improve employee performance.

2. PBF Company must be able to maintain their current performance by create challenging work, responsibility and greater autonomy. So that employees will not become bored and finish their work more freely, but still has a responsibility towards his job. This effort is done to maintain working atmosphere in PBF remains comfortable so that employee performance can increase continuously. It is also necessary to reward employees for their achievements that have done successfully, this award also may be a charter or intensive form of financial (money) or nonfinancial (goods, services) so that employees keep the spirit in the performance of their work and feel valued by the company.
3. For next research, it is very interesting if research is directed to examine not only related to the company's employees but also external customers engagement so the company can be long lasting company. If the next research still want to analyze the employee engagement, researcher can try to examine other variables for independent or dependent variable, for example profitability, work safety, productivity, etc.

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