THE INFLUENCE OF EMPLOYEE ENGAGEMENT TO EMPLOYEE PERFORMANCE AT PT TELKOM BANDUNG

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Abstract. The purpose of this research is to determine the relationship about employee engagement to employee performance, and the best recommendation for the company to increase their performance. This research was taken at Service Company which is PT Telkom Bandung, one of the first state-owned monopoly companies that required providing the best service to the public in this case phone users or customers. 100 questionnaires are distributed to six departments at PT Telkom Bandung. It develop by using Gallup's Q12 questionnaire of engagement, ASTD theory (Say, Stay, and Strive), and their relationship to employee performance. The result show that there are 5 of 12 variables indicate very good level of engagement in driver variable of employee engagement, which are: Materials and Equipment, Opportunity to Do the Best, Someone Who Cares at Work, Associates' Committed to Quality, and Best Friend. Besides, dimension of Strive has very good level as indicator of employee performance. There are 7 of 12 variables indicate good level of engagement in driver variable of employee engagement, which are: Expectation, Recognition of Good Work, Encouraged the Development, Opinions Count, Mission/Purpose, Progress of Work, and Learn and Grow. Besides, dimension of Say and Stay has good level as indicator of employee engagement. All driver variable of employee engagement has directly influence to indicator of employee engagement and indirectly influence to employee performance, and all indicator of employee engagement has directly influence to employee performance.

Keywords: *employee engagement, employee performance, performance, job performance.*

Introduction

Employee engagement has become a hot topic among consulting firms and in the popular business press. It is connected with what ASTD's model cites as the wellness of an organization and can improve human productivity. By increasing productivity, organizations are striving to increase their performance. Human Productivity Improvement (HPI) can be used to improve productivity. Employee engagement is interwoven significantly with important business outcomes. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement. Value performances of employee at PT Telkom Bandung are shown on the table 1.1:

Table 1.1 Value Performance of Employee

Value	NKI 2012 Total Employee	NKI 2013 Total Employee	NKI 2012 Percentage	NKI 2013 Percentage
P1	1	1	0,12 %	0.17 %
P2	425	25	53.2 %	4.3 %

P3	337	510	42.2 %	89.63 %
P4	30	28	3.8 %	5 %
P5	6	5	0.8 %	0.9 %
Total	799	569	100 %	100 %

Table 1.1 indicate the value performance of employee at PT Telkom Bandung for the year 2012 and 2013. P indicates the value performance (Nilai Kerja Individu) of employee at PT. Telkom Bandung. The criteria of value performance is about productivity. Productivity means how far the employee can achieve the target made by company. P1 indicates the highest performance, P5 indicates the lowest performance. P2 indicates that the employee exceed the expectation of work. P4 indicates that the employee did not meet the company expectation of work.

Table 1.1 shows that there are decreasing number of total employee in the year 2012 to the year 2013. Many factors that cause it decrease, such as retirement, early retirement, and organizational transformation. PT Telkom itself hired only 20 percent of total retirement to become new employee. The purpose is to emphasize productivity for each employee, company hope that they can get higher revenue with fewer number of employee. For the value expectation of the company, company itself really want to make their employee meet level of P1 which means the best level of performance. But company realize that this condition is difficult to reach. So, company make a normal distribution based on value performance each individu, and the normal distribution show that most of employee are in level of P3. So, company state that employee in level of P3 means that they can meet the expectation of company.

Tables 1.1 gives the information that most of employee indicate value performance at P3. It means that most of employee can meet the expectation of the company. But, the problem is level of value performance in the year 2012 to year 2013 at level P2 is decrease from 53,2 % to 4,3%. It means that employee who exceed the expectation of work are decrease. Not only that, both of value performance in year 2012 to year 2013 at level P4 and P5 is increase. This condition caused by what company said about concept of "*Harmonisasi Unit*". It means that individual performance is affected by unit performance, and unit performance is affected by organizational performance. In the year 2012, organizational performance of PT Telkom Bandung is decline, so it affect to the individual performance at the company. This condition is bad for the company. But, this productivity of performance can be increased by involving the employee engagement into the element of value performance (Buckingham & Coffman, 1999; Coffman & Gonzalez Molina, 2001).

Literature Review

Employee Engagement
Kahn (1990:694) defines employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The cognitive aspect of employee engagement concerns employees' beliefs about the organization, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role.

Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn

(1990), Truss et al (2006) define employee engagement simply as 'passion for work', a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions.

Employee Performance

In- role job performance refers to activities that are related to employees' formal role requirements (Borman & Motowidlo, 1997). Generally it is believed that job involvement by positively affecting employees' motivation and effort, leads to higher levels of in-role job performance (Brown, 1996). In-Role performance is defined as those officially required outcomes and behaviors that directly serve the goals of the organization (Motowidlo & Van Scotter, 1994). In role performance emphasizes the instrumentality of individual performance for organizational goals.

Extra-role or contextual performance is defined as discretionary behaviors on the part of an employee that are believed to directly promote the effective functioning of an organization without necessarily directly influencing an employee's productivity (MacKenzie, Podsakoff, & Fetter, 1991). Extra-Role Performance include organizational citizenship behavior but also refer to such aspect as personal initiative (Frese & Fay, 2001) and the constructive exercise of voice (Van Dyne & LePine, 1995) that include proactive behavior toward the organization. Moreover, citizenship behavior can be directed toward the organization and towards individual (Dalal 2005; Ilies, Nahrgang & Morgeson, 2007). Innovative job performance can also define as work behavior include thinking in alternative ways, searching for improvements, figuring out new ways to accomplish tasks, looking for new technologies, applying new work methods, and investigating and securing resources to make new ideas happen (Janssen.O, 2000).

Employee Engagement and Employee Performance Relationship

Recent studies across a range of sectors have found various performance based outcomes of engagement. Bakker *et al* (2004) found that engagement was linked to both in-role and extra-role performance in a multi-sector Dutch sample, a finding replicated by Schaufeli *et al* (2006); Halbesleben and Wheeler (2008) found similar results for in-role performance and turnover intentions in a multi-sector US sample. A meta-analysis of nearly 8,000 business units in 36 companies found that engagement was also linked to business unit performance (Harter *et al* 2002), and links have also been found with client satisfaction in service settings (Salanova *et al* 2005). Many other studies have found links between engagement and performance outcomes; for a review, see Bakker *et al* (2008).

Gallup indicates that higher levels of engagement are strongly related to higher levels of innovation. Fifty-nine per cent of engaged employees say that their job brings out their most creative ideas against only three per cent of disengaged employees. This finding was echoed in research for the Chartered Management Institute in 2007 which found significant association and influence between employee engagement and innovation. Based on survey findings from approximately 1,500 managers throughout the UK, where respondents identified the prevailing management style of their organization as innovative, 92 per cent of managers felt proud to work there. As Professor Julian Birkinshaw of the London Business School told us: "employee engagement is the sine qua non of innovation. In my experience you can have engaged employees who invest their time in multiple directions (such as servicing clients, creating quality products) but you cannot foster true innovation without engaged employees."
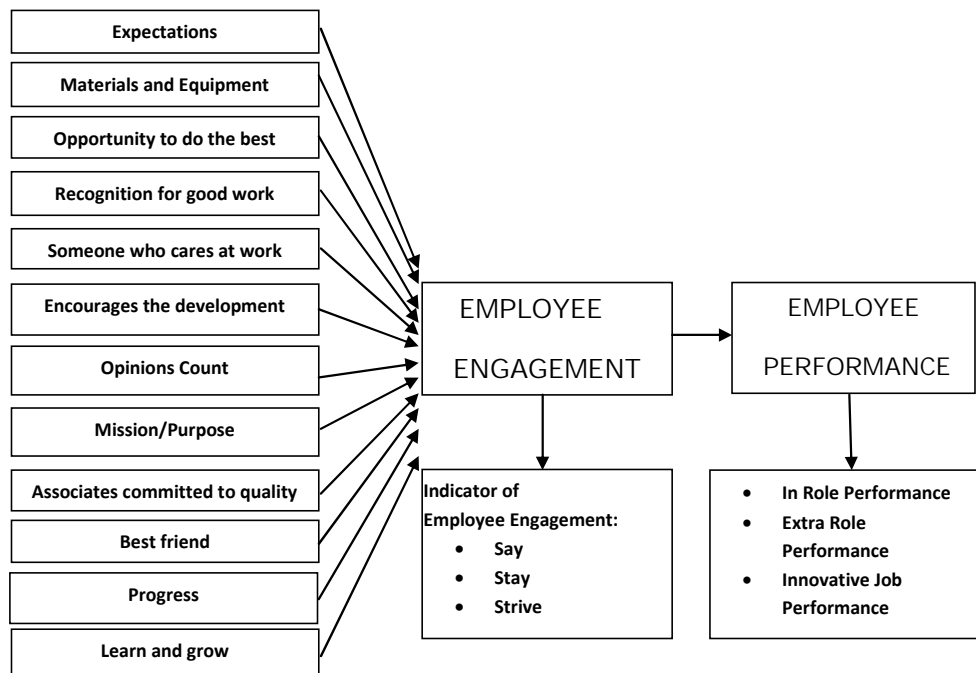
Figure 2. 1Conceptual Model Framework

Methodology

Methodology of this research is using primary data with questionnaire. The questionnaire contained list of questions. The measurement scales to measure the respondents response by using Likert scale of 6 points consist of; 1=Very Disagree, 2=Not Agree, 3=Tend to Not Agree, 4=Tend to Agree, 5=Agree, 6 = Very Agree. Population of this research is all employees at PT Telkom Bandung which consists of 468 employees. All employees come from six divisions which are:

1. Community Development Center (CDC) department with 31 total employees,
2. Financial Directorate Management (FDM) department with 38 total employees,
3. Financial Directorate (FD) department with 81 total employees,
4. Finance Billing and Collection Center (FBCC) department with 171 total employee,
5. Human Capital Center (HCC) department with 110 total employee, and
6. Internal Audit (IA) department with 37 total employees.

Total sample needed for this research is 100 respondents with 0, 1 level of significant. This research used random sampling method which collected by six working unit at PT Telkom Bandung which are Community Development Center (CDC) department, Financial Directorate Management (FDM) department, Financial Directorate (FD) department, Finance Billing and Collection Center (FBCC) department, Human Capital Center (HCC) department, and Internal Audit (IA) department.
Number of samples calculation:
Here are the random sampling formulas by Santosa and Hidayat (2014) for determining number of sample:

$$n = \frac{n_o}{1 + \left(\frac{n_o}{N}\right)}$$

$$n_o = \frac{t^2 (p \cdot q)}{d^2}$$

With:

Explanation for formulas:

no = total sample at the first step

t = (Level of confidence by the sample)

P = (Proportion or questionnaires ratio valid)

Q = (Proportion or questionnaires ratio not valid)

d = (Bound of error)

N = (Population)

Explanation for determining sample:

no = total sample at the first step

t = 1, 64 (10%) (From statistic table)

    (Means that level of confidence by the sample is 90%)

P = 0, 95 (Determined by researcher) (proportion or questionnaires ratio valid)

Q = 0, 5 (Determined by researcher) (proportion or questionnaires ratio not valid)

d = 0, 1 (Determined by researcher) (bound of error)

N = 468 (Determined by researcher) (Population)

Basic formula for determining sample:

$$no = \frac{t^2 (p.q)}{d^2} \quad \text{So,} \quad no = \frac{1,64^2 (0,95.0,5)}{0,1^2} = 127,756$$

Next step for determining sample is using formula:

$$n = \frac{no}{1+\left(\frac{no}{N}\right)} \quad \text{So,} \quad n = \frac{127,756}{1+\left(\frac{127,756}{468}\right)} = 100 \text{ people}$$

So, total sample calculated is 100 employees.

Data analysis for this research is using the quantitative data with path analysis method.

Independent Variable	Indicators	Intervening Variable	Indicators	Dependent Variable	Indicators
Expectation	X_1	Say	Y_1	Employee Performance	Y_2
Material and equipment	X_2	Stay			
Opportunity to do the best	X_3	Strive			
Recognition for good work	X_4				
Someone who cares at work	X_5				
Encourages the development	X_6				
Opinion Count	X_7				
Mission/Purpose	X_8				
Associates committed to quality	X_9				
Best Friend	X_{10}				
Progress	X_{11}				
Learn and grow	X_{12}				

Determine the Influence of X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, and X_{12}, to Y_2 Through Y_1

To examine the influence of X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, and X_{12}, to Y_2 through Y_1. This data processing is using path analysis with the following equation.

$Y_1 = \rho_{yx1}X_1 + \rho_{yx2}X_2 + \rho_{yx3}X_3 + \rho_{yx4}X_4 + \rho_{yx5}X_5 + \rho_{yx6}X_6 + \rho_{yx7}X_7 + \rho_{yx8}X_8 + \rho_{yx9}X_9 + \rho_{yx10}X_{10} + \rho_{yx11}X_{11} + \rho_{yx12}X1_2 + \varepsilon_1$

$Y_2 = \rho_{zy}Y_1 + \varepsilon_1$

Notes:

Y_2 = Employee Performance	X_6 = Encourages the Development
Y_1 = Indicator of Employee Engagement	X_7 = Opinions Count
X_1 = Expectation	X_8 = Mission/Purpose
X_2 = Material and Equipment	X_9 = Associates Committed to Quality
X_3 = Opportunity to Do the Best	X_{10} = Best Friend
X_4 = Recognition for Good Work	X_{11} = Progress
X_5 = Someone Who Cares at Work	X_{12} = Learn and Grow

Path analysis examines the causality of the structural nature of independent variables on the dependent variable with consider about the relationship between the independent variables.

Path Coefficient Testing Partially

Partial testing was done to prove partially X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, and X_{12} to Y_1. To examine the path coefficients of each independent variable is used statistical t test where t_{count} compared with the value t_{tabel} on error rate α = 10 % and degrees of freedom (db = n-k-1) = 87 in testing two directions is equal to 1,663 (t_{table} = 1,663).

To do the test of path coefficient partially, hypothesis formulation was determined at first as follows:

$H_0 : \cdots _{yx_i} = 0$ There is no evident influence to independent variable-i (Xi) to Y

$H_1 : \cdots _{yx_i} \neq 0$ There are evident influence to independent variable-i (Xi) to Y

Statistic test used are:

$$t_i = \frac{\cdots yxi}{\sqrt{\dfrac{(1-R^2)CR_{ii}}{n-k-1}}}$$ i = 1, 2, 3, 4 and 5

Test Criteria:

Reject Ho if t_{count} > t_{table} ($t_{r \; ;n-k-1}$)

Simultaneously Testing

The main hypothesis of this study is the X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, and X_{12} influential simultaneously to Y_1. The research hypothesis is stated in the following statistical hypotheses:

Ho :

$$\cdots _{yx1} = \cdots _{yx2} = \cdots _{yx3} = \cdots _{yx4} = \cdots _{yx5} = \cdots _{yx6} = \cdots _{yx7} = \cdots _{yx8} = \cdots _{yx9} = \cdots _{yx10} = \cdots _{yx11} = \cdots _{yx12} = 0$$

H_1 : At least there is one $\cdots _{yxi} \neq 0$, i = 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, and 12

Statistic testing used is:

$$F = \frac{(n-k-1)\sum\limits_{i=1}^{k} \cdots _{yxi} r_{yxi}}{k(1-\sum\limits_{i=1}^{k} \cdots _{yxi} r_{yxi})}$$

Test criteria, Reject Ho if F counts ≥ F tables, accept Ho in other cases. Where F table derived from the F distribution table with = 10% and degrees of freedom db1 = k, and db2 = nk-1

Influence Testing of Y_1 to Y_2

The next hypothesis to be tested is the influence of Y_1 to Y_2. This step will show the total influence of Y_1 to Y_2.

After the path coefficient is calculated, the next step to prove a significant influence on whether Y_1 to Y_2 is used the partial hypothesis testing.

Hypothesis:

$H_0 : \rho_{y1y2} = 0$ $\quad\quad\quad$ Y_1 has no influence to Y_2.

$H_1 : \rho_{y1y2} \neq 0$ $\quad\quad\quad$ Y_1 has the influence to Y_2.

Direct and Indirect Influences

The last step is determining the direct and indirect influences from variable X_1 to Y_1 and Y_2.

1. Data Analysis

Testing of Influence by X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, and X_{12}, to Y_1

The first hypothesis to be tested is the influence of leadership and working environment against satisfaction, either jointly or partially. Based on the results of data processing, path coefficients that were obtained from each of independent variables: X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, and X_{12}, to Y_1 are shown in the table below:

Table 4. 2 Path Coefficients of Each Independent Variable to Satisfaction

Variable	Path Coefficients	t_{count}	P-value	
X_1	0,341	2,944	0,004	
X_2	0,137	1,299	0,197	
X_3	0,017	0,197	0,845	
X_4	0,020	0,218	0,828	
X_5	0,069	0,662	0,510	
X_6	0,039	0,390	0,697	**R² = 0,698**
X_7	0,004	0,051	0,960	
X_8	0,049	0,502	0,617	
X_9	0,052	0,476	0,635	
X_{10}	0,038	0,502	0,617	
X_{11}	0,005	0,049	0,961	
X_{12}	0,258	2,888	0,005	

Source: data processing result

From the table above, it was obtained total influence of variables X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, and X_{12}, to Y_1 is equal to 0.698 or 69.8%. While the rest of 30.2% is the influence of other factors beyond the twelve independent variables. Visually, the influence path diagram of X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, and X_{12}, to Y_1 are shown in the following figure:
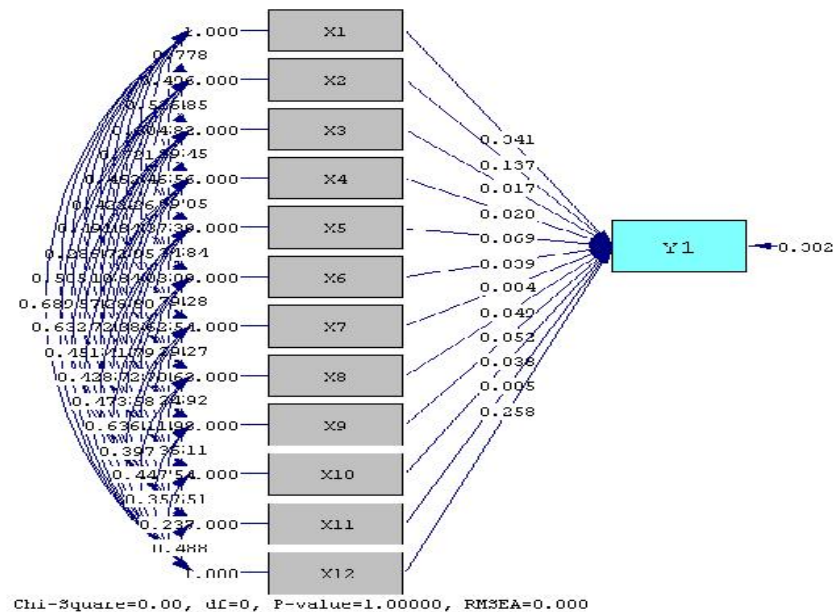
Figure 4. 1 Path Diagram of X1, X2, X3, X4, X5, X6, X7, X8, X9, X10, X11, and X12, to Y1

Through the values contained in the image above, it can be calculated about the influence of each independent variable ($X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}$, and X_{12}), to Y_1.

Y_1 = 0,341*X_1 + 0,137*X_2 + 0,017*X_3 + 0,020*X_4 + 0,069*X_5 + 0,069*X_6 + 0,004*X_7 + 0,049*X_8 + 0,052*X_9 + 0,038*X_{10} + 0,005*X_{11} + 0,258*X_{12}

After path coefficient is calculated, next step to prove whether the $X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}$, and X_{12} has a significant effect either partially or simultaneously to Y_1, hypothesis test should be done. Testing the hypothesis starts from the partial testing followed by simultaneously testing (together).

Path Coefficient Testing Partially
Partial testing was done to prove partially $X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}$, and X_{12} to Y_1. To examine the path coefficients of each independent variable is used statistical t test where t_{count} compared with the value t_{tabel} on error rate α = 10% and degrees of freedom (db = n-k-1) = 87 in testing two directions is equal to 1,663 (t_{table} = 1,663).
To do the test of path coefficient partially, hypothesis formulation was determined at first as follows:

$H_0 : \cdots_{yx_i} = 0$ There is no evident influence to independent variable-i (Xi) to Y

$H_1 : \cdots_{yx_i} \neq 0$ There are evident influence to independent variable-i (Xi) to Y

Statistic test used are:

$$t_i = \frac{\cdots_{yxi}}{\sqrt{\dfrac{(1-R^2)CR_{ii}}{n-k-1}}} \qquad i = 1, 2, 3, 4 \text{ and } 5$$

Test Criteria:
Reject Ho if t_{count} > t_{table} ($t_{r\,;n-k-1}$)The calculation result can be seen in the following table:

Table 4. 3 Partial Testing

No	Hypothesis	t_{count}	t_{table} (db:87)	p-value	H_o	Conclusion
1	$P_{yx1} = 0$	2,944		0,004	Ho Rejected	Significant
2	$P_{yx2} = 0$	1,299		0,197	Ho Accepted	Not Significant
3	$P_{yx3} = 0$	0,197		0,845	Ho Accepted	Not Significant
4	$P_{yx4} = 0$	0,218		0,828	Ho Accepted	Not Significant
5	$P_{yx5} = 0$	0,662		0,510	Ho Accepted	Not Significant
6	$P_{yx6} = 0$	0,390		0,697	Ho Accepted	Not Significant
7	$P_{yx7} = 0$	0,051	±1,663	0,960	Ho Accepted	Not Significant
8	$P_{yx8} = 0$	0,502		0,617	Ho Accepted	Not Significant
9	$P_{yx9} = 0$	0,476		0,635	Ho Accepted	Not Significant
10	$P_{yx10} = 0$	0,502		0,617	Ho Accepted	Not Significant
11	$P_{yx11} = 0$	0,049		0,961	Ho Accepted	Not Significant
12	$P_{yx12} = 0$	2,888		0,005	Ho Rejected	Significant

From the table above we can know that the t count for each variable X_1 and X_{12} is bigger than t table. It means that the variables X_1 and X_{12} give significant influence to Y_1 partially. While the t counts for the variable $X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}$, and X_{11} is smaller than t table. So it can be concluded that $X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}$, and X_{11} have no significant influence to Y_1 partially.

Simultaneously Testing

The main hypothesis of this study is the $X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}$, and X_{12} influential simultaneously to Y_1. The research hypothesis is stated in the following statistical hypotheses:
H_o :

$$\cdots_{yx1} = \cdots_{yx2} = \cdots_{yx3} = \cdots_{yx4} = \cdots_{yx5} = \cdots_{yx6} = \cdots_{yx7} = \cdots_{yx8} = \cdots_{yx9} = \cdots_{yx10} = \cdots_{yx11} = \cdots_{yx12} = 0$$

H_1 : At least there is one $\cdots_{yxi} \neq 0$, i = 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, and 12
Statistic testing used is:

$$F = \frac{(n-k-1)\sum_{i=1}^{k}\cdots_{yxi} r_{yxi}}{k(1-\sum_{i=1}^{k}\cdots_{yxi} r_{yxi})}$$

Test criteria, Reject Ho if F counts ≥ F tables, accept Ho in other cases. Where F table derived from the F distribution table with = 10 % and degrees of freedom db1 = k, and db2 = nk-1

Table 4. 4 Simultaneously Testing

Alternative Hyphotesis	F count	Db	F table	Decision	Conclusion
X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, dan X_{12} simultaneously influence to Y_1	16,780	$db_1 = 12$	1,622	Ho Rejected	There is influence
		$db_2 = 87$			(Significant)

In the table above we can know that the significant test results which mean X_1, X_2, X_3, X_4, X_5, X_6, X_7, X_8, X_9, X_{10}, X_{11}, and X_{12} simultaneously have a significant influence on Y_1.

**Influence Testing of Y_1 to Y_2**
The next hypothesis to be tested is the influence of Y_1 to Y_2. Based on the results of data processing, it was obtained that path coefficients from Y_1 to Y_2 can be seen in the table below.

Table 4.5 Path Coefficient Y to Y2

Variable	Path Coeffivient	tcount	p-value	R2 = 0,396
Y1	0,630	8,023	0,000	

Sumber: data processing result

From the table above, it was obtained total influence of variable Y_1 to Y_2 is equal to 0.396 or 39.6%. While the rest of 60.4% is the influence of other factors outside of Y_1. Visually the influence of path diagram of Y_1 to Y_2 is shown in the following figure.
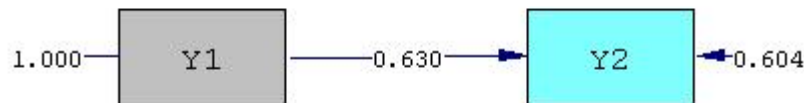
Figure 4. 2 Influence Path Diagram of Y1 to Y2

Through the values contained in the figure above, it can be calculated influence value of independent variables by Y_1 to Y_2.

$$Y_2 = 0{,}630*Y_1$$

After the path coefficient is calculated, the next step to prove a significant influence on whether Y_1 to Y_2 is used the partial hypothesis testing.
Hypothesis:
$H_0 : \rho_{y1y2} = 0$ $\qquad$ Y_1 has no influence to Y_2.
$H_1 : \rho_{y1y2} \neq 0$ $\qquad$ Y_1 has the influence to Y_2.

Table 4. 6 Influence Testing Result of Y1 to Y2

Path Coefficient	tcount	ttable (db:98)	p-value	Ho	Conclusion
0,630	8,023	±1,1661	0,000	Reject	Signifikan

Based on the test results in the table above, it can be seen that t_{count} of satisfaction variable is 8.023 and t_{table} 1984 where the value t_{count} = 8.023> t table = 1.1661. Because t_{count} is greater than t_{table} and p-value of 0.000 (less than 0.1 %) which shows that it have a high probability, then with α = 10 %, it was decided to reject H_0 so H_1 accepted.
So based on the test results it can be concluded that Y_1 significantly influence to Y_2. These test results provide empirical evidence that higher Y_1 will increase Y_2.

Direct and Indirect Influences

Table below shows the direct and indirect influences from variable X_1 to Y_1 and Y_2.

Table 4. 7 Direct and Indirect Influences

Variable Influence	Influence to Y_2	
	Direct	Indirect Through Y_1
X_1-Y_1	0,341	0,047
X_2-Y_1	0,137	0,019
X_3-Y_1	0,017	0,002
X_4-Y_1	0,020	0,003
X_5-Y_1	0,069	0,009
X_6-Y_1	0,039	0,005
X_7-Y_1	0,004	0,001
X_8-Y_1	0,049	0,007
X_9-Y_1	0,052	0,007
X_{10}-Y_1	0,038	0,005
X_{11}-Y_1	0,005	0,001
X_{12}-Y_1	0,258	0,035
Y_1-Y_2	0,630	-

Based on the table above it can be seen that:
1. The influence of X_1 to Y_1 is 0.341. While the indirect influence of X_1 to Y_2 through Y_1 is 0,047.
2. The influence of X_2 to Y_1 is 0.137. While the indirect influence of X_2 to Y_2 through Y_1 is 0,019.
3. The influence of X_3 to Y1 is 0.017. While the indirect influence of X_3 to Y_2 through Y_1 is 0,002.
4. The influence of X_4 to Y_1 is 0.020. While the indirect influence of X_4 to Y_2 through Y_1 is 0,003.
5. The influence of X_5 to Y_1 is 0.069. While the indirect influence of X_5 to Y_2 through Y_1 is 0,009.
6. The influence of X_6 to Y_1 is 0.039. While the indirect influence of X_6 to Y_2 through Y_1 is 0,005.
7. The influence of X_7 to Y_1 is 0.004. While the indirect influence of X_7 to Y_2 through Y_1 is 0,001.
8. The influence of X_8 to Y_1 is 0.049. While the indirect influence of X_8 to Y_2 through Y_1 is 0,007.
9. The influence of X_9 to Y_1 is 0.052. While the indirect influence of X_9 to Y_2 through Y_1 is 0,007.
10. The influence of X_{10} to Y_1 is 0.038. While the indirect influence of X_{10} to Y_2 through Y_1 is 0,005.
11. The influence of X_{11} to Y_1 is 0.005. While the indirect influence of X_{11} to Y_2 through Y_1 is 0,001.
12. The influence of X_{12} to Y_1 is 0.258. While the indirect influence of X_{12} to Y_2 through Y_1 is 0,035.
13. The influence of Y_1 to Y_2 is 0.630.

Conclusion and Recommendation

Conclusion of this research is all driver variable of employee engagement has directly influence to indicator of employee engagement and indirectly influence to employee performance. All indicator of employee engagement has directly influence to employee performance. Employee engagement gives 63 percent of influences to employee performance. The highest score of indirect influence from employee engagement to employee performance is dimension of expectation at work. While the smallest score of indirect influence of employee engagement to employee performance is dimension of opinion count and progress at work.

Recommendation should be applied by PT Telkom Bandung to increase their employee engagement are:
1. Dimension of opinion count can be increase by: Manager asking for employee's input, considering that input as decision are made, and doing more discussion between employee and

managers. These activities can make closer the relationship between manager and employees. In addition, when employees feel they are involved in decisions, they take greater ownership of the outcomes.

2. Dimension of progress at work can be increase by: providing a structured time to discuss employee's progress, achievements, goals, and so on. It is important for both managers and employees. Great managers regularly meet with individuals, both to learn from them and to give them guidance. This give and take helps both managers and employees make better decisions.

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