PERCEIVED ORGANIZATIONAL SUPPORT EFFECT, REWARDS AND RECOGNITION, AND SPIRITUALITY ON EMPLOYEE ENGAGEMENT

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ABSTRACT

The problems of this research were to examine the influence of perceived organizational support, rewards and recognition and spirituality on employee engagement. The objectives of this research were to examine whether: (1) perceived organizational support affect employee engagement; (2) rewards and recognition affect employee engagement; (3) spirituality affect employee engagement and (4) perceived organizational support, rewards and recognition and spirituality affect employee engagement. The methodology of this research was a statistical descriptive and hypotheses testing to study the relationship. A survey questionnaire was developed and validated. Purposive sampling was used to select the sample. A total 167 questionnaire were distributed and 167 valid responses collected. Regression analysis was used to predict and estimate the relationship. The result from this study indicate that perceived organizational support, rewards and recognition and spirituality has a positive and significant effect on employee engagement. Research limitation in this research was that this study was used self-report data so the responses provided may be less objective and this study was weak generalization because the data collected limited on the sample of millennials generation of PT Bank Central Asia, Tbk.

Keywords: Employee Engagement, Perceived Organizational Support, Rewards & Recognition, and Spirituality
INTRODUCTION

Globalization now has an impact on increasing competition among companies which requires companies to have new resolutions to survive amid the current weakening economic conditions (Gungor, 2011). In order to be able to compete, always develop and make a profit, great organizations do things that are different from other companies. They maximize the power of their employees to build relationships with customers (Coffman & Gonzalez-Molina, 2002). Noe (2013) said that human capital might be more valuable than physical capital (equipment and technology) or monetary assets (cash assets) to provide benefits to the company compared to its competitors, because it is difficult to imitate or buy and that is unique to company. Therefore, it is important for companies to develop and maintain their own human capital so that there is no doubt that lately employee engagement has become an important issue that is increasingly attracting the attention of companies throughout the world, including in Indonesia. One company in Indonesia that has implemented employee engagement is a company engaged in the banking industry, namely the largest private bank in Indonesia, PT Bank Central Asia, Tbk. or better known as BCA.

Employee engagement itself has been implemented at BCA since 2011. Of course, employee engagement is familiar to all BCA employees. However, with the development of generations, companies in Indonesia, including BCA, face challenges that can be said to be not easy in facing the current generation of generation, namely the generation of millennials.

Millennial generation which according to some literature is a generation of births from 1981 to 2000 have begun to enter the workforce and are well known as a generation that does not prioritize loyalty to the company and easily moves from one company to another. This is evidenced by the results of the gallup survey regarding the level of intergenerational employee engagement in the United States in 2013 and 2014, the results of which stated that the generation of millenials became the generation with the smallest engagement value among the other generations (see Table 1).
Table 1: Level of Employee Engagement Between Generations in the United States

<table>
<thead>
<tr>
<th>% Employees Engaged</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Millennials</td>
<td>27.5</td>
<td>28.9</td>
</tr>
<tr>
<td>Generation x</td>
<td>29.6</td>
<td>32.2</td>
</tr>
<tr>
<td>Baby boomers</td>
<td>30.9</td>
<td>32.7</td>
</tr>
<tr>
<td>Traditionalist</td>
<td>38.3</td>
<td>42.2</td>
</tr>
</tbody>
</table>

Source: Adkins (2015)

The total employee engagement level for 2015 also tends to stagnate or not change much. This proves that companies throughout the world, including Indonesia, need to pay special attention to increasing the engagement of millennial generation because of this generation who will later become the next generation for the sustainability of the company in the future. At present, maybe this generation of millennials is only 20% of the total workforce available (also applies to BCA), but in the next 5-10 years, the composition of the millennial generation in the entire workforce will increase dramatically. With growing maturity and increasing knowledge and experience, this first wave of millennial generations will hold important positions and responsibilities in the company. Therefore, developing and maintaining this generation of millennials in other words enhancing their engagement with the company is important. The concept of employee engagement was first introduced by Kahn in 1990, with the definition as follows, "the harnessing of organization members" are asves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. When employees are effectively and positively engaged, they build a positive emotional bond with the company where they work, this affects their behavior towards their colleagues and corporate clients and increases customer satisfaction and the quality of their services (Ali, 2013).

Employee engagement is certainly not formed by itself. There are factors that influence the level of employee engagement. Previous research revealed that employee engagement is influenced by several factors including job characteristics, perceived
organizational support, perceived supervisors support, rewards and recognition, procedural justice and distributive justice (Saks, 2006). In line with this, Rhoades, Eisenberger & Armeli (2001) also revealed the same thing about perceived organizational support (POS) that employees who have a higher POS might be more engaged in their jobs and companies. In addition, Maslach, Schaufelli & Leiter (2001) also previously revealed the same results with Saks regarding the relationship between rewards and recognition with employee engagement. Maslach, et. al. (2001) revealed that giving appropriate rewards and recognition is very important for engagement. When employees receive appropriate rewards and recognition from their company, they will feel responsible for providing "service rewards" with a higher level of engagement with the company. In addition to these factors, there are also studies that have attracted many researchers for more than 20 years, namely research on the relationship between employee engagement and spirituality in the workplace. Roof (2014) states that spirituality is positively and significantly influences employee engagement. There are also several other researchers who directly revealed that spirituality influences employee engagement and provides input to explore the relationship between the two in subsequent research (Saks, 2011; Poole, 2009; Pawar 2008).

Based on the description, opinions of experts and the results of the above studies, this study examines the effect of perceived organizational support, reward and recognition and spirituality on employee engagement (study at PT Bank Central Asia, Tbk.).

LITERATURE REVIEW

Employee engagement

Employee engagement has become a popular and widely used thing (Robinson, Perryman & Hayday, 2004). William Kahn is the first researcher to suggest that employee engagement means the psychological existence of employees when doing work for the company. Kahn did research and research for almost 25 years. Kahn used observation techniques and also conducted interviews to develop qualitative research (Andrew & Sofian, 2012). After working and carrying out research for 25 years, Kahn revealed the first academic definition of employee engagement, He described its meaning as follows "The
harnessing of organizational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances” (Andrew & Sofian, 2012).

In recent years, employee engagement has attracted the attention of many people, especially in the media and in the midst of consulting associations. Employee engagement has been considered as a special element for continuous improvement for the company (Gruman & Saks, 2011). The researchers suggest that employee engagement can be fully present in the work environment and employees will be eager to work hard when there are three conditions, when employees feel safe to interact with each other; second if they have useful resources to achieve their performance; lastly if they find a large number of meanings and attachments from their work and find it useful to do so (Xu & Thomas, 2011). Engagement is a system where employees are interested and enthusiastic about their work and find the value of individuals when doing their jobs (Kompaso & Sridevi, 2010).

Employee engagement involves physical, cognitive and emotional aspects of work experience and provides meaning as employees that connect with work roles (Kahn, 1990). Although the definition of employee engagement varies, most agree that there is energy and an identification component in engagement (Bakker, Schaufeli, Leiter & Taris, 2008). Engagement as a psychological state is influenced by an environment that reflects feelings of empowerment, job involvement, positive effectiveness, commitment, enthusiasm, (Macey and Schneider, 2008), solitude and emotional connectedness, (Shuck, Rocco & Albornoz, 2011). When other ideas focus on external motivation, engagement pays attention to excitement (basic) intrinsic motivation, higher purpose relationships (Fry, 2003), social identity (Saks, 2006), and high level personal energy directed by work roles (Schaufeli, Bakker & Salanova, 2006).

Motivational ideas from employee engagement have been shown to reflect three dimensions that are unique but related: 1) Vigor (spirit) or Activation, indicated by high energy, endurance, perseverance, and willingness to exert extra effort. 2) Dedication (dedication) or Identification, indicated by enthusiasm, sense of purpose, inspiration and pride in work. 3) Absorption (solemn), indicated by concentration, conditions are engrossed in the role of work and happiness with work conditions. (Salanova, Agut & Peiro,
2005; Schaufeli et al., 2006). These three dimensions of employee engagement, vigor, dedication and absorption reflect how employees are connected to their work and who will be used in this research.

**Perceived Organizational Support**

Perceived organizational support refers to the general belief that companies value the contributions of their employees and care about their well-being (Rhoades and Eisenberger, 2002). Specifically, perceived organizational support makes employees feel responsible for caring about the welfare of the company and for helping the company achieve its goals as indicated by a better level of work success and engagement with the company (Rhoades et al., 2001). The concept of social exchange and the norm of reciprocity are often used by researchers to explain the motivation of employees who show positive behavior towards the company, such as loyalty, which is actually not officially required by the company (Rhoades & Eisenberger, 2002). When companies do positive things for their employees, employees will feel that they need to do the same thing so that they will do positive things that benefit their company (Settoon, Bennett, & Liden, 1996). Supporting this, Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades (2002) reveal that companies that naturally support their employees, are proud and care about the needs of their employees will increase the level of perceived organizational support as indicated by a sense of trust and obligation long.

Perceived organizational support has been found to be associated with several outcomes that are beneficial to the company (job satisfaction, organizational commitment, performance) (Rhoades and Eisenberger, 2002), but there is still not much research that links it to employee engagement. However, there is a research that one reason that might make perceived organizational support have an influence on a number of beneficial outcomes for the company is through employee engagement. In other words, employees who have higher perceived organizational support may become more engaged with their jobs and companies that are part of the reciprocal norms of Social Exchange Theory (SET) so that they will ultimately help companies achieve their goals (Rhoades, et al., 2001) As stated by Saks in 2006 that when employees believe that the company is concerned and cares about the well-being of its employees, they tend to respond by trying to fulfill their obligations to the company by becoming more engaged.

**Reward and Recognition**

Rewards and recognition has recently become a common concept used by most companies as a tool to motivate employees (Limaye & Sharma, 2012). This is supported by
the company's competitive advantage that is increasingly determined by the people in it, so that rewards and recognition for employees become more critical (Limaye & Sharma, 2012). Luthans & Peter (2002) revealed that there are 2 types of rewards, namely extrinsic and intrinsic. Extrinsic rewards are financially related such as salaries, benefits, job security, promotions and salary increases while intrinsic rewards are psychological rewards that employees get from doing good work such as competence, experience and growth (Mahoney & Lederer, 2006). Whereas recognition according to Limaye & Sharma (2012) refers to non-monetary ways of expressing gratitude or giving appreciation to employees who will fulfill the psychological needs of employees in terms of feeling valued and recognized for what they have done.

Rewards and recognition are now a broad and redefined concept to include not only traditional ways to appreciate employees but there are newer and longer-term areas such as physical and emotional well-being of employees (Limaye & Sharma, 2012). This is probably due to the rewards and recognition currently seen as having an important role in predicting employee outcomes that also have a beneficial impact on the company in the long term, namely employee engagement. This is evident from what Kahn (1990) found in his research that everyone has a diverse level of engagement based on their perception of the benefits received for their role in the company. Furthermore, a sense of a company's return of investment is also found in rewards and recognition. This was revealed by Maslach, et al. (2001) that companies may expect that employees will engage longer in the workplace when they receive a large number of awards and recognition of their performance. Maslach, et al. (2001) also revealed that the lack of reward and recognition can cause burnout so that appropriate rewards and recognition are important for engagement.

**Spirituality**

Spirituality in the workplace has become an important trend in the business world in the 20th century (Shellenbarger, 2000). Spirituality in the workplace has been the subject of many business magazines and there are many books that write about spirituality in the workplace (Conlin, 1999; Gunther, 2001; Neal, 1997). Lips-Wiersma & Mills (2002) reveals that spirituality is always present in the workplace, the only question is whether
employees feel safe and comfortable expressing it. All people are truly spiritual beings (Neal, 1997) and when combined with worklife, spirituality offers one of the different expectations, not just life (Hoppe, 2005). In some literature, spirituality is often associated with religion. This is evidenced by the existence of several studies that reveal debates about whether religion is the same as spirituality or a component of spirituality (Fernando and Jackson, 2006), but then there is growing support which reveals that spirituality and religion are different but spirituality is in harmony with religion (Garcia-Zamor, 2003; Kriger and Seng, 2005; Quatro, 2004). There is an overlap between spirituality and religion (Reave, 2005), spirituality is a broader idea (Philips, 2012), and there is no support to exclude religion and relationships based on belief in God (Fernando and Jackson, 2006). Quatro (2004) reveals: "All major religions promote the selflessness and servant hood in honoring God, which are values aligned with the spirituality constructs."

In this study, spirituality is not interpreted as harmony or peace, but is described as an individual relationship to a greater, holy, God, or Divine power (Brown, 2003; Mohamed, Wisnieski, Askar & Syed, 2004; Saks, 2006). Based on the explanation of these literature, spirituality can be defined as follows: Spirituality is the personal relationship or experience with God or the divine information of individuals, their existence and their meaning, purpose, and mission in daily life. It does not need to compile religion by nature exclude religion (Hodge, 2001; Caracas, 2010; Tischler, Biberman & McKeage, 2002).

In this study, the effects of perceived organizational support on employee engagement, the effect of rewards and recognition on employee engagement, the influence of spirituality on employee engagement and the influence of perceived organizational support, rewards and recognition and spirituality on employee engagement were examined. Based on the explanation above, the following can be described as the rationale for the rationale in this study as follows:
Saks (2006) revealed that although there has been found a relationship between Perceived Organizational Support (POS) and several beneficial results such as job satisfaction, organizational commitment and performance, but not many previous studies have examined the relationship between POS and employee engagement. Therefore, in 2006, Saks examined the relationship between POS and employee engagement and got results that POS positively affected employee engagement. Considering this, the first hypothesis proposed in this study is as follows:

**H1:** Perceived Organizational Support has an influence on Employee Engagement.

Social Exchange Theory (SET) reveals that when employees receive rewards and recognition from their company, they will respond with a higher level of engagement. This also makes Saks (2006) examine rewards and recognition which positively influences employee engagement and gets results that support the hypothesis. Therefore,
referring to the results of the study, this study further put forward the second hypothesis as follows:

\textbf{Ha}_2 : \textit{Reward and Recognition has an influence on Employee Engagement.}

Spirituality is something that has not been explored much in research in relation to employee engagement. Pawar (2008) revealed that exploring workplace spirituality might be an effective strategy to enlighten the work environment and develop employee engagement.

In line with that, Saks (2011) also revealed that understanding about spirituality and employee engagement offers the potential to consider spirituality as a potential component in countering the global decline of employee engagement. Considering that expressed by Pawar and Saks, Roof (2014) examined the relationship of spirituality and employee engagement (represented by three dimensions: vigor, dedication and absorption). The study found that positive and significant spirituality was related to employee engagement (vigor and dedication) but not absorption. Based on research on spirituality and employee engagement that has not been much explored, this study adds spirituality variables so that the fourth hypothesis is proposed as follows:

\textbf{Ha}_3 : \textit{Spirituality has an influence on Employee Engagement.}

This study will also examine the relationship of the four independent variables together towards employee engagement so that the fifth hypothesis is proposed as follows:

\textbf{Ha}_4 : \textit{Perceived Organizational Support, Reward and Recognition, Organizational resources and Spirituality together have an influence on Employee Engagement.}

**METHODS**

The first independent variable, perceived organizational support (POS) is defined as the general belief that organizations value the contribution of their employees and care about their well-being (Rhoades & Eisenberger, 2002). Perceived organizational support is measured through nine short questions in POS surveys (Saks, 2006):

1. My company really cares about my welfare.
2. My company is very considerate of my goals.
3. My company is very considerate of my values.
4. My company shows concern to me.
5. My company cares about my opinion.
6. My company is willing to help me if I need special assistance.
7. Help is available from the Company when I have a problem.
8. The company will forgive mistakes that I admit honestly.
9. The company does not take advantage of me when providing opportunities.

The 9 questions are measured using a Likert scale with ratings from 1 (one) to 5 (five) where 5 (five) are "Very Agree" and 1 (one) is "Very Disagree".

The second independent variable, reward and recognition, was measured through 11 (eleven) questions (Saks, 2006) that were asked to respondents to measure the extent to which they received various types of outcomes when they did their jobs properly. Respondents responded by answering 11 (eleven) questions below using a Likert scale with a rating of 1 (one) to 5 (five) where 5 (five) were very large and 1 (one) was very small:

1. The work I did well had an impact on my salary increase.
2. The work that I did well had an impact on the security of my work.
3. The work I did well had an impact on promotion.
4. The work I do well has an impact on more opportunities at work.
5. The work I do well makes me receive respect from the people I work with.
6. The work I did well made me get praise from my boss.
7. The work I did well had an impact on my training opportunities.
8. The work I did well had an impact on my development opportunities.
9. The work I did well made me have a more challenging job opportunity.
10. The work I did well got me some form of public recognition (example: Employee of the month)
11. The work I did well made me appreciate.

The third independent variable, spirituality, is defined as follows: Spirituality is the personal relationship with God or the divine information of individuals, their meaning and purpose, and mission in daily life. It does not need to encompass religion by nature exclude religion (Hodge, 2001; Caracas, 2010; Tischler et al., 2002). Spirituality is measured using the Daily Spiritual Experience Scale (DSES), which is 17 (seventeen) questions designed to
measure individual experience of transcendence in the daily lives of participants/respondents (Roof, 2014):
1. I feel the presence of God.
2. I have a relationship with all life.
3. During worship, or at other times when dealing with God, I feel joy that excites me from my daily concerns.
4. I find strength in my spirituality.
5. I find comfort in my spirituality.
6. I feel deep inner peace.
7. I feel harmony.
8. I am asking for God’s help in the midst of my daily activities.
9. I feel guided by God in the midst of my daily activities.
10. I feel God’s love for me directly.
11. I feel God’s love for me through other people.
12. I am spiritually touched through the beauty of God’s creation.
13. I feel grateful for my blessings.
15. I accept other people even when they do things that I consider wrong.
16. I want to be closer to God or in union with God.
17. In general, do you feel how close you are to God?

Questions 1 (one) to 16 (sixteen) are measured using a Likert scale of 1 (one) to 6 (six) where 6 (six) are several times a day and 1 (one) is never. For question 17 (seventeen) measured by a Likert scale of 1 (one) to 4 (four) where 4 (four) are as close as possible and 1 (one) is not at all.

Employee engagement involves physical, cognitive and emotional aspects of work experience and provides meaning as employees that connect with work roles (Kahn, 1990). Motivational ideas from employee engagement have been shown to reflect three dimensions that are unique but related: Vigor (enthusiasm), Dedication (devotion), Absorption (solitude) (Salanova et al., 2005; Schaufeli et al., 2006). These three dimensions of employee engagement, vigor, dedication and absorption reflect how employees are
connected to their jobs so that this study measures employee engagement with these 3 (three) dimensions (Roof, 2014):

**a. Vigor (spirit)**
1. At work, I feel full energy.
2. In my work, I feel excited.
3. When I wake up in the morning, I feel excited to go to work.
4. I can continue working for a very long time at a time.
5. In my work, I am mentally very tough.
6. At work, I always endure, even when things don't go well.

**b. Dedication**
1. I feel the work I do is meaningful.
2. I feel the work I do has a purpose.
3. I am enthusiastic about my job.
4. My work inspired me.
5. I am proud of the work I do.
6. I feel my work is challenging

**c. Absorption**
1. Time passes when I’m working.
2. When I work, I forget everything else around me.
3. I feel happy when I work intensely.
4. I am immersed in my work.
5. I enjoy when I work.
6. It’s hard to get away from my job.

All questions from the 3 (three) dimensions above were measured using a Likert scale 1 (one) to 5 (five) where 5 (five) are "Very Agree" and 1 (one) is "Very Disagree".

The sampling method used is purposive sampling technique, which is a sample selection method that is adjusted to certain criteria (Cooper & Schindler, 2011). The study population was employees of PT Bank Central Asia, Tbk. the age range included in the Millennial Generation category and tenure of 10 - 10 years, permanent employees at the Head Office and included in eight divisions with a total turnover of 252 employees (based on interviews with the Senior Manager of the Human Capital Management Division of PT
Bank Central Asia, Tbk). From the total population, the number of samples is calculated using Slovin Formula and the minimum sampling results obtained are 155 employees. To anticipate the minimum number not met, it was decided to distribute 167 questionnaires. The period of data collection is from 27 June 2016 to 3 July 2016.

The object of this research is employees of PT Bank Central Asia, Tbk. with the characteristics of respondents, among others, permanent employees with a tenure of 1-10 years, ages 20 - 35 years and included in 8 divisions with the highest turnover in 2015. Of the 167 questionnaires distributed, all were returned and stated as feasible for analysis so that samples were used in this study are 167 employees, which means that the Response Rate of this study is 100%, with the following calculations:

**Table 2: Respondent Demographic Characteristics**

<table>
<thead>
<tr>
<th>Demographic Characteristics</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Genders</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>73</td>
<td>43,71%</td>
</tr>
<tr>
<td>Female</td>
<td>94</td>
<td>56,29%</td>
</tr>
<tr>
<td><strong>Age Groups</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>≥21 – 25 years</td>
<td>49</td>
<td>29,34%</td>
</tr>
<tr>
<td>&gt;25 – 30 years</td>
<td>87</td>
<td>52,10%</td>
</tr>
<tr>
<td>&gt;30 – 35 years</td>
<td>31</td>
<td>18,56%</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diploma III</td>
<td>7</td>
<td>4,19%</td>
</tr>
<tr>
<td>Bachelor (S1)</td>
<td>147</td>
<td>88,02%</td>
</tr>
<tr>
<td>Magister (S2)</td>
<td>13</td>
<td>7,78%</td>
</tr>
<tr>
<td>Doctoral (S3)</td>
<td>0</td>
<td>0,00%</td>
</tr>
<tr>
<td><strong>Long Working at BCA</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>≥1 – 5 years</td>
<td>91</td>
<td>54,49%</td>
</tr>
<tr>
<td>&gt;5 – 10 years</td>
<td>76</td>
<td>45,51%</td>
</tr>
<tr>
<td><strong>Religions</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moeslem</td>
<td>52</td>
<td>31,14%</td>
</tr>
<tr>
<td>Christian</td>
<td>51</td>
<td>30,54%</td>
</tr>
<tr>
<td>Catholic</td>
<td>39</td>
<td>23,35%</td>
</tr>
<tr>
<td>Hindu</td>
<td>3</td>
<td>1,80%</td>
</tr>
<tr>
<td>Buddha</td>
<td>20</td>
<td>11,98%</td>
</tr>
<tr>
<td>Confucianism</td>
<td>2</td>
<td>1,20%</td>
</tr>
</tbody>
</table>
From Table 2 we can see the demographic characteristics of this study. There were more female respondents than male respondents, namely 94 people (56.29%). The highest age group is > 25 - 30 years, which is 87 people (52.10%). The highest level of education is Bachelor (S1), which is 147 people (88.02%). The highest working period (length of time at BCA) is > 1 - 5 years, as many as 91 people (54.49%) and the most religion is Islam with respondents as many as 52 people (31.14%).

**Table 3: Validity Test Results**

<table>
<thead>
<tr>
<th>KMO and Bartlett's Test</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin</td>
<td>.735</td>
</tr>
<tr>
<td>Measure of Sampling</td>
<td></td>
</tr>
<tr>
<td>Adequacy</td>
<td></td>
</tr>
<tr>
<td>Bartlett's Test of</td>
<td></td>
</tr>
<tr>
<td>Sphericity</td>
<td></td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
<td>170.056</td>
</tr>
<tr>
<td>df</td>
<td>6</td>
</tr>
<tr>
<td>Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>

**Anti-image Matrices**

<table>
<thead>
<tr>
<th></th>
<th>TOTP</th>
<th>TOTR</th>
<th>TOTS</th>
<th>TOTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-image Covariance</td>
<td>TOTP</td>
<td>.552</td>
<td>-.264</td>
<td>-.039</td>
</tr>
<tr>
<td></td>
<td>TOTR</td>
<td>-.264</td>
<td>.554</td>
<td>-.061</td>
</tr>
<tr>
<td></td>
<td>TOTS</td>
<td>-.039</td>
<td>-.061</td>
<td>.876</td>
</tr>
<tr>
<td></td>
<td>TOTE</td>
<td>-.167</td>
<td>-.157</td>
<td>-.148</td>
</tr>
<tr>
<td>Anti-image Correlation</td>
<td>TOTP</td>
<td>.703</td>
<td>-.478</td>
<td>-.056</td>
</tr>
<tr>
<td></td>
<td>TOTR</td>
<td>-.478</td>
<td>.707</td>
<td>-.087</td>
</tr>
<tr>
<td></td>
<td>TOTS</td>
<td>-.056</td>
<td>-.087</td>
<td>.833</td>
</tr>
<tr>
<td></td>
<td>TOTE</td>
<td>-.281</td>
<td>-.264</td>
<td>-.198</td>
</tr>
</tbody>
</table>

Based on Table 3, it can be seen that KMO > 0.5 is equal to 0.735 and Anti-Image Correlation from a diagonal matrix > 0.5 so it can be concluded that all items are valid questions.
Table 4: Reliability Test Results

<table>
<thead>
<tr>
<th>Scale Corrected</th>
<th>Mean</th>
<th>Variance</th>
<th>Item- Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>if Item Deleted</td>
<td>if Item Correlation</td>
<td>Total Deleted</td>
<td>If item Deleted</td>
</tr>
<tr>
<td>TOTP</td>
<td>161,3234</td>
<td>464,1264</td>
<td>5854</td>
</tr>
<tr>
<td>TOTR</td>
<td>149,7784</td>
<td>392,9327</td>
<td>5631</td>
</tr>
<tr>
<td>TOTS</td>
<td>189,0838</td>
<td>338,5350</td>
<td>3504</td>
</tr>
<tr>
<td>TOTE</td>
<td>196,3713</td>
<td>315,2081</td>
<td>5578</td>
</tr>
</tbody>
</table>

Based on Table 4, it can be seen that the Cronbach’s Alpha value is between 0.600 to 0.700 which is equal to 0.6817 so that it can be concluded that all items of questions from the variables in this study are reliable.

RESULTS AND DISCUSSION

The data collected was analyzed using the Regression Analysis method with the help of Statistical Package for the Social Science (SPSS) program version 19. The purpose of this method is to predict changes in the dependent variable associated with changes that occur in a number of independent variables. The results of regression calculations can be seen in the table below:

Table 5: Results of Regression Analysis

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), TOTS, TOTP, TOTR
b. Dependent Variable: TOTE
ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>5809,914</td>
<td>3</td>
<td>1936,638</td>
<td>30,726</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>1027,918</td>
<td>163</td>
<td>63,030</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>16083,832</td>
<td>166</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), TOTS, TOTP, TOTR
b. Dependent Variable: TOTE

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TOTP</td>
<td>19,565</td>
<td>5,832</td>
</tr>
<tr>
<td></td>
<td>TOTR</td>
<td>.625</td>
<td>.167</td>
</tr>
<tr>
<td></td>
<td>TOTS</td>
<td>.385</td>
<td>.110</td>
</tr>
<tr>
<td></td>
<td>TOTS</td>
<td>.149</td>
<td>.058</td>
</tr>
</tbody>
</table>

a. Dependent Variable: TOTE

From table 5, the calculation equation is obtained as follows:

\[ Y = 19,565 + 0.625X_1 + 0.385X_2 + 0.149X_3 \]

Where:

\( Y = \text{Employee Engagement} \)

\( X_1 = \text{Perceived Organizational Support} \)

\( X_2 = \text{Rewards and Recognition} \)

\( X_3 = \text{Spirituality} \)

Based on the regression equation above can be interpreted as follows:

1. The constant value of 19,565 shows that employee engagement will be worth 19,565 if all independent variables are considered constant.
2. Variables perceived organizational support has a positive regression coefficient of 0.625. Positive regression coefficient values indicate that perceived organizational support has a positive effect on employee engagement. This illustrates that if the variable perceived organizational support goes up by one unit, assuming other variables remain, it will increase employee engagement by 0.625 (62.5%)
3. Variable rewards and recognition has a positive regression coefficient of 0.385. Positive regression coefficient values indicate that rewards and recognition
have a positive effect on employee engagement. This illustrates that if the rewards and recognition variables go up one unit, assuming other variables remain, then employee engagement will increase by 0.385 (38.5%).

4. Variable spirituality has a positive regression coefficient of 0.149. Positive regression coefficient indicates that spirituality has a positive effect on employee engagement. This illustrates that if spirituality variables go up one unit, assuming other variables remain, then employee engagement will increase by 0.149 (14.9%).

Based on Table 5 shows the value of the correlation coefficient (r) of 0.601. By looking at the table of interpretation of the correlation coefficient, it can be concluded that there is a strong relationship between perceived organizational support, rewards and recognition and spirituality towards employee engagement. Then, Table 5 also shows the adjusted R2 value of 0.349 so that it can be concluded that the independent variables in this study are able to explain the non-independent variables of 34.9% where the rest, which is 65.1%, is explained by factors outside of these variables.

The results obtained based on Table 5 show that the t value for perceived organizational support is 3.744 and the significance level is 0.000. Because the probability of 0.000 means less than 0.05 (p <0.05) and the value of t count of 3.744 is greater than t table which is equal to 1.97462, then perceived organizational support has a significant effect on employee engagement so that H01 can be rejected and accepted Ha1 which means Perceived Organizational Support has an influence on employee engagement. The results of this study are in line with the previous research conducted by Saks (2006) which has the result that perceived organizational support has a positive and significant effect on employee engagement.

The results obtained based on Table 5 show that the t value for rewards and recognition is 3.494 and the significance level is 0.001. Because the probability of 0.001 means less than 0.05 (p <0.05) and the value of t count of 3.494 is greater than t table which is equal to 1.97462, then rewards and recognition have a significant effect on employee engagement so that H02 can be rejected and accept Ha2 means that rewards and recognition have an influence on employee engagement. The results of this study are in line with previous research conducted by Saks (2006) who received results that are rewards and recognition has a positive and significant effect on employee engagement.
The results obtained based on Table 5 show that the t value for spirituality is 2.582 and the significance level is 0.011. Because the probability of 0.011 means smaller than 0.05 (p < 0.05) and the value of t count of 2.582 is greater than t table which is equal to 1.97462, spirituality has a significant effect on employee engagement so that H03 can be rejected and accept Ha3 which means spirituality has a positive and significant influence on employee engagement. The results of this study are in line with previous research conducted by Roof (2014) which obtained results that positively and significantly related spirituality to employee engagement.

The results obtained based on Table 5 (ANOVA calculation results) indicate that the F value is 30,726 and the significance level is 0.000. Because the probability of 0.000 means less than 0.05 (p < 0.05) and the calculated F value of 30.726 is greater than F table which is equal to 2.66, then perceived organizational support, rewards and recognition and spirituality together have a significant effect on employee engagement so that H04 can be rejected which means that perceived organizational support, rewards and recognition and spirituality together have a positive and significant influence on employee engagement.

The summary results of hypothesis testing can be seen in Table 6 as follows:

**Table 6: Summary of Hypothesis Test Results**

<table>
<thead>
<tr>
<th>No.</th>
<th>Hypothesis</th>
<th>Statement</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>H01</td>
<td>Perceived Organizational Support has no influence on Employee Engagement</td>
<td>Rejected</td>
</tr>
<tr>
<td></td>
<td>Ha1</td>
<td>Perceived Organizational Support have an influence on Employee Engagement</td>
<td>Accepted</td>
</tr>
<tr>
<td>2.</td>
<td>H02</td>
<td>Reward and Recognition have no influence on Employee Engagement</td>
<td>Rejected</td>
</tr>
<tr>
<td></td>
<td>Ha2</td>
<td>Reward and Recognition have an influence on Employee Engagement</td>
<td>Accepted</td>
</tr>
<tr>
<td>3.</td>
<td>H03</td>
<td>Spirituality has no influence on Employee Engagement</td>
<td>Rejected</td>
</tr>
<tr>
<td></td>
<td>Ha3</td>
<td>Spirituality have an influence on Employee Engagement</td>
<td>Accepted</td>
</tr>
</tbody>
</table>
CONCLUSION

Based on the results of this study, it can be concluded as follows: (1) There is a positive and significant influence between Perceived Organizational Support on Employee Engagement so that by increasing Perceived Organizational Support, the Company can obtain an increase in Employee Engagement; (2) There is a positive and significant influence between Rewards and Recognition on Employee Engagement so that by increasing Rewards and Recognition, the Company can obtain an increase in Employee Engagement; (3) There is a positive and significant influence between Spirituality on Employee Engagement so that an increase in Spirituality will have an impact on increasing Employee Engagement in the Company; (4) There is a positive and significant influence between Perceived Organizational Support, Rewards and Recognition and Spirituality together on Employee Engagement.

Suggestions for Next Research
As for some suggestions for further research to produce better results, namely:

1. Future research can develop variables used by making employee engagement as an intermediary variable and employee performance as the dependent variable.
2. Further research can add independent variables related to employee engagement such as job satisfaction, leadership style and productivity.
3. Further research can distinguish companies, generations and industries sampled so that the results of observations are more varied.
REFERENCES


