

BAB VII

KESIMPULAN DAN SARAN

7.1. Kesimpulan

Setelah diperoleh model *employee engagement* yang valid dan reliabel untuk PT X, maka berikut adalah beberapa kesimpulan yang mampu menjawab tujuan penelitian ini.

- a. Hasil dari spesifikasi model diketahui bahwa faktor-faktor yang paling memengaruhi *employee engagement* pada PT X adalah **Motivasi, Kesempatan Karir, Kesejahteraan, Kondisi Perusahaan, Pimpinan, Rekan Kerja, dan Kompensasi**.
- b. Rancangan model *employee engagement* yang dihasilkan untuk PT X ada enam, dengan faktor Motivasi dan Kesejahteraan berperan sebagai faktor penengah (mediasi).
- c. Untuk model *employee engagement* PT X: **keseluruhan, operator, dan lama bekerja 1-2 tahun**, faktor Motivasi, Kesejahteraan, dan Kondisi Perusahaan berpengaruh langsung terhadap *engagement*. Faktor Motivasi yang berperan sebagai faktor penengah dipengaruhi oleh faktor Pimpinan, Rekan Kerja, Kesempatan Karir, dan Kompensasi. Selain memengaruhi Motivasi, Kompensasi juga memengaruhi faktor penengah lainnya yakni Kesejahteraan.
- d. Untuk model *employee engagement* PT X: **supervisor dan lama bekerja 2-3 tahun**, faktor Motivasi, Kesejahteraan, dan Kondisi Perusahaan berpengaruh langsung terhadap *engagement*. Faktor Motivasi yang berperan sebagai faktor penengah dipengaruhi oleh faktor Pimpinan, Rekan Kerja, dan Kesempatan Karir. Untuk faktor penengah lainnya yakni Kesejahteraan, dipengaruhi langsung oleh Kompensasi.
- e. Untuk model *employee engagement* PT X: **foreman**, faktor Motivasi dan Kondisi Perusahaan berpengaruh langsung terhadap *engagement*. Faktor Motivasi yang berperan sebagai faktor penengah dipengaruhi oleh Kompensasi dan Kesempatan Karir.

7.2. Saran

Saran yang dapat diberikan untuk penelitian selanjutnya adalah pertimbangan untuk menganalisis pengaruh *employee engagement* terhadap *company growth* atau performansi karyawan. Dengan begitu, teori efek positif *employee engagement* bagi perusahaan dapat terbukti secara valid.

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LAMPIRAN

LAMPIRAN SOFTCOPY

Lampiran 1: Hasil Uji Normalitas Data

Nama folder : LampiranSoftcopy_Niken_120606767

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LAMPIRAN CETAK

Lampiran 3: Tabel *Combined loadings and cross-loadings*

Tabel 1. *Combined loadings and cross-loadings Model Employee Engagement PT X*

	Pimpinan	Kesempatan Karir	Rekan Kerja	Kompensasi	Kesejahteraan	Motivasi	Employee Engagement	Kondisi Perusahaan	Type	Standard Error	P Value
Boss1	0.839	-0.062	-0.041	-0.019	-0.030	0.051	0.059	0.065	Reflect	0.027	<0.001
Boss2	0.884	0.054	-0.005	-0.034	-0.019	0.085	0.013	-0.071	Reflect	0.025	<0.001
Boss3	0.900	0.118	-0.001	-0.083	0.001	-0.076	0.094	-0.010	Reflect	0.022	<0.001
Boss4	0.886	-0.084	-0.051	-0.021	0.005	0.008	-0.013	0.050	Reflect	0.031	<0.001
Boss5	0.885	-0.007	-0.016	0.003	0.004	-0.089	0.027	-0.014	Reflect	0.027	<0.001
Boss6	0.824	-0.147	0.065	0.129	0.117	0.017	-0.157	-0.038	Reflect	0.023	<0.001
Boss7	0.860	0.095	0.051	0.044	-0.061	-0.002	-0.044	0.018	Reflect	0.024	<0.001
CO1	-0.006	0.842	-0.062	0.249	0.030	-0.189	0.095	-0.084	Reflect	0.022	<0.001
CO2	0.049	0.889	0.037	-0.121	0.011	0.125	0.035	-0.012	Reflect	0.032	<0.001
CO3	-0.051	0.813	0.018	-0.107	-0.042	0.043	-0.134	0.097	Reflect	0.036	<0.001
Col1	0.092	-0.014	0.861	0.023	-0.093	-0.047	-0.022	0.025	Reflect	0.039	<0.001

Tabel 1. Lanjutan

Col2	-0.048	0.093	0.875	-0.099	-0.014	-0.084	-0.010	0.033	Reflect	0.043	<0.001
Col3	-0.075	0.018	0.903	-0.056	-0.023	0.073	-0.034	-0.008	Reflect	0.044	<0.001
Col4	0.029	-0.082	0.754	0.115	0.116	0.042	0.061	-0.042	Reflect	0.027	<0.001
Comp1	-0.052	-0.062	0.060	0.843	0.078	-0.131	0.072	0.001	Reflect	0.027	<0.001
Comp2	-0.019	-0.210	0.015	0.845	0.240	-0.064	0.040	-0.056	Reflect	0.022	<0.001
Comp3	-0.025	-0.017	-0.025	0.819	-0.088	0.190	-0.205	-0.024	Reflect	0.021	<0.001
Comp4	0.092	0.281	-0.049	0.784	-0.227	0.009	0.085	0.077	Reflect	0.029	<0.001
Welf1	-0.019	0.069	-0.011	0.178	0.900	0.044	-0.087	-0.039	Reflect	0.020	<0.001
Welf2	0.010	-0.022	0.002	0.165	0.912	-0.024	0.077	-0.103	Reflect	0.017	<0.001
Welf3	-0.038	0.045	0.020	-0.167	0.868	-0.028	0.032	-0.023	Reflect	0.019	<0.001
Welf4	0.060	-0.123	-0.012	-0.293	0.713	0.005	-0.028	0.236	Reflect	0.032	<0.001
Mot1	0.176	-0.141	-0.041	0.046	0.033	0.790	-0.010	-0.010	Reflect	0.028	<0.001
Mot2	-0.079	0.224	0.019	-0.304	-0.005	0.795	0.191	0.038	Reflect	0.032	<0.001
Mot3	-0.013	-0.094	-0.019	-0.211	0.133	0.812	-0.083	0.030	Reflect	0.035	<0.001
Mot4	-0.016	-0.019	0.008	-0.025	-0.003	0.774	-0.014	-0.034	Reflect	0.039	<0.001
Mot5	-0.073	0.022	0.034	0.512	-0.160	0.713	-0.097	-0.026	Reflect	0.034	<0.001
Eng1	-0.034	0.002	-0.013	0.160	-0.007	-0.292	0.794	0.037	Reflect	0.023	<0.001
Eng2	-0.029	-0.113	-0.030	-0.035	0.022	-0.114	0.809	0.096	Reflect	0.032	<0.001
Eng3	0.058	-0.124	0.014	-0.076	-0.059	0.049	0.814	0.111	Reflect	0.034	<0.001

Tabel 1. Lanjutan

Eng4	0.010	0.129	0.099	-0.106	-0.062	0.232	0.821	-0.147	Reflect	0.029	<0.001
Eng5	0.022	0.105	-0.050	-0.140	0.042	0.210	0.857	0.012	Reflect	0.028	<0.001
Eng6	-0.036	-0.019	-0.022	0.245	0.067	-0.153	0.773	-0.107	Reflect	0.026	<0.001
CG1	0.018	0.016	0.009	0.066	-0.132	0.149	-0.072	0.777	Reflect	0.042	<0.001
CG2	0.028	0.121	0.058	-0.036	-0.071	0.022	0.095	0.830	Reflect	0.034	<0.001
CG3	0.081	-0.161	0.108	0.019	0.067	0.000	-0.043	0.746	Reflect	0.036	<0.001
CG5	0.012	-0.120	-0.067	-0.070	0.218	-0.034	-0.104	0.798	Reflect	0.027	<0.001
CG6	0.078	-0.086	-0.102	0.052	0.164	-0.161	-0.267	0.717	Reflect	0.033	<0.001
CG7	-0.171	0.142	-0.037	-0.012	-0.144	-0.028	0.254	0.764	Reflect	0.033	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.

Tabel 2. Combined loadings and cross-loadings Model Employee Engagement Operator PT X

	Pimpinan	Kesempatan Karir	Rekan Kerja	Kompensasi	Motivasi	Kesejahteraan	Kondisi Perusahaan	Employee Engagement	Type	Standard Error	P Value
Boss1	0.791	-0.030	-0.045	0.044	-0.013	-0.129	0.079	0.106	Reflect	0.045	<0.001
Boss2	0.855	0.080	0.021	-0.177	-0.020	0.036	0.008	0.062	Reflect	0.051	<0.001
Boss3	0.879	0.120	0.021	-0.123	-0.074	0.029	-0.018	0.123	Reflect	0.049	<0.001
Boss4	0.858	-0.067	-0.014	-0.039	0.002	0.064	-0.003	-0.015	Reflect	0.051	<0.001
Boss5	0.865	-0.150	0.001	0.029	-0.009	0.067	-0.045	0.016	Reflect	0.046	<0.001
Boss6	0.800	-0.113	0.043	0.196	0.028	0.106	-0.072	-0.216	Reflect	0.039	<0.001
Boss7	0.840	0.101	-0.020	0.107	0.088	-0.137	0.033	-0.112	Reflect	0.044	<0.001
CO1	0.001	0.809	-0.098	0.198	-0.185	-0.001	0.009	0.134	Reflect	0.040	<0.001
CO2	0.058	0.872	0.048	-0.054	0.099	-0.032	-0.019	-0.074	Reflect	0.055	<0.001
CO3	-0.066	0.784	0.042	-0.134	0.070	0.037	0.013	-0.048	Reflect	0.045	<0.001
Col1	0.106	-0.073	0.854	0.097	0.044	-0.140	0.005	-0.051	Reflect	0.053	<0.001
Col2	-0.006	0.044	0.865	-0.072	-0.072	-0.041	0.033	0.001	Reflect	0.054	<0.001
Col3	-0.018	0.093	0.900	-0.078	-0.006	-0.031	-0.003	-0.025	Reflect	0.053	<0.001
Col4	-0.084	-0.066	0.720	0.051	0.028	0.215	-0.034	0.077	Reflect	0.040	<0.001

Tabel 2. Lanjutan

Comp1	-0.038	0.093	0.051	0.855	-0.205	0.136	-0.054	0.165	Reflect	0.034	<0.001
Comp2	-0.022	-0.182	0.006	0.858	-0.004	0.264	-0.036	0.013	Reflect	0.032	<0.001
Comp3	0.003	-0.112	-0.043	0.798	0.237	-0.140	0.017	-0.227	Reflect	0.037	<0.001
Comp4	0.063	0.208	-0.021	0.776	-0.000	-0.306	0.083	0.024	Reflect	0.047	<0.001
Mot1	0.189	-0.181	-0.041	0.141	0.733	0.054	-0.047	-0.134	Reflect	0.057	<0.001
Mot2	-0.050	0.086	0.056	-0.161	0.768	-0.088	0.158	0.032	Reflect	0.052	<0.001
Mot3	-0.015	-0.022	-0.018	-0.206	0.781	0.168	0.032	-0.107	Reflect	0.059	<0.001
Mot4	-0.030	0.078	0.026	0.010	0.803	-0.007	-0.198	0.106	Reflect	0.060	<0.001
Mot5	-0.084	0.026	-0.027	0.217	0.721	-0.118	0.063	0.088	Reflect	0.054	<0.001
Welf1	0.002	0.042	-0.028	0.240	0.040	0.885	0.007	-0.110	Reflect	0.034	<0.001
Welf2	-0.020	-0.023	0.043	0.045	-0.013	0.898	-0.109	0.150	Reflect	0.030	<0.001
Welf3	-0.038	-0.040	0.028	-0.185	0.013	0.868	0.028	0.026	Reflect	0.027	<0.001
Welf4	0.074	0.021	-0.058	-0.191	-0.055	0.729	0.117	-0.092	Reflect	0.042	<0.001
CG1	0.006	-0.036	0.017	0.166	0.089	-0.229	0.755	-0.035	Reflect	0.067	<0.001
CG2	0.112	0.013	0.020	-0.026	0.013	-0.109	0.814	0.115	Reflect	0.050	<0.001
CG3	0.125	-0.059	0.132	-0.158	-0.113	0.153	0.728	0.065	Reflect	0.043	<0.001
CG5	0.010	-0.045	-0.040	-0.043	0.035	0.247	0.808	-0.172	Reflect	0.037	<0.001
CG6	-0.005	-0.046	-0.058	0.070	-0.046	0.213	0.723	-0.271	Reflect	0.036	<0.001
CG7	-0.230	0.137	-0.071	0.004	0.006	-0.172	0.769	0.190	Reflect	0.053	<0.001

Tabel 2. Lanjutan

Eng1	-0.052	0.048	-0.004	0.084	-0.315	-0.029	0.139	0.756	Reflect	0.034	<0.001
Eng2	-0.085	-0.017	-0.106	0.096	-0.109	-0.109	0.067	0.736	Reflect	0.047	<0.001
Eng3	-0.021	-0.092	0.069	-0.038	0.011	-0.141	0.151	0.731	Reflect	0.053	<0.001
Eng4	0.026	0.042	0.146	-0.134	0.257	-0.013	-0.197	0.781	Reflect	0.057	<0.001
Eng5	0.070	-0.000	-0.074	-0.175	0.263	0.153	-0.046	0.817	Reflect	0.043	<0.001
Eng6	0.038	0.013	-0.035	0.208	-0.181	0.096	-0.075	0.781	Reflect	0.040	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.

Tabel 3. Combined loadings and cross-loadings Model Employee Engagement Foreman PT X

	<i>Employee Engagement</i>	<i>Kesempatan Karir</i>	<i>Kompensasi</i>	<i>Kondisi Perusahaan</i>	<i>Motivasi</i>	<i>Type</i>	<i>Standard Error</i>	<i>P Value</i>
Eng1	0.824	-0.121	0.182	-0.079	-0.244	Reflect	0.062	<0.001
Eng2	0.795	0.101	-0.269	0.293	-0.496	Reflect	0.075	<0.001
Eng3	0.769	0.054	-0.401	0.077	-0.181	Reflect	0.128	<0.001
Eng4	0.804	0.271	-0.084	-0.238	0.371	Reflect	0.096	<0.001
Eng5	0.892	0.033	-0.014	0.145	0.278	Reflect	0.081	<0.001
Eng6	0.687	-0.429	0.641	-0.232	0.106	Reflect	0.116	<0.001
CO1	-0.029	0.787	0.563	-0.297	-0.248	Reflect	0.073	<0.001
CO2	-0.154	0.917	-0.100	-0.014	0.280	Reflect	0.089	<0.001
CO3	0.233	0.774	-0.352	0.276	-0.163	Reflect	0.078	<0.001
Comp1	-0.098	-0.266	0.845	-0.151	0.110	Reflect	0.072	<0.001
Comp2	0.377	-0.114	0.824	-0.052	-0.271	Reflect	0.066	<0.001
Comp3	-0.257	0.077	0.865	-0.007	0.052	Reflect	0.051	<0.001
Comp4	0.026	0.230	0.842	0.163	0.058	Reflect	0.072	<0.001
CG1	-0.221	0.260	-0.010	0.790	-0.000	Reflect	0.111	<0.001

Tabel 3. Lanjutan

CG2	0.207	0.214	-0.097	0.832	-0.089	Reflect	0.084	<0.001
CG3	-0.111	0.089	-0.074	0.750	-0.041	Reflect	0.095	<0.001
CG5	0.044	-0.304	0.066	0.789	0.239	Reflect	0.069	<0.001
CG6	-0.170	-0.230	0.277	0.733	-0.125	Reflect	0.092	<0.001
CG7	0.146	-0.084	-0.094	0.774	-0.009	Reflect	0.083	<0.001
Mot1	-0.119	-0.039	0.204	0.056	0.794	Reflect	0.130	<0.001
Mot2	0.288	0.091	-0.277	-0.104	0.821	Reflect	0.061	<0.001
Mot3	-0.170	-0.052	0.072	0.048	0.849	Reflect	0.105	<0.001
<i>Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.</i>								

Tabel 4. Combined loadings and cross-loadings Model Employee Engagement Supervisor PT X

	Pimpinan	Kesempatan Karir	Rekan Kerja	Kompensasi	Kesejahteraan	Motivasi	Kondisi Perusahaan	Employee Engagement	Type	Standard Error	P Value
Boss1	0.884	-0.115	-0.037	-0.117	0.129	0.126	0.058	0.010	Reflect	0.050	<0.001
Boss2	0.896	0.105	-0.036	0.123	-0.094	0.123	-0.155	-0.134	Reflect	0.038	<0.001
Boss3	0.897	0.174	0.020	-0.029	-0.042	-0.116	-0.031	-0.012	Reflect	0.042	<0.001
Boss4	0.903	-0.149	-0.041	0.026	-0.006	-0.009	0.027	0.025	Reflect	0.043	<0.001
Boss5	0.890	0.166	-0.020	0.042	-0.100	-0.123	-0.036	-0.005	Reflect	0.042	<0.001
Boss6	0.849	-0.143	0.053	-0.034	0.131	0.022	0.014	0.069	Reflect	0.041	<0.001
Boss7	0.875	-0.034	0.062	-0.008	-0.022	-0.041	0.125	0.052	Reflect	0.046	<0.001
CO1	-0.031	0.836	-0.043	0.301	0.003	-0.162	-0.091	0.090	Reflect	0.036	<0.001
CO2	0.032	0.877	0.044	-0.258	0.180	0.111	-0.106	0.223	Reflect	0.045	<0.001
CO3	-0.007	0.790	-0.010	0.011	-0.221	0.028	0.219	-0.360	Reflect	0.049	<0.001
Col1	0.086	0.087	0.861	-0.032	-0.124	-0.129	0.081	-0.025	Reflect	0.080	<0.001
Col2	-0.087	0.122	0.870	-0.127	0.001	-0.079	0.035	-0.037	Reflect	0.074	<0.001
Col3	-0.165	0.007	0.915	-0.091	-0.010	0.069	-0.038	0.025	Reflect	0.073	<0.001
Col4	0.127	-0.169	0.765	0.194	0.109	0.109	-0.063	0.028	Reflect	0.057	<0.001

Tabel 4. Lanjutan

Comp1	-0.063	-0.081	0.106	0.819	-0.061	-0.154	0.088	0.059	Reflect	0.054	<0.001
Comp2	-0.035	-0.136	0.016	0.852	0.211	-0.044	-0.104	-0.005	Reflect	0.040	<0.001
Comp3	-0.093	-0.049	-0.070	0.789	-0.044	0.248	-0.025	-0.145	Reflect	0.043	<0.001
Comp4	0.198	0.291	-0.059	0.736	-0.139	-0.036	0.056	0.089	Reflect	0.062	<0.001
Welf1	-0.055	0.012	-0.001	0.094	0.913	0.143	-0.151	-0.060	Reflect	0.033	<0.001
Welf2	0.113	-0.097	-0.068	0.292	0.912	-0.066	-0.079	-0.025	Reflect	0.031	<0.001
Welf3	-0.001	0.198	0.079	-0.194	0.852	-0.164	-0.086	0.026	Reflect	0.037	<0.001
Welf4	-0.085	-0.117	0.002	-0.313	0.682	0.097	0.428	0.087	Reflect	0.056	<0.001
Mot1	0.058	-0.039	-0.013	0.018	-0.048	0.817	0.026	0.066	Reflect	0.044	<0.001
Mot2	-0.123	0.346	0.001	-0.481	0.120	0.794	-0.131	0.254	Reflect	0.044	<0.001
Mot3	0.010	-0.074	-0.061	-0.146	0.065	0.837	-0.044	-0.101	Reflect	0.057	<0.001
Mot4	-0.002	-0.053	0.025	-0.083	0.053	0.776	0.145	-0.010	Reflect	0.061	<0.001
Mot5	0.067	-0.220	0.054	0.807	-0.216	0.658	0.006	-0.258	Reflect	0.064	<0.001
CG1	0.007	-0.037	0.000	0.023	-0.057	0.342	0.773	-0.132	Reflect	0.065	<0.001
CG2	-0.078	0.158	0.067	-0.046	0.037	0.080	0.829	0.062	Reflect	0.052	<0.001
CG3	0.095	-0.207	0.054	0.185	0.052	0.055	0.752	-0.137	Reflect	0.063	<0.001
CG5	0.057	-0.138	-0.120	-0.097	0.164	-0.233	0.789	0.007	Reflect	0.065	<0.001
CG6	0.173	0.100	-0.127	-0.066	-0.000	-0.392	0.734	-0.225	Reflect	0.069	<0.001
CG7	-0.160	0.087	0.062	-0.006	-0.163	-0.008	0.726	0.310	Reflect	0.051	<0.001

Tabel 4. Lanjutan

Eng1	-0.048	-0.096	-0.082	0.261	-0.081	-0.171	0.021	0.799	Reflect	0.045	<0.001
Eng2	-0.029	-0.308	0.046	-0.067	0.136	-0.081	0.136	0.837	Reflect	0.042	<0.001
Eng3	0.057	-0.062	-0.014	-0.072	0.106	0.071	0.077	0.879	Reflect	0.053	<0.001
Eng4	0.056	0.183	0.103	-0.083	-0.092	0.134	-0.140	0.811	Reflect	0.049	<0.001
Eng5	0.040	0.311	0.026	-0.163	-0.065	0.105	-0.027	0.845	Reflect	0.046	<0.001
Eng6	-0.107	-0.045	-0.105	0.201	-0.030	-0.102	-0.094	0.747	Reflect	0.052	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.

Tabel 5. Combined loadings and cross-loadings Model *Employee Engagement* Lama Bekerja 1-2 Tahun PT X

	<i>Employee Engagement</i>	Motivasi	Kesempatan Karir	Kompensasi	Kesejahteraan	Pimpinan	Rekan Kerja	Kondisi Perusahaan	Type	Standard Error	P Value
Eng1	0.770	-0.291	0.051	0.129	0.053	-0.053	-0.035	0.021	Reflect	0.031	<0.001
Eng2	0.825	-0.170	-0.064	-0.131	0.062	0.017	-0.050	0.137	Reflect	0.037	<0.001
Eng3	0.817	-0.002	-0.102	-0.143	-0.042	0.092	0.008	0.133	Reflect	0.046	<0.001
Eng4	0.802	0.225	0.147	-0.032	-0.133	-0.017	0.145	-0.194	Reflect	0.037	<0.001
Eng5	0.860	0.307	0.011	-0.004	0.006	0.037	-0.065	-0.026	Reflect	0.030	<0.001
Eng6	0.743	-0.166	-0.045	0.220	0.068	-0.101	0.003	-0.073	Reflect	0.031	<0.001
Mot1	-0.070	0.796	-0.171	0.205	0.019	0.194	-0.068	-0.026	Reflect	0.037	<0.001
Mot2	0.141	0.834	0.139	-0.202	-0.022	-0.071	0.034	0.023	Reflect	0.038	<0.001
Mot3	-0.124	0.828	-0.067	-0.053	0.080	-0.044	-0.018	0.031	Reflect	0.046	<0.001
Mot4	0.045	0.767	0.097	0.054	-0.076	-0.084	0.053	-0.028	Reflect	0.046	<0.001
CO1	0.104	-0.260	0.825	0.187	0.060	-0.037	-0.046	-0.066	Reflect	0.031	<0.001
CO2	-0.060	0.175	0.886	-0.089	0.002	0.078	-0.005	0.007	Reflect	0.036	<0.001
CO3	-0.024	0.033	0.818	-0.065	-0.056	-0.057	0.047	0.050	Reflect	0.037	<0.001
Comp1	0.024	-0.065	-0.098	0.841	0.100	-0.031	0.040	0.021	Reflect	0.030	<0.001

Tabel 5. Lanjutan

Comp2	0.080	-0.108	-0.226	0.839	0.196	-0.014	0.016	-0.065	Reflect	0.029	<0.001
Comp3	-0.210	0.194	0.029	0.814	-0.061	-0.038	-0.034	-0.043	Reflect	0.026	<0.001
Comp4	0.103	-0.019	0.294	0.755	-0.234	0.082	-0.023	0.085	Reflect	0.030	<0.001
Welf1	-0.137	0.037	0.125	0.177	0.896	-0.033	-0.026	0.008	Reflect	0.024	<0.001
Welf2	0.108	-0.069	-0.022	0.142	0.904	0.032	-0.006	-0.096	Reflect	0.022	<0.001
Welf3	0.032	-0.009	0.029	-0.207	0.861	-0.043	0.019	-0.003	Reflect	0.025	<0.001
Welf4	0.002	0.058	-0.182	-0.218	0.727	0.052	0.024	0.132	Reflect	0.033	<0.001
Boss1	0.046	0.071	-0.039	-0.036	0.001	0.827	-0.030	0.060	Reflect	0.038	<0.001
Boss2	-0.015	0.076	0.076	-0.073	0.033	0.883	-0.001	-0.048	Reflect	0.032	<0.001
Boss3	0.110	-0.097	0.130	-0.166	0.067	0.894	0.004	-0.014	Reflect	0.035	<0.001
Boss4	0.026	-0.047	-0.093	0.034	-0.025	0.880	-0.078	0.024	Reflect	0.038	<0.001
Boss5	0.008	-0.002	-0.123	0.102	-0.035	0.885	-0.021	-0.044	Reflect	0.032	<0.001
Boss6	-0.112	0.023	-0.147	0.154	0.041	0.821	0.072	-0.047	Reflect	0.033	<0.001
Boss7	-0.073	-0.028	0.156	0.019	-0.084	0.852	0.055	0.064	Reflect	0.031	<0.001
Col1	-0.031	-0.051	-0.029	0.072	-0.083	0.090	0.861	-0.009	Reflect	0.044	<0.001
Col2	-0.044	-0.042	0.072	-0.137	0.029	-0.036	0.890	0.054	Reflect	0.046	<0.001
Col3	-0.024	0.032	0.072	-0.104	0.000	-0.069	0.914	-0.010	Reflect	0.045	<0.001
Col4	0.088	0.050	-0.106	0.158	0.046	0.020	0.755	-0.030	Reflect	0.033	<0.001
CG1	-0.098	0.203	0.012	0.019	-0.088	0.019	-0.033	0.764	Reflect	0.049	<0.001

Tabel 5. Lanjutan

CG2	0.046	0.072	0.083	-0.000	-0.070	0.087	0.054	0.825	Reflect	0.046	<0.001
CG3	-0.117	-0.068	-0.024	0.004	0.062	0.076	0.117	0.713	Reflect	0.050	<0.001
CG5	-0.113	-0.064	-0.164	-0.019	0.198	0.018	-0.070	0.787	Reflect	0.038	<0.001
CG6	-0.172	-0.232	-0.101	0.026	0.116	0.061	-0.063	0.736	Reflect	0.040	<0.001
CG7	0.313	-0.009	0.107	-0.022	-0.117	-0.214	-0.023	0.760	Reflect	0.039	<0.001
<i>Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.</i>											

Tabel 6. Combined loadings and cross-loadings Model *Employee Engagement* Lama Bekerja 2-3 Tahun PT X

	Pimpinan	Kesempatan Karir	Rekan Kerja	Kompensasi	Kesejahteraan	Motivasi	Kondisi Perusahaan	<i>Employee Engagement</i>	Type	Standard Error	P Value
Boss1	0.865	-0.199	-0.027	0.047	-0.041	0.024	0.062	0.026	Reflect	0.066	<0.001
Boss2	0.898	0.117	0.011	-0.015	-0.125	0.007	-0.076	0.075	Reflect	0.064	<0.001
Boss3	0.914	0.138	-0.045	0.120	-0.179	-0.035	0.023	0.058	Reflect	0.057	<0.001
Boss4	0.899	-0.155	0.042	-0.175	0.103	0.161	0.114	-0.118	Reflect	0.071	<0.001
Boss5	0.890	0.233	-0.055	-0.203	0.043	-0.264	0.049	0.163	Reflect	0.065	<0.001
Boss6	0.815	-0.059	0.042	0.104	0.263	-0.018	-0.028	-0.312	Reflect	0.054	<0.001
Boss7	0.866	-0.110	0.037	0.114	0.020	0.101	-0.132	0.042	Reflect	0.060	<0.001
CO1	0.054	0.849	-0.068	0.286	-0.016	-0.025	-0.200	0.032	Reflect	0.048	<0.001
CO2	-0.003	0.904	0.073	-0.074	0.019	0.115	-0.105	0.135	Reflect	0.076	<0.001
CO3	-0.055	0.823	-0.014	-0.218	-0.005	-0.113	0.344	-0.198	Reflect	0.056	<0.001
Col1	0.112	0.016	0.865	-0.105	-0.135	-0.064	0.116	0.031	Reflect	0.069	<0.001
Col2	-0.004	0.037	0.868	-0.058	-0.065	-0.037	-0.047	0.053	Reflect	0.086	<0.001
Col3	-0.057	0.039	0.911	0.069	-0.186	0.021	0.021	-0.042	Reflect	0.070	<0.001
Col4	-0.045	-0.085	0.723	0.083	0.359	0.072	-0.085	-0.037	Reflect	0.050	<0.001

Tabel 6. Lanjutan

Comp1	-0.079	-0.059	0.053	0.837	-0.038	-0.122	-0.101	0.190	Reflect	0.064	<0.001
Comp2	-0.059	-0.279	0.010	0.860	0.247	0.199	0.044	-0.167	Reflect	0.052	<0.001
Comp3	0.017	-0.148	0.029	0.807	-0.042	0.202	-0.106	-0.162	Reflect	0.053	<0.001
Comp4	0.139	0.551	-0.098	0.786	-0.216	-0.316	0.163	0.164	Reflect	0.062	<0.001
Welf1	0.028	-0.018	0.010	0.128	0.893	0.042	-0.195	0.026	Reflect	0.054	<0.001
Welf2	-0.033	-0.097	0.041	0.147	0.915	0.106	-0.138	0.075	Reflect	0.048	<0.001
Welf3	-0.082	0.198	0.020	-0.154	0.860	-0.233	0.033	0.107	Reflect	0.044	<0.001
Welf4	0.120	-0.091	-0.105	-0.203	0.668	0.089	0.448	-0.296	Reflect	0.078	<0.001
Mot1	0.166	-0.105	-0.001	0.150	-0.154	0.796	-0.074	0.003	Reflect	0.061	<0.001
Mot2	-0.078	0.287	-0.030	-0.089	-0.084	0.802	0.003	0.084	Reflect	0.071	<0.001
Mot3	0.038	-0.042	0.044	-0.218	0.105	0.829	-0.024	0.068	Reflect	0.084	<0.001
Mot4	0.020	-0.194	-0.095	-0.047	0.172	0.787	-0.022	-0.072	Reflect	0.094	<0.001
Mot5	-0.145	0.037	0.078	0.212	-0.030	0.762	0.118	-0.093	Reflect	0.076	<0.001
CG1	0.009	0.079	0.084	0.381	-0.359	0.103	0.791	-0.178	Reflect	0.085	<0.001
CG2	-0.041	0.126	0.063	-0.203	0.074	-0.029	0.836	0.162	Reflect	0.064	<0.001
CG3	0.055	-0.320	0.090	0.119	-0.076	-0.081	0.806	0.195	Reflect	0.081	<0.001
CG5	0.007	-0.140	-0.071	-0.228	0.251	0.072	0.837	0.032	Reflect	0.063	<0.001
CG6	0.051	-0.068	-0.230	0.004	0.375	-0.024	0.698	-0.319	Reflect	0.064	<0.001
CG7	-0.063	0.299	-0.002	-0.036	-0.189	-0.047	0.748	0.001	Reflect	0.073	<0.001

Tabel 6. Lanjutan

Eng1	-0.049	-0.013	0.038	0.083	-0.163	-0.282	0.059	0.808	Reflect	0.051	<0.001
Eng2	-0.085	-0.270	0.045	0.204	-0.050	0.046	-0.065	0.700	Reflect	0.097	<0.001
Eng3	-0.001	-0.172	0.057	0.012	-0.093	0.032	0.097	0.792	Reflect	0.072	<0.001
Eng4	0.072	-0.074	-0.063	-0.104	0.183	0.303	-0.009	0.855	Reflect	0.061	<0.001
Eng5	0.002	0.264	-0.021	-0.315	0.136	0.080	0.018	0.834	Reflect	0.068	<0.001
Eng6	0.035	0.226	-0.036	0.214	-0.079	-0.264	-0.112	0.772	Reflect	0.056	<0.001

Notes: Loadings are unrotated and cross-loadings are oblique-rotated. SEs and P values are for loadings. P values < 0.05 are desirable for reflective indicators.