

# THE INFLUENCE OF EMPLOYEE ENGAGEMENT TO SUPPORT CORPORATE SUSTAINABILITY AT PT WIZA

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**Abstract.** The development of industrial manufacturing processes around the world has resulted in various environmental damage. Companies that carry out business activities in addition to generating profits must also assist in solving related social problems. The community is increasingly aware of the social and environmental impacts that require companies to try to overcome the phenomenon of environmental damage. In general, this study analyzes the influence of employee engagement to support corporate sustainability. This study aims to analyze the influence of talent management and leadership on corporate sustainability through employee engagement. The research sample was 141 people from a total population of 520 employees of PT Wiza. This study uses a quantitative analysis approach, data collection is done using a questionnaire. The data analysis method uses Partial Least Square (PLS) with software version 3.2.9. directly talent management has a significant positive effect on employee engagement, employee engagement has a significant positive effect on corporate sustainability, and talent management and leadership have no effect on corporate sustainability. indirectly employee engagement mediates talent management and leadership on corporate sustainability.

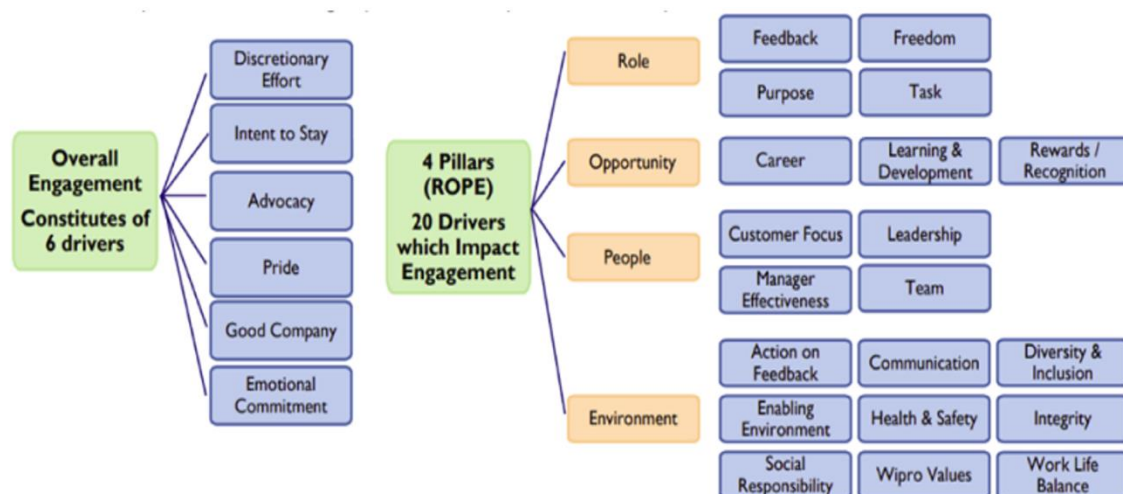
**Keywords:** employee engagement; corporate sustainability; talent management; leadership.

## INTRODUCTION

The company was formed with the primary objective of maximizing profits to advance the company's operations. However, businesses that engage in commercial operations apart from making a profit must also contribute to solving the associated social problems. This is because people are becoming more aware of the social and environmental impacts of this situation, which requires businesses to find solutions. Now that sustainability has become a topic of concern, the idea of sustainability is not only at the macro level of society across countries, but also at the

micro level within businesses. Organizational sustainability is an increase in the capacity of a company's organization to pursue profit, social development, and maintaining the environment while maintaining a focus on the environment ([Embi, Jaiyeoba, & Yussof, 2019](#)).

The aggressive development of industrial manufacturing processes around the world has caused too much impact on the environment in managing and utilizing natural resources. Based on research data, these environmental problems are caused mostly by industrial manufacturing companies or individual companies.



Source: Engagement Survey Report PT Wiza

**Figure 1.** Parameters Employee Engagement PT Wiza

The leadership phenomenon at PT Wiza can be seen from the findings of the Engagement Survey which showed a decline in one of the people drivers, especially managers or Leadership, from 63 percent in 2018 to 53 percent in 2020. Managers who effectively carry out their leadership responsibilities can instill a sense of morality in team members. them, resulting in increased performance

([Andriari, 2019](#)).

There are still gaps in the research of ([Raut et al., 2019](#)). who concluded that talent management affects organizational sustainability. However, according to the research findings of Ain and Atan (2020), talent recruitment and talent retention have little influence on long-term organizational success. According to ([Merten & Dohle, 2019](#)), leadership has an

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impact on the company's sustainability. This research is supported by research by ([Anindita & Hamidah](#), 2020). However, according to the findings of ([Kwalomine](#),

## METHODS

This research uses a quantitative approach. Quantitative research procedures are positivist research methods used to evaluate certain populations or samples, process quantitative or statistical data to test hypotheses, and collect data with research equipment.

PT Wiza has 520 employees who are the sample population for this study. Sampling was carried out using the non-probability sampling method, which is a sampling technique that does not provide equal opportunities for each element (member) of the population to be selected as a sample member. This study uses a non-probability sampling method called purposive sampling, where a saturated sampling strategy is used to determine the sample based on the specified parameters. Thus, the sample of this study consisted of 141 supervisors and above with a minimum of six months of experience ([Osiri](#), 2021).

The data collection method in this study used questionnaires and secondary data owned by the company. variable statement item talent management was adapted from ([Crippa et al.](#), 2008) theory which contains 6 items representing three dimensions. The leadership variable statement item was adapted from ([Arihutomo, Rivai, & Suwito](#), 2012) theory which contains 12 items representing five dimensions. statement item employee engagement was adapted from the theory

(2017), leadership does not affect corporate social responsibility which is a component of corporate sustainability.

of Schaufeli & Bakker adapted by ([Siswono](#), 2018) which contains 12 items representing three dimensions. variable corporate sustainability was adapted from Elliot's theory which was re-adapted by ([Gupta & Vegelin](#), 2016) and contains 22 items representing three dimensions.

In this study, the data analysis method used is SEM (Structural Equation Modeling) or Structural Equation Modeling, which uses the Partial Least Square (Smart-PLS) version 3.2.9 program for data processing. PLS is a component or variant-based Structural Equation. The stages in the test are carried out by the outer model test (convergent validity test, discriminant validity test, and reliability composite reliability); test the inner model (test the coefficient of determination/R-Square and goodness of fit index), test the hypothesis/significance.

Respondents in this study are employees of PT Wiza supervisor level and above with a minimum working period of 6 months ([Osiri](#), 2021) for as many as 141 people. Characteristics of respondents are distinguished by gender, years of service, level, and department of respondents in the agency. This research is dominated by male employee respondents with a percentage of 55.3%. Judging from the period of service, respondents are dominated by employees who have joined the company for >10 years with a percentage of 35.5%. From the employee level, the respondents were dominated by supervisors with a percentage of 53.9%.

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And judging the Department of respondents is dominated by the sales department with a percentage of 41.1%.

The table below describes in detail the characteristics of the respondents in this study.

**Table 1.** Description of Respondents' Characteristics

No.	Description	Total (person)	Percentage
<b>by Gender</b>			
1	Male	78	55.3%
2	Female	63	44.7%
<b>Based on</b>			
3	</= 3 Yrs	33	23.4%
4	> 3-7 years	32	22.7%
5	> 7-10 years	26	18.4 %
6	> 10 years	50	35.5%
<b>Based on Level</b>			
7	Manager up	38	27%
8	Executive	27	19.1%
9	Supervisor	76	53.9%
<b>Based on Department</b>			
10	HRGA	12	8.5%
11	IT	4	2.8%
12	Finance & Accounting	15	10.6%
13	R&D	8	5.7%
14	Sales	58	41.1%
15	Skincare	16	11.3%
16	Marketing	12	8.5%
17	Manufacturing	16	11.3%

Source: Results of research data processing (2022)

## A. Outer Model

### 1. Convergent validity

Testing Convergent of the measurement model with reflexive indicators is assessed based on the correlation between item scores or component scores with construct scores calculated by PLS. In this

study, the research indicators can be said to meet convergent validity when the loading factor value is > 0.7 and is supported by the Average Variance Extracted (AVE) > 0.5.

**Table 2.** Convergent Validity

<b>Variable</b>	<b>Item</b>	<b>Outer Loading</b>	<b>Value Limitation Outer</b>	<b>Decision</b>
Talent Management	RCT1	0.960	0.7	Valid
	RCT2	0.956	0.7	Valid
	RET1	0.927	0.7	Valid
	RET2	0.918	0.7	Valid
	DVL1	0.912	0.7	Valid
	DVL2	0.924	0.7	Valid
Leadership (X2)	KKB1	0.948	0.7	Valid
	KKB2	0.942	0.7	Valid
	KE1	0.858	0.7	Valid
	KE2	0.918	0.7	Valid
	KE3	0.879	0.7	Valid
	KP1	0.849	0.7	Valid
	KP2	0.876	0.7	Valid
	KP3	0.890	0.7	Valid
	KMW1	0.858	0.7	Valid
	KMWG1	0.913	0.7	Valid
	0.7G1	0.919G2	-	-
0.719G	-	-	-	Engagement
EmployeeY1	VGR1	0.957	0.7	Valid
	VGR2	0.960	0.7	Valid
	VGR3	0.952	0.7	Valid
	DCTN1	0.898	0.7	Valid
	DCTN2	0.933	0.7	Valid
	DCTN3	0.948	0.7	Valid
	DCTN4	0.953	0.7	Valid
	DCTN5	0.914	0.7	Valid
	ABS1	0.916	0.7	Valid
	ABS2	0.924	-	Valid
	0.706	0.914	0.7	-
ABS3	)	(	Valid	
Corporate Sustainability (Y2)	ECO1	0.837	0.7	Valid
	ECO2	0.803	0.7	Valid
	ECO3	0.797	0.7	Valid
	ECO4	0.855	0.7	Valid
	ECO5	0.825	0.7	Valid

ECO6	0.771	0.7	Valid
<b>SOC1</b>	<b>0.693</b>	<b>0.7</b>	<b>Invalid</b>
SOC 2	0.814	0.7	Valid
SOC3	0.855	0.7	Valid
SOC4	0.844	0.7	Valid
SOC5	0.837	0.7	Valid
SOC6	0.835	0.7	Valid
ENV1	0.820	0.7	Valid
ENV2	0.809	0.7	Valid
ENV3	0.855	0.7	Valid
ENV4	0.784	0.7	Valid
ENV5	0.836	–	Valid
ENV	0.736	–	Valid
0.78	0.8V	–	–
–	–	0.7	Valid
ENV9	0.879	0.7	Valid
ENV10	0.862	0.7	Valid

Source: The results of the analysis using SmartPLS 3.2.9

The results of this test indicate that the talent management variable, out of a total of 6 statement items, is declared entirely valid. In the leadership variable, from a total of 12 statement items, it is declared entirely valid. variable The employee engagement from a total of 12 statement items is declared entirely valid. variable, corporate sustainability from a total of 22 statement items, one of them was deleted because the loading factor  $<0.7$ . Based on this convergent validity test, 51 statement items can be continued

in the next testing process.

In addition, assessing the value of AVE, which can characterize the degree of variation or variation of manifest variables that may have latent constructs. The ideal AVE value of 0.5, indicates that the convergent validity is high because the latent variable can explain more than half of the indicator variation on average.

The AVE criteria for a valid variable must be above 0.50 ([Haryono, 2017](#)). The results of the tabulation of AVE values can be seen in the following table:

**Table 3.** Test Results Average Variance Extracted (AVE)

Variable	AVE Value	Limit AVE Value AVE	Decision
Talent Management (X1)	0.591	0.50	Fulfilled
Leadership (X2)	0.679	0.50	Fulfilled
Employee Engagement (Y1)	0.811	0.50	Fulfilled
Corporate Sustainability (Y2)	0.591	0.50	Fulfilled

Source: The results of the analysis using SmartPls 3.2.9

Based on Table 3 above, it can be seen that all variables have an AVE value of more than 0.5, so these variables have good construct validity.

## 2. Discriminant validity

The second level of testing is discriminant validity testing, which follows convergent validity testing. By using the value of cross-loading, discriminant validity with reflective indicators can be evaluated. The cross-loading value of each variable

must be greater than 0.7. However, the discriminant validity test can also be carried out using the Fornell-Larcker criteria to determine whether the latent variable has sufficient discriminant, namely by comparing the AVE squared value of a concept with other constructs (Furadantin, 2018). The following is the result of the discriminant validity of the Fornell-Larcker criterion value between the indicator and the construct in question.

**Table 4.** Fornell-Larcker Criterion of Research

Variable	Corporate Sustainability	Employee Engagement	Leadership	Talent Management
Corporate Sustainability	<b>0.769</b>			
Employee Engagement	0.714	<b>0.900</b>		
Leadership	0.531	0.767	<b>0.824</b>	
Talent Management	0.469	0.636	0.546	<b>0.845</b>

Source: Results of analysis using SmartPls 3.2.9

The AVE root value of each variable is greater than the correlation value between the two variables, as shown in Table 4. Thus, it can be said that all variables in this research model have very good discriminant validity for the Fornell-Larcker criteria.

### 3. Composite Reliability

Reality is an instrument for assessing a questionnaire which is an indication of a variable or concept (Maryani, Widayani, &

Saraswati, 2020). If the respondents' responses to the questionnaire claims are constant or stable over time, it can be said that the questionnaire is reliable. A reliability test was conducted to show the accuracy, consistency, and accuracy of the instrument in measuring the construct. Cronbach Alpha and Composite Reliability score greater than 0.70 indicate construct reliability. The following are the values for composite reliability:

**Table 5.** Composite Reliability and Cronbach's Alpha Values Composite Reliability  
Cronbach's Alpha

Description	Variables	Requirements	Talent	Management
(X1)	0.937	0.919	>0.7	Reliable
Leadership (X2)	0.962	0.957	>0.7	Reliable
Employee Engagement (Y1)	0.981	0.979	>0.7	Reliable
Corporate Sustainability (Y2)	0.968	0.965	>0.7	Reliable

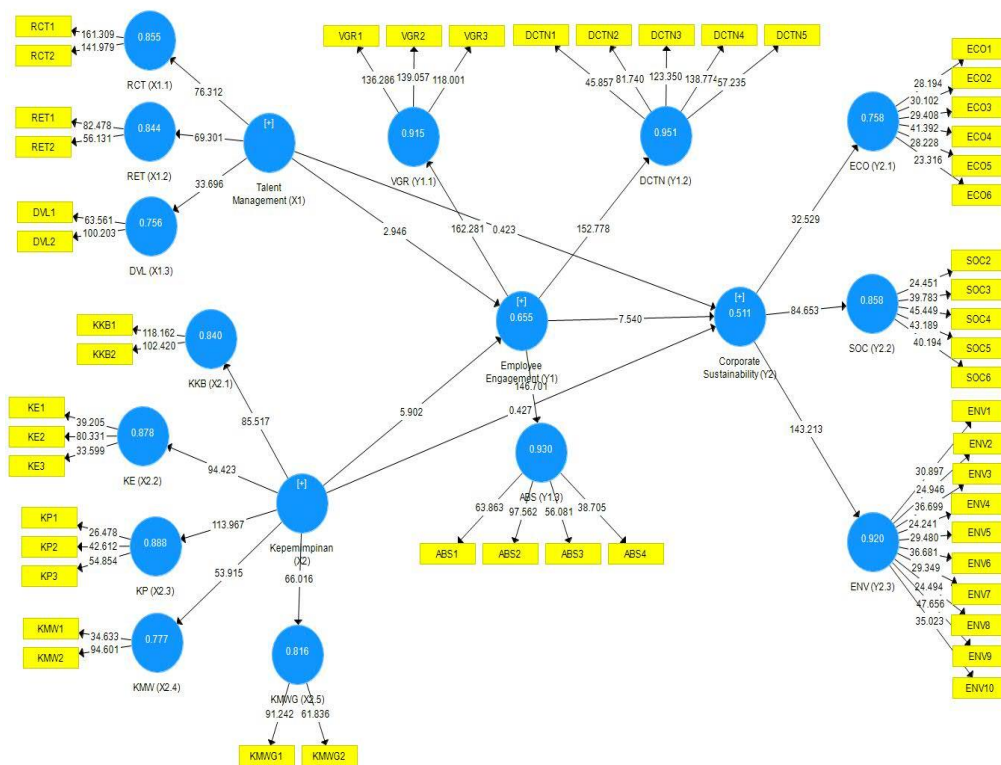
Source: The results of the analysis using SmartPLS 3.2.9

Table 5 above, shows that all research variables have composite reliability and Cronbach's alpha values above 0.7. Therefore, these

results indicate that the research model has met the reliability test and the items in this study are considered trustworthy and reliable.



**B. Inner Model Test**



Source: Second Order using Smart-PLs 3.2.9

**Figure 3. Model Test Results**

**1. Coefficient of Determination Test/R Square (R2)**

The purpose of evaluating the coefficient of determination is to assess how well the model explains the dependent variable. In a research model, the coefficient of determination ranges between 0 and 1, and the closer to 1, the higher the ability of the

independent variable to explain the dependent variable. R-square values of 0.75, 0.50, and 0.25, respectively, indicate the strengths, moderation, and weaknesses of the model. (Nosihana & Yaya, 2016). The following are the results of the R Square calculation from this study.

**Table 6. R Square (R2) Value of Research Model**

Y2	R Square	R Square Adjusted
Corporate Sustainability	0.511	0.500
Employee Engagement (Y1)	0.655	0.650

Source: The results of the analysis using Smart-PLs 3.3.7

Table 6 shows that 51, 1% of corporate sustainability factors are influenced by the variables of talent management, leadership, and employee involvement, while 48.9% are influenced by variables outside the scope of this study. In addition, 65.5% of employee engagement factors are influenced by talent management and leadership characteristics, while the remaining

34.5% are influenced by variables not explored in this study.

## 2. Test (f2)

This equation is used to determine whether the endogenous latent variable is significantly affected by the external latent variable. The calculation is as follows: If the result of the f2 value is 0.02, then the effect of the exogenous latent variable is small; if the result is 0.15, then the effect is moderate; and if the result is 0.35 then the effect is large. Table 7 shows the outputs:

**Table 7.** The results of the f Square value

Construct	Corporate Sustainability	Employee Engagement (Y1)
Employee Engagement (Y1)	0.375	
Leadership (X2)	0.002	0.726
Talent Management (X1)	0.001	0.196

**Source: Results of analysis using SmartPLS 3.2 .9**

## 3. The goodness of Fit Index (GoF)

The purpose of the GoF evaluation is to evaluate the performance of the PLS model both at the measurement stage and in the structural model by concentrating on predicting the overall model performance, which can be determined using the following formula: (Hussein, 2015), which is obtained from the calculations below:

$$\text{GoF} = \sqrt{\text{AVE} \times R^2}$$

$$\text{GoF} = \sqrt{0.668 \times 0.583}$$

$$\text{GoF} = \sqrt{0.389}$$

$$\text{GoF} = \mathbf{0.624}$$

Criteria value 0.10 (GoF small), value 0.25 (GoF medium), and value 0, 36 (GoF large) (Andreas, Priandi,

Simamora, & Mardianto, 2021). So it can be concluded that the GoF value of 0.624 is **a large GoF**.

Testing *Goodness of fit* can also be done by calculating the predictive relevance value (Q2). This test is carried out to show the predictive capability of the model if the value is above 0. This value is obtained by the formula: (Hussein, 2015). With the following formula:

$$Q^2 = 1 - (1 - R1^2) (1 - R2^2) \dots (1 - Rp^2)$$

$$Q^2 = 1 - (1 - 0.511)(1 - 0.655)$$

$$Q^2 = 1 - (0.489 \times 0.345)$$

$$Q^2 = 1 - 0.169$$

$$Q^2 = 0.831$$

The above calculation results show a relatively high value of

0.831, so this model can be said to be feasible and has predictive relevance values.

#### 4. Hypothesis Testing This

The stage determines whether the research hypothesis proposed in the research model is accepted or rejected. Path coefficients, T-statistical values obtained from the

bootstrap technique, and p-values can be used to test the suggested hypotheses, as indicated by path coefficients, bootstrap procedures, and p-values.

The following table shows the results of hypothesis testing using the SmartPLS 3.2.9 statistical program.

**Table 8.** Path Coefficient, t-statistics, and P-values

Relationship between Constructs	Original Sample (O)	T Statistic	P Values	Description
<b>of Direct Effect of</b>				
Talent Management (X1) > Employee Engagement (Y1)	0.310	2,946	0.003	Significantly positive influence on
Leadership (X2) > Employee Engagement (Y1)	0.597	5.902	0.000	Significantly positive influence
Employee Engagement (Y1) > Corporate Sustainability (Y2)	0.729	7.540	0.000	Significantly positive influence
Talent Management (X1) > Corporate Sustainability (Y2)	0.029	0.423	0.672	No significant influence
Leadership (X2) > Corporate Sustainability (Y2)	-0.043	0.427	0.669	No significant
<b>Effect</b>				
Talent Management (X1) > Employee Engagement (Y1) > Corporate Sustainability (Y2)	0.226	2.596	0.010	Positive and significant mediation
Leadership (X2) > Employee Engagement (Y1) > Corporate Sustainability (Y2)	0.435	5.415	0.000	positive and significant

Source: Result of analysis using Smart-Pls 3.2.9

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## RESULTS AND DISCUSSION

### 1. Penginfluence of Talent Management on Employee Engagement

Hypothesis 1 in this study states that talent management has an effect on employee engagement, and this hypothesis is accepted. The acceptance of this hypothesis is in line with the results of previous research conducted by ([Nawangsari & Sutawidjaya](#), 2019) explaining that Talent Management has a direct and positive effect on Employee Engagement. According to research by ([Mende & Dewi](#), 2021), Talent Management has a significant and positive effect on Employee Engagement.

Furthermore, in this study, the factor of finding the best talents in their fields greatly influences employee engagement to increase sincerity in working with their employees. Feel supported and get ample opportunities for career advancement and personal development. This needs to be a concern for the company to control things that can trigger a loss of interest in work employees. Talent and business are closely related because this method helps organizations identify personnel, making it easier to position them according to their sector to improve their performance.

### 2. The Effect of Leadership on Employee Engagement

Hypothesis 2 in this study states that leadership has an effect on employee engagement, and this hypothesis is accepted. The acceptance of this hypothesis is in line with the

results of previous research conducted by ([Drajat & Maulyan](#), 2020) that leadership has a positive effect on employee engagement. The attitudes and actions of leaders, both at the senior level and direct supervisors can increase employee engagement. From broader perceptions of leadership abilities in leading the company in the right direction and openly communicating the state of the organization to more interpersonal factors such as treating employees with respect, and acknowledging employee success can support the potential for increased employee engagement in the organization.

### 3. The Effect of Employee Engagement on Corporate Sustainability

Hypothesis 3 in this study states that employee engagement has an effect on corporate sustainability, and this hypothesis is accepted. The acceptance of this hypothesis is in line with the results of previous research conducted by ([Rupp et al.](#), 2018) who found a significant positive effect between employee engagement on corporate sustainability.

Furthermore, it is known that in this study, the employee's sincerity at work is very influential on corporate sustainability, where the more employees feel engaged, the more employees will be able to carry out environmental restoration voluntarily, and employee engagement in the workplace is seen as an important component to achieving organizational success.

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#### 4. The Effect of Talent Management on Corporate Sustainability

Hypothesis 4 in this study states that talent management has no effect on corporate sustainability, and this hypothesis is rejected. The rejection of this hypothesis occurs because the significance of talent management on corporate sustainability is not proven in this study. This result is not in line with previous research conducted by ([Gardas, Mangla, Raut, Narkhede, & Luthra](#), 2019) which states that there is an influence of Talent Management on Corporate Sustainability which highlights that there is a significant influence on three obstacles, namely uncertain career growth, industrial dynamism, and lack of training programs.

#### 5. The Effect of Leadership on Corporate Sustainability

Hypothesis 5 in this study states that leadership has no effect on corporate sustainability, and this hypothesis is rejected. This hypothesis is rejected because the impact of leadership on business sustainability has not been demonstrated in this study ([Wesly, Kristiana, Bong, & Saputra](#), 2021). Found that digital leadership and knowledge management have a major impact on corporate sustainability management. This conclusion contradicts their findings. According to previous studies and literature reviews, some elements influence corporate sustainability management. These factors are Digital Leadership, Total Quality Management, and Knowledge Management. The

insignificant influence of leadership on corporate sustainability is also in fact found in research according to ([Kwalomine](#), 2017) which states that there is no influence of leadership on Corporate Social Responsibility which is a dimension of Corporate Sustainability.

#### 6. Employee Engagement Mediates the Effect of Talent Management on Corporate Sustainability

Hypothesis 6 in this study states that employee engagement mediates talent management on corporate sustainability, and this hypothesis is accepted. The acceptance of this hypothesis is in line with the results of previous research conducted by ([Peong](#), 2019) which stated that there is a positive and significant influence of Corporate Social Responsibility on employee engagement and there is a positive and significant influence on Talent Management on employee engagement.

From what was mentioned above, the search for the best talents according to their field greatly influences the increase in employee sincerity in work so that the more employees feel engaged, it will encourage employees to carry out environmental restoration voluntarily. Thus it can be concluded that talent management correlates with employee engagement to increase employee performance will also increase corporate sustainability.

## 7. Employee Engagement Mediates the Effect of Leadership on Corporate Sustainability

Hypothesis 7 in this study states that employee engagement mediates leadership on corporate sustainability, and this hypothesis is accepted. The acceptance of this hypothesis is in line with the results of previous research conducted by ([Jindal & Shaikh, 2016](#)) highlighting emerging trends, especially in the field of employee engagement, and the important role of CSR in building not only more engaged staff but also more sustainable company economic results. The importance of workaholicism in the workplace and the need for companies to not only identify problems but also manage them properly, thus enabling Employees to make meaningful and sustainable contributions to the organization. Meanwhile, ([Lubis & Wulandari, 2018](#)), state that employee engagement and leadership have positive values, that is, the better that is in the employees, the better the leadership practices carried out within the company, the better the employee's performance.

## CONCLUSIONS

Based on the results of research and discussion in previous chapters, several conclusions can be drawn as follows: 1). Talent Management has a significant positive effect on Employee Engagement, where the factor of finding the best talents in their fields greatly affects employee engagement to increase sincerity in doing

their employees. 2). Leadership has a significant positive effect on Employee Engagement, where the leader factor in examining problems that occur in employees can increase employee engagement in employees. 3). Employee engagement has a significant positive effect on corporate sustainability. Where the employee's sincerity factor in working greatly influences corporate sustainability, the more engaged employees feel, the more employees will be able to carry out environmental restoration voluntarily, employee engagement in the workplace is seen as an important component to achieving sustainable organizational success. 4). Talent management does not affect corporate sustainability. But even so, the factor of providing education and training to improve the performance of each employee must be further improved so that each employee can understand how to separate products based on product value with the impact that will arise on the environment. 5). Leadership does not affect corporate sustainability, but even so, the company factor needs to pay attention to leadership that uses employees' time for the benefit of the organization needs to be suppressed, so that there is no burnout for employees which can make employee performance decline and cause employees to be unable to carry out environmental restoration in a sustainable manner. volunteer to achieve sustainable organizational success. 6). Employee engagement mediates talent management on corporate sustainability, happy employees will make customers satisfied, this motto will motivate employees to work further in the area of engagement and the

availability of talent in a company will be influenced by engagement activities owned by the company. 7) Employee engagement mediates leadership on corporate sustainability, the better the employees are, the better the leadership practices in the company, and the better the employees' performance.

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