

**The Effect of Internal Branding, Affective Commitment, and Employee Empowerment on Employee Engagement PT. Secure Parking Indonesia Mal Ciputra Jakarta**

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**ABSTRACT**

*To be successful, a company must have Human Resources who can do their job well if employees have high engagement in the company for that required good internal branding, strong affective commitment to the company, and continuously improved employee empowerment. The purpose of this study was to analyze the effect of internal branding, affective commitment, and employee empowerment on employee engagement. This research was conducted on outsourced employees who are engaged in parking management service providers at PT. Secure Parking Indonesia, which is located in Ciputra Mall, Jakarta. The data collection technique used is a census of as many as 56 employees of PT. Secure Parking at Ciputra Mall Jakarta. This study uses quantitative research methods by testing the hypothesis, namely multiple linear regression, which previously tested the instrument in the form of testing validity and reliability. The results of hypothesis testing show that there is no positive effect of internal branding on employee engagement, there is a positive influence between affective commitment and employee empowerment on employee engagement.*

**Keywords:** Internal Branding, Affective Commitment, Employee Empowerment, Employee Engagement

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**INTRODUCTION**

A company that has capital, sophisticated technology, and abundant natural resources, but the absence of Human Resources who can utilize it properly, then the company cannot achieve the goals that have been set previously. Therefore, Human Resources is an important company asset that must always be maintained. Human Resources or employees are expected to be able to provide the best for the company. An employee has wanted and needs in carrying out his work that must be fulfilled by the company. The desires and needs of employees are to get fair wages, provide a conducive work environment, provide a sense of security and comfort within the company, get promotions to promotions, and get fair benefits according to their workload. For this reason, employees must feel that they have high engagement with their company (Virratih, 2020).

Today the use of outsourcing employees is increasing in all lines of work. When referring to Law No. 13 of 2003 concerning employment, outsourcing is known as the provision of labor

services as regulated in articles 64, 65, and 66. In the world of industrial psychology, it is noted that outsourced employees are contract employees supplied from a service provider company. outsourced personnel. PT. Securindo Packatama Indonesia or better known as Secure Parking is one of the outsourcing companies providing parking management services in Indonesia. In managing outsourced employees, it is certainly very different, even to have engagement with the company, you have to use different tactics as well. Employee engagement is one of the important concepts in organizational behavior. Moreover, employee engagement is considered as a positive and satisfying type of work-related attitude characterized by three dimensions, namely enthusiasm, absorption, and dedication. Employee engagement as a positive and effective psychological work-related behavior inspires employees to enthusiastically express and prepare themselves emotionally, cognitively, and physically to perform their job duties (Zainol et al., 2016). In achieving a high level of employee engagement, it is inseparable from Internal Branding as behavior management and systematically planned communication used by the organization to achieve a good and positive reputation with the target audience. The internal branding process can help employees to effectively articulate organizational goals and objectives and deliver the brand promise to customers. Internal branding motivates and stimulates employees by providing acceptable brand behavior guidelines for employees imitating their daily behavior and can even increase employee engagement with the company (Amegbe, 2016). In addition, the importance of employee affective commitment so that there is an emotional attachment between employees and the company. Affective Commitment refers to the emotional attachment of employees to the organization so that employees who have a strong Affective Commitment want to stay to be employed longer in the organization. An employee who is effectively committed to the organization likes to be a part of it because he believes in the values and goals of the company (Burmansyah & Mukhtar, 2019). In addition, to increase engagement, Employee Empowerment is needed which is described as giving power to employees to make necessary and important decisions whenever needed. Organizations must empower their employees so that they are determined, loyal and happy so that in turn they will utilize their skills and abilities to achieve the overall goals of the organization. Employee empowerment is considered as one of the best policies and is considered the most important in developing the interactive quality of employees to achieve greater amounts of assistance, teamwork attitude, innovative skills, self-confidence, and unusual thinking (Ahmad & Manzoor, 2017).

The purpose of this study was to analyze the influence of internal branding, affective commitment, and employee empowerment on employee engagement

## **LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT**

### **Internal Branding**

It is defined as the activities carried out by the organization to ensure that the brand promise that reflects the espoused brand values regulates customer expectations is carried out and delivered by employees (Garas et al., 2018). According to Amegbe (2016), Internal Branding is defined as systematic management of behavior, communication, and symbolism used by an organization to achieve a good and positive reputation with the target audience for an organization. Özçelik & Fındıklı (2014) define Internal Branding as a series of strategic activities of the company to provide and ensure intellectual and emotional acceptance of employees. According to (Kumar, 2017) two important Internal Branding activities are internal corporate communication and training. Internal communication through company staff meetings or newsletters is used to engage employees on a cognitive level while training to develop skills and use techniques to do a good job is an effective tool for influencing behavior. Internal communication aligns employees' understanding of their role in the company's brand which influences their attitudes and behavior towards customers.

**Affective Commitment**

Defined as a positive emotional state in which employees are willing to try and choose to stay with the organization and continue to be members of the organization because of their emotional connection, organizational involvement, and belief in values (Demirtas & Akdogan, 2015). Kaur et al., (2020) define affective commitment as a feeling that refers to the identification of an individual's attachment to his work organization based on a feeling of loyalty to the employer as well as a feeling of belonging and a sense of attachment to the organization. According to Ullah et al, (2020) Affective Commitment is influenced by many factors and researchers have characterized these factors in main categories, namely (1). Characteristics of work consist of work stress, management style, level of responsibility, and reward system, (2). Work experience consists of organizational rewards, supervisory support, and fair procedures, and (3). Structural characteristics consist of decentralization, degree of control, size of the organization, remuneration system, degree of formalization, working hours, and career opportunities.

**Employee Empowerment**

It is one of the valuable concepts that is considered important in improving employee behavior elements to achieve higher levels of support, innovation, teamwork spirit, entrepreneurship, self-confidence, and independent thinking (Elnaga and Imran, 2014). Hanaysha (2016) describes Employee Empowerment as offering employees the freedom, control, and opportunity to be involved in decision-making and organizational issues. Employee empowerment is described as giving power to employees to make necessary and important decisions whenever needed (Hunjra et al, 2011). According to Hanaysha (2016) empowerment leads to positive organizational results, such as increased employee responsibility and motivation in routine work, increased levels of job satisfaction, better service quality, higher employee loyalty, low exit intentions, and is maximized. productivity. By adopting an empowerment strategy, it is believed that employees will feel the self-esteem they deserve, and in the end can increase their productivity and quality of work.

**Employee Engagement**

Hanaysha (2016) defines Employee Engagement as the level of involvement, interaction, intimacy, and influence that a person has with his work so that he can carry out his job well. Emilisa et al., (2019) define employee engagement as a desired state consisting of organizational goals and related to commitment, enthusiasm, focus, and effort. Suomi et al., (2019) define employee engagement as a state of employee cognitive, emotional, and individual behavior that is directed at the desired organizational results. O'Connor and Henry (2017) define employee engagement as an energetic state with personally fulfilling activities that enhance professionally. Preko & Adjetej (2013) stated that employees are not fully involved; nor can they be loyal to the organization. Engaged employees are fully physically motivated, emotionally in tune, mentally determined, and aligned with the organization's goals. Therefore, employee engagement is a mandatory factor to increase employee loyalty and employee performance which reduces employee turnover rates, so from the demonstration literature above it can be seen the relationship between spiritual intelligence and employee loyalty.

**Conceptual Framework**

According to Kaur et al., (2020), internal branding with employee engagement is to understand past, present, and future organizational achievements and aspirations. Internal branding includes the development of well-coordinated employee training, internal communication, and reward programs to instill value among employees. Through internal branding, helping employees understand the vision, mission, and goals of the organization, they are more likely to be engaged, satisfied, and emotionally committed to their work. According to Hung & Cheng (2012), affective commitment leads to greater identification of an employee with organizational

goals and a higher tendency to give extra energy to the organization. Thus, affective commitment can lead to feelings of belonging and attachment to the organization, which increases motivation, performance, and employee engagement. According to Mercy, et al., (2020) employee empowerment can be considered as a practice intended to motivate and increase employee engagement by taking advantage of the opportunities needed for employees to participate in decision making. Employee empowerment is related to the realization among managers that the people who work under them are entitled to power, autonomy, and control over their work.

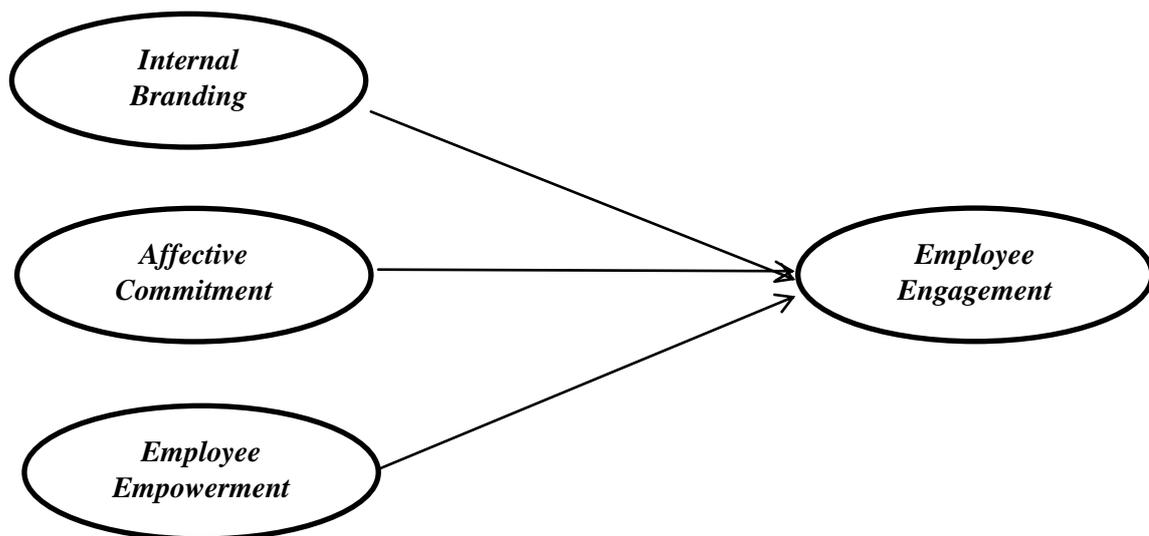


Figure 1

## Conceptual Framework

Suomi et al., (2019) found a positive effect between Internal Branding and Employee Engagement if Internal Branding is carried out according to the employee segment. Kaur et al., (2020) explain that effective internal branding has a positive effect among employees which can help increase Employee Engagement, when organizations treat their employees as important internal assets, in return employees tend to show their support by involving themselves in work.

H1: Internal Branding has a positive effect on Employee Engagement

According to Kaur et al., (2020) Affective Commitment can lead to feelings of belonging and connectedness to the organization, which increases motivation, performance and Employee Engagement ensures organizational success that employees exhibit positive work behaviors in an environment where they feel emotionally connected. Affective commitment leads to greater identification of an employee with organizational goals and a higher tendency to give extra energy to the organization. Hung & Cheng (2012) confirmed that affective commitment reflects a positive influence on employee engagement. An organization tends to show affective commitment when they have a strong identification with their organization's goals and values or have a strong will to work hard.

H2: Affective Commitment has a positive effect on Employee Engagement

According to Stander & Rothmann (2010), Employee Empowerment has a positive effect on Employee Engagement directly in the area of work-life. The helpless individual must put forth the special effort, energy, and time to adapt to the pressures of job insecurity. According to Zainol et al., (2016) employee empowerment is also defined as the positive feelings that employee engagement has and motivates them to try harder. Engaged employees are more likely to stay with their current organization. High employee empowerment allows employees to attract new talent in the labor market, while effective

and good employee engagement can contribute to increased commitment, motivation, morale, and innovation with high organizational performance and profitability.

H3: Employee Empowerment has a positive effect on Employee Engagement

### Research Methodology

Respondents from this study were employees of PT. Secure Parking Indonesia Mall Ciputra Jakarta. Where respondents are categorized by marital status: unmarried, married; age: from 17 years to over 35 years; education level from SMA/SMK up to S1; and the working period from less than 1 year to more than 3 years.

This study uses correlation to get the relationship between variables, finding a correlation does not mean that one variable causes changes in other variables. And the data used is cross-sectional because the data was studied only once.

Data collection using census which means all employees in PT. Secure Parking Indonesia Mall Ciputra, totaling 56 employees were all taken as research objects.

All the statement items use an interval measurement scale based on the Likert Scale with the following conditions:

- Score 1 for Strongly Disagree
- Score 2 for Disagree
- Score 3 for Quite Agree
- Score 4 for Agree
- Score 5 for Strongly Agree.
- 

### RESULTS AND DISCUSSION

Demographic data from employees of PT. Secure Parking Indonesia located at Ciputra Mall are as follows:

Table 1  
Respondent Demographics

Demographic	Frekwensi	Persentase
<b>Marital status:</b>		
Not married yet	43	76.79%
Married	13	23.21%
<b>Age:</b>		
17 – 25 years	40	71.43%
25 - 35 years	14	25%
>35 years	2	3.57%
<b>Education:</b>		
SMA/SMK	52	92.86 %
D3	2	3.57 %
S1	2	3.57%
<b>Working Period:</b>		
< 1 years	17	30.36 %
1 - 3 years	29	51.79 %
>3 years	10	17.86%

Source: Processed Data (SPSS 22)

In table 1 the demographics of the 56 employees of PT. Secure Parking Indonesia is 43 people who have not married, aged between 17-25 years, most education is high school / vocational school graduates and has a working period of 1-3 years.

The following table is the result of hypothesis testing:

Table 2  
Hypothesis Testing Results

Hypothesis Test	<i>B</i>	$\rho$ -values	Results
<b>H1: Internal Branding → Employee Engagement</b>	-0.029	0.798	not supported
<b>H2: Affective Commitment → Employee Engagement</b>	0.206	0.015	supported
<b>H3: Employee Empowerment → Employee Engagement</b>	0.842	0.000	supported

Source: Processed Data (SPSS 22)

For hypothesis 1, it can be seen from Table 2 that the  $\rho$ -values are  $0.798 > 0.05$ , meaning that there is no influence between internal branding on employee engagement. This illustrates that although employees of PT. Secure Parking Indonesia at the Ciputra Mall Jakarta location has a high internal branding as seen from the average descriptive statistic of 4.30, but has no contribution to employee engagement at PT. Secure Parking can happen because employees do not understand and understand what their responsibilities are. In the context of business, internal branding is a change in the culture in the organization where employees are invited to be more customer and business-oriented. Internal branding needs to be done so that every employee at each level has the same priorities and values. That way, they have the same understanding so that when they tell others about the brand, everyone has the same voice. The results of this study are different from the results of previous studies conducted by Mahran and Mohamed (2018).

From the results of hypothesis testing research conducted by PT. Secure Parking Indonesia at the Ciputra Mall location found that affective commitment has a positive influence on employee engagement. This can be seen based on the significant value of  $0.015 < 0.05$ . This illustrates that PT. Secure Parking Indonesia at the Ciputra Mall Jakarta location has a high affective commitment so that it is described as having a strong sense of the organization, personally feeling attached to the organization, proud to tell others that working in the organization, will be happy to work in the organization and feel that the problems that arise faced by the organization are also the problem of the employees. The results of this study are supported by previous research conducted by Hung & Cheng (2012), In an organization, tend to show affective commitment when they have a strong identification with their organizational goals and value, or have a strong will to work hard. This can be related to the average score on the affective commitment which means that the work done makes employees feel proud to work at PT. Secure Parking Indonesia at the location of Ciputra Mall Jakarta.

From the results of the third hypothesis research, the  $\rho$ -value is  $0.000 < 0.05$  which indicates that there is a positive influence between employee empowerment and employee engagement. With the high Employee Empowerment at PT. Secure Parking Indonesia at the Ciputra Mall Jakarta location, exerting maximum effort when doing tasks, always looking forward to coming to work, trying hard to do well at work, mind focused on work, feeling strong and excited at work, and exerting a lot of energy for work, feels good when working intensely, always looks for development opportunities that increase the value of the organization, finds it difficult to get away from work, While working, employees forget everything else around and find the work

done is meaningful and purposeful, takes pride in occupation. This study has the same results as previous research conducted by Stander & Rothmann (2010),

In testing the research instrument, validity and reliability tests were used.

A validity test is used to measure the validity or invalidity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire can reveal something that will be measured by the questionnaire (Ghozali, 2009). The basis for deciding on the validity test is to compare the p-value with a significant level according to Hair et.al., (2018) as follows: for the number of research objects as many as 56 will be said to be valid if the loading factor is 0.70 so that it can be continued to the next process. . Based on the results of the validity test for internal branding of the 13 indicator items, 5 items are invalid because they have a factor loading < 0.70. Meanwhile, for affective commitment, employee empowerment, and employee engagement, the overall indicator items are valid with a factor loading of 0.70.

The reliability test is carried out to find out how far the measurement results will remain consistent if the measurement is carried out twice or more on the same object using the same measuring instrument (Sugiyono, 2010). The reliability test was conducted to determine whether the measuring instrument designed in the form of a questionnaire was reliable. A measuring instrument is reliable if the measuring instrument is used repeatedly will give relatively the same results (not much different). According to Hair et. Al., (2018), the basis for making decisions on this reliability test is seen through Cronbach's Alpha coefficient, with the criteria that if Cronbach's alpha is 0.60 then the construct is reliable. From the results of reliability testing, it can be seen that the value of Cronbach's alpha coefficient for all variables is 0.60 which means that all indicator items are reliable.

## CONCLUSIONS AND MANAGERIAL IMPLICATIONS

The conclusions that can be drawn are that there is no positive influence between internal branding on employee engagement, there is a positive influence between affective commitment and employee empowerment on employee engagement at PT. Secure Parking Indonesia is located at Mall Ciputra Jakarta. What is found in this research can be a reference for PT. Secure Parking Indonesia Ciputra Mall Jakarta to be able to communicate more about responsibilities and conduct internal company training so that employee attitudes and behavior towards customers are by what was promised. This is necessary so that every employee at every level has the same priorities and values.

The managerial implication in this research is that PT. Secure Parking Indonesia Ciputra Mall Jakarta can provide more transparent information about the company's financial position so that if the company has problems, employees will also feel the problem. In the end, employees will find it difficult to get out of the job, and employees when carrying out work, expressing ideas and opinions will be taken seriously by the company.

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