THE EFFECT OF ORGANISATION BRAND TO EMPLOYEE ENGAGEMENT THROUGH COMPENSATION AND BENEFIT IN START-UP BUSINESS

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Abstract

The startup business in Indonesia has become a popular way recently. Especially for them who wants to begin their business empire. The business that run by the employee. Employee needs to bring with them the brand of the business because they have to feel the brand as their own identity. Some research find that the more engage the employee, the more productive they become. On the other side, compensation and benefit are also the factor to determine the engagement of the employee. This paper would like to tests the hypothesis that organization brand is having some effect on employee engagement. The evidence collected from 30 employees on various startup businesses. The result shows that organization brand have the effect on employee engagement, as well as the benefit but not with the compensation.

Keywords: Compensation, Start-up, Employee engagement

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INTRODUCTION

Few years now in Indonesia, there are some distractions by some online application that provide any services needed by the citizen. Such as riding, sending packages, food, even home cleaning and beauty services. This kind of disruption on transportation business then known as online ojek. Few players in this business are Gojek from Indonesia, Uber from US or Grab from Malaysia. The business they run named start up business. In an article mentioned by Daily Social Annual Startup Report 2015, appear some interesting facts:

1. 49% continuity funding given are SEED funding
2. Most start up business are e-commerce
3. East Venture and Lippo Group in Indonesia fund 20 and 7 infestation
4. Subscriber service and financial technology are the most interesting services
5. The biggest problem faced by startup are less funding and talent

Then we are going to see which one is the best startup business in Indonesia. Based on rank given by Startup Ranking, the website who gives ranks to all startup business around the world, number one startup business in Indonesia is Tokopedia, a market place. Followed by Lazada on number two, a retailer. In third place there is Bukalapak, as well as Tokopedia, is a market place. Blibli.com on fourth place, also a retailer. In the fifth place there is Traveloka, a booking website.

An article in Tech in Asia website mention that starts up business in Indonesia is having a huge attention from the government. This proven by an e-commerce roadmap, talking about universal service obligation, incubating programe and tax. The funding for any startup business are also growing. Tokopedia got the investment amount US$147. The growth of e-commerce also affecting others business chained, that are payment product and shipping method. One thing that must be very interesting for the consumer is that the risen of e-commerce also giving so many discount on different special day. Such as Harbolnas (Hari Belanja Online Nasional or National Online Shop Day).

A lot of startup business in Indonesia introduced them with different identity. Tokopedia closed their campaign with a question like "Sudah Cek Tokopedia belum?" (Have you checked Tokopedia?). The online application mentioned before that is Gojek, open up their application with a very brave statement, "An Ojek for Every Needs". The identity they showed up to customer is an organization strategic choices and expression about. Company identity is the part of corporate brand that is expression and organization identity (Abratt & Kleyn, 2011). Brand exists to make customer realize the character of the company.

Specific method needs to be found so the employee will understand in how to internalized the brand into themselves and representing it to the customer (Ahmad et al, 2014).

To make employee able to internalize the brand to them, Boyd & Sutherland (2006) agree that organization need some characteristics. One of the characteristic is the integration and reward for employee who have commitment to apply brand value to organization (Armstrong, 2000; Mullich, 2003, Boyd & Sutherland, 2006). Financial rewards are the most considering factor by employees and become a very successful factor (Herman & Gioia, 2000, Boyd & Sutherland, 2006).

When employee already has a commitment to the company, engagement arises. Hewitt Associates (2004) mentioned by Anitha J (2013) said that employee engagement is the state in which individuals are emotionally and intellectually committed to the organization or group, as measured by three primary behaviors: say, stay, strive. Employee engagement will increase profit and decrease outcome supported by effectivity, satisfaction, and motivation (Maylett & Nielsem 2012 in Abel, 2013).

As a consideration of those topics mentioned above, so I decide to write down a research. The question we need to answer are: 1) Is organization brand have effect on employee engagement?; 2) is compensation become a mediating variable between organization brand and employee engagement?; 3) is benefit become a mediating variable between organization brand and employee engagement?; 4) is compensation have effect on employee engagement?; 5) is benefit have effect on employee engagement?; 6) is compensation have effect on organization brand?; 7) is benefit have effect on organization brand?

LITERATURE REVIEW

Abratt & Kleyn (2011) said that organization brand is the expressions and images of an organization's identity. They need to have two aspects: corporate expressions and stakeholder images of the organization's identity. While the same term called corporate brand told by Balmer & Gray (2003) in Abratt & Kleyn (2011) as ownership sign, tools to build an image, the symbol of key value, to create special identity for company and delightful experience. Organization brand is important asset needed by company to open the chance and prevent the threat (Argenti & Druckenmiller, 2004). The theory used in this research of organization brand is based on the findings from Punjaisri et al (2009). They said that variables who support organization brand consist of brand identification, brand

commitment, brand loyalty, and brand performance. Brand identification is an employee's sense of belongin to the brand and a perception of being intertwined with the brand's fate and success (Punjaisri, Wilson, & Evanschutzky, 2009). Employee who committed will be able to fulfil brand promise because they have emotional proximity with the brand (Thomson et al, 1999; Punjaisri & Wilson, 2010). Brand loyalty is defined as an employee's willingness to remain with the present brand (PUnjaisri, Wilson, & Evanschutzky, 2009). And the last, brand performance is the extent to which an employee performs his/her role in the brand promise delivery based on the brand standards in which the brand values are embedded (Punjaisri et al, 2009).

Martocchio (2015) said that compensation is intrinsic and extrinsic reward accepted by employee after they fulfilled their job. Intrinsic compensation show the mindset of an employee while extrinsic compensation is about monetary and non-monetary reward. Milkovich et al (2014) agree that compensation is the part of feedback got by the employee based on everything they have done on work. The type of compensation included in this research is base pay, cost-of-living adjustments, seniority pay, incentives, long-term incentives, and person-focused pay. Base pays actually some money which always gets by employee as long as they are working. It usually depends on stages of skill and the responsibility needed on some job (Martocchio, 2015). Cost - of - living adjustment is the adjustment cost given by company to the living cost of the employee. The adjustments usually count based on consumer price index (CPI). Seniority pay is the additional pay given by company as a reward to duration of working of some employee. Incentives and long-term incentives is the same concept but different in time span. Incentives given if employee successfully done some special task. Incentives is some kind of variable pay. While ordinary incentives given once in some period (monthly), long-term incentives are annually. Company gives this long-term incentive to them who give outstanding contribution to the company. The last is person-focused pay. These rewards are for them who have specialty on skill. Whether their skill will be used in their job or not, as long as they have a deep or broad skill of something.

Benefit is another term used in this research. Benefit defined by Murphy (2010) as rewards got by employee in a different kind than compensation. Usually in concept of income protection, insurance, paid time off, and any other. First, income protection, is the protection given by country to someone who become disable or unable to work. The fund collected by employer who gives the fund to some institution (Milkovich, 2014). Second, work-life balance. To provide the equilibrium between work life and private life, employer provide certain facilities. Company also give different allowances such as bill allowances,

transportation allowance, and lunch allowance. Fourth, paid time off. A chance employee gets paid even though they are not working (Martocchio, 2015). Some type of paid time off are annual, menstruation, married, pregnant, and any other. The last is services. Different services provide by the company. It is including reimbursement of school fee or parents care.

Kahn (1990, in Condos, 2016) defined employee engagement as harnessing of organization members' selves to their work roles, in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Buckingham and Coffman (1999) having an opinion of engagement with the right people in the right roles with the right managers drive employee engagement. Research by Corporate Leadership Council explain engagement as positive emotional connection to an employee's work, affective, normative, and continuance commitment, and inspired to go above and beyond the call of duty to help meet business goals. AON Hewitt is an institution who frequently releasing a research result of employee engagement. AON Hewitt (2015) divides employee engagement into three dimensions that is Say, Stay, and Strive. Say is about how employee talking about the company they work in. Stay is about anything can help employee to continuously working in this company. While Strive encourages employee to release their best effort and work as hard as they can. Corporate Leadership Council (2004) explained employee engagement as emotional positive relationship between employee and the job, affective commitment, normative, and continuity. There are twi dimensions on employee engagement by Corporate Leadership Council: 1) Rational Commitment, the extent to which employees believe that managers, teams, or organizations are in their self-interest (financial, developmental, or professional); 2) Emotional Commitment, the extent to which employees values, enjoy, and believe in their jobs, managers, teams, or organizations.

Paul Graham on startupbisnis.com talks about startup. He said that "*startups usually involve technology, so much so that the phrase 'high-tech startup' is almost redundant. A startup is a small company that takes on a hard technical problem. Economically, you can think of a startup as a way to compress your whole working-life into a few years. Instead of working at a low intensity for forty years, you work as hard as you possibly can for four this pays especially well in technology, where you earn a premium for working fast. Startups offer anyone a way to be in a situation with measurement and leverage they allow measurement because they are small and they offer leverage because they make money by inventing new technology.*"

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THE METHODOLOGY AND MODEL

To test the hypotheses I have conducted an empirical study and collecting 30 employees from different set of start-up business in Indonesia. The model in this research is as mention below and we proposed three group of hypotheses consist of one dependent variable, one independent variable, and two mediating variable.

Table 1. Research Model
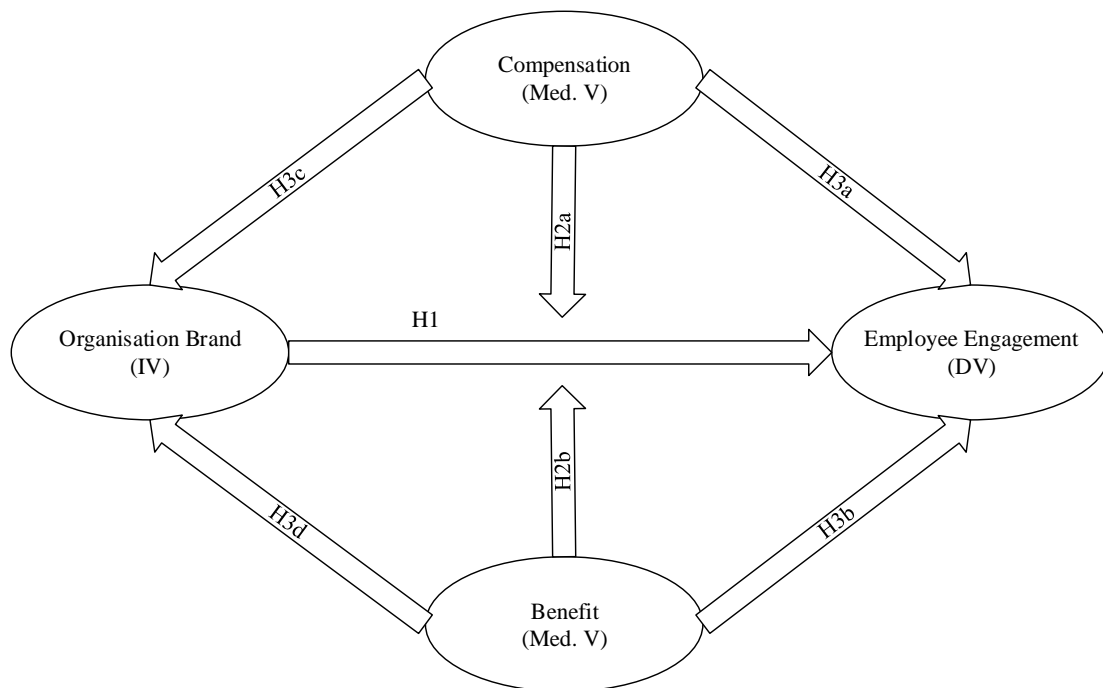
The research done in Pakistan in 2014 about brand of a service company by Ahmad and friends. This research resulting in conclusions those brands have positive correlation with employee engagement (Ahmad et al, 2014). One of the ways to develop internal branding in a company is through five key factors (Blumenthal, 2011). There are clarity, commitment, communications, culture, and compensation. While on the concept of employee engagement, there are some determinant factors about the emergence of the variable. The determinants are leadership, team and co-worker, training and career development, compensation, organizational policies, and workplace well-being. From those explanations, we agree that in both organization brand and employee engagement, they consist of same factor that is compensation. Talking about compensation, it will always goes alongside benefit. Because those two things are the remuneration point given to the employee but in different kind of things.

Ahmad (2014) said that when an employee lives the brand, they able to get the instruction clearly about the task and believe in such effort from company to satisfied customer and employee. This will result in employee commitment to the company (Punjaisri, Wilson, Evanschitzky, 2009; Mitchell, 2002). So the first hypothesis proposed in this research is:

H1: Organization brand have effect on employee engagement.

Anitha J (2013) in her research told us about compensation as one of the factors facilitating in employee engagement. Together with six other factors, work environment, leadership, teamd and co-worker, training and career development, organizational policies, and workplace well-being. Abel (2013) is also agree that employee engagement will increase profit and reduces cost by satisfaction in employee (Maylett & Nielsen 2012). Boyd & Sutherland (2006) did the research about how employee internalized the brand of company they work at. They found that one of the factors correlating with employee living the brand is the appearance of compensation. On research did by Blumenthal on 2011 ebout employee quality of life, to internalized brand to every self of the employee is through five factors, Those five factors are clarity, commitment, communication, culture, and compensation, The we have our second set of hypothesis:

H2a: Compensation is a mediating variable in the effect of organization brand to employee engagement

H2b: Benefit is a mediating variable in the effect of organization brand to employee engagement

As we remember that compensation and benefit actually able to determine either organization brand and employee engagement separately. As define above by Anitha J (2013) about compensation as one determinant factor in employee engagement and Blumenthal (2011) also said that compensation and benefit is one of the factors affecting organization brand, so we came to the conclusions of the third set of hypotheses:

H3a : Compensation is the factor affecting employee engagement

H3b : Benefit is the factor affecting employee engagement

H3c : Compensation is the factor affecting organization brand

H3d : Benefit is the factor affecting organization brand

All these hypotheses tested in this research to start-up business emerging in Indonesia. To answer the question of the research, we use the quantitative research method. Primary data collected from first hand respondent. The data that has been collected treated using SPSS 16.0 version. Questionnaire chosen by consideration as most easy to get research tools and respondents will easily answer as well. The research goes to everyone who work in start-

up business regardless their gender and duration of work. Through non-random sampling method which whoever can be a participant as long as they are work in start-up business.

At the preparation stage, researcher needs to prepare the concept, the questionnaire, and the data collecting way. Questionnaire in this research originally from other research. Organisation brand questionnaire is an adaptation of Punjaisri et al (2009) with some translation to fit into Indonesian language and understanding. While the questionnaire of employee engagement is the development of Kahn (1990). Scale in the questionnaire is Likert scale with 6 rates from 1 as Very Inappropriate to 6 as Very Appropriate. Researcher purposely erase middle rate to avoid central tendency. About the compensation and benefit, by the theory of Martocchio, researcher has developed own question about type of compensation and benefit employee can get in their company. To give richness in the research, we also provide descriptive question about gender, age, duration of work, level of job, and type of work.

Organisation brand questionnaire in this research consist four dimension including brand identification, brand commitment, brand loyalty, and brand performance. Employee engagement consist three dimension including physical engagement, cognitive engagement, and emotional engagement. Compensation questions are all about external compensation because it is physically form. Last, benefit questions including income protection, work life balance, allowances, paid time off, and services.

To ensure that this questionnaire is valid and reliable to be used in the research, first of all we do pretest research. Validity and reliability coefficient result in this questionnaire are overall valid and reliable but in some items need to be revised. The results are below.

Table 2. Validity and Reliability Test Result

Concept	Item	KMO	Factor Loading	Alpha-Cronbach	Conclusion	Revision
Brand Identification	BRID1	0.843	0.898	0.943	Valid.	Fix
	BRID2		0.883		Reliable	Fix
	BRID3		0.903		Valid.	Fix
	BRID4		0.850		Reliable	Fix
	BRID5		0.936		Valid.	Fix
	BRID6		0.921		Reliable	Fix
	BRID7		0.433		Valid.	Change
	BRID8		0.889		Reliable	words

					Valid.	Fix
					Reliable	
					Valid.	
					Reliable	
					Invalid,	
					Reliable	
					Valid.	
					Reliable	
Brand Commitment	BRCO1	0.537	0.873	0.721	Valid.	Fix
	BRCO2		0.856		Reliable	Fix
	BRCO3		0.622		Valid.	Fix
	BRCO4		0.599		Reliable	Fix
					Valid.	
					Reliable	
					Valid.	
					Reliable	
Brand Loyalty	BRLO1	0.555	0.912	0.722	Valid.	Fix
	BRLO2		0.641		Reliable	Fix
	BRLO3		0.844		Valid.	Fix
					Reliable	
					Valid.	
					Reliable	
Brand Performance	BRPE1z	0.572	0.737	0.667	Valid.	Fix
	BRPE2		0.272		Reliable	Change
	BRPE3		0.802		Invalid.	words
	BRPE4		0.687		Reliable	Fix
	BRPE5		0.803		Valid.	Fix
					Reliable	Fix
					Valid.	
					Reliable	
					Valid.	
					Reliable	
Physical Engagement	PHEN1	0.741	0.846	0.916	Valid.	Fix
	PHEN2		0.921		Reliable	Fix
	PHEN3		0.869		Valid.	Fix
	PHEN4		0.903		Reliable	Fix
	PHEN5		0.690		Valid.	Fix

	PHEN6		0.804		Reliable	Fix
					Valid.	
					Reliable	
					Valid.	
					Reliable	
					Valid.	
					Reliable	
Cognitive Engagement	COEN1	0.889	0.908	0.939	Valid.	Fix
	COEN2		0.871		Reliable	Fix
	COEN3		0.935		Valid.	Fix
	COEN4		0.869		Reliable	Fix
	COEN5		0.818		Valid.	Fix
	COEN6		0.865		Reliable	Fix
					Valid.	
					Reliable	
					Valid.	
					Reliable	
					Valid.	
					Reliable	
Emotional Engagement	EMEN1	0.734	0.829	0.899	Valid.	Fix
	EMEN2		0.781		Reliable	Fix
	EMEN3		0.936		Valid.	Fix
	EMEN4		0.832		Reliable	Fix
	EMEN5		0.821		Valid.	Fix
	EMEN6		0.723		Reliable	Fix
					Valid.	
					Reliable	
					Valid.	
					Reliable	
					Valid.	
					Reliable	
Extrinsic Compensation	EXCO1	0.611	0.560	0.802	Valid.	Fix
	EXCO2		0.608		Reliable	Fix
	EXCO3		0.663		Valid.	Fix
	EXCO4		0.669		Reliable	Fix
	EXCO5		0.499		Valid.	Fix

	EXCO6		0.748		Reliable	Fix
	EXCO7		0.830		Valid.	Fix
	EXCO8		0.272		Reliable	Change
	EXCO9		0.390		Valid.	words
	EXCO10		0.421		Reliable	Change
			0.778		Valid.	words
	EXCO11				Reliable	Change
					Valid.	words
					Reliable	Delete
					Invalid.	
					Reliable	
					Invalid.	
					Reliable	
					Invalid.	
					Reliable	
					Invalid.	
					Reliable	
Income protection	BENE2				Unidentified	Add another 4 item
Work-life balance	BENE20	0.465	0.508	0.224	Valid.	Change
	BENE21		0.840		Unreliable	words
	BENE22		0.388		Valid.	Change
	BENE24		-0.593		Unreliable	words
	BENE25		0.634		Valid.	Change
					Unreliable	words
					Valid.	Change
					Unreliable	words
					Valid.	Change
					Unreliable	words
Allowances	BENE1	0.510	-0.395	0.757	Invalid.	Change
	BENE10		0.239		Reliable	words
	BENE11		0.712		Invalid.	Delete
	BENE12		0.504		Reliable	Fix
	BENE13		0.819		Valid.	Fix
	BENE14		0.765		Reliable	Fix
	BENE15		0.692		Valid.	Fix

	BENE16		0.625		Reliable	Fix
	BENE17		0.801		Valid.	Fix
	BENE18		0.695		Reliable	Fix
					Valid.	Fix
					Reliable	
					Valid.	
					Reliable	
					Valid.	
					Reliable	
					Valid.	
					Reliable	
					Valid.	
					Reliable	
Paid time off	BENE3	0.747	0.889	0.673	Valid.	Fix
	BENE4		0.939		Reliable	Fix
	BENE5		0.765		Valid.	Fix
	BENE6		0.902		Reliable	Fix
	BENE7		0.129		Valid.	Change words
	BENE8		-0.079		Reliable	Change words
	BENE9		0.804		Valid.	Fix
					Reliable	
					Invalid.	
					Reliable	
					Invalid.	
					Reliable	
					Valid.	
					Reliable	
Services	BENE19	0.736	0.538	0.842	Valid.	Fix
	BENE23		0.972		Reliable	Fix
	BENE26		0.976		Valid.	Fix
	BENE27		0.932		Reliable	Fix
					Valid.	
					Reliable	
					Valid.	
					Reliable	

Some items which need to be revised resulting in a brand new questionnaire. Here are the questions used in the real data collection.

Table 3. Item in Questionnaire

Kode	Item
Organisation brand	
BRID1	Dengan **bangga** saya memberitahu orang lain bahwa saya bagian dari
BRID2	perusahaan ini
BRID3	Saya memiliki **rasa kepemilikan** terhadap perusahaan ini
BRID4	**Kebanggaan** saya terhadap brand ini didorong oleh pesan yang terkandung di
BRID5	dalamnya
BRID6	Saya melihat **kesuksesan** brand sebagai kesuksesan saya pribadi
BRID7	Perusahaan ini seperti **keluarga** bagi saya
BRID8	Saya merasa menjadi **bagian** dari perusahaan ini
	Ketika membahas perusahaan ini, saya biasanya menggunakan **'kami'**
	Ketika seseorang **memuji** brand ini, seakan memuji diri saya sendiri
BRCO1	**Komitmen** saya untuk menjalankan brand ini meningkat seiring pengetahuan
BRCO2	tentang brand
BRCO3	Saya sangat **berkomitmen** untuk menjalani janji brand kepada rekan
BRCO4	Saya memiliki **komitmen terendah** pada perusahaan ini*
	Saya **tidak** merasa terikat secara **emosional** pada perusahaan ini*
BRLO1	Saya akan sangat bahagia untuk **menghabiskan karier** saya di rantai
BRLO2	perusahaan ini
BRLO3	Saya tidak memiliki kecenderungan untuk **berpindah** ke perusahaan sejenis lain
	saat ini
	Kecenderungan saya untuk **bertahan** didorong oleh adanya fakta bahwa saya
	kompeten dalam menjalankan janji-janji brand
BRPE1	Tingkat **kualitas jasa** yang saya lakukan mencapai standar yang ditetapkan
BRPE2	perusahaan ini
BRPE3	Terkadang, saya **mengabaikan bagian pekerjaan** yang seharusnya saya
BRPE4	kerjakan*
BRPE5	Saya dapat **memenuhi tanggung jawab** secara dalam menjalankan tugas-tugas
	Secara efektif saya **menjalankan janji** yang dimiliki brand dengan konsumen
	Saya selalu **menangani permintaan khusus** konsumen dengan standar yang telah
	ditetapkan
Employee engagement	
PHEN1	Saya bekerja dengan **intensitas** dalam tugas saya

PHEN2	Saya mengerahkan **usaha** semaksimal mungkin pada tugas saya
PHEN3	Saya mencurahkan banyak **energi** pada tugas saya
PHEN4	Saya berusaha keras untuk **melakukan yang terbaik** dalam tugas saya
PHEN5	Saya berjuang sekeras yang saya bisa untuk **menyelesaikan tugas** saya
PHEN6	Saya **mengerahkan energi** yang banyak dalam tugas
COEN1	Saya **antusias** mengenai tugas saya
COEN2	Saya merasa **penuh semangat** tentang tugas saya
COEN3	Saya **tertarik** pada tugas saya
COEN4	Saya **bangga** terhadap tugas saya
COEN5	Saya merasa **positif** tentang tugas saya
COEN6	Saya merasa **bersemangat** tentang tugas saya
EMEN1	**Pikiran** saya fokus dalam tugas saya
EMEN2	Saya memberikan **perhatian** penuh pada tugas saya
EMEN3	Saya **berkonsentrasi** dalam tugas saya
EMEN4	Saya memberikan **fokus** yang besar dalam tugas saya
EMEN5	Saya **terserap** oleh tugas saya
EMEN6	Saya mencurahkan banyak **perhatian** pada tugas saya
Compensation	
EXCO1	**Gaji pokok** yang saya dapatkan sudah sesuai
EXCO2	Saya mendapatkan **insentif** setiap bulan atas kinerja saya
EXCO3	Saya mendapatkan **bonus tahunan**
EXCO4	Saya mendapatkan **pendapatan tambahan terkait lama bekerja**
EXCO5	Saya mendapatkan pendapatan untuk tambahan **biaya hidup**
EXCO6	Gaji yang saya dapatkan setiap bulan mencakup **tunjangan makan**
EXCO7	Gaji yang saya dapatkan setiap bulan mencakup **tunjangan pulsa**
EXCO8	Gaji yang saya dapatkan setiap bulan mencakup **tunjangan penggantian**
EXCO9	**transportasi**
EXCO1	Gaji yang saya dapatkan setiap bulan mencakup **tunjangan jabatan**
0	Gaji yang saya dapatkan setiap bulan mencakup **asuransi kesehatan**
Benefit	
INPR1	Gaji saya disisihkan untuk **tabungan di hari tua**
INPR2	Perusahaan saya memberikan perlindungan pada karyawan yang **disable**
INPR3	Perusahaan saya memberikan perlindungan pada karyawan yang **tidak dapat bekerja** lagi
WOBA1	Fasilitas yang diberikan perusahaan termasuk **produk** perusahaan secara **gratis**
WOBA2	Fasilitas yang diberikan perusahaan termasuk **makan siang gratis**

WOBA3	Fasilitas yang diberikan perusahaan termasuk **tempat olahraga/gym**
WOBA4	Fasilitas yang diberikan perusahaan termasuk **minuman gratis**
WOBA5	Fasilitas yang diberikan perusahaan termasuk **medical check up**
ALLO1	Saya mendapatkan **uang lembur** setiap bekerja melewati jam kerja seharusnya
ALLO2	Perusahaan tempat saya bekerja memberikan **tunjangan penempatan** kepada
ALLO3	karyawannya
ALLO4	Perusahaan tempat saya bekerja memberikan **tunjangan bensin** kepada
ALLO5	karyawannya
ALLO6	Perusahaan tempat saya bekerja memberikan **tunjangan pulsa** kepada
ALLO7	karyawannya
ALLO8	Perusahaan tempat saya bekerja memberikan **tunjangan perabotan** kepada
ALLO9	karyawannya
	Perusahaan tempat saya bekerja memberikan **tunjangan tugas khusus** kepada karyawannya
	Perusahaan tempat saya bekerja memberikan **tunjangan makan** kepada karyawannya
	Perusahaan tempat saya bekerja memberikan **tunjangan kendaraan** kepada karyawannya
	Perusahaan tempat saya bekerja memberikan **tunjangan keamanan** kepada karyawannya
PATO1	Perusahaan tempat saya bekerja memberikan fasilitas cuti
PATO2	Cuti yang diberikan oleh perusahaan mencakup **cuti tahunan**
PATO3	Cuti yang diberikan oleh perusahaan mencakup **cuti ibadah**
PATO4	Cuti yang diberikan oleh perusahaan mencakup **cuti menikah**
PATO5	Cuti yang diberikan oleh perusahaan mencakup **cuti panjang setelah sekian**
PATO6	**tahun bekerja**
PATO7	Cuti yang diberikan oleh perusahaan mencakup **cuti haid bagi perempuan**
	Saat saya cuti, saya tetap **dibayar**
SERV1	Fasilitas yang diberikan perusahaan termasuk **tempat tinggal**
SERV2	Fasilitas yang diberikan perusahaan termasuk **biaya sekolah anak**
SERV3	Fasilitas yang diberikan perusahaan termasuk **perawatan orang tua**
SERV4	Fasilitas yang diberikan perusahaan termasuk **cicilan kendaraan**

As the data has been collected using questions above, then we search for the answer of research question using regression method. This method was chosen because we want to know the effect of organization brand to employee engagement and how is the role of compensation and benefit on that relationship. On the other side, we also need to answer

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the question whether compensation and benefit are affecting organisation and brand as independently as well.

THE FINDINGS

In the calculation of the effect of Organization Brand to Employee Engagement using linier regression method, determinant coefficient is 0.258 which means dependent variable employee engagement is 25,8% defined by independent variable organization brand while the rest are another variable we don't say in this research. The significance amount s 0.004 < 0.05 so the regression model can be accepted to predict employee engagement variable.

Table 4. SPSS Result of Linier Regression Organization Brand to Employee Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508a	.258	.232	9.974

a. Predictors: (Constant), BRANX

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	970.770	1	970.770	9.759	.004a
	Residual	2785.230	28	99.472		
	Total	3756.000	29			

a. Predictors: (Constant), BRANX

b. Dependent Variable: ENGAY

Coefficientsᵃ

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	34.269	15.705		2.182	.038
BRANX	.549	.176	.508	3.124	.004

a. Dependent Variable: ENGAY

While using double regression method to see the relationship of those variables, we got the result that r of correlation between organisation brand is 0.508 with significance coefficient in 0.002 < 0.05. Compensation variable have r amount in 0.087 with significance coefficient 0.323 > 0.05. And Benefit variable got r amount in 0.427 with significance coefficient in 0.009 < 0.05.

Determinant coefficient of organisation brand and engagement is 0.258 which means the effect of organisation brand are 25,8%. In model 2, determinant coefficient between benefit and compensation is 13,4% (39,2% - 25,8%). The last, determinant coefficient of compensation and employee engagement is 25,8%.

Table 5. SPSS Result of Multiply Regression Organization Brand, Compensation, Benefit, to Employee Engagement

Coefficientsᵃ

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	34.269	15.705		2.182	.038
BRANX	.549	.176	.508	3.124	.004

a. Dependent Variable: ENGAY

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Correlations

		ENGAY	BRANX	COMPX1	BENEX2
Pearson Correlation	ENGAY	1.000	.508	.087	.427
	BRANX	.508	1.000	.443	.127
	COMPX1	.087	.443	1.000	.629
	BENEX2	.427	.127	.629	1.000
Sig. (1-tailed)	ENGAY	.	.002	.323	.009
	BRANX	.002	.	.007	.252
	COMPX1	.323	.007	.	.000
	BENEX2	.009	.252	.000	.
N	ENGAY	30	30	30	30
	BRANX	30	30	30	30
	COMPX1	30	30	30	30
	BENEX2	30	30	30	30

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.508ᵃ	.258	.232	9.974
2	.626ᵇ	.392	.347	9.199
3	.806ᶜ	.650	.609	7.112

a. Predictors: (Constant), BRANX

b. Predictors: (Constant), BRANX, BENEX2

c. Predictors: (Constant), BRANX, BENEX2, COMPX1

ANOVA[d]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	970.770	1	970.770	9.759	.004[a]
	Residual	2785.230	28	99.472		
	Total	3756.000	29			
2	Regression	1471.443	2	735.721	8.695	.001[b]
	Residual	2284.557	27	84.613		
	Total	3756.000	29			
3	Regression	2440.912	3	813.637	16.086	.000[c]
	Residual	1315.088	26	50.580		
	Total	3756.000	29			

a. Predictors: (Constant), BRANX

b. Predictors: (Constant), BRANX, BENEX2

c. Predictors: (Constant), BRANX, BENEX2, COMPX1

d. Dependent Variable: ENGAY

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	34.269	15.705		2.182	.038
	BRANX	.549	.176	.508	3.124	.004
2	(Constant)	22.475	15.274		1.471	.153
	BRANX	.499	.164	.462	3.051	.005
	BENEX2	.160	.066	.368	2.433	.022
3	(Constant)	1.874	12.713		.147	.884
	BRANX	.794	.143	.735	5.543	.000
	BENEX2	.347	.066	.799	5.226	.000
	COMPX1	-.710	.162	-.740	-4.378	.000

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	34.269	15.705		2.182	.038
	BRANX	.549	.176	.508	3.124	.004
2	(Constant)	22.475	15.274		1.471	.153
	BRANX	.499	.164	.462	3.051	.005
	BENEX2	.160	.066	.368	2.433	.022
3	(Constant)	1.874	12.713		.147	.884
	BRANX	.794	.143	.735	5.543	.000
	BENEX2	.347	.066	.799	5.226	.000
	COMPX1	-.710	.162	-.740	-4.378	.000

a. Dependent Variable: ENGAY

Excluded Variables[c]

Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics
						Tolerance
1	COMPX1	-.172[a]	-.944	.354	-.179	.804
	BENEX2	.368[a]	2.433	.022	.424	.984
2	COMPX1	-.740[b]	-4.378	.000	-.651	.471

a. Predictors in the Model: (Constant), BRANX

b. Predictors in the Model: (Constant), BRANX, BENEX2

c. Dependent Variable: ENGAY

In another research question we also wanted to know how compensation and benefit having a relationship with any other variables that are organisation brand and employee engagement. We are as well using linier regression method to see the effect compensation

and benefit have to other two variables. Determinant coefficient of compensation to employee engagement is 0.008 which means that 8% of compensation defined employee engagement while the other percentation defined by another variables. Siginificance coefficient is 0.646 and that means compensation have no effect on employee engagement. Different findings in benefit which determinant coefficient is 0.182. that means 18,2% employee engagement is defned by benefit with significance level on 0.019 that is less than 0.05. So the benefit variable have some effect on employee engagement.

Table 6. SPSS Result of Linier Regression Compensation to Employee Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.087a	.008	-.028	11.538

a. Predictors: (Constant), COMPX1

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.666	1	28.666	.215	.646a
	Residual	3727.334	28	133.119		
	Total	3756.000	29			

a. Predictors: (Constant), COMPX1

b. Dependent Variable: ENGAY

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Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	80.092	6.612		12.113	.000
COMPX1	.084	.181	.087	.464	.646

a. Dependent Variable: ENGAY

Table 7. SPSS Result of Linier Regression Benefit to Employee Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.427[a]	.182	.153	10.475

a. Predictors: (Constant), BENEX2

ANOVA[b]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	683.653	1	683.653	6.231	.019[a]
Residual	3072.347	28	109.727		
Total	3756.000	29			

a. Predictors: (Constant), BENEX2

b. Dependent Variable: ENGAY

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	64.143	7.793		8.231	.000
BENEX2	.185	.074	.427	2.496	.019

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	64.143	7.793		8.231	.000
BENEX2	.185	.074	.427	2.496	.019

a. Dependent Variable: ENGAY

About benefit effecting in organisation brand, the determinant coefficient resulting in -0.19 with significance level on 0.504. it means that benefit have no effect on organisation brand. In the other side, compensation that in relation with employee engagement is having no effect, in organisation brand compensation show some significance level on 0.14, less than 0.05 with determinant coefficient in 0.168 or 16,8%.

Table 8. SPSS Result of Linier Regression Compensation to Organisation Brand

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.443^a	.196	.168	9.608

a. Predictors: (Constant), COMPX1

ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	631.568	1	631.568	6.842	.014^a
Residual	2584.732	28	92.312		
Total	3216.300	29			

a. Predictors: (Constant), COMPX1

b. Dependent Variable: BRANX

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Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	75.048	5.506		13.630	.000
	COMPX1	.393	.150	.443	2.616	.014

a. Dependent Variable: BRANX

Table 9. SPSS Result of Linier Regression Benefit to Organisation Brand

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.127[a]	.016	-.019	10.631

a. Predictors: (Constant), BENEX2

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.740	1	51.740	.458	.504[a]
	Residual	3164.560	28	113.020		
	Total	3216.300	29			

a. Predictors: (Constant), BENEX2

b. Dependent Variable: BRANX

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	83.512	7.909		10.559	.000
	BENEX2	.051	.075	.127	.677	.504

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	83.512	7.909		10.559	.000
BENEX2	.051	.075	.127	.677	.504

a. Dependent Variable: BRANX

SUMMARY AND CONCLUSIONS

From this research we can conclude that organisation brand is indeed have some effect on employee engagement, whether it stands alone or with another mediating variable. In this research, mediating variable we use result in only on that have a real mediating role between organisation brand and employee engagement. That is benefit. But when we are seeing compensation and benefit as an independent variable to organisation brand or to employee engagement, compensation have no effect on employee engagement but benefit have, compensation have effect on organisation brand but benefit doesn't have. In summary, hypotheses we proposed earlier is reaching to this result.

Table 10. Hypotheses Result

Hypotheses	Result
H1 : Organization brand have effect on employee engagement.	Accepted
H2a : Compensation is a mediating variable in the effect of organization brand to employee engagement	Rejected
H2b : Benefit is a mediating variable in the effect of organization brand to employee engagement	Accepted
H3a : Compensation is the factor affecting employee engagement	Rejected
H3b : Benefit is the factor affecting employee engagement	Accepted
H3c : Compensation is the factor affecting organization brand	Accepted
H3d : Benefit is the factor affecting organization brand	Rejected

We can conclude that organization brand have effect on employee engagement because when employee have internalized the brand on their self, they will have some attachment to the company. It will result in engagement between the employee and company. While compensation are failed to be mediating variable but benefit are successful, it might be

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because employee in start-up business are triggered by additional reward they get to support their daily needs, related to themselves or to family.

Further research needed to see the relationship between those variables. Because it haven't exist such research about start-up business especially in context of compensation and benefit. Different resources and participant will add more knowledge in academic world.

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