

# FACTOR ANALYSIS OF EMPLOYEE ENABLEMENT, EMPLOYEE ENGAGEMENT AND EMPLOYEE TRUST DURING THE COVID-19 PANDEMIC AFFECTS THE EFFECTIVENESS OF THE QUALITY OF HUMAN RESOURCES

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## ABSTRACT

*Human resources play an important role in the course of a company or organization activity, with strong human resources, the organization will be able to achieve organizational targets. Ellena Skin Care and Elista Skin Care are currently not getting satisfactory results in their sales, this can be seen in the last three years that they have not been included in the Top Market Share Skin Care in Indonesia. The purpose of this study was to determine and analyze the effect of employee enablement, employee engagement and employee trust on the effectiveness of the quality of human resources. This research is a quantitative research with an explanatory approach. The sample in this study was conducted using the census method, which is a sampling technique when all members of the population are used as samples. The data analysis technique uses the SEM (Structural Equation Modeling) model or the Structural Equation Model with the AMOS program. The results of employee enablement research have no significant but positive effect on the effectiveness of the quality of human resources, it is indicated by the acquisition of a probability value of  $0.653 > 0.05$ . Employee engagement variable has a positive and significant effect on the effectiveness of the quality of human resources, it is shown from the probability value of  $0.000 < 0.05$ . The trust employee variable has a positive and significant effect on the effectiveness of the quality of human resources, it is shown from the probability value of  $0.002 < 0.05$ .*

**Key Words:** *employee enablement, employee engagement, employee trust, quality of human resources*

## INTRODUCTIONS

Human resources have a very important effectiveness that can affect the success of a company in achieving its goals. Human resources (HR) and their quality are very strategic resources because human quality will support success in carrying out work. (Pariav et al., 2018) Quality Human Resources (HR) is certainly a parameter for every company so that later it can provide great benefits to the company. The definition of Human Resources according to Amirullah (Amirullah, 2015) is a process that handles various problems within the scope of employees, employees, workers, managers and other workers to be able to support the activities of the organization or company in order to achieve predetermined goals.

Issues related to self-development, fairness, fairness, expectations and

suitability of the work with the characteristics of a person, problems of organizational behavior are an important part of human resource management. (Triwiyanto, 2016) states that the company's Human Resources (HR) is everyone who is able to do work both inside and outside the employment relationship to produce goods or services in meeting the needs of the community.

Human resources play an important role in the course of a company or organization activity, with strong human resources, the organization will be able to achieve organizational targets. This is very necessary in the development of human resources as an implementer of a company. (Asim, 2013) states that employee performance is the ability to achieve results that are supported by good efforts and

opportunities so that they can be assessed with good results.

(Mundung and Pangemanan, 2015) stated that performance is the result of HR work for the sacrifices made to achieve work results with better quality and quantity by achieving work responsibilities in accordance with the job description done. Akbar (2013) mentioned that employee engagement is a relationship and involvement that occurs closely physically, cognitively and emotionally between a person and their role in a job. Therefore, in order for a company to be able to compete with other companies they need to increase employee engagement.

(Wicaksono and Rahmawati, 2019) Employee engagement has several advantages, namely increasing productivity, profits, customer satisfaction, and efficiency, reducing employee turnover, reducing absenteeism, fraud, work accidents, and employee complaints. Engagement refers to internal and intrinsic factors such as commitment and pride that keep employees working at high levels of productivity, often regardless of negative conditions. The employee involved is the one who brings new ideas to work. These are the people who seem to be working eagerly to be there, and to be part of something they believe in very strongly. They are passionate and eager to carry out their duties (Marciano, 2010)

Employee engagement at Ellena Skin Care and Elista Skin Care beauty clinics located in several cities in Central Java is a matter of great concern because it is directly related to all beauty clinic operational activities. Interviews conducted with employees at Ellena Skin Care and Elista Skin Care beauty clinics, the employees stated that all employees have a high mentality, will, mean and persistently face difficulties when carrying out work and maintain the quality of service so that beauty clinic service activities run smoothly.

Employee enablement as a way to improve company performance (Setyarini,

1999). Empowerment enables companies or organizations to respond to customers and market demands quickly, flexibly and efficiently. Employee empowerment is important to improve organizational performance. Because if employees are empowered to the maximum, performance will also increase. (Abualoush et al., 2018) stated that employee empowerment is one of the ways that can strengthen or improve the organization's ability to develop, improve and use employee talents, and it is considered a tool to improve employees. (Baird, K, Su, Munir, 2018) explained that empowerment is a process in increasing feelings of self-confidence in someone among the members of the organization.

Empowerment is useful for increasing the potential or ability of Human Resources (HR) (Idris, 2016). Empowerment practices are also used to strengthen employees and the workforce. Empowered workers can create ideas to increase productivity, effectiveness and efficiency to organize and supervise themselves (Jo & Park, 2016). (Griffin, M.A, 2001) explained that performance is influenced by several factors, including trust in colleagues. Research (Zolin, Fruchter and Hinds, 2003) states that trust has a significant effect on team performance, it shows that high trust can improve team performance, but (Bakiev, 2013) shows that trust has no significant effect on team performance. This lack of trust in co-workers is in line with data obtained by researchers from interviews with some employees that indicate that trust in colleagues is also not good.

Ellena Skin Care and Elista Skin Care are one of the beauty and body care clinics established in several cities in Central Java, one of which is in the city of Solo. In their implementation they display three advantages compared to other beauty clinics, namely a friendly and professional workforce, affordable prices, and tangible results. Ellena Skin Care and Elista Skin Care prioritize sterility in every treatment or treatment, so that consumers do not need

to worry when doing treatment at Ellena and Elista Skin Care. Currently, the two skin care treatments have various treatments ranging from treatments for the face (eliminating acne, brightening and rejuvenating / tightening the skin). In addition, there is also a laser treatment. Ellena Skin Care and Elista Skin Care have been established for more than ten years, the prices offered for treatments and products are also quite affordable so that they can be enjoyed by every circle.

In reality, Ellena Skin Care and Elista Skin Care are currently still not getting satisfactory results in their sales. One of the brand surveys that is used as an indicator of a brand's success is the Top Brand Award which was pioneered by a marketing magazine in collaboration with the survey agency Frontier Consulting Group. The following is Top Brand Index (TBI) survey data that can be used as an indicator of a brand's performance. Based on data from Market Share Skin Care in Indonesia which is data on beauty clinics that are in the Top Brand Market Share in Indonesia. The data shows that Ellena Skin Care and Elista Skin Care in the last three years have not been included in the Top Market Share of Skin Care in Indonesia, let alone received the Top Brand award because Ellena Skin Care and Elista Skin Care have not been able to meet the indicators from the TBI index. This indicates that there are certain problems that affect the decision to use services from consumers. In addition, there are also some complaints from consumers.

The quality of human resources is one of the important factors in the wheels of the organization. Activities carried out by a person or employee with responsibility will get optimal results, therefore an employee must achieve the results of work achievements in accordance with the scope of their respective authorities and responsibilities. A company wants employees to work seriously in accordance with their abilities to achieve good work results, without good performance from all employees, success in achieving goals will

be difficult to achieve. Then employees must maximize their performance because high performance is one of the conditions in achieving company goals.

This is very important, considering that human resources are one of the main factors in a company that functions to support all company operations and will ultimately support the company's survival and in terms of increasing efficiency and effectiveness in the company's operational activities. Therefore, companies must be able to carry out proper planning in meeting these needs. The planning carried out, of course, is inseparable from the effectiveness of human resources, the existence of proper management of human resource functions can show that the company can obtain, develop and evaluate employees in accordance with the specified qualifications to achieve the goals of the company.

## **LITERATURE REVIEW AND HYPOTHESES**

### **1. Employee enablement has a positive and significant effect on the effectiveness of the quality of human resources**

Every company or organization must be able to manage its human resources properly. One form of good HR management is to continuously empower employees. Employee empowerment will be able to increase knowledge and expertise and more optimal employee functions, especially in facing the dynamics of environmental changes that occur (Aditya and Guridno, 2021). Employee empowerment is carried out with the aim of making employees have dedication, motivation, a strong sense of belonging, intellectual and emotional high in their work. Employee empowerment that is done properly and correctly will make a positive contribution to the organization, one of which is the higher employee performance (Chen, 2011). This shows that there is a contribution of employee empowerment to employee performance.

Empowerment will make a person feel important, happy and challenged by their work, just as their work is really important and they consider part of a team. (Noe, 2011) states that employee enablement means providing employees with opportunities to make decisions related to their work to give employees broader autonomy. (Wibowo, 2007) explained that empowerment will increase the service efforts of organizations and individuals who can fully develop their talents. The department or team becomes more enthusiastic, active and successful. Employees master new understandings and skills and by giving the opportunity to see things in a different way, reflect on what is seen and develop new skills.

(Robbins, 2007) states that since 1980 managers have been encouraged to make their employees participate in work-related decisions. Many organizations experience failures in pleasing their customers due to the failure of employees in providing quality service efforts. Management today is required to create a culture that is responsive to customers. HR management through good employee empowerment is actually found in research (Ahmad and Manzoor, 2017), (Bose, 2018), (Chen, 2011) in his research shows that there is clear evidence of the effect of employee empowerment on employee performance. Based on the results of the previous study, the researcher formulated the following hypothesis.

**H1 : Employee enablement has a positive and significant effect on the effectiveness of the quality of human resources**

## **2. Employee engagement has a positive and significant effect on the effectiveness of the quality of human resources**

Employee engagement is a psychological state where employees feel an interest in the success of the company and are motivated in improving human resources that exceed the requested job requirement (Mercer, 2007). Employee

interest is aimed at the individual positive attitude of each employee to the organization. When employees have a high attachment to the organization have an understanding and concern for the operational environment of the organization, able to cooperate in improving the achievement of work units/organizations through cooperation between individuals, employees and management.

An engaged person is characterized by positive emotions towards his company. Employees feel enthusiastic at work, proud and inspired to do their work to the fullest. (Robinson, 2004) states that employees who have strong ties to the company will improve performance in their work for the benefit of the company.

Human resources are an important element in a company or organization. Human resources play a role in the strategic process (as consultants, appraisers, diagnosers, change agents, catalysts, business partners and cost managers). When employees feel satisfied and motivated then they will care, feel belonging or devote themselves to the organization to the maximum to improve the quality of performance.

Employees who have attachment will be motivated to give their best efforts, on the contrary, the results of low employee attachment not only have an impact on performance but also increase the desire to move, reduce customer service satisfaction and increase absenteeism.

Research (Anggraini, Astuti and Prasetya, 2016) found that employee engagement has a significant positive effect on employee performance. With the influence of employee engagement on employee performance, the company can improve the performance of its employees through efforts to increase employee engagement. (Robinson, 2004) explains that employees who have strong ties to the company will improve performance in their work for the benefit of the company. The same thing was also expressed by (Siddanta

& Roy, 2010) who stated that employee engagement can create success for the company, one of which is through employee performance.

Related to the performance shown by an employee, the researcher agreed that employee engagement is something that can affect the quality of human resources. Therefore, if employees have an attachment to their work, it will make it easier for the company to realize the company's vision, so the researcher formulates the following hypothesis.

## **H2 : Employee engagement has a positive and significant effect on the effectiveness of the quality of human resources**

### **3. Employee trust has a positive and significant effect on the effectiveness of the quality of human resources**

Trust that exists in individuals (trust employees) in a company can produce performance. (Yukl, 2013) states that leadership attention, serving subordinates will result in an increase in trust, loyalty, commitment to trust and satisfaction of its employees towards leadership. (Olesia, Namusonge and Iravo, 2013) explains that leaders have no sense of power unless given the trust of others who have handed it over to the leader.

A positive work environment with the level of employee trust from the organization can affect the relationship of employee work involvement and employee work motivation in providing better hr quality results. The trust of employees who are lacking and not interested in welfare relationships that end is accompanied by the presence of employees who are less motivated to work with low work involvement in providing work performance with low quality as well.

The research explained that the positive influence of trust employees will also have a positive influence on the effectiveness of human resources. (Abualoush et al., 2018) in their research showed results that were not much different, where in their research it was

concluded that organizational trusts have a positive relationship with employee performance. Trust is a key component in a good working relationship between employees. Trust allows leaders and subordinates to work well together, interludes help in managing differences, channeling information between leaders and subordinates, and increasing openness and acceptance between employees. Trust as the main attribute attributed to the effectiveness of human resources, in the absence of trust, its impact can affect the quality of human resources.

Previous research explained that the leader serves to develop his followers to grow and as a wiser, healthier, freer, more autonomous and self-serving person, it gives rise to employee trust in the leadership because it is more concerned with being independent. Based on this, the researcher formulated the following hypothesis.

## **H3 : Trust employee has a positive and significant effect on the effectiveness of the quality of human resources**

### **RESEARCH METHODS**

This research was adopted from Pariav (Pariav, 2018) entitled Assessment of prioritizing the effective factors on human resources effectiveness (Case study: Tehran Industrial Parks Organization). This research is a quantitative research and uses an explanatory research approach. Based on the background of the problem that has been outlined. (Sugiyono, 2017) stated that the explanatory method is a study that intends to explain the position of the variables studied and the relationship between one variable and another. This study was conducted with the aim of obtaining data information on the influence of employee engagement, employee enablement and trust employee on the effectiveness of human resources at Ellena Skin Care and Elista Skin Care clinics.

The population taken in this study were employees at Ellena Skin Care and Elista Skin Care clinics which totaled 105

people. Based on the population taken, the sampling method in this study was carried out with saturated samples because all populations were used as samples.

The data analysis method is a method used to process research results to get a conclusion. If you look at the theoretical thinking framework, the data analysis technique used in this research is quantitative using the SEM (Structural Equation Modelling) model or the Structural Equation Model with the AMOS program.

## RESEARCH RESULTS

**Table 1. Characteristics of Respondents By Gender**

Gender	Frequency	Percentage (%)
Man	11	10,5
Woman	94	89,5
Total	105	100

Source : Primary data processed (2022)

The characteristics of respondents based on gender were obtained by most respondents were women, namely 94 people (89.5%) and male respondents as many as 11 people (10.5%).

**Table 2. Characteristics of Respondents By Position**

Position	Frequency	Percentage (%)
Admin	1	1,0
Apoteker	2	1,9
Bagian produksi	2	1,9
Beautician	35	33,3
Beauty Advisor	5	4,8
Customer service	17	16,2
Dokter	15	14,3
Finance	2	1,9
Front Office	1	1,0
General Affair	2	1,9
Karyawan	1	1,0
Kepala Bagian	2	1,9
Produksi	2	1,9
Manager	2	1,9
Marketing	1	1,0
Penanggung Jawab	1	1,0
QC Bahan Baku	1	1,0
Quality Control	1	1,0
Social Media	1	1,0
Designer	1	1,0
Staff Lab Produksi	1	1,0
Staff Logistik	1	1,0
Staff management	3	2,9
Supervisor	5	4,8
Teknisi	2	1,9
Terapis	1	1,0
Total	105	100

Source : Primary data processed (2022)

The characteristics of respondents based on position obtained by most respondents were respondents with positions as beauticians, namely 35 people (33.3%).

**Table 3. Characteristics of Respondents Based on Placement**

Placement	Frequency	Percentage (%)
Elista Skin Care	41	39,0
Ellena Skin Care	64	61,0
Total	105	100

Source : Primary data processed (2022)

The characteristics of respondents based on placement obtained by most respondents were working on Ellena skin care, namely 64 people (61%) and as many as 41 people (39%) worked at Elista Skin Care.

**Table 4. Characteristics of Respondents Based on Length of Service**

Service Life	Frequency	Percentage (%)
< 1 tahun	21	20,0
1-2 tahun	24	23,0
3-5 tahun	30	29,0
6-10 tahun	18	17,0
> 10 tahun	12	11,0
Total	105	100

Source : Primary data processed (2022)

The characteristics of respondents based on the length of service obtained by most respondents were respondents with a service period of 3-5 years, namely as many as 30 people (29.0%).

**Table 5. Characteristics of Respondents Based on Worker**

Age of Workers	Frequency	Percentage (%)
20-25 tahun	41	39,0
26-30 tahun	37	35,0
31-35 tahun	15	14,0
> 35 tahun	12	12,0
Total	105	100

Source : Primary data processed (2022)

The characteristics of respondents based on the age of workers obtained by most respondents were respondents with the age of 20-25 years, namely 41 people (39.0%).

**Table 6. Summary Of Means, And Construct Loadings**

<i>Construct</i>	<i>Item Questionnaire</i>	<i>Mean</i>	<i>Loading</i>
<i>Employee Enablement (X1)</i>	X1.1. Saya mendapatkan kebebasan dalam menyelesaikan pekerjaan	3,667	0,685
	X1.2. Saya mendapatkan kebebasan dalam perencanaan manajemen pekerjaan saya	3,714	0,681
	X1.3. Saya diberikan kebebasan dalam mengorganisir pekerjaan	3,762	0,698
	X1.4. Karyawan di unit pekerjaan saya secara teratur berkonsultasi dalam keputusan-keputusan yang terkait dengan hal yang baru	3,857	0,440
	X1.5. Pemberdayaan karyawan dalam pekerjaan saya dinilai tinggi	3,81	0,543
	X1.6. Informasi terkait pekerjaan dibagikan secara terbuka sehingga setiap orang mendapatkan informasi yang dibutuhkan	3,981	0,475
	X1.7. Keputusan biasanya dibuat pada tingkat dimana informasi paling baik tersedia	3,952	0,540
	X1.8. Karyawan di unit kerja saya dilibatkan dalam proses perekrutan	3,238	0,387
	X1.9. Saya memerakan peran strategis dalam pekerjaan saya	3,971	0,697
	X1.10. Unit kerja saya dipertimbangan sebagai divisi strategis dalam organisasi	3,829	0,646
<i>Employee Engagement (X2)</i>	X2.1. Saya selalu bersemangat untuk berangkat kerja	4,086	0,643
	X2.2. Saya bergairah saat bekerja	4,076	0,551
	X2.3. Saya tidak mudah menyerah meskipun ada halangan dan kesulitan dalam bekerja	4,162	0,573
	X2.4. Saya dapat bekerja dalam jangka waktu yang lama pada saat tertentu	3,943	0,420
	X2.5. Saya mempunyai ketahanan mental yang kuat saat bekerja	4,114	0,367
	X2.6. Saya merasa tertantang pada saat bekerja	3,943	0,403
	X2.7. Pekerjaan saya menginspirasi saya	3,933	0,676
	X2.8. Saya selalu antusias terhadap pekerjaan saya	4,029	0,788
	X2.9. Saya merasa bangga dengan pekerjaan yang saya kerjakan	4,095	0,833
	X2.10. Saya merasa pekerjaan yang saya lakukan sangat bermakna dan memiliki tujuan	4,124	0,726
	X2.11. Saya selalu fokus saat bekerja	4,152	0,634
	X2.12. Saya merasa waktu terasa berlalu dengan cepat ketika bekerja	4,124	0,223
	X2.13. Saya berkonsentrasi penuh terhadap pekerjaan saya	4,152	0,661
	X2.14. Saya bahagia ketika bekerja dengan sungguh-sungguh	4,2	0,601
<i>Trust Employee (X3)</i>	X2.15. Saya sulit meninggalkan pekerjaan saya	3,619	0,599
	X2.16. Saya selalu terlibat dalam pekerjaan saya	4,076	0,512
	X3.1. Saya selalu percaya kepada orang lain	3,152*	0,544
	X3.2. Saya memiliki kepercayaan dalam hubungan dengan rekan kerja	3,733	0,574
	X3.3. Saya percaya bahwa sebagian orang selalu berbuat baik	3,781	0,579
	X3.4. Saya selalu berasumsi baik terhadap rekan kerja	3,848	0,562
	X3.5. Saya selalu berpikir bahwa sebagian orang jujur dan pantas dipercaya	3,857	0,621
	X3.6. Saya merasa terdorong untuk selalu berkinerja baik	4,2	0,455
	X3.7. Saya secara jujur mengekspresikan pendapat saya dalam bekerja dengan pengetahuan yang diakui baik oleh karyawan	3,943	0,496
	X3.8. Karyawan umumnya percaya bahwa mereka diperlakukan secara adil dalam pekerjaan	3,676	0,613
	X3.9. Saya merasa informasi tersedia secara terbuka di dalam pekerjaan saya	3,829	0,580
<i>Kualitas SDM (Y)</i>	X3.10. Saya mendapatkan akomodasi minat karyawan	3,495	0,594
	X3.11. Saya dapat menerima pengarahan yang diberikan manajemen dalam lingkungan kerja	3,962	0,527
	Y1.1. Saya aktif membantu pekerjaan rekan kerja saya	4,019	0,433
	Y1.2. Saya fokus pada kinerja tim	4,162	0,529
	Y1.3. Saya sopan dalam bekerja	4,381**	0,358
	Y1.4. Saya selalu berusaha menyelesaikan konflik dalam pekerjaan saya	4,181	0,402
	Y1.5. Saya aktif dalam memberikan saran-saran yang mengembangkan perusahaan	3,79	0,636
	Y1.6. Saya aktif mempromosikan kelebihan tempat saya bekerja	3,981	0,538
	Y1.7. Saya sukses menyelesaikan tugas-tugas di luar tanggung jawab saya	3,79	0,639
	Y1.8. Saya aktif dalam berkoordinasi dengan rekan kerja saya	4,171	0,565
	Y1.9. Saya mencapai kinerja yang lebih baik dari rekan kerja lainnya	3,81	0,376
	Y1.10. Saya menangani keadaan darurat dengan baik	3,981	0,494
	Y1.11. Saya mencapai target yang ditugaskan kepada saya	4,038	0,279
	Y1.12. Saya tidak pernah datang terlambat dan pulang lebih awal dalam bekerja	3,924	0,229
	Y1.13. Saya berusaha untuk mencapai kesempurnaan dalam pekerjaan saya	4,171	0,492
	Y1.14. Saya berhati-hati dan jarang melakukan kesalahan dalam bekerja	4,01	0,512

## HYPOTHESIS TEST

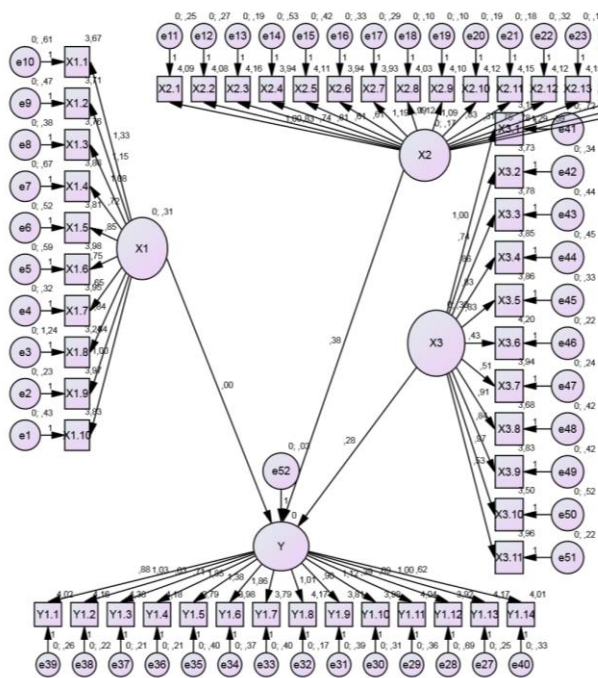


Table 7. Summary of Result of Research Test

Variabel	$\beta$	Prob	Adj R <sup>2</sup>	Remark
Employee Enablement (X1)	0,025	0,653		Ditolak
Employee Engagement (X2)	0,442	0,000	0,449	Diterima
Trust Employee (X3)	0,239	0,002		Diterima

Dependent Variable: Quality of Human Resources

The results of the research hypothesis test with an alpha significance probability of 5% showed the results as shown in Table 4.12. From the table, it can be seen that there is one (1) insignificant variable, namely employee enablement (X1), the rest is significant.

Table 8. Summary Of Research Hypothesis Conclusions

Hypothesis	Test Result	Conclusion / Result of hypotheses
H1: Employee enablement berpengaruh positif dan signifikan terhadap efektivitas kualitas sumber daya manusia	Positive, not significant	Hypothesis is rejected
H2: Employee engagement berpengaruh positif dan signifikan terhadap efektivitas kualitas sumber daya manusia	Positive, significant	Hypothesis is supported
H3: Trust employee berpengaruh positif dan signifikan terhadap efektivitas kualitas sumber daya manusia	Positive, significant	Hypothesis is supported

## DISCUSSION

### 1. Employee Enablement Has No Significant But Positive Effect On Human Resource Effectiveness

Based on the results of the study, it shows that employee enablement does not have a significant but positive effect on the quality of human resources. One of the influencing qualities of human resources is employee enablement. The results of this study are contrary to previous research by (Chen, 2011) which stated that there is clear evidence of the influence of employee empowerment on human resources. It can be explained that in Elista Skin Care and Ellena Skin Care employee enablement is not highlighted too much in every decision-making strata on every element of the organizational structure, it can be seen when in making a decision in an organization the leadership does not involve all employees. In the process of recruiting leaders, they only involve employees in the staff management work unit. Leaders in this organization are known to have not been able to entrust management planning, transferring their duties and authorities completely to employees because they cannot be entrusted and given great responsibility in making decisions and management planning. Employees in the organization are given freedom in organizing their work and it is necessary to exchange information between employees so that employees can truly understand their respective duties so that the goals of the company that have been set are achieved.

### 2. Employee Engagement Has A Positive And Significant Effect On The Effectiveness Of Human Resources

The results of this study show that employee engagement has proven to be positive and significant to the quality of human resources. This is evident from the probability value of  $0.000 < 0.05$ . Based on these results, it can be concluded that the second hypothesis is accepted, namely that



employee engagement has a positive and significant effect on the effectiveness of the quality of human resources or it can be said that employees of Elista Skin Care and Ellena Skin Care have a high sense of engagement with the company where they work so that they can provide or show a high quality of human resources for the company.

Employee engagement is an employee's emotional commitment to the company and the goals of the company. This emotional commitment means employees truly care about their work and company. Employees who have a high attachment to the company will cause them to voluntarily do their job with the best performance. Engaged employees have confidence and support the goals of the organization, have a sense of belonging, feel proud of the organization in which they work and have the desire to develop and survive in the organization.

Good employee engagement with employees will improve the quality of human resources. Employees feel they have become part of the agency and are committed to producing work results. Thus, employees will always try to use all their abilities in completing work, behaving well while working and evaluating the results of the work that has been done if needed. The impact of engaged employees will be able to increase productivity, increase work efficiency, reduce the occurrence of fraud, minimize employee complaints and reduce turnover. In addition to being able to make more contributions to employees, employee engagement also makes them have high loyalty so that it can reduce their desire to leave the company voluntarily.

This supports previous research by (Anggraini, Astuti and Prasetya, 2016) which stated that employee engagement has a positive and significant effect on employee performance. Based on the results obtained, companies in implementing employee engagement must always provide support and assistance to their employees, either by providing

rewards or recognition in accordance with the contributions of employees and providing job characteristics that are not overloaded. This can create an emotional bond with the company. If the support, assistance, reward and recognition and characterization of the work provided by the company are good, the company will have employees given by the company, then the company will have employees who are engaged with the company so that the high quality of human resources can be realized.

When companies and superiors provide good and sufficient assistance, attention and support for their employees, it will foster engagement in employees so that employees are motivated to provide the best results for the company. If the employees feel the provision of rewards and recognition from the company in accordance with the contribution of the company, and also the characteristics of the work done are not overloaded, it will be able to foster engagement in employees so that employees are more enthusiastic and always try to devote their abilities to the progress of the company.

Companies in implementing a focus on improving employee performance must always be to grow and maintain the level of employee engagement in employees can create a sense of belonging and care for the company and be accompanied by high motivation and provide good quality results of human resources for the company.

### **3. Trust Employee Has A Positive And Significant Effect On The Effectiveness Of Human Resource Quality**

The results of hypothesis testing of employee trusts formed by the company have a positive effect on the quality of human resources at Elista Skin Care and Ellena Skin Care. Employee trust built by all employees through integrity, competence, consistency, loyalty and also openness has no effect on improving the quality of human resources, so that no matter how much trust is increased, it will

not have an effect on improving the quality of human resources. The results of this hypothesis test are in line with research (Abualoush et al., 2018) which explains that organizational trust has a positive relationship with human resources. Trust is one of the keys to a good working relationship between employees. Trust is also an intellectual driver of capital towards human resources in the organization.

Trust can affect the quality of human resources in working because basically an increase in the quantity and quality of human resources in increasing human resources is influenced by trust. Trust has a close relationship with the effectiveness of the quality of human resources, this can be explained because basically if a person is able to provide trust, comfort and meet the needs of employees such as appropriate salaries and incentives, then employees will try to encourage and motivate themselves in optimizing their work results so as not to disappoint the leadership who has given him great confidence.

Based on the description above, it can be explained that employee trust can affect the quality of human resources at work because basically a quantity and quality of human resources in improving human resources is influenced by employee trust. A person's trust is very closely related in increasing the effectiveness of human resources, it is said that because basically if a person is able to provide trust, comfort and meet all employee needs such as appropriate salaries and incentives, then the employee will try to encourage and motivate himself to optimize the results of his work so as not to disappoint the company that has given him great confidence.

## CONCLUSION

1. Employee enablement does not have a positive and significant effect on the effectiveness of the quality of human resources, it is shown from the acquisition of a probability value of  $0.653 > 0.05$ .

2. The employee engagement variable has a positive and significant effect on the effectiveness of the quality of human resources, this is shown from the acquisition of a probability value of  $0.000 < 0.05$ . The value of the regression coefficient shows a positive number so that it can be concluded that when employee engagement increases, it will improve the quality of human resources, and vice versa if employee engagement decreases, it will reduce the quality of human resources.
3. The trust employee variable has a positive and significant effect on the effectiveness of the quality of human resources, this is shown from the acquisition of a probability value of  $0.002 < 0.05$ . The value of the regression coefficient shows a positive number so that it can be concluded that when employee trust increases, it will improve the quality of human resources, and vice versa if employee trust decreases, it will reduce the quality of human resources.

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