

Factors That Influence the Working Behavior of Employees at PT Wijaya Karya in Dealing with ASEAN Economic Community

Fajar F Arif¹ Arief Daryanto² Agus Maulana²

1. Students of the Graduate School of Management and Business Institute Pertanian Bogor
2. Lecturer in the Graduate School of Management and Business Institute Pertanian Bogor

Abstract

ASEAN Economic Community (AEC) or ASEAN free market came into effect in 2015 with the AEC, the increased competitiveness of ASEAN countries, so that Indonesia must Compete with ASEAN countries. The passage of the AEC, Ultimately demanding for more and Increased investment, Including foreign investment, with the hope that our government is Able to boost employment and improve welfare. AEC was formed with the aim to Achieve perfection of economic integration in the ASEAN region that we believe can provide real benefits to all elements of society. The formation of a single market which is termed as MEA allows countries to sell goods and services easily to other countries across Southeast Asia, there will be competition. PT WIKA is a State-owned construction company open in the field of Engineering, Procurement, Construction (EPC) and Investments. Until now WIKA Believes that improvements in all areas is a requirement for the management of the corporation as a professional, healthy, highly competitive and modern. This is based on the awareness that large companies have to prepare human resources to be Able to Compete better in order to face the ASEAN Economic Community (AEC) or face Increasingly stringent, Including the construction world. The purpose of this study is to analyze and identify the readiness the type of employee attitudes at PT Wijaya Karya caused by the changing ASEAN Economic Community by 2015. Analyzing the effects of the ASEAN Economic Community in 2015 to the organization like PT Wijaya Karya on its employee performance and commitment by processing the data is using SEM. Furthermore, employees of PT WIKA showed what is identified as having a positive attitude towards the changes that occur as a result of the ASEAN Economic Community and Affective Commitment has a positive and significant impact on the attitudes and performance of employees to deal with change as a result of the ASEAN Economic Community, it is due to the appreciation of its employees and their innovation, promotional activities and product diversity. Innovation, promotional activities and the diversity of products do not directly (not Significantly) affect the company's competitive advantage in the face of AEC 2015. This condition Also shows that the MEA has not been too good socialization, and knowledge AEC is still minimal, so people assume not need to make any special preparations in facing the AEC (assume something that is unusual), and do not know the opportunities and threats of the enactment of AEC

Keywords: approach, commitment, competitiveness, construction company, changes, employee, performance, AEC

Preliminary

Starting in the late 2015, an agreement to form a single market, the individuals have to AEC or the ASEAN free market came into effect. Therefore, with MEA existence, there will be competition between ASEAN countries, that Indonesia must compete. The passage of the MEA, ultimately demanding for more and increased investment, including foreign investment, with the hope that our government is able to boost employment and improve welfare. MEA was formed with the aim to achieve perfection of economic integration in the ASEAN region that we believe can provide real benefits to all elements of society. MEA as an area of a single market and production base, a highly competitive area and integrated with the global economy can be realized if the competitiveness of each of its members and as regional competitiveness.

The formation of a single market which is termed the MEA allows the country to sell goods and services easily to other countries across Southeast Asia, so the competition will be more stringent, including the construction world. Given the era of globalization, the world seemed without limit, so that the economy of the entire country in ASEAN can interact that eventually led to free trade between economic operators. Related to this, then globalization can provide opportunities for Indonesia to compete broadly in ASEAN, with no barrier anymore. However, on the one hand, with the implementation of MEAs rated will bring more benefit than the threats, on the other hand MEA can be a threat if we do not take it seriously. Therefore, so if we want to remain competitive, Indonesia must improve, we must admit that given the competitiveness of some major sectors in Indonesia is still less than other ASEAN countries. As one of the sectors that are still deemed to be lost is the construction sector. Related to that then all the contracting company should be ready to face the MEA, 2015. Therefore, the company's long-term plan, ideally should refer to the assumption that the market will happen in the next 10 years. Furthermore, long-term plan should underlying strategy built for the company remains able to survive, compete and highly competitive. As one of the construction companies, among others, PT Wijaya Karya (Persero) Tbk or "WIKA".

PT WIKA is a State-owned construction company open in the field of Engineering, Procurement,

Construction (EPC) and Investments. Until now WIKA believes that improvements in all areas is a requirement for the management of the corporation as a professional, healthy, highly competitive and modern. This is based on the awareness that large companies have to prepare human resources to be able to compete better in order to face the ASEAN Economic Community (AEC) or face the competition of the world. Given the presence of MEA requires companies not only able to compete in foreign markets, but also to be able to compete in the country, relying on excellent potential possessed.

In the era of the MEA, the competition to be faced not only goods and services but also human resources. Therefore, the local companies are required to improve his skills so as not driven by human resources from abroad. Related to this, the PT WIKA must be able to increase the capability and competence of expertise for its human resources, through a variety of innovations so that it can improve its competitiveness, or through various other means such as promotional activities, making the product more diverse and highly competitive, improve company performance. Related to this, the PT WIKA should be willing to openly conduct a self-evaluation. In this case if it is still considered inadequate, then it must be willing and able to improve the quality of its human resources, for example through the provision of training to the expertise of its human resources can be equivalent to a minimum with the ASEAN countries. In addition it should also be made various efforts for human resources able to compete globally. Basically the creation of quality human resources able to compete globally, not just the obligation of PT WIKA alone, but furthermore, will require support in the form of government regulation. Besides this, it is also more important and there should be, is the need to support the bearasal of construction associations.

MEA make changes to their organizations and companies so that it can adapt to face the demands of the environment. As described previously, with the change in the organization (PT WIKA), it can cause a variety of reactions from the employees of the company. As an organization, in this case PT WIKA, change can cause feelings of anxiety, stress and insecurity on employees of PT WIKA, so the impact on productivity, job satisfaction and commitment to the organization (Darwish, 2000). Meyer and Allen (1991) states that the organizational structure is one of the antecedent of commitment to the organization. According to Gomes (2009) organizational change had a positive impact on commitment to the organization and job satisfaction. If the organization feels the positive changes it can increase commitment to the organization and job satisfaction. The change due to the MEA in PT WIKA would negatively affect the performance of employees that have an impact on the performance of PT WIKA. Based on the relationship between employee attitudes facing a change, commitment to the organization and performance of employees will be carried out in this study. Therefore, it is in order to improve the competitiveness of PT WIKA order to compete and even more advanced in MEA era it is necessary to study the factors that influence the behavior of workers of PT Wijaya Karya in the ASEAN Economic Community (AEC). Related to this emerging research questions as follows:

1. What is the attitude of workers in the face of PT Wijaya Karya Asean economic community?
2. What factors that influence employee attitudes PT Wijaya Karya to changing the Asean Economic Community in 2015 on employee performance.
3. How WIKA HR strategy in the face of MEA

Research linkages to the company's commitment and attitude to face changes in the ASEAN economic community has the problem definition, the study was conducted based on the current condition of the company and does not compare the situation before and after the change.

Research methods

Descriptive Analysis, Test Validity and Test Reliability

The descriptive analysis aims to describe the data and presentation of data, namely: the determination of the values of statistics, charting or drawing about something, so that the data presented can be more easily understood. The descriptive analysis only describe or relate to the supply of information regarding the data or state or phenomenon without conclusions. If necessary conclusions, then it is only aimed at existing data set. According Wijanto (2008), the validity relates to whether a variable measure what should be measured. Traditionally, the validity can be divided into four types: content validity, criterion validity, construct validity and discriminant validity.

1. The validity of the content (content validity). Validity of the content related to the ability of an instrument to measure the content (concept) should be measured. This means that a measuring instrument is able to reveal the content of a concept or variable to be measured.
2. The validity of the criteria (criterion validity). The validity of the criteria is the validation of an instrument by comparing it with other measurement instruments that are valid and reliable manner that correlation, the correlation is significant when the instrument has more validity criteria. There are two forms of the validity of the criteria, namely:
3. The concurrent validity (concurrent validity), concurrent validity is the ability of a measuring instrument for measuring certain symptoms in the present moment is then compared with other measurement instruments for the same construct.
4. The validity of the prediction (predictive validity), validity of the forecast is the ability of a measuring instrument

to predict exactly what will happen in the future.

5. Construct validity (construct validity). Construct validity is the validity of which is related to the ability of a measuring instrument to measure understanding of a concept that is measured.

6. The discriminant validity was questioned the validity of an instrument's ability to not measure variables that are not correlated with variables that should be measured.

Although with different ways, each type of validity sought to demonstrate whether a measure dealing with a concept. Validity is a measure that indicates the level of validity of the instrument. An instrument is said to be valid if it is able to measure what is desired. Validity test is done by correlating the score of each item with the total score. The correlation technique used is the Pearson Product Moment, this analysis instrument is said to be valid if the correlation (r) is greater than (r) table. The formula of Pearson Product Moment:

$$r_{xy} = \frac{N \sum XY - (\sum X)(\sum Y)}{\sqrt{[\sum X^2 - (\sum X)^2][\sum Y^2 - (\sum Y)^2]}}$$

r_{xy} = Product Moment Correlation

N = Number of Subject test

$\sum X$ = item total score (X)

$\sum Y$ = variable total score (Y)

$\sum X^2$ = total of squared item score (X)

$\sum Y^2$ = total of squared variable score (X)

Wijanto (2008) defines reliability as the consistency of a measurement. High reliability show that indicators have a high consistency in measuring latent constructs. The questions said to be reliable or reliable if someone answers to questions are consistent over time. Test reliability is a reliability test that aims to find out how far a measuring instrument can be reliable or trustworthy. Estimates relating to the reliability of the extent to which a measuring tool, when seen from the stability or the internal consistency of the answers or statements if the observer is done repeatedly. Where a measuring instrument is used repeatedly and the results obtained are relatively consistent gauge is considered to be reliable (reliability). Reliability testing for all items or statements used in this study will use a formula Cronbach Alpha (Cronbach alpha coefficient), which is generally considered reliable if its Cronbach's alpha values > 0.6 (Hooper et al., 2008). The Cronbach Alpha formula, is:

$$rtt = \left[\frac{M}{M-1} \right] \left[1 - \frac{Vx}{Vt} \right]$$

keterangan:

Rtt = Alpha Coefficient

Vx = Item Variation

Vt = total (factor) variation

M = Total item

Analysis of SEM (Structural Equation Model)

Data analysis techniques used to discuss the problem in this research is Structural Equation Model (SEM). Structural Equation Model 63 or Structural Equation Model (SEM) is a statistical techniques that allow testing of a range of relatively complex relationships simultaneously. Complex relationships can be established between one or more dependent variables with one or more independent variables. There may also be a variable that play a multiple role as independent variables in a relationship, but the dependent variable on another relationship in view of the causality are tiered. Each dependent and independent variables or factors may shaped constructs built from several indicator variables. Similarly, among the variables that can take the form of a single variable that is observed or measured directly in a research process. Structural Equation Model Such has been widely known in social studies through various names, among others: causal modeling, causal analysis, simultaneous equation modeling or analysis of covariance structure. SEM is often also referred to as Path Analysis or Confirmatory Factor Analysis, because actually these two names are the types of SEM special. SEM-based component or better known as Partial Least Square (PLS). Unlike the CBSEM, use PLS is not based on assumptions. Data should not normally distributed and the number of samples should not be large (Ghozali, 2008). Table 1 below shows a comparison between PLS with CBSEM.

Table 1. Comparison between PLS with CBSEM

Kriteria	PLS	CBSEM
Tujuan	Orientasi Prediksi	Orientasi Parameter
Pendekatan	Berdasar Variance	Berdasar Covariance
Asumsi	Spesifikasi prediktor (<i>non parametric</i>)	<i>Multivariate normal distribution, independence observation (parametric)</i>
Estimasi Parameter	Konsisten sebagai indikator dan ukuran sampel meningkat (<i>consistency at large</i>)	Konsisten
Skor variabel laten	Secara eksplisit diestimasi	Indeterminate
Hubungan epistemik antara variabel laten dan indikatornya	Dapat dalam bentuk reflektif maupun indikator formatif	Hanya dengan indikator reflektif
Implikasi	Optimal untuk ketepatan prediksi	Optimal untuk ketepatan parameter
Kompleksitas model	Kompleksitas besar (100 konstruk dan 1000 indikator)	Kompleksitas kecil sampai menengah (kurang dari 100 indikator)
Besar sample	Kekuatan analisis didasarkan pada porsi dari model yang memiliki jumlah prediktor terbesar. Minimal direkomendasikan berkisar dari 30 sampai 100 sampel	Kekuatan analisis didasarkan pada model spesifik. Minimal direkomendasikan berkisar dari 200 sampai 800 sampel

Source: Ghozali (2008)

Partial Least Square (PLS)

Partial Least Square (PLS) was first developed by Wold in 1966 as a general method for estimating path models using latent constructs with multiple indicators. PLS approach is a free distribution, which means do not assume certain distribution data. Data can be nominal, category, ordinal, interval and ratio (Ghozali and southern, 2015). Ghozali (2008) divides the PLS model evaluation into two parts, namely:

Evaluation Measurement Model (Outer Model)

Evaluation of the measurement model specifies the relationship between the latent variables with the indicator. For the measurement model with a reflexive indicators evaluated by convergent and discriminant validity for each indicator, and composite reliability for each block indicator. Convergent validity assessed based on the correlation between the item score / component score to construct scores were calculated using PLS. The size of individual reflexive said to be high if more than 0.70 correlated with the construct to be measured, but for the initial research, measurement scale with 0.50 loading values of up to 0.60 can be considered sufficient (Chin, 1998 in Ghozali, 2008).

Evaluation of Structural Model (Inner Model)

Evaluation of the structural model specifies the relationship between the latent variables (structural model). This structural model is evaluated using R-square values for the dependent constructs, stone-geisser Q-square test (Q-square) for predictive relevance. Changes in the value of R-square can be used to assess the effect of predictors of latent variables (indicators) on the structural level in the form of value f^2 . The influence of the magnitude of f^2 can be calculated with the following formula:

$$f^2 = \frac{R^2_{included} - R^2_{excluded}}{1 - R^2_{included}}$$

with is an R-square of the dependent latent variables as predictors of latent variables (indicators) used in structural equation, and is R-square when issued in the dependent latent variable structural equation. Q-square measure how well how well the observed values generated by the model and estimation parameters. Q-square value greater than 0 (zero) indicates that the model has predictive value relevance, while the Q-square value is less than 0 (zero) indicates that the model lacks predictive relevance (Ghozali, 2008). The assessment criteria for PLS can be seen in Table 2.

Table 2. The evaluation criteria PLS

Kriteria	Penjelasan
Model Struktural	
R ² untuk variabel laten endogen	Nilai R ² menunjukkan persentase variabilitas informasi variabel laten endogen yang dapat dijelaskan oleh variabel laten yang mempengaruhinya.
Estimasi koefisien jalur	Output estimasi koefisien jalur diperoleh melalui prosedur bootstrapping. Tingkat signifikansi koefisien jalur yang dihasilkan dilakukan dengan membandingkan nilai t-statistik dengan nilai t-table pada tingkat signifikansi $\alpha = 5\%$.
f ² untuk <i>affect size</i>	Nilai f ² sebesar 0.02, 0.15, dan 0.35 dapat diinterpretasikan bahwa pengaruh prediktor variabel pada tingkat struktural secara berurutan dikatakan “lemah”, “menengah”, dan “kuat”.
Relevansi prediksi (Q ²)	Nilai <i>Q-square</i> lebih besar dari 0 (nol) menunjukkan bahwa model mempunyai nilai <i>predictive relevance</i> , sedangkan nilai <i>Q-square</i> kurang dari 0 (nol) menunjukkan bahwa model kurang memiliki <i>predictive relevance</i> .
Model Pengukuran Reflektif	
Validitas Diskriminan	Merupakan alat untuk menguji validitas model pengukuran. Validitas diskriminan dapat dinilai melalui dua cara: - Melalui <i>crossloading</i> dimana jika korelasi konstruk dengan item pengukuran lebih besar daripada ukuran konstruk lainnya, maka hal ini menunjukkan nilai validitas diskriminan yang baik. Jika nilai akar kuadrat dari AVE harus lebih besar daripada nilai korelasi antar variabel laten, maka hal ini menunjukkan nilai validitas diskriminan yang baik.
<i>Loading faktor</i>	Merupakan alat untuk menguji validitas model pengukuran. Nilai <i>loading factor</i> yang baik lebih dari 0.70. Namun demikian, nilai <i>loading factor</i> diatas 0.50 masih dapat diterima.
<i>Composite reliability</i>	Merupakan alat untuk menguji reliabilitas model pengukuran. <i>Composite reliability</i> mengukur konsistensi internal. Nilai <i>composite reliability</i> yang baik bernilai lebih dari 0.60.
<i>Cronbach alpha</i>	Merupakan alat untuk menguji reliabilitas model pengukuran. Nilai <i>cronbach alpha</i> yang baik bernilai lebih dari 0.60.
<i>Average Variance Extracted (AVE)</i>	Merupakan alat untuk menguji reliabilitas model pengukuran. Nilai AVE yang baik bernilai lebih dari 0.50

Evaluation Model

The first step in interpreting the resulting models is to assess whether the model is feasible or not. There is no one single measure to assess the feasibility of a model. Here is some measure of suitability models are often used to assess the feasibility of a model.

1. Test χ^2

Model good if χ^2 test no real extent. Chi-square value will only be valid if the assumption of normality is met sbagai following:

H0: $\Sigma = \Sigma (\theta)$, variance covariance matrix equal to the population variance covariance matrix estimates.

H1: $\Sigma \neq \Sigma (\theta)$, variance covariance matrix is not equal to the population variance covariance matrix estimates.

The expected result is H0 on condition table χ^2 value P value > α where α is equal to 0:05

2. GFI (Good of Fit Index)

Conformance test or chi-square test of goodness of fit is the method used to determine whether the data have been obtained to support a hypothesis has met predetermined distribution or not. This method was developed by Pearson in 1900 that is also called Pearson Test.

The formula used is:

$$\chi^2 = \sum (O - E)^2 / E$$

$\chi^2 =$ Chi square

O = Amount of acquired data

E = Amount of predicted distribution

3. AGFI (Adjusted Goodness of Fit Index)

A model is said to be good if AGFI its value is greater than 0.08 and the maximum value is 1.

1. RMSEA (Root Mean Square of Error Approximation)

Proposed by Steiger and Lind (1980) as one of the indices are informative in SEM. RMSEA value ≤ 0.05 signifies

a close fit, whereas $0:05 < RMSEA \leq 0:08$ showed good fit.

Framework

The process of formulating the analysis of human resource readiness PT. Wijaya Karya in the ASEAN Economic Community is motivated by the performance data of employees who will be seen how much the relationship WIK employee behavior to the level of employee performance itself (Figure 1).

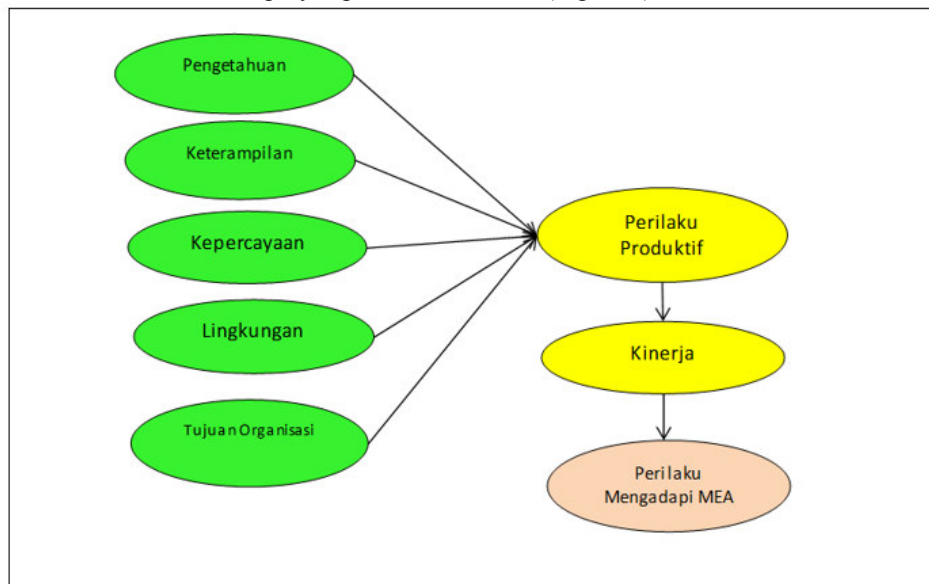


Figure 1. The research model

Results

Validity and Reliability

Test the validity relates to whether a variable measure what should be measured. A variable is said to be valid if it is able to measure what is desired. Validity test is done by correlating the score of each item with the total score. The correlation technique used is the Pearson Product Moment, where the instrument is said to be valid if the correlation (r) is greater than (r) table. In this study, a validation test performed using SPSS version 22.0 and using the total sample of 25. The value of r table for a sample number 25 was 0.396.

Reliability test indicates the extent to which a measuring tool that can deliver results relatively equally, if done the re-measurement on the same object. The minimum reliability value of dimensional forming latent variable that can be received over 0.60. If the value is more than 0.60 Cronbach alpha meaning is reliable. Below is a table of testing the validity and reliability of the questionnaire.

Knowledge of variables (X1)

Variable knowledge consists of 10 questions. Table 3 below are the results of validity and reliability.

Table 3. Validity and reliability questions knowledge variable (X1)

Pernyataan	r hitung	Cronbach Alpha
X1.1	0,8138	0,883
X1.2	0,8232	
X1.3	0,7900	
X1.4	0,5882	
X1.5	0,7722	
X1.6	0,6916	
X1.7	0,5900	
X1.8	0,4534	
X1.9	0,7692	
X1.10	0,8511	

Description (r tables n = 25, df (n-2 = 23) is 0.396)

Based on Table 3 above, shows that all the indicators or statements that represent knowledge variable (X1) has good validity, the correlation values (r) count larger than the table Pearson correlation (r table = 0.396). it means that the question of the validity of each variable was good. The table also shows that the value of Cronbach alpha has a value greater than 0.6 means that the question is already showing good reliability.

Variable Skills (X2)

Variable skill consists of 10 questions. Table 4 The following are the results of validity and reliability.

Table 4. Validity and reliability inquiry skills variables (X2)

Pernyataan	r hitung	Cronbach Alpha
X2.1	0,5707	0,780
X2.2	0,6145	
X2.3	0,4519	
X2.4	0,7448	
X2.5	0,6087	
X2.6	0,6308	
X2.7	0,6806	
X2.8	0,4974	
X2.9	0,5027	
X2.10	0,6710	

Description (r tables n = 25, df (n-2 = 23) is 0.396)

Based on Table 4 above, shows that all the indicators or statements that represent the variable skills (X2) has good validity, the correlation values (r) count larger than the table Pearson correlation (r table = 0.396). it means that the question of the validity of each variable was good. The table also shows that the value of Cronbach alpha has a value greater than 0.6 means that the question is already showing good reliability.

Variable Trust (X3)

Variable trust consists of 10 questions. Table 5 is a table of the results of validity and reliability.

Table 5. Validity and reliability questions of trust variables (X3)

Pernyataan	r hitung	Cronbach Alpha
X3.1	0,4891	0,763
X3.2	0,5049	
X3.3	0,5320	
X3.4	0,5811	
X3.5	0,4336	
X3.6	0,5744	
X3.7	0,6521	
X3.8	0,6704	
X3.9	0,5430	
X3.10	0,7662	

Description (r tables n = 25, df (n-2 = 23) is 0.396)

Based on Table 5 above, shows that all the indicators or statements represent beliefs variable (X3) has good validity, the correlation values (r) count larger than the table Pearson correlation (r table = 0.396). it means that the question of the validity of each variable was good. The table also shows that the value of Cronbach alpha has a value greater than 0.6 means that the question is already showing good reliability.

Environment Variables (X4)

Environment variables consisted of 10 questions. Table 6 below is a table of the results of validity and reliability.

Table 6. Validity and reliability questions of environment variables (X4)

Pernyataan	r hitung	Cronbach Alpha
X4.1	0,5599	0,903
X4.2	0,6574	
X4.3	0,6302	
X4.4	0,6923	
X4.5	0,7095	
X4.6	0,7815	
X4.7	0,8070	
X4.8	0,8731	
X4.9	0,8099	
X4.10	0,7967	

Description (r tables n = 25, df (n-2 = 23) is 0.396)

Based on Table 6 above, shows that all the indicators or statements represent beliefs variable (X3) has good validity, the correlation values (r) count larger than the table Pearson correlation (r table = 0.396). it means that the question of the validity of each variable was good. Table 6 also shows that the value of Cronbach alpha has a value greater than 0.6 means that the question is already showing good reliability.

Variable Interest Organization (X5)

Variable organizational goals (X5) consists of 10 questions. Table 7 below are the results of validity and reliability.

Table 7 Validity and reliability questions of organizational goals variable (X5)

Pernyataan	r hitung	Cronbach Alpha
X5.1	0,8674	
X5.2	0,8037	
X5.3	0,7186	
X5.4	0,8848	
X5.5	0,8633	
X5.6	0,8595	0,947
X5.7	0,8498	
X5.8	0,8446	
X5.9	0,7835	
X5.10	0,7612	

Description (r tables $n = 25$, $df (n-2 = 23)$ is 0.396)

Based on Table 7 above, shows that all the indicators or statements that represent variable organizational goals (X5) has good validity, the correlation values (r) count larger than the table Pearson correlation (r table = 0.396). it means that the question of the validity of each variable was good. The table also shows that the Cronbach alpha values of all the indicators of each variable has a value greater than 0.6 means that the question is already showing good reliability.

Productive Behaviour Variables (Y1)

Productive behavior variables (Y1) consists of 10 questions. In Table 8 indicated the validity and reliability of test results.

Table 8. Validity and reliability question productive behavioral variables (Y1)

Pernyataan	r hitung	Cronbach Alpha
Y1.1	0,8891	
Y1.2	0,7487	
Y1.3	0,8790	
Y1.4	0,8137	
Y1.5	0,7712	
Y1.6	0,8286	0,950
Y1.7	0,8653	
Y1.8	0,8019	
Y1.9	0,8593	
Y1.10	0,8023	

Description (r tables $n = 25$, $df (n-2 = 23)$ is 0.396)

Based on Table 8 above, shows that all the indicators or statements that represent productive behavioral variables (Y1) has good validity, the correlation values (r) count larger than the table Pearson's correlation (r table = 0.396). it means that the question of the validity of each variable was good. Table 9 also shows that the Cronbach alpha values of all the indicators of each variable has a value greater than 0.6 means that the question is already showing good reliability

Descriptive Answers Statement

Description answers questions obtained in this study can be seen in Table 9 through Table 14.

Table 9 Variable knowledge (X1)

Pernyataan	Frekuensi					Rata-rata	Total
	1	2	3	4	5		
X1.1	0	2	4	17	2	3,76	94
X1.2	0	0	4	19	2	3,92	98
X1.3	0	1	6	15	3	3,80	95
X1.4	0	0	3	16	6	4,12	103
X1.5	0	2	2	18	3	3,88	97
X1.6	0	0	1	21	3	4,08	102
X1.7	0	4	7	13	1	3,44	86
X1.8	0	1	11	11	2	3,56	89
X1.9	0	6	9	10	0	3,16	79
X1.10	0	0	10	13	2	3,68	92

Table 10. skill variables (X2)

Pernyataan	Frekuensi					Rata-rata	Total
	1	2	3	4	5		
X2.1	0	0	2	20	3	4,04	101
X2.2	0	0	3	16	6	4,12	103
X2.3	0	0	3	16	6	4,12	103
X2.4	0	1	3	16	5	4,00	100
X2.5	0	3	5	14	3	3,68	92
X2.6	0	0	3	20	2	3,96	99
X2.7	0	2	12	9	2	3,44	86
X2.8	2	3	9	10	1	3,20	80
X2.9	0	1	9	11	4	3,72	93
X2.10	2	2	13	7	1	3,12	78

Table 11. Variable trust (X3)

Pernyataan	Frekuensi					Rata-rata	Total
	1	2	3	4	5		
X3.1	0	4	11	9	1	3,28	82
X3.2	2	2	13	7	1	3,12	78
X3.3	0	2	3	15	5	3,92	98
X3.4	0	4	4	13	4	3,68	92
X3.5	0	1	9	10	5	3,76	94
X3.6	0	2	9	12	2	3,56	89
X3.7	0	2	2	17	4	3,92	98
X3.8	0	2	4	14	5	3,88	97
X3.9	2	4	13	6	0	2,92	73
X3.10	0	0	5	16	4	3,96	99

Table 12 Environment Variables (Y4)

Pernyataan	Frekuensi					Rata-rata	Total
	1	2	3	4	5		
X4.1	0	1	4	16	4	3,92	98
X4.2	0	0	4	16	5	4,04	101
X4.3	0	2	11	11	1	3,44	86
X4.4	0	0	5	16	4	3,96	99
X4.5	0	1	4	16	4	3,92	98
X4.6	0	1	5	13	6	3,96	99
X4.7	0	1	6	13	5	3,88	97
X4.8	0	1	8	14	2	3,68	92
X4.9	0	1	8	15	1	3,64	91
X4.10	0	1	6	13	5	3,88	97

Table 13. Variables of organizational goals (X5)

Pernyataan	Frekuensi					Rata-rata	Total
	1	2	3	4	5		
X5.1	0	2	7	12	4	3,72	93
X5.2	0	2	6	14	3	3,72	93
X5.3	0	1	9	12	3	3,68	92
X5.4	0	2	8	12	3	3,64	91
X5.5	0	6	9	8	2	3,24	81
X5.6	0	2	6	14	3	3,72	93
X5.7	0	1	7	14	3	3,76	94
X5.8	0	3	8	11	3	3,56	89
X5.9	0	1	11	9	4	3,64	91
X5.10	0	0	10	12	3	3,72	93

Table 14. Variable productive behavior (Y1)

Pernyataan	Frekuensi					Rata-rata	Total
	1	2	3	4	5		
Y1.1	0	3	5	12	5	3,76	94
Y1.2	0	1	5	14	5	3,92	98
Y1.3	0	1	6	13	5	3,88	97
Y1.4	0	0	6	16	3	3,88	97
Y1.5	0	3	7	12	3	3,60	90
Y1.6	0	2	8	12	3	3,64	91
Y1.7	0	2	6	14	3	3,72	93
Y1.8	0	1	8	12	4	3,76	94
Y1.9	0	1	9	12	3	3,68	92
Y1.10	0	2	9	11	3	3,60	90

Factors that Influence Behavior

Factors that influence behavior in the face of MEA WIKA employees, obtained through the statement of the respondent, then analyzed using SEM models to see if the results if the data are in accordance with the criteria of suitability models of SEM. Results of the conformance criteria SEM models can be seen in Table 15.

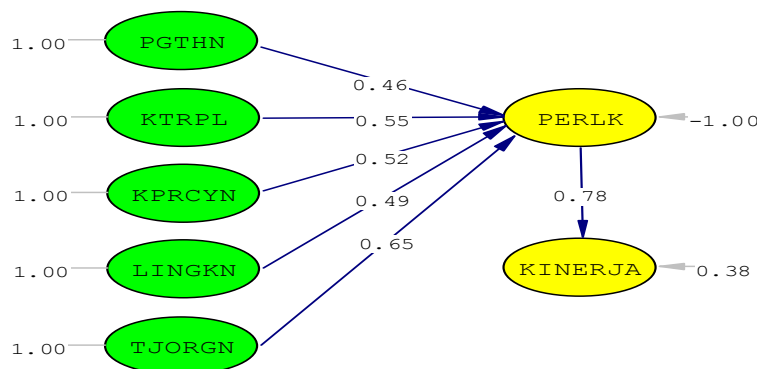
Table 15. Results of the conformance criteria SEM models

Goodness-of-Fit	Cutt-off-Value	Hasil	keterangan
RMR(Root Mean Square Residual)	$\leq 0,05$ atau $\leq 0,1$	0.083	Good Fit
RMSEA(Root Mean Square Error of Approximation)	$\leq 0,08$	0.000	Good Fit
GFI(Goodness of Fit)	$\geq 0,90$	0.98	Good Fit
AGFI(Adjusted Goodness of Fit Index)	$\geq 0,90$	0.93	Good Fit
CFI (Comparative Fit Index)	$\geq 0,90$	1.00	Good Fit
Normed Fit Index (NFI)	$\geq 0,90$	0.98	Good Fit
Non-Normed Fit Index (NNFI)	$\geq 0,90$	1.00	Good Fit
Incremental Fit Index (IFI)	$\geq 0,90$	1.00	Good Fit
Relative Fit Index (RFI)	$\geq 0,90$	0.93	Good Fit

Based on Table 15 (GOF), most indicators show that the model is already Fit SEM or already well. Data from the questionnaires were processed able to answer the theory which was built in the beginning of the theoretical framework library.

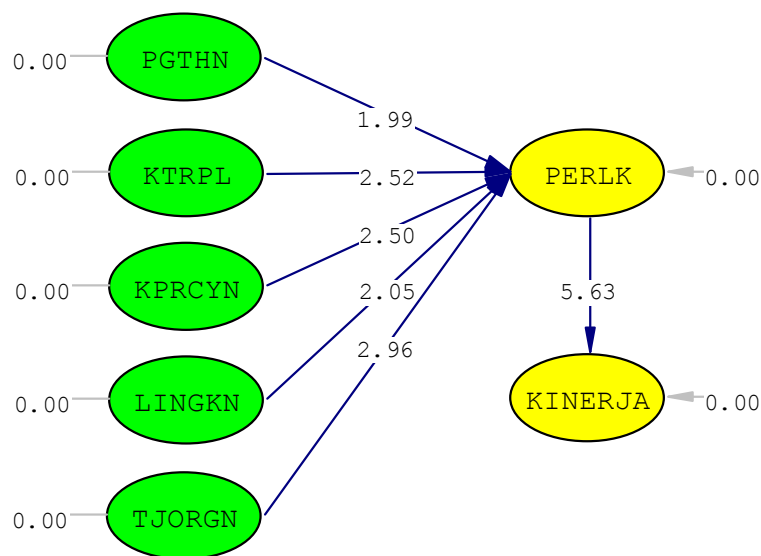
Data factors that affect perilaku obtained through the questionnaire further processed by the method of path analysis, to see the influence that Keofisien Path and t value factors to variable Y. Diagram behavior if the data SEM results for the coefficient t Path and diagrams can be seen in the diagram the answers to the questionnaire Figure 2. the hypothesis, analysis and interpretation of the results is shown in Table 16.

Figure 2. Path Coefficient factors that influence behavior



Chi-Square=5.02, df=6, P-value=0.54138, RMSEA=0.000

Figure 3. T Calculate the factors that influence behavior



Chi-Square=5.02, df=6, P-value=0.54138, RMSEA=0.000

Table 16. Hypothetically, the analysis and interpretation

Hipotesis	Koefisien	T Hitung	Keterangan	Interpretasi
H1 PENGETAHUAN →PERILAKU	0,46	1,99	Significant	PENGETAHUAN berpengaruh signifikan dan positif terhadap PERILAKU
H2 KETERAMPILAN →PERILAKU	0,55	2,52	Significant	KETERAMPILAN berpengaruh signifikan dan positif terhadap PERILAKU
H3 KEPERCAYAAN →PERILAKU	0,52	2,50	Significant	KEPERCAYAAN berpengaruh signifikan dan positif terhadap PERILAKU
H4 LINGKUNGAN →PERILAKU	0,49	2,05	Significant	LINGKUNGAN berpengaruh signifikan dan positif terhadap PERILAKU
H5 TUJUAN ORGANISASI → PERILAKU	0,65	2,96	Significant	TUJUAN ORGANISASI berpengaruh signifikan dan positif terhadap PERILAKU
H6 PERILAKU →KINERJA	0,78	5,63	Significant	PERILAKU berpengaruh signifikan dan positif terhadap KINERJA

If the value of $|t| > T$ table alpha 5% (1.96) then significant

Based on the results in Table 16 above, the contribution of knowledge terhadap influence the behavior of 0.46 to 1.99 t value t value is greater than t table (1.96) means the knowledge factors significantly influence behavioral factors. Great contribution terhadap skills influence the behavior of 0.55 to 2.52 t value where the value t is greater than t table (1.96) means that the skill factor significantly influence behavioral factors. Great contribution terhadap beliefs influence the behavior of 0,52 to 2,50 t value where the value t is greater than t table (1.96) means that the trust factor significantly influence behavioral factors. Great contribution to environmental influences behavior terhadap 0,49 to 2,05 t value t value is greater than t table (1.96) means that the trust factor significantly influence behavioral factors. Great contribution to environmental influences behavior terhadap 0.65 with the t value of 2.96 t value is greater than t table (1.96) means that environmental factors significantly

influence behavioral factors. Large contributions influence the behavior terhadap organizational goals at 0.65 with the t value of 2.96 t value is greater than t table (1.96) means that factors significantly influence the organizational goals behavioral factors. Furthermore, the contribution of the behavioral effects terhadap performance was 0.78 to 5.63 t value t value is greater than t table (1.96) means that the behavioral factors significantly influence performance factors.

The next contribution which the influence of factors that have the highest influence on employee behavior is WIKA is a factor of the organization's goals with the statement of PT Wijaya Karya not planned process of change for the ASEAN Economic Community in 2015, the change occurs without planned. It is considered by WIKA employees as a form of process changes that occur spontaneously and directly and can improve employee performance WIKA well. Factors skills regarded as an influential factor in improving the behavior and performance of the employee because of his skills as an obligation that must be owned by every worker WIKA, especially in this global competition. Based on this, the factors keterampilan considered an important factor in influencing attitudes and employee performance WIKA.

The major contributing factors in affecting the behavior is the confidence factor, which statement I would be happy career in PT Wijaya Karya until retirement are considered support in changing attitudes and behaviors of employees WIKA. Furthermore, environmental factors are things that are considered influential on employee behavior change due to the working environment and comfortable baik Their motivation was good so we get a good output for WIKA employee and organizational goals can be achieved with good anyway. Factors that have an influence factor is knowledge because of lack of information about the process changes related to competitiveness, innovation, promotion and diversity of products for the ASEAN Economic Community in 2015 raises unrealistic expectations among employees, it is important for the employees to obtain knowledge and information about company policies. The results of data processing of each variable to the effects of direct, indirect effect and total effect can be seen in Table 17.

Table 17. Results of direct influence, indirect influence and effect of total

Variabel	TE	DE	IE
PERILAKU η_1			
PENGETAHUAN ξ_1	0,46*	0,46*	-
KETERAMPILAN ξ_2	0,55*	0,55*	-
KEPERCAYAAN ξ_3	0,52*	0,52*	-
LINGKUNGAN ξ_4	0,49*	0,49*	-
TUJUAN ORGANISASI ξ_5	0,65*	0,65*	-
	TE	DE	IE
KINERJA η_2			
PENGETAHUAN ξ_1	0,36*	-	0,36*
KETERAMPILAN ξ_2	0,43*	-	0,43*
KEPERCAYAAN ξ_3	0,41*	-	0,41*
LINGKUNGAN ξ_4	0,38*	-	0,38*
TUJUAN ORGANISASI ξ_5	0,51*	-	0,51*
PERILAKU η_1	0,78*	0,78*	

TE = DE = total securities Securities IE = Direct Indirect Effects

Interpretation of Indirect influence

1. The indirect effect on the performance of knowledge through productive behavior of 0.36 and t is greater than t table. That is the indirect effect on the performance of knowledge through produktif significant and positive behavior. If knowledge is improved then would indirectly improve performance through increased productive behavior.
2. The indirect effect on performance skills through productive behavior of 0.43 and t is greater than t table. That is the indirect effect on performance skills through produktif significant and positive behavior. If the enhanced skills will indirectly improve performance through increased productive behavior.
3. The indirect effect of trust on performance through the productive behavior of 0.41 and t is greater than t table. That is the indirect effect of trust on performance through produktif a significant and positive behavior. If trust is improved then it will indirectly improve performance through increased productive behavior.
4. The indirect effect of the environment on the performance through the productive behavior of 0.38 and t is greater than t table. That is the indirect effect of the environment on the performance through produktif significant and positive behavior. If the environment is improved then it will indirectly improve performance through increased productive behavior.
5. The indirect effect on the performance objectives of the organization through productive behavior of 0.51 and t

is greater than t table. That is the indirect effect on the performance objectives of the organization through significant and positive prosuktif behavior. If the purpose of the organization is improved then would indirectly improve performance through increased productive behavior.

Strategies to Increase Employee Performance WIKA

SEM Test results showed that the sequence of factors that can influence the behavior and performance level is a factor of the organization's goals, the skill factor, the trust factor, environmental factors and factors of knowledge. Based on this, thus determining the strategy for improving the performance and behavior of employees WIKA, namely improving the educational program, which includes the seminar program that can mendukup program for employees, the training program is considered very important in increasing knowledge workers so that workers get enough stock in living activity daily life. Performance is the expected output by organizations that impact both for the survival of the business processes within the company. Influence Performance and Attitudes toward competitive advantage of companies shows that the performance variables affect the company's competitive advantage. This is understandable given according to Robbins (2003) is a measure of the performance of the work, which describes the activities of a person in performing their duties and make efforts so as to achieve the objectives that have been defined; or in other words the job performance of an achievement that has been set by an organization, in this case defined by PT WIKA itself. According Mangkunagara (2004) performance is the result of work in terms of quantity and quality. In this case what is meant by quantity is the amount or the number of jobs generated, while the quality is the quality of work achieved in executing their duties, in accordance with the time given to complete the task and the responsibility. Therefore, the work variable that determines whether or not the performance of the company (PT WIKA) will affect the company's competitive advantage.

This is in accordance with the opinion of Ainsworth et al. (2002) that the performance is influenced by the ability and motivation, as well as the opinion of Gibson et al. (2000) which says that there is a reciprocal relationship between performance and job satisfaction. Given by Robbins and Timothy (2008) job satisfaction can affect a person's performance in an organization (including PT WIKA), for individuals who have high job satisfaction will generally have a positive attitude towards its implementation; otherwise in individuals who do not have job satisfaction will generally have a negative attitude towards the implementation of the work. Therefore, it is the individual whose good performance is not likely to arise many innovations that can help increase the competitive advantage of companies (PT WIKA).

Conclusions and recommendations

Conclusion

Based on the results of research and discussion, it can be concluded that the factors that affect the performance of the highest seen in the factors of organizational goals. Employees WIKA considers that the company's goal is demanded to address the needs of employees WIKA in the face of the MEA. In descriptive distribution of respondents, factors knowledge is considered a small effect on behavior change, because the relevant knowledge of corporate information already obtained by the employees themselves easily.

Employees PT WIKA identified as having a positive attitude towards the changes that occur as a result of the ASEAN Economic Community, which is visible from the variable affective commitment that has a positive and significant impact on the attitudes and performance of employees to deal with change as a result of the ASEAN Economic Community, it is due to the appreciation of its employees and their innovation, promotional activities and product diversity. Innovation, promotional activities and the diversity of products not directly (not significantly) affect the company's competitive advantage in the face of MEA 2015. This condition also shows that the MEA has not been too good socialization, and knowledge MEA is still minimal, so people assume not need to make any special preparations in facing the MEA (assume something that is unusual), and do not know the opportunities and threats of the implementation of MEAs.

Suggestion

This study shows that the form of a program that improves the performance at WIKA positive impact on employees. Education program with seminars and training methods can change their behavior and performance of employees WIKA. It follows that this educational program is very well run regularly. Workers with good performance impact on increasing productivity. On the other hand the vision and mission will be achieved well.

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