

The Analysis of Employee Engagement Level of Supporting Staff of Andalas University

Yudhi Firmansyah*, Musa Hubeis**, Hari Wijayanto**

*Business Management, Bogor Agricultural University, Indonesia

**School of Business, Bogor Agricultural University, Indonesia

Abstract- Employee engagement is represented by the commitment, decision, and dedication of employee to contribute to the organization. This research aims to analyze the employee engagement of supporting staff of Andalas University (UNAND). This research utilizes the descriptive quantitative methods. The data are gathered through questionnaire for respondents with the total of 224 samples determined based on Slovin sampling method. The questionnaire statements in this research make use of the Gallup method and are combined with X-model questionnaire developed by BlessingWhite. The questionnaire contains statements regarding satisfaction and contribution. The contribution value is also obtained by combining the value from Civil Servant Works Targets 2015 with contribution value from the questionnaire. The result of this research shows that Faculty of Economy has The Engaged criteria with 16.67% which is higher than any other working units in Andalas University.

Index Terms- Teaching personnel of UNAND, employee engagement level, X-model.

I. INTRODUCTION

Tertiary education institutions (*Perguruan Tinggi* or PT) currently are growing and have the challenge of increasingly competitive competition, so that every PT must keep making efforts in maintaining its existence. PT must own the right strategies to face such challenge, one of them is by developing their respective institutional capacity.

It is supported by the presence of Law of The Republic of Indonesia Number 12 Year 2012 on Higher Education (*Dikti Law*) which gives opportunity for PT to enhance their institutional capacity in accordance with their respective potentials. Institutional capacity development aims to respond to the demands and changes happening outside and guarantee the capability of PT to compete with fellow PT in Indonesia and abroad. As a form of protection for PT in Indonesia, the government provides flexibility for PT to improve themselves by offering autonomies on the basis of their respective capability and performance achievement evaluation. One of the autonomies given is Public Service Unit (*Badan Layanan Umum* or BLU). In this case, Universitas Andalas (UNAND) is PT specified by the government as BLU based on Minister of Finance Regulation No. 501/KMK.05/2009.

But in fact, in recent years, UNAND encounters a supporting staff (*Tenaga Kependidikan* or *Tendik*) phenomenon in terms of career, which is *Tendik* refuse to be assigned on

structural and functional position. Even though those assigned *Tendik* have met the minimum requirements of the position and have gone through the fit and proper test process. In addition, UNAND annually deals with resignation from position or reluctance to extend position. The resignation is not only happens on functional position, such as treasurer and committee of procurement/reception of goods and services, but also on *Tendik* that occupy echelon IV (Head of Subdivision). Moreover, it exists on echelon III position (Head of Division).

Those issues causes UNAND to have worries over *Tendik's* contribution because in the future, UNAND will develop the faculties or units to respond to changes occurring outside UNAND, whether it is related to higher education or staffing governance. In line with the opinion of Gibson *et al.* (2012), individuals in organization have uniqueness because they have diversity between one and another in terms of interests, attitudes, and abilities in working situation. It is due to the environment being able to optimally utilize the Human Resources (HR). A convenient environment condition and guaranteed welfare will make employees work wholeheartedly because they feel their engagement to the organization. That individual engagement is well-known as employee engagement, according to Gallup (2011), which is a working engagement which fully involve employee and is willing to be actually bound in an organization. Khan (1990) introduces an engagement theory which explain that employees contributions to their workplace are affected by the work entrusted to them. Those employees can bring themselves or will not show their respective behaviour or performance. Meanwhile, Brown (1996) concludes that engagement is a combination between satisfaction, motivation, and commitment that emerge from the employees themselves. The engaged employee is the satisfied, motivated, and high committed employee who is also given the opportunity to improve in order to optimally contribute to the organization. Robinson *et al.* (2004) clarifies that employee engagement is employee commitment toward the organization that can be recognized by the employee's level of understanding and concern in giving contribution to improve organizational performance through the synergy between individual and organization.

Various researches reveal that employee engagement gives influence on performance of organization or company. High engagement level of a company organization provides diverse advantages, for instance increase of profit and operational income, and also having more employees with a good performance, compared to other companies or organizations that have a lower engagement level. A company or organization will experience a setback or not be able to compete when it has no

ability to upgrade the engagement between organization and the HR within it, which are valuable assets to create a synergy in achieving the objectives that must be achieved (Balakrishnan *et al.* 2014).

Studies by Markos dan Sridevi (2010), Rudin (2013), Putri and Welly (2014), Kaliannan and Adjovu (2014), and Anita (2014) conclude that employees with a high engagement have enthusiasm for company and they work exceeding the prevailing work hours. A number of companies in Indonesia have conducted an engagement survey as a road map of HR development in order to support Good Corporate Governance (GCG). Companies which have performed employee engagement survey, namely PT Jaminan Sosial Tenaga Kerja (PT Jamsostek), PT Pertamina, and PT PLN. Government agency which have performed employee engagement survey is Ministry of Finance. The success achieved by various companies and ministry is inseparable from the survey performed on their employee performance through employee engagement survey. Therefore, the researchers of this research believe that employee engagement survey on *Tendik* of UNAND needs to be done as a basis of UNAND's policy regarding HR planning and management system.

II. RESEARCH METHODS

This research is conducted by taking civil servant *Tendik* (*Tendik Pegawai Negeri Sipil* or PNS) of UNAND as the research object. The aspect studied is the employee engagement of *Tendik* UNAND. This research is conducted from January until March 2016 in UNAND, Padang, West Sumatera. This research is a descriptive quantitative research using survey methods. Types of data used in this research are primary and secondary data. The gathered data are processed, analyzed with a statistic descriptive analysis, and presented in the form of tabulation, charts, and diagram.

III. RESULTS AND DISCUSSION

The measurement of employee engagement level of UNAND's *Tendik* harness the X-model which is based on the satisfaction and contribution of *Tendik*, based on Civil Servant Works Targets (*Sasaran Kinerja PNS* or SKPPNS) 2015. SKP of *Tendik* is reckoned with *Tendik*'s attendance list with reference to the Regulation of Ministry of Research, Technology, and Higher Education Number 31 Year 2016.

The result of questionnaire data and PPKPNS show that employee engagement of UNAND's *Tendik* is categorized into five criteria which is in line with the X-model, namely:

1. The Engaged

The Engaged are *Tendik* with the score of 4.5 in the dimension of satisfaction and contribution.

2. The Almost Engaged

Tendik that are included in this level are *Tendik* with the score of more than 4 but not less than 4.5 in the dimension of satisfaction and contribution.

3. Honeymooner and Hamster

Honeymooner and Hamster are *Tendik* with the score of more than 3.5 but not less than 4 in the satisfaction dimension and the score of less than 3.5 but not less than 3.

4. Crash and Burner

Crash and Burner are *Tendik* with the score less than 3 but not less than 2.5 in the dimension of satisfaction and contribution.

5. The Disengaged

The Disengaged are *Tendik* with the score of less than 2.5 in the dimension of satisfaction and contribution.

According to the analysis results, which refer to the X-model combined with Gallup to measure the engagement level of UNAND's *Tendik*, overall, *Tendik* with The Engaged criteria amount to 4.02%; *Tendik* with The Almost Engaged criteria amount to 21.43%; *Tendik* with Honeymooner and Hamster criteria amount to 39.29%; *Tendik* with Crash and Burner criteria amount to 27.68%; and *Tendik* with The Disengaged criteria amount to 7.59%. The overall distribution of engagement criteria of UNAND's *Tendik* is displayed in Figure 1.

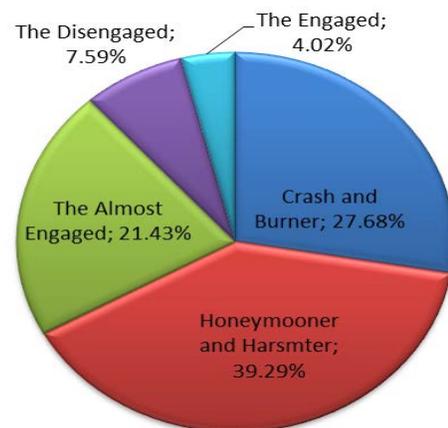


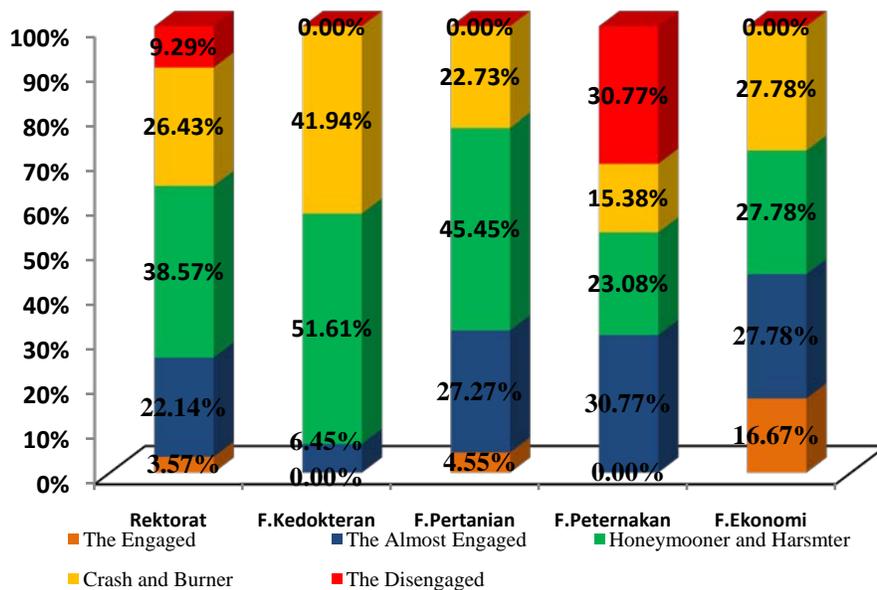
Figure 1 The distribution of engagement criteria of UNAND's *Tendik*

The Engaged criteria is the highest level and can be used as an indicator of engagement of UNAND's *Tendik* in giving contributions for UNAND. *Tendik* with this criteria can be classified into several categories, namely *Tendik* who were originally honorary employee and then appointed as PNS, *Tendik* whose working units able to provide additional income because it implements adequate incentive system due to a high workload, and lastly structural *Tendik* who occupy structural position, have 3 or less *Tendik* as subordinate, and whose working unit has a working rhythm and pressure that not high. It is seen here that honorary employees who already become a PNS give a high contribution as a form of remuneration over their appointment as a PNS. These *Tendik* have occupied a honorary status of more than 10 year and when they are appointed, their years of service are acknowledged and they are given the opportunity to continue study, so that their rank and position have been adapted with their latest education and years of service in UNAND.

Faculty of Economy is a working unit which has *Tendik* with The Engaged criteria with the percentage of 16.67%. Rectorate has *Tendik* with The Engaged criteria who were originally honorary employees and then become a PNS. Faculty of Medical Studies and Faculty of Agriculture have

Tendik with The Engaged criteria whose working unit impose incentive system adjusted with high workload. Faculty of Animal

Husbandry has no *Tendik* with The Engaged criteria. The details can be seen in Figure 2.



Information: Rektorat means rectorate; F. Kedokteran means F. of Medical Studies; F. Pertanian means F. of Agriculture; F. Peternakan means F. of Animal Husbandry; F. Ekonomimeans F. of Economy

Figure 2. The distribution of engagement of UNAND's *Tendik* based on working unit

As presented in Figure 2, Faculty of Animal Husbandry has the highest percentage of *Tendik* with The Almost Engaged criteria, compared to the other working units. Its percentage is then followed by Faculty of Economy, Faculty of Agriculture, Rectorate, and Faculty of Medical Studies. *Tendik* with that criteria are *Tendik* which have high dimension of satisfaction and contribution. Those *Tendik* are *Tendik* who perform their job and function on daily basis. It is in accordance with their level of discipline in performing job or routine as PNS. *Tendik* with Honeymooner and Hamster criteria have a good dimension of satisfaction and fair contribution. These *Tendik* feel satisfied with all obtained from UNAND but do not give any reciprocity in the form of contribution to UNAND. They do more storytelling in performing their jobs which makes their working hours wasted. It is seen from their contribution to the achievement of performance targets that become a guidance in performing job. *Tendik* with Honeymooner and Hamster criteria in Rectorate amount to 22.14% and in Faculty of Animal Husbandry amount to 51.61%.

Tendik of Faculty of Medical Studies with Crash and Burner criteria amount to 41.94% which is higher than the other working units. The respective percentage of *Tendik* with Crash and Burner criteria are as follows: Faculty of Animal Husbandry (15.38%), Rectorate (26.43%), Faculty of Agriculture (22.73%), and Faculty of Economy (27.78%). *Tendik* with this criteria are *Tendik* with high contributions but low satisfaction. They have a high loyalty, high responsibility on job, high education, and have years of service that still relatively moderate and short. They have a heavy workload and risks but feel unsatisfied with the various policies in UNAND which often corner them. In other words, they feel unfairly treated. They feel disrespected even

though they have given their time and energy surpassing the normal working hours and do job outside the real job. They have a bad track records with the current superior. They and their superior have worked in the same working unit before. This condition gives negative impact to the success of working unit in performing its function.

The Disengaged criteria become a very serious problem for an organization because they have no commitment and loyalty and also low productivity. In relation with The Disengaged criteria, only Faculty of Animal Husbandry and Rectorate which own *Tendik* with this criteria. Meanwhile, other working units, namely Faculty of Agriculture, Faculty of Economy, and Faculty of Medical Studies have no *Tendik* with this criteria.

IV. CONCLUSION

The overall measurement results of engagement level of UNAND's *Tendik* are The Engaged (4.02%), The Almost Engaged (21.43%), Honeymooner and Hamster (39.29%); Crash and Burner (27.68%), and The Disengaged (7.59%). Based on working unit, most of *Tendik* with The Engaged criteria exist in the Faculty of Economy which amount to 16.67%. On the contrary, the majority of *Tendik* with The Disengaged criteria are in the Faculty of Animal Husbandry. That percentage of The Disengaged criteria is not only the highest among other criteria but also the highest of all The Disengaged in other working units.

REFERENCES

- [1] Anita J. 2014. Determinants of employee engagement and their impact on employee performance. *IJPPM*. 63(3):308-323.
- [2] Balakrishnan C, Masthan D, Chandra V. Employee retention through employee engagement: a study at Indian International Airport. *IJBMI*. 2(8):9-16.
- [3] Brown SP. 1996. A meta-analysis and review of organizational research on job involvement. *Psychol. Bull.* 120(2):235-255.
- [4] [Gallup. Inc]. 2011. Employee Engagement: What's your engagement ratio?. New York (US): Gallup. Inc.
- [5] Gibson JL, Donnelly JH Jr, Ivancevich JM, Konopaske R. 2012. *Organization: Behaviour, Structure, Processes*. New York (US): McGraw Hill.
- [6] Kaliannan M, Adjovu SN. 2014. Effective employee engagement and organizational success: a case study. *Procedia Soc. Behav. Sci.* 172:161-168.
- [7] Khan WA. 1990. Psychological conditions of personal engagement and disengagement at work. *Acad. Manag. J.* 33(4):692-724.
- [8] Markos S, Sridevi MS. 2010. Employee engagement: the key to improving performance. *IJBMI*. 5(2):89-96.
- [9] Otieno BBA, Waiganjo EW, Njeru A. 2015. Effect of employee engagement on organisation performance in Kenya's horticultural sector. *IJBA*. 6(2):77-85.
- [10] Putri VL, Welly. 2014. Measuring the level of employee engagement using Q12 Gallup: case study in PT SaftaFerti. *JBM*. 3(8):904-912.
- [11] Ramadhan N, Sembiring J. 2014. Pengaruh employee engagement terhadap kinerja karyawan di Human Capital Center PT Telekomunikasi Indonesia. *Tbk. JMI*. 14(1):50-58.
- [12] Rusdin T. 2013. Keterikatan karyawan dan kontribusinya dalam meningkatkan kinerja perusahaan. *IMB*. 4(1):50-58.
- [13] Robinson D, Perryman S, Hayday S. 2004. *The Drivers of Employee Engagement*. Brighton (UK): Institute for Employment Studies

AUTHORS

First Author – Yudhi Firmansyah, Business Management, Bogor Agriculture University, yudhi.firmansyah19ek@gmail.com

Second Author – Musa Hubeis, Business Management, Bogor Agriculture University.

Third Author – Hari Wijayanto, Business Management, Bogor Agriculture University.