

APPLICATION OF EMPLOYEE ENGAGEMENT IN THE FRAMEWORK OF  
INCREASING PERFORMANCE AT PT. POS INDONESIA (PERSERO)

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*Abstract. Employee engagement is an effort to build aspects related to overall human resource management. Because if aspects of human resources are not dealt with appropriately, then it can be ascertained the relationship of employees to a job is at a low level. For this reason, a serious effort is needed from the management to manage this. If the employee already feels related / involved in the process of a job, the success of the objectives of the programs launched by the organization / company tends to be successful, this is because they already have business awareness. In the sense that they (employees) have a great enthusiasm for work, sometimes even far beyond the main tasks contained in their main tasks and functions. So that it can be said that employee engagement has an effect on increasing the professionalism and performance of a company. This paper examines the efforts made by the management of PT. Pos Indonesia (Persero) in order to improve its performance through employee engagement.*

**Keywords:** *Employee engagement, Corporate Performance*

### Introduction

Employee engagement has become the most talked about important topic in recent years among well-known consulting and business media companies (Gruman and Saks, 2011). Employee engagement is an important idea in organizational behavior that is widely written by practitioners and consulting companies. Employee engagement is indeed a concern of practitioners in human resource management. In academic literature, it is said that engagement relates to other ideas in organizational behavior (Gruman and Saks, 2011). The ideas in the behavior of this organization are both talking about employee relations with the company. As one of the ideas in organizational behavior, employee engagement is different from other ideas such as organizational commitment.

When employees are bound (engaged) with a company, employees have an awareness of the business. Awareness of the company's business is what makes employees will give their best ability to the company. Research shows that employees who are engaged (engaged employees) are more productive

employees (Gallup, 2013). Employees who provide the best ability will have an impact on the company's performance. Gruman and Saks (2011) state that many claim that employee engagement predicts employee outcomes, organizational success and financial performance (eg: total share holder return).

On the contrary companies with disengaged employees suffer from waste of effort and effective talent, earn less commitment from the employees, face increased absenteeism and have less customer orientation, less productivity, and reduced operating and net profit margins (Boikanyo, 2012)

Employee engagement emerged as a development effort from previous concepts such as employee job satisfaction, employee commitment, and employee organizational behavior. The presence of employees who are actively involved in the company indicates that the company has a positive work climate. This is due to the presence of employees who have a good attachment to the company where he works, so they will have great enthusiasm to work, sometimes even far beyond the

main tasks contained in their employment contract.

The background or reason for the author to study employee engagement at PT. Pos Indonesia (where the author works) is due to the increasing needs of the company (PT Pos Indonesia) for human resources or employees who have professional knowledge and expertise. Of course, employees with such knowledge and expertise cannot simply be managed using old management techniques, because these modern employees expect greater work autonomy, better status, and higher job satisfaction. One interesting thing for the authors to examine states that the concept of employee engagement because it is actually a development of old management techniques such as Organizational Citizenship Behavior (OCB). This concept opens the eyes of company managers that the employee's attachment to the company is an important element in increasing productivity and work efficiency. Development initiatives in any form will not produce results if they are not accompanied by participation, commitment, and the sense of engagement that their employees have.

Management engages its employees to carry out a mission (company goals). Whatever the mission is, whoever is involved in it, he must have a role. Without the role he would not be of use in the unit. In order for employees to play a role he must have the will, specific expertise, ability to function according to his role. The absence of the above, engagement will only produce a flock of 'cheerleaders'. Organizations / companies that want to ensure that relationships have a performance impact need to carefully explain what their mission goals are and what their mainstay strategies are to achieve them. Then the collective spirit and enthusiasm gathered from the engagement is directed into it. And at the same time the enabler factor is also prepared so that deployment can be effective and efficient. With such a

standard the organization will enjoy a great transformation in performance and productivity".

The term Engagement is very often used in army units, the concept of engagement is matured and used in the US army in the second world war to increase the morale of the fighting spirit of the army. To facilitate understanding, we can borrow an analogy from the word "engagement" to explain the engagement process. In taking settings like this, engagement can be interpreted as a persuasive ability to invite and convince a girl, voluntarily and happily to leave the family who raised her, then be willing to come to life with another young man. Such is engagement. On the basis of this analogy, we can learn more about what makes him want to make such choices and use the same philosophy as elaboration in the world of work (Gallup, 2004)

This engagement involves the words commitment, drive and satisfaction. An employee who is fully engaged, happy and enthusiastic about what he does. He is willing and of his own volition (discretive) to do various things that are far beyond the limits of formal standard obligations solely for the interests and progress of the organization / company. An organization with engaged workers will have attributes: militant, cohesive, fast, swift and agile. Engagement occurs because of cognitive involvement, intellectual mental involvement, emotional will and psychic. The employee feels united with what he does in the organization. The employee feels the output of what he is doing at the company has a common sense goal. They seem to enjoy a psychological contract, something that goes beyond formal material and transactional ties in the world of work.

Companies that are admired in the world or often called WMAC - the World's Most Admired Companies also apply the concept of engagement in their industrial relations. But many companies also tried this engagement technique, but did not

produce a transformation in the company's performance. This happens because they make a piecemeal, fragmented approach, and the methodology is not comprehensive. Besides that the enabler factor is also not provided.

Engagement without this enabler is the same as we arouse great fighting spirit in an army battalion; they were fiery, ready to fight and ready to sacrifice their lives, but did not get bullets and ammunition to fight. Finally it causes confusion and frustration. This is what often happens when engagement is considered a mere motivational drug.

Without a comprehensive model and methodology, Pos employees (PT Pos Indonesia employees, often called Pos employees) can listen to dozens of motivational interventions, and become excited by them. These things are of course good, to increase the morale of workers for a moment. But the standard of seasonal motivation like that will fizzle back a few moments later, if the company does not build a sturdy and effective construction to link it to performance.

This paper seeks to examine the steps that must be taken by the management of PT. Pos Indonesia (Persero) in order to improve its performance through employee engagement.

### **Engagement and Performance Relevance**

Ontario Hospital Association (2012) in a report stated that "A high level of engagement is a strategic goal, including healthcare. Engaged employees are committed to their employer, satisfied with their work, and willing to give extra effort to achieve the organization's goals

However, why do many companies feel they have made an engagement effort, but the performance is still sagging? There is no doubt that engagement has a big influence on performance. He is a very good basic capital to increase the cohesiveness of the company. But most

organizations that have high cohesiveness, great esprit de corp, will not automatically have good performance.

One reason why there are so many engagement efforts that do not provide tangible results in the field is because companies do not design the relevance of engagement with the company's business strategy.

This happens because the organization does not establish a link between engagement and business strategy that leads to corporate goals. The impact of this missing link is the absence of a sharpening of business strategy execution. There is no connection between engagement and value addition to customers. Both are like walking alone. Engagement is only an event buzzword, but does not have strategic implications for business competitiveness.

One group of organizations has esprit de corps, but is unable to see the connection with the strategy and the big goals to be achieved, can be dangerous resources. It can backfire, if the organization fails to provide relevant outlet channels.

We also often hear, organizations with troops that have high esprit de corps, but do not have a medium of deployment. As a result they do things that make us shocked. Especially if you don't have an enabler factor, high engagement, often making activated energy, is released into destructive situations. The corporate citizen cannot see what is the relationship between engagement and the strategies they adopt to achieve organizational goals.

The consequences of this absence, concentration and mobilization of resources due to engagement, lost their way to "where to shed". There is nothing more confusing and frustrating than seeing a group of people who are energized, motivated and engaged, but do not know where all the energy and excitement accumulated must be productive.

We can imagine the spirit and enthusiasm that has been built up, losing

the orientation of the application. "The hot engine" was finally cold and sluggish again. They do not know what to do with the motivation that has been built with the engagement. Thus the strategy is not sharpened. If a strategy doesn't get sharper, it won't have differentiating factors. Consumers cannot feel the distinctive advantage presented by a company's product or service. As a result, there was also no increase in competitive edge.

### **Definition of Employee Engagement**

Employee engagement is interwoven significantly with important business outcomes. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement (Azizah and Gustomo, 2015)

Mc Bain in Ongel (2104) said that different definitions are possible for the term engagement, nevertheless, it is mainly described as "how individuals feels towards the organization, engagement is around the discretionary effort an individual is prepared to put in."

Meanwhile Devi (2017), in Doctoral Colloquium states that Employee engagement is rightly viewed as the main aspect of productivity. A fully engaged employee brings enthusiasm and zeal to their work which is directly related to cohesive workplace culture and the extra efforts, better ideas and innovations that make organizations succeed.

The Gallup Research Institute defines employee engagement as a participation and enthusiasm for work. Gallup also links employee engagement with a sense of positive emotional attachment and employee commitment (Gallup, 2004).

Whereas Kazimoto (2016) states that Employee engagement has been perceived as a motivational factor towards organization's objectives achievement. The good environment that is offered to the

worker enables him to offer the best that his organization needs for achievement of goals and objectives.

This, in the concept of employee engagement, there is a two-way relationship between employees and the company. Employee satisfaction is not the same as the sense of attachment of employees to the company because the company cannot measure employee performance and maintain the best and smartest employees simply by relying on employee satisfaction surveys. Employee engagement includes a sense of enthusiasm / passion and commitment that makes a person able to invest and develop their business on an ongoing basis so that it can drive the success of the company, and this is not the same as employee satisfaction.

In addition to the above definition, some researchers added other elements in the concept of employee engagement such as feeling proud to be part of the company, proactive in initiating and looking for opportunities to make the best contribution, although these elements will make the scope of the concept of employee engagement broader.

### **Factors that encourage employees to have a sense of attachment / employee engagement with their company**

The report issued by Harvard Business Review (2013) states that Employee engagement has become a top business priority. In this rapid cycle economy, business leaders know that having a high-performing workforce is essential for growth and survival. They recognize a highly engaged workforce that can increase innovation, productivity, and bottom line performance while reducing costs related to and retention in highly competitive talent markets.

According to Dajani (2015) there are 5 (five) factors that encourage employees to have a sense of attachment to the organization:

1. Leadership  
Leadership will be positively related to employee engagement. Leadership was found to be a significant antecedent of engagement. This factor comprised indicators of effective leadership behaviour and perceived supervisor support. Effective leadership behaviour that supports engagement reflected self-awareness, communication of information, transparency, and respectful treatment of employees and organisation's standards of ethical behavior.
2. Organisational justice  
Organisational justice is a term coined by Wendell French in 1964 and is applied by organisational psychologists to refer to the just, fair and ethical manner in which organizations treat their employees. It is also based on fairness perceptions. If employees perceive an organisation is fair and just to them, they will reciprocate by putting more to work and by increasing their engagement, in accordance to the exchange ideology.
3. Compensation and benefits  
Compensation and Benefits is another indispensable antecedent to employee engagement. It involves both financial rewards, and non-financial benefits such as recognition and other perks exemplified by: on-site day care, employee assistance programs, subsidized cafeterias, travel discounts, extra holidays and others. The level of an employees' engagement depends on employee's attractiveness of received compensation and benefits.
4. Work policies and procedures

Work policies and procedurs encompass both HR policies and procedures and perceived organisational support. HR policies and procedures include hiring practices, flexitime, work-life balance policies, performance management and safety issues. To create a culture of engagement at workplace, HR systems need to work hand in hand with other managerial practices when dealing with employees.

5. Training and development  
Training and Development is another influential antecedent of engagement. This driver is consistent with the scope of job resources as proposed in Job Demands - Resources (JD-R) model. It bears dual importance to ambitious employees. Training, development and learning can be looked at as an intrinsic motivator that supports employees' growth and enhances individual development plans by fulfilling basic human needs such as needs for autonomy, relatedness, and competence.

Meanwhile Aninkan and Oyewole (2014) state that there are 6 (six) factors that make employees have a sense of attachment to the company. The six factors are:

1. Work locus control
2. Conscientiousness
3. *Openness to experience*
4. *Leadership style*
5. *Organizational climate, and*
6. *Supervisory support*

Whereas the Society for Human Resources Management in a report released in 2016 mentioned five factors, which were the drivers of a sense of employee attachment to the organization;

1. Respectful treatment of all employees at all levels

2. Compensation/pay
3. Trust between employees and senior management
4. Job security
5. Opportunities to use skills and abilities

### **The impact of employee engagement on organizational performance**

Employees who are engaged in their work and to their organizations give companies crucial competitive advantages—including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement in their workforces. Indeed, in identifying the three best measures of a company's health, business consultant and former General Electric CEO Jack Welch recently cited employee engagement first, with customer satisfaction and free cash flow coming in second and third, respectively. "Reaping Business Results at Caterpillar" and "Engagement Pays Off at Molson Coors Brewing Company" show two examples of companies that benefited from enhancing engagement (Vance, 2006)

Clearly, engagement can potentially translate into valuable business results for an organization.

Conversely, if there is no sense of attachment / there is no engagement, then behaviors will appear such as: employees work ineffective and inefficient, do not show full commitment to their work, are not interested in making changes in the organization, and always feel worried about all forms of evaluation such as performance surveys

### **The strategy that must be carried out by PT. Pos Indonesia to make its employees have employee engagement**

From the description above, a number of alternative strategies can be formulated by the Post so that its

employees have a high sense of attachment to the organization.

- a. Start on the first day.

Most companies have good employee recruitment strategies but they do not have a strategy to retain the best employees. Effective ways of hiring employees and work orientation programs are the first foundation that must be built for new employees. In work orientation, new employees must be introduced to the company in general including the vision, mission, values, policies and procedures as well as the description / description of the work they have such as the duties, responsibilities, goals and priorities of the department where he works.

- b. Start at the top.

Leadership commitment to make clear vision, mission, and company values is needed to increase employee engagement. Without a leadership commitment from above, employee engagement will not be achieved

- c. Two-way communication

Communication between superiors and subordinates, so that subordinates also have the opportunity to argue. Communication must be clearly and consistently intertwined. Bosses must always respect input from subordinates. Engaging subordinates in decision making will increase the sense of ownership of the company and increase employee engagement.

- d. Provide satisfying development opportunities

Satisfying development opportunities such as providing work autonomy for employees according to the way he wants to produce something as expected

- by the company. Focus on results, not be fully involved in the process to achieve these results.
- e. Make sure that the employee has everything he needs to do his job  
Such as resources, whether physical or material, financial, and information to be able to work effectively.
  - f. Provide adequate training  
The aim of adequate training is to help employees improve their knowledge and expertise. Employee confidence will increase when he does not have to always be guided in doing his work so that it will increase commitment.
  - g. Have a strong feedback / input system  
Feedback or input here is like organizing regular surveys on employee engagement to find out what factors make employees have a strong sense of attachment to the company. After that group these factors so that it is known what are the driving factors and the factors that are difficult to achieve. Managers must always oversee the survey and then develop a development plan that is specific, measurable, and accountable.
  - h. Give incentives,  
Incentives can be financial or non-financial. Some studies show that when employees get better salaries, and recognition and appreciation for the work they do, they will tend to make more effort in their work.
  - i. Build a good and strong corporate culture  
With a strong corporate culture the goals and values possessed by superiors are in harmony with all aspects or parts of the company. For example, if a company has a culture of mutual respect by

continuing to echo the success stories of past employees, it will not only make employees have a sense of attachment but also make new employees understand the spirit of organizational culture that is constantly maintained.

### Suggestion

Facts on the ground show engagement is often seen as an event. Even if there are measurements, only limited to knowing what percentage is included in a particular category. Measured by opinion surveys. That's it! Only seen as an additional piece of information. The strategy runs itself, the process runs alone, and organizational behavior also runs on its own. The three are not conical. There is no cohesive resultant strength. They are still moving in their respective patterns and structures.

In relation to this engagement, the Pos Indonesia needs to clearly answer the question "engagement for what?". This question will help Pos determine the guidelines. Engagement that has been embedded into the business strategy also needs to be metric indicators. For example, turn over, sales revenue, growth, customer loyalty, whatever is the metric that you want to create. Thus the overall reciprocal relationship can be recorded in the KPI, Key Performance Indicators in the organization.

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