

## ASSESSING EMPLOYEE ENGAGEMENT IN LOCAL GOVERNMENT: MOJOKERTO CITY GOVERNMENT CASE

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*Abstract. Employee engagement is an issue that is widely discussed in the context of organizational management, including government organizations. Mojokerto City Government is one of the local governments that has a vision as a service city. To achieve optimal employee performance, Mojokerto City Government requires employees who are engaged and competent. This study aims to help Mojokerto City Government understand the conditions of employee engagement by conducting employee engagement assessment on Mojokerto City Government employees. This study uses a questionnaire to determine the aspects of employee engagement. With a total sample of 97 employees, this research was conducted in four Local Government Agencies. The results of this study indicate the percentage of employees belonging to Highly Engaged and Moderately Engaged are 62% and 36% while employees who are classified as passive is 2%. In terms of employee engagement outcome, Say has a figure of 78%, Stay at 69% and Strive at 86%. The four lowest drivers are job risk, job security, talent and staffing, and enabling infrastructure. This driver was then taken into consideration as an evaluation and development of human resource programs in Mojokerto City Government.*

*Keywords: Aon Hewitt; Employee Engagement; Local Government*

### INTRODUCTION

The concept of employee engagement has been widely explored and utilized. The consulting firm utilized employee engagement as a competitive advantage strategy to solve the client's problems (Macey & Schneider, 2008). Practitioners tend to define engagement as a resource that leads to some competitive advantage, satisfaction, enthusiasm towards the organization, and positive levels of organizational culture (Aon Hewitt, 2017; Gallup, 2006). Aon Hewitt defined Employee engagement as "the level of an employee's psychological investment in their organization." Engagement is not only applicable in the business sector, but it also has a vital role in the public sector. Lavigna (2013) revealed that engagement in government drive some positive impact; customer service orientation, employee retention, employee attendance, awareness of safety in the workplace, and achievement of the strategic goal.

Mojokerto city government has a vision as a service city. Service city is a city that promotes public services. In the development of a service city, the most important thing is the quality of human resource that has service culture. To achieve this vision and mission, Mojokerto City Government realized the need for the right human resources quality. The implementation of human resource development programs often does not pay attention to the needs that exist. The assessment of employee engagement can be taken into consideration for the preparation of human resource development programs.

The objective of this research is to identify the level, drivers, and outcome of employee engagement in the Mojokerto city Government and in the each of Local Government Agencies. The result of this research can be a consideration for Mojokerto City Government to develop human resource development programs which will be included in the Regional Midterm Development Plan 2019-2023. This research will assess employee engagement level in Mojokerto City Government using AON Hewit Model. This research will focus on the definitions and models released by AON Hewitt to assess employee engagement level in the Mojokerto City Government. The researcher used the Aon Hewitt model because of the advantages displayed by the Aon Hewitt Model compared to other engagement models(Deloitte, 2017; Gallup, 2006 . In Aon Hewitt's model, there are components called engagement outcomes namely Say, Stay and Strive This research will limit assessing the employee engagement level in Aparatur Sipil Negara because they are the participant of the human resource development program.

### LITERATURE REVIEW

AON Hewitt's Employee Engagement Model is the model developed by AON Hewitt. AON Hewitt uses an individual engagement approach and an organizational antecedent to construct the model (Padhi & Panda, 2015). This model illustrates three parts; the consequences of engagement that are manifested in the business outcomes, the engagement itself and things experienced by employees in their work. The focus of this model is to measure engagement through three statements; say, stay, and strive. Say

is interpreted as the willingness of employees to tell positive things about the organization to the people around them. Stay is the intention of employees to keep stay in the organization for a certain period. Strive is a condition where employees are willing to release the best abilities in their work (Aon Hewitt, 2015).

In AON Hewitt's Employee Engagement Model, the factors that influence engagement are caused by five things referred to as engagement drivers. These drivers are things that are experienced by workers, and then these five drivers form an employee engagement level. These five drivers have more specific derivatives which are then called antecedents. These five drivers have twenty antecedents. These five drivers are agility, engaging leadership, talent focus, the work and the basic.

In AON Hewitt's Employee Engagement Model there are four levels that describe the position of an employee's engagement. The four levels are highly engaged, moderate engaged, passive and actively disengaged. Employees who are categorized as highly engaged will work on their work routines with more effort than they previously did. Employees who are moderately engaged will perform tasks and responsibilities well but are very unlikely to make improvements. They will continue to communicate well with their office colleagues in order to compare their duties but may not give a positive or positive impact on what their colleagues are doing. A passive employee shows changeable behavior; sometimes they show that positive behavior, and it leads to good performance and sometimes shows negative behavior and suggests poor performance too. Actively disengaged employees clearly endanger the company, meaning that in fact, it is possible that the company must bear losses due to actively disengaged employees.

The condition of employee engagement in the public sector in the world has been investigated by several researchers (Ibrahim & Al Falasi, 2014; Lavigna, 2015; Pritchard, 2008) reveals that a public organization will find it difficult to focus on service if they do not focus first focus on employee engagement. Lavigna (2015) explains the impact of employee engagement on organizational performance. First, if an organization is committed to increasing employee engagement, employees will produce better performance. Because business from the government is a service, increased employee performance will improve the quality of service so as to improve community satisfaction. The level of public satisfaction certainly also determines the level of public trust in the government. And as the title suggests, the chain is a related relationship. Employees will feel more engaged if they work in a place that has a good reputation in the eyes of society.

## METHODOLOGY

This stage of research begins with a preliminary study. The interview was carried out with one of the senior officials of the Mojokerto City Government. Observations were made by observing the annual performance reports released by the Mojokerto City Government. The performance report named Laporan Kinerja Instansi Pemerintah (LKJIP). After conducting a preliminary study, this research begins with identifying the problem. Based on problem identification, the researcher did a literature review on employee engagement. The focus of this literature review was AON Hewitt Employee Engagement Model and employee engagement in local government.

The population of this research is a fixed employee (Pegawai Negri Sipil) in Mojokerto City Government, totaling 2712 employee (Badan Kepegawaian Daerah Pemerintah Kota, 2018) . The number of samples from this study were 97 employees — the number of samples obtained from the Slovin Formula with 10% confidential level. While the respondent is obtained from four local government agencies namely; The Education Office, The Civil Service Police Unit, The of Environment Service Office, and The Labor, Cooperative and Medium Enterprise Office.

Questionnaires are designed based on the AON Hewitt model. There were 25 items of questions consisting of 19 questions about the engagement drivers and 6 questions about engagement outcomes. The initial validity test was carried out by distributing questionnaires to thirty respondents in one local government agencies. The reliability of the questionnaire was tested with Cronbach alpha; the score of reliability is 0.866 which is categorized as reliable. The questionnaire will be distributed using a paper-based questionnaire. Respondents will give their opinions on each question item by giving a check mark on the scale they choose. Data analysis techniques used in this study is descriptive analysis. The descriptive analysis summarizes the response from a large number of the respondent in a few simple statistics (Zikmund, Babin, Carr, & Griffin, 2010).

## FINDINGS AND ARGUMENT

The findings of this research are statistical descriptions of data related to engagement level, engagement outcome and engagement drivers in Mojokerto City Government. The results of data processing showed engagement level in Mojokerto City Government, which was 62% included in the category of highly engaged, 36% Moderately engaged and 2% including the passive category. The results of the engagement level can be seen in table 1.

Table 1. Employee Engagement Level

Category	Number of People	Percentage
Highly Engaged	60	$\frac{60}{97} \times 100 = 62\%$
Moderately Engaged	35	$\frac{35}{97} \times 100 = 36\%$
Passive	2	$\frac{2}{97} \times 100 = 2\%$
Actively Disengaged	0	$\frac{0}{97} \times 100 = 0\%$

Based on the results of the engagement drivers data processing, Mojokerto City Government generally has the highest drivers in diversity inclusion with the value 93. The second highest driver value is a collaboration with the value of 91.2 then followed by customer focus drivers at the third rank with value 89.7. The three drivers with the highest ranking are drivers included in the agile category. When discussing agile, even though three agile drivers are in the top rank, there is one agile driver in the lower rank, namely the enabling infrastructure drivers at 15th place with a value of 78.9. Drivers that are ranked lowest at number 19 are job risk with a value equal to 63.1. While at rank 17 and 18 were filled by job security and autonomy with their respective values of 74.4 and 73.2 this shows that in working, employees in Mojokerto City Government prioritize teamwork even though in other conditions, the information they get to get a job is minimal. Low figures are also shown by talent and staffing drivers, where these drivers indicate that employees can be placed in positions that are not in accordance with their competence and educational background. This supports the principle that has become a culture for civil servants, namely "as difficult as any task and even though the information needed is lacking, teamwork is the main solution for every job." For more details, the results of engagement drivers can be seen in table 2.

Overall employees on the Mojokerto City Government Level had a say of 78%, stay 69% and strive at 86%. The low number of Say is caused by the presence of one office that has a Say below the overall average, namely The Education Office. The lowest number of stays compared to say and strive also followed in gender and Echelon analysis. In Male Employees the Say rate felt at 80%, stay 74% and strive 88%. While the low stay figure is shown by female employees with 65%. The number of saying and strive for female employees is 76% and 85%.

## CONCLUSIONS

In Mojokerto City Government as a whole employee, engagement level shows that the percentage of highly engaged and moderately engaged employees is 62% and 36%. While the numbers shown by passive levels are relatively small, which is 2%. In terms of engagement drivers, there are two things that can be used as conclusions. First is the top four drivers that make employees become engaged. The second thing is drivers with lower rankings that make employees not engaged in their jobs. In general, the top drivers are occupied by diversity and inclusion, collaboration and customer focus. The three drivers are drivers that are in the Agility drivers category. However, Agility drivers are incomplete considering there are one driver left behind, namely enabling infrastructure in the lower ranking. This shows that in doing work, employees must agile by prioritizing a sense of togetherness. A sense of togetherness can be realized by collaborating on each work difficulty and focusing on the interests of the community. Although the information obtained about work is limited, employees are required to complete their work well and obey the rules. Drivers of the manager are also in the top ranking. This means that the manager's figure plays an important role in the process of completing work. If it is associated with lower ranking drivers, employees cannot do much discretion, which means they must obey the manager's orders in completing work. This is indicated by low autonomy drivers.

The overall engagement outcome shows something unique. The stay rate at almost all levels and local government agencies is the lowest outcome while the strive number shows the highest outcome rate. Say outcome became an engagement outcome whose percentage was in the middle between Stay and Strive. In Mojokerto City Government overall figures say 79%, Stay 69% and Strive 86%. Stay is defined as the desire of employees to remain in the local government agencies, not in their position as civil servants. The researcher asks questions that he ends with the word "this agency" on the questionnaire. That means the researcher asks the tendency to stay at an institution where the employee is working. The low desire for Stay can also be attributed to the low talent and staffing drivers who are generally in the bottom four at the Mojokerto City Government level. Talent and staffing drivers who are also low indicate that employees feel their current job is not too suitable for their educational background and their abilities. Different from Echelon II level who have a high stay because to fill in positions in echelon II, job assessments have been held first. Increasing the level of engagement can be done by paying attention to the analysis of engagement drivers. Although employees belonging to the passive level are few, which amounts to 4%, this should be a concern for Mojokerto City Government so that the number does not increase. Mojokerto City Government must take action to make employees who are passive to become engaged by paying attention to the analysis of engagement drivers

Table 2. Employee Engagement Drivers

Rank	Content	Total Score	Value
1	Diversity and Inclusion	541	93
2	Collaboration	531	91.2
3	Customer Focus	522	89.7
4	The Manager	513	88.1
5	Career and Development	504	86.6
6	Senior Leadership	499	85.7
7	Survey Follow Up	499	85.7
8	Brand	496	85.2
9	Work Task	492	84.5
10	Reward and Recognition	491	84.4
11	Work-Life Balance	487	83.7
12	Performance Management	485	83.3
13	Job Satisfaction	482	82.8
14	Safety	465	79.9
15	Enabling Infrastructure	459	78.9
16	Talent & Staffing	439	75.4
17	Job Security	433	74.4
18	Autonomy	426	73.2
19	Job Risk	367	63.1

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