

Employee Engagement Assessment In PT Taka Turbomachinery Indonesia Using Aon Hewitt Model

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Abstract – PT Taka Turbomachinery Indonesia is a private company which provides service and maintenance for rotating equipment. The high turnover phenomenon currently happened there. The company indicates that high turnover is closely related to engagement. To reduce turnover rate, the company needs to know the actual engagement conditions to get a clear picture of what strategy the company needs to implement. Therefore, this research aims to conduct an engagement assessment in PT Taka Turbomachinery Indonesia using Aon Hewitt Employee Engagement model. This research applies a quantitative approach by distributing online questionnaires with six-point Likert scales. The sampling method used is simple random sampling with total respondents of 53 people. In analyzing data, researchers use descriptive analysis techniques. This study has shown that 62% belong to the highly engaged category, 34% in the moderately engaged, and 4% in the passive. The highest engagement drivers consist of collaboration, customer focus, and safety, while the lowest value belongs to decision-making, risk, and performance management. In terms of engagement outcome, the percentage of Say, Stay, Strive are 81%, 83%, 79%.

Keywords – Employee Engagement, Aon Hewitt, Employee Turnover

I. INTRODUCTION

In the last two decades, companies have witnessed a dynamic, competitive, and fast-changing business environment. The business world has experienced a transition to the knowledge worker era where employees become valuable assets that can be the main determinant of business performance and sustainability [1]. Keeping the best-performing employee is critical to the success of every business. However, the employee turnover phenomenon still exists throughout the world, and it has become a challenge for human resource management. The term turnover commonly refers to the number of employees leaving the organization.

The phenomenon of high turnover rate is also experienced by PT Taka Turbomachinery Indonesia as one of the private companies, established in 1999 in Bandung, West Java, Indonesia, which provides service and maintenance for rotating equipment. The turnover rate occurring in PT Taka Turbomachinery Indonesia exceeds almost three times from the Key Performance Indicator (KPI) and is categorized as voluntary turnover. After finding out the cause, the company indicates that high turnover rates are closely related to engagement. Several studies have also highlighted the relation between turnover and engagement, one of which is Ngoben and Bezuidenhout, who found that

the more engaged employees, the longer they would remain committed. Such employees also will stay longer with the organization [2]. From that statement, engagement can be conceptualized as an antecedent of turnover. Therefore, it becomes the company's attention to improve its strategy to ensure a high employee engagement level to retain talented employees. In addition, the company needs the engaged employee to reduce turnover.

Before taking more action in solving high turnover, a company needs to know an overview of the actual engagement to highlight where things are going well and things that need improvement. If companies know the extent to which employees are willing to invest their resources in their work, they can help employees engage better. Unfortunately, PT Taka Turbomachinery Indonesia has never assessed employee engagement. They also do not have the tools to assess it, so they do not know the actual situation of the employee engagement and what factors make employees stay for a long time with the company. Actually, research on assessing employee engagement has been carried out by many researchers, but no one has assessed it at PT Taka Turbomachinery Indonesia. In response to that, the researcher will help the company assess employee engagement using the Aon Hewitt Employee Engagement model.

Related to the previous paragraphs, this research is conducted with the following objectives: 1) to identify the current level of employee engagement in PT Taka Turbomachinery Indonesia.; 2) to determine the highest and lowest drivers of employee engagement in PT Taka Turbomachinery Indonesia; 3) to find out the employee engagement outcome by showing the percentage of employees who are classified as Say, Stay, and Strive in PT Taka Turbomachinery Indonesia.

II. LITERATURE REVIEW

Turnover is broadly defined as individuals terminating their employment or otherwise choosing to or being forced to exit the organization [3]. Employee turnover refers to the number of employees leaving. In most cases, turnover impacts the organization negatively. Not only affect the organization, but employee turnover may also have various effects on the employee itself and society [4]. Turnover can be categorized as voluntary and involuntary [5]. Voluntary turnover happens when the employee leaves the organization of their own volition and decision, while Involuntary turnover happens when an employer forces their employee to resign. Aon Hewitt defines employee engagement as the psychological

investment of employees in their organization. It is related to individual, psychological, and behavioral states [6]. Employee engagement and turnover are two factors that are significant predictors of organizational success and failure. The link between engagement and turnover stems from high levels of investment and dedication to work [7]. Much research has been done on the effect of employee engagement on turnover, and the results highlight turnover as a result of employee engagement. Engaged employees tend to be more emotionally attached to the organization and less likely to exit it [8]. From that statement, it is clearly seen that employee engagement affects employee turnover and can be conceptualized as an antecedent of employee engagement assessments in private companies using Aon Hewitt. According to some studies, understanding employee engagement will be advantageous for organizations since it can give a clear picture regarding the engagement situation that will be useful for the company.

Aon Hewitt's engagement model was developed by Aon Hewitt, a global HR consulting firm. The model is widely used worldwide and has a global validation supported by more than fifteen years of research involving millions of employees in various industries and companies. This model illustrates three parts: the consequences of engagement manifested in the business outcomes, the engagement itself, and things experienced by employees in their work. Moreover, the Say, Stay and Strive category becomes the main focus.

In Aon Hewitt's employee engagement model, the level of employee engagement can be described into four categories: highly engaged, moderately engaged, passive, and actively disengaged. When employees are highly engaged, they are inspired to go beyond the call of duty to meet organizational goals. Besides that, they also recognize and support the company's mission, culture, values and establish an actual link to their work and a sense of pride in doing it well. Furthermore, employees who are categorized as moderately engaged are completing their duties and responsibilities well, but they are less likely to improve and bring new efficiencies to the workplace. On the other hand, passive employees do not have any particular interest in work and do not create a positive environment for innovation and progress. An actively disengaged employee is someone who is psychologically absent but physically present. This type of employee has a negative impact on the company where they show little or no concern for the organization's success. This employee is unsatisfied with their work and will share this unhappiness and negative things about the company indirectly and directly with the other colleagues. Based on the Aon Hewitt model, the factors that affect engagement are caused by five things referred to as engagement drivers, namely Agility, Engaging Leadership, Talent Focus, The Work, and The Basics. These five drivers have more specific derivatives, which are then referred to as antecedents with a total of 20 antecedents. Aon Hewitt

divides engagement outcomes into three aspects which are Say, Stay, and Strive. Engagement outcome is a form of realization of employee engagement conditions that exist in the company in which there are employee attitudes and perceptions about the company. Say is the condition where employees are willing to tell positive things about the organization to potential employees, co-workers, and customers; Stay is happened when employees have an intensity of belonging and desire to be part of the organization; Strive is an employee willingness to give their best abilities and effort in their work [9].

III. METHODOLOGY

This research applied a quantitative approach by collecting primary and secondary data. The primary data is obtained by distributing an online questionnaire to find out the current state of employee engagement in PT Taka Turbomachinery Indonesia. The questionnaire was designed based on the AON Hewitt Employee Engagement model with 46 questions consisting of 40 questions about engagement drivers and 6 questions about engagement outcomes and levels. The types of questions are closed questions, where respondents can only answer questions by choosing a limited number of options. In this study, researchers used a six-point Likert scale that ranged from strongly disagree to strongly agree (1-6) to avoid a neutral response. On the other hand, secondary data related to company profiles, vision and mission, culture, value, turnover rate data, and other supporting data obtained directly from companies.

The population of this research is all employees in PT Taka Turbomachinery Indonesia, with a total of 114 people. The sampling method used is simple random sampling, where each element in the population has the same probability of being selected. The sample size of this research is 53 people using the Slovin formula.

Before distributing questionnaires to all sample sizes, researchers conduct initial validity tests to 30 people in the company randomly with the aim to improve the quality of the survey and test the usability and validity of the questionnaire. Then, the researcher makes corrections to the items that were declared invalid. After that, the researcher distributes the questionnaire to all sample sizes, and the data obtained already pass a validity and reliability test using SPSS statistical software version 28. The result shows that all items are declared valid and reliable. The data analysis used in this research is a descriptive analysis that shows some detailed and easy-to-understand grouped data summarized from a large number of responses.

IV. RESULTS

The result findings of this study are presented in the form of statistical descriptions and tabular form that consist of engagement level, engagement driver, and engagement outcome at PT Taka Turbomachinery Indonesia in general.

TABEL I
ENGAGEMENT LEVEL

PT Taka Turbomachinery Indonesia	
Engagement Level	Percentage
Actively Disengaged	0%
Passive	4%
Moderately Engaged	34%
Highly Engaged	62%

The data processing result on the table above shows that 62% of respondents belong to highly engaged, 34% fall into moderately engaged, 4% are passive employees, and none of the employees fall into actively disengaged. The results indicate that although the number of highly engaged employees has become the highest percentage, on the other hand, there are still passive employees. It means that when most employees show initiative and high energy to carry out their responsibilities to go beyond the call of duties, there are also passive employees who do things without any particular interest in work. It creates a tendency for passive employees to be less engaged and even think about leaving the company. In total, there are two passive employees. One comes from the Finance and Administration Directorate, and one comes from Technical and Engineering; both are from above 30 categories. Even though the number of passive employees is not much compared to the moderately engaged and highly engaged categories, the company should prevent these passive employees from becoming actively disengaged and influencing others to become disengaged.

TABLE II
ENGAGEMENT DRIVER

PT Taka Turbomachinery Indonesia	
Engagement Driver	Value
Collaboration	92.0
Customer Focus	90.3
Safety	87.1
Work Task	87.1
Diversity & Inclusion	84.9
Job Satisfaction	84.0
Job Security	82.2
Talent & Staffing	80.6
Manager Leadership	78.9
Enabling Infrastructure	78.5
Empowerment	77.7
Brand	77.5
Work-Life Balance	77.0
Survey Follow-up	75.8
Career & Development	75.7
Senior Leadership	75.2
Reward & Recognition	64.0
Decision Making	62.6

Risk	61.6
Performance Management	59.1

Collaboration becomes the highest driver with a value of 92. It indicates that most of the employees have the ability to collaborate and support each other, whether in the same or different work units. The second rank is occupied by customer focus, with a value of 90.3. This driver is related to one of the company's missions, namely "Focus on customer satisfaction" and the company's value of "Service excellence." It means that most employees already contributed the effort to fulfill the customer needs and expectations. They also prioritize customers above anything else by providing the best service. That kind of behavior can also be categorized as a step to help the company achieve its mission. Safety drivers occupy the third rank with a value of 87.1. It indicates that employees as individuals already feel protected from danger and injury with the implementation of Occupational Health and Safety (OHS) rules.

On the other hand, the lowest engagement drivers include decision-making, risk, and performance management drivers with the value of 62.6, 61.6, and 59.1, respectively. It indicates that the company's decision-making process is still centralized. Respondent also perceives their place to work as risky in terms of work system and job description. The last is regarding performance management. The findings show that the company's performance management had not provided an opportunity for employees to create their own career goals that are in line with company objectives. Most employees perceive that the performance evaluation results have not provided a comprehensive picture of employee performance results, such as what must be achieved and what needs to be improved. Also, there is no feedback or input from their superiors. This kind of thing makes employees feel confused because they do not know the extent of their contribution toward company goals. A performance management system that is less transparent makes employees not understand what needs to be prepared to achieve good performance results.

TABLE III
ENGAGEMENT OUTCOME

PT Taka Turbomachinery Indonesia	
Engagement Outcome	Percentage
Say	81%
Stay	83%
Strive	79%

In the scope of PT Taka Turbomachinery Indonesia, the calculation results generated Say percentages of 81%, Stay 83%, and Strive 79%. From these results, we can see that the Say percentage is generally lower than Stay. It could be that some employees have a tendency not to recommend or actively talk about the organization to others because they may not like to talk much and will only talk about the company if someone asks. Stay aspect is the highest

compared to other outcomes. A high Stay score means that most employees have a sense of belonging and desire to be part of the organization for a long time. The Strive score of PT Taka Turbomachinery Indonesia, in general, is smaller than Stay, which is 83% compared to 79%. It means that 4% of all respondents said they were willing to stay in the current company, but they have not made extra efforts to support sustainable success rather than just finishing the job.

V. DISCUSSION

The highly engaged category has a higher percentage than the other categories, which is 62%. It is caused by the presence of Finance and Administrator directorate that has a highly engaged percentage above the overall average at 71%. On the company side, having highly engaged employees give many benefits. Highly engaged employees tend to stay with the company, which creates a competitive advantage. They also keep going the extra mile to get the job done well, have a solid emotional connection with the company, and helping the company in achieving its goals. They offer their efforts and hard work to maintain high productivity and improve as individuals. The formation of highly engaged employees as a category with the largest percentage also may be caused by collaboration, customer service, and safety, who are in the top three drivers. It means that highly engaged employees feel that these three drivers motivate them to be engaged by showing positive behavior related to that drivers. On the company side, 34% percentage of moderately engaged indicates that they have a positive attitude towards the work given by accomplishing their tasks and responsibilities, but not fully invest in terms of commitment. Furthermore, there are 4% who belong to passive employees. Engagement drivers in the lowest score may become a contributor to the formation of passive employees. The drivers consist of decision making, risk, and performance management that can cause employees to feel unmotivated and become less satisfied with the actual conditions that happened in the company regarding those three drivers. They simply come to work without any particular interest in work. Although passive employees are not as problematic as the actively engaged category, passive employees tend not to create a positive environment for the innovation and progress of a company. The interesting thing about engagement drivers is that the top three drivers, namely collaboration, customer focus, and safety, align with the first and second company's missions. (1) Focus on customer satisfaction, responsive to provide solutions with the best quality and reasonable price; (2) Improvement of professionalism, maintain health, safety, and environmentally friendly, and continue synergy with other parties. The improvement of professionalism mission shows in drivers' collaboration while focusing on customer satisfaction described by customer focus drivers and improving safety for safety drivers implementation. Thus, we can conclude that most employees have been involved in supporting the company to achieve its mission through some of the previously

mentioned drivers. Another interesting thing is that the 2 of 3 highest drivers, namely collaboration and customer focus, belong to the same category, namely Agility. Agility is the employee's ability to respond to rapid changes and change it become a business opportunity. Some experts said that Agility had become one of the drivers involved in forming highly engaged employees, meaning that highly engaged employees show agile characteristics. For example, in terms of change, highly engaged employees respond well to change. They also understand that the change needs to compete, adapt and support change more easily. Therefore, we can say that in the context of this research, the statement is proven. It can be used as one of the strong reasons for the highly engaged score phenomena that are higher than other categories related to the aspects in the highest driver.

Regarding the engagement outcome, the overall average of engagement outcomes is 81%. It means that 19% of the respondents are not even engaged in the Say, Stay, and Strive aspects. The highest percentage is occupied by the Stay category, which means that most employees have a strong desire to be part of the organization and no desire to work somewhere else. The strong desire for Stay aspect can also be attributed to the high value of collaboration, customer service, and safety drivers in the top three. Through these three drivers, we can see that the company has accommodated the aspects that make most employees willing to stay and build commitment. In addition, a high Stay shows the condition of the company that has its charm for employees. The biggest contributor that causes the high number of Stay percentage is employees above 30, which has a higher percentage than below 30 and the overall average in PT Taka Turbomachinery Indonesia by 84%. It is in line with Mobley, who stated that the higher a person's age, the lower his turnover intention [10]. It may be because older workers are reluctant to change jobs due to various reasons such as family responsibilities, decreased mobility, unwillingness to change jobs and start work in a new workplace. Furthermore, if we correlate the results of engagement outcome to engagement level. It can be seen from 96% of the total engaged employees that build from highly engaged and moderately engaged; there are around 15% who are not even engaged in Say, Stay, or Strive. It means that they may be classified as engaged at an engagement level but do not fulfill all aspects of the outcome so that there is a gap regarding the number of engagement levels and outcomes. If we relate it again to the outcome based on the directorate. In that case, it could be that 15% of the gap comes from Sales and Marketing because their engagement outcome on average is relatively small compared to other categories.

VI. CONCLUSION

In general, the findings of this research show that the employee engagement condition at PT Taka Turbomachinery Indonesia can be classified into a good category. When we distinguish the engagement results into two categories, namely engaged and disengaged

employees, the overall score of an engaged category is considered large with a percentage of 96%, which is the combined score of highly engaged and moderately engaged. On the other hand, there is a disengaged category of 4% from a combination of passive and actively disengaged employees. When we correlate it to the engagement drivers, in that case, the creation of engaged employees may be due to the collaboration, customer service, and safety drivers in the top three. On the other hand, the creation of disengaged employees may be due to the drivers in the lowest scores, namely decision making, risk, and performance management. Furthermore, the employee's intention to stay at the company for a long time is also relatively high, as indicated by the Stay score category as the highest compared to the Say and Strive aspect with a percentage of 83%. A high Stay score means that most employees have a sense of belonging and desire to be part of the organization.

Specifically, regarding the engagement level, the result shows that 62% of total respondents are classified as highly engaged, followed by moderately engaged with a percentage of 34%, passive employee at 4%, and none of the employees fall into actively disengaged. From these results, we can see that the distribution of employee engagement is most outstanding in highly engaged employees, meaning that most employees have shown initiative and high energy to carry out their responsibilities to go beyond the call of duties.

The engagement driver results show that the highest driver belongs to collaboration, customer focus, and safety, with values of 92, 90.3, and 87.1, respectively. Two of the three drivers belong to the Agility category, namely collaboration and customer focus, but this category is incomplete due to one Agility category driver left behind, namely decision making with 63.7. Other drivers listed as lowest are risk and performance management, with the value of 61.6 and 59.1, respectively.

The results of engagement outcome generated Say percentages of 81%, Stay 83%, and Strive 79%. From these results, we can see that the Say percentage is generally lower than Stay. That means some employees tend not to recommend or actively talk about the organization to others because they may not like to talk much and are willing to talk about the company if someone asks. The point is that even though the percentage Say aspect is low, they are still willing to Stay. The interesting thing happens if we analyzed more deeper based on the directorate where Sales and Marketing have the lowest Stay score compared to the others. Even the Say and Strive aspect is classified as smallest compared to other directorates. It may be due to the low talent & staffing drivers score in the case of Sales and Marketing compared to Finance and Administrator and Technical and Engineering, whose talent & staffing scores are in the top category.

The company could use the research findings to maintain high levels of employee engagement as a way to retain talented employees and reduce turnover rates. On the other hand, companies also could use the result of this research as a reference to determine and take future strategies to deal

with turnover, predict and prevent high employee turnover that occurs, and define ways to keep employees engaged.

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