

ANALYZING EMPLOYEE ENGAGEMENT IN BUSINESS COMMUNITY CASE STUDY: CIMAHI CREATIVE ASSOCIATION

Jaka Fernando Arisandi and Rendra Chaerudin
School of Business and Managers
Institut Teknologi Bandung, Indonesia
Jaka.fernando@sbm-itb.ac.id

Abstract. The research aimed to know the current condition of employee engagement in Cimahi Creative Association, The methodology used is Questionnaire and Interview. Primary data is collected by questionnaires and interview that distributed to 100 employee and interview the Members of Cimahi Creative Association. Model approach in this study is done by constructing a new construct by combining several existing models, that is the Development Dimensions International (DDI), Employee Engagement and The Institute of Employment (IES) engagement models, and Ontario Hospital Association Model Employee Experience Survey (EES OHA). Based on the purpose of the study is to describe the Employee Engagement in Cimahi Creative Association, the research method used is descriptive method. For measuring the level of employee engagement, researchers used a quantitative method through a questionnaire containing 46 questions and distributed to 100 respondents. After doing research, finally it was concluded that the highest dimension that most influence on employee engagement in the CCA is Interpersonal Support, and the lowest is the Individual values, as well as the highest indicator that led to employee engagement is a Family Friendliness, and the lowest is the pay Benefit and Payment. After averaged, generally members of the CCA has been engage towards the organization

Keywords : Cimahi Creative Association Employee engagement, Employee engagement Model, Business Community

Category: Individual Management, Human Resources Management, Employee Engagement

Introduction

Nowadays, many new strategies are emerging in retaining the employees in an company. Start of improving the employees well being by offer them the best profit accordance with their input for the company. However, it seems it is still not enough. Because according to a survey conducted by the Global HR companies, Tower Watson (2012) as many companies in Indonesia lost 20.87% of employees in 2012. Therefore, they needed more attention from companies associated with the attachment of the company's own employees. In a Business Community, human resources is a very important and crucial factor too, because the human resources are the main drivers of the organization. To obtain good output of community, it's also needs a good human resources. When the Community have individuals who are appropriate to the community, the organizations will be able to reach their goals easily.

Not only for the company, the engage member of the community is also important that the goals of the organization can be achieved effectively and efficiently if they has an engage members. Unlike companies that offer many benefits for employees, communities typically do not provide such a real profit. No salary, health insurance, education insurance, and clappers. The community members are usually joined voluntarily or volunteer. Such community would require more effort to be able to retain its members, and to make their members engage to their community. Therefore, researchers interested in assessing attachment members of this community. One of the concepts that can be

used to assess relationship and feel of engagement of members of the business community is Employee Engagement Theory.

There are several definitions of employee managers proposed by the experts. The first to define employee engagement is a group of researchers Gallup (Endres & Smoak, 2008). They argued that the employee managers can predict an increase in employee performance, profitability, retain employees, customer satisfaction, and success for the organization (Bates, 2004; Baumruk, 2004; Richman, 2006). One is employee engagement as WHO or Reviews those with a passion and feel a profound connection to Reviews their company and drives innovation and move the Organization forward (GMJ, 2006). While Harter, Schmidt, and Hayes (2002) defines employee engagement as a form of individual engagement and satisfaction as well as a form of enthusiasm in doing the job. On the other hand, employee engagement by William Kahn (1990) is of concern employees and their uptake of its role. Engagement itself is a positive attitude, full of meaning, and motivation, which declared with vigor (high level of energy, resilience, willingness to try, and do not give up the face of a challenge), dedication (to feel valued, enthusiastic, inspiring, valuable, and challenging) , and absorption (full concentration on the task given). (Schaufeli, 2002 in Bresó, Schaufeli, & Salanova, 2010). IES definition of engagement also reproduce the colors of what employee engagement is a positive attitude that employees of the organization and the value - the value

Not only related to attitude, this engagement can also give rise to individual energy. Energy born of members / employees who have such engagement is energy psychic and behavioral energy. Psychic energy is energy that can make people feel enthusiastic, passionate, focused, intense, sympathetic, and have other interests attitude toward the organization. While behavioral energy is related to what is done by members / employees who demonstrate persistence, proactive, and adaptable. There are four fundamental principles that must be met by an organization to obtain employee engagement, that are presence of the capacity of members to engage against the organization, members have reason to engage, freedom to engage, and members know how they do engagement. If these principles are met the more powerful feel of belonging or feel of the engagement of members that will have implications for the possibility of the employee to show engagement behavior.

One of the most grow and develop community in Indoensia today is Cimahi Creative Association (CCA), CCA was born in the Cimahi City, West Java at September 29, 2009 SK walikota No. 530/KEP 304 – PENMO/2009. CCA focus on creative industry, especially in Digital Creative like animation, film, etc. Researcher interested to do a research about the level of employee engagement in CCA because this community have so many members, their members about 3500 people. With a lot of number, CCA need the high level of cohesiveness and feel of engagement from their members to ensure and make their community keep survive, develop, and bigger in the future. By using the concepts that has been stated above, the researcher will do a mapping about the level of employee engagement in CCA, knows what they need to keep and increasing in the future, and knows about their weakness and fix it.

This research aims to know the level of employee engagement of Members of the CCA in each dimension of the variable employee engagement using constructs model from DDI models, IES models, and OHA EES models, Knowing the dimensions and indicators of Variable Employee engagement that led to the highest and lowest employee engagement in the CCA and Identifying the level of employee engagement in CCA generally.

Literature Review

Definition of Employee Engagement

There are some definitions of employee engagement put forward by the experts, such as Employee engagement as those who or with a passion and feel a profound connection to their company and drives innovation and move the Organization forward (GMJ, 2006). Employee engagement is an engaging notion – we get excited by it, we get involved in it, we're willing to invest time and effort in it, and we get proactive about pursuing it (source : book of employee engagement from Wiley – Blackwell). According to Paradise (2008) employee engagement is the result of working conditions that support. Meanwhile, according to Harter, Schmidt, and Hayes (2002) defines that employee engagement as a form of individual engagement and satisfaction as well as a form of enthusiasm in doing the job. On the other hand, employee engagement by William Kahn (1990) is of concern employees and their uptake of their role. Engagement is a positive attitude, full of meaning, and motivation, which declared with vigor (high level of energy, resilience, willingness to try, and do not give up facing a challenge), dedication (to feel valued, enthusiastic, inspiring, valuable, and challenging), and absorption (full concentration on the task given)(Schaufeli, 2002 dalam Breso, Schaufeli, & Salanova, 2010). IES definition of employee engagement is a positive attitude that employees of the organization and the value in it.

Both of members or employee, if they have engaged of their organization or company where they seem challenge and meaning in their job, they find passionate in their job, and frankly, they simply look forward to coming to work everyday that will have implied like something special and exceptional like something may be too good to be true. The company or organization need to do take the right man to the right things and the right ways, where the members or employees are focused, passionate, and want to be there and who are proactive, innovative. Employee engagement can be concluded that is a form of attachment and appreciation of members / employees of the organization / company where they are excited by it, Involved in it, willing to invest time and effort they in it, get proactive about pursuing it, the birth of their work conditions support, so then to create satisfaction, and ultimately lead to the achievement of the objectives of the company / organization.

Employee Engagement Model

To get the effective and efficient result , researchers require an appropriate model and adapted to the conditions and atmosphere of the community which is the object of research. The Employee engagement model that will be used by the researcher in this study are the Development Dimensions International (DDI), Employee Engagement and The Institute for Employment (IES) Engagement Model, and Ontario Hospital Association Model Employee Experience Survey (EES OHA). Selection of DDI, OHA EES, and IES as a model used by researchers in this research because has general indicators and in accordance with the needs of this research.

The Development Dimension International (DDI)

When employee find their personal meaning, receive positive interpersonal support, and have a high motivation in their job it's means they feels engaged with the organization or company. Based on those element, Bernthal(DDI, white paper) make those element into three dimension: Individual value, interpersonal Support, and Focus Work.According to Development Dimension International (DDI), there are 13 drives of employee engagement, which are feeling value and involved, pay and benefit, equal opportunities and fair treatment, training development and career, current career intention, co – operation, colleagues, family friendliness, communication, immediate supervisor, performance appraisal, and organization commitment.

Tabel 1. DDI Dimension

Dimension	Definition	Subdimension	Indicator
Individual Value	Able to make unique contribution, experience empowerment, and have personal growth opportunities.	Personal meaning Motivation in their work	Feeling Value and Involved Pay and Benefit Training, Development, & Career Current Career intention Equal Opportunities and fair treatment
Interpersonal Support	Work on safe, cooperative environment.	Trust one another Able to quickly resolve conflicts when they arise.	Cooperation Colleagues Family Friendliness
Focus Work	They have clear dimension, performance accountability, and efficient work environment	Understand when their focus their effort Receive feedback and being held accountability for their progress Work efficient environment	Communication Immediate Managers Performance & Appraisal High Involvement Organizational Commitment

Employee Engagement and The Institute for Employment (IES) Engagement Model

There are ten drives of Employee Engagement according to The Institute for Employment Studies Engagement model (2003), which are training and development, immediate management, performance and appraisal, communication, equal opportunities and fair treatment, pay and benefit, health and safety, co-operation, family friendliness, and job satisfaction.



Figure1. IES's Diagnostic Tools (2003)

Ontario Hospital Association Employee Experience Survey Model (OHA EES)

There are six drives of Employee Engagement according to Ontario Hospital Association Employee Experience Survey Model, which are Job Characteristic, Training and Development, Work team, Immediate Supervisor, Senior Management, and Organization.

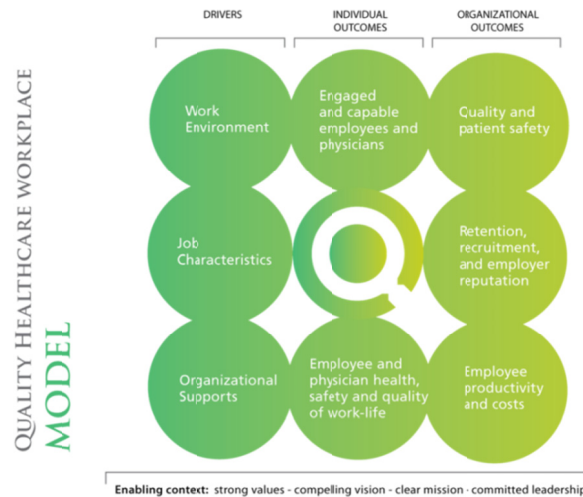


Figure 2. Ontario Hospital Helathcare Workplace Model

Dimention of Employee Engagement

DDI's research concludes that engagement comprises individual value, focused work, and interpersonal support. Each of these three components has subcomponents that further define the meaning of engagement:

1. Individual Value
Employees feel more engaged when they are able to make a unique contribution, experience empowerment, and have opportunities for personal growth.
2. Focused Work
Employees feel more engaged when they have clear direction, performance accountability, and an efficient work environment.
3. Interpersonal Support
Employees feel more engaged when they work in a safe, cooperative environment. "Safe," in this context, means that employees trust one another and are able to quickly resolve conflicts when they arise.

Based on IES, Dimension that to make up employee engagement is:

1. Attitude positive
The organization has a positive attitude, have the atmosphere that can builds each other. So that all persons within the organization feel comfortable and engage to the organization.
2. Organizational Value
Organization has a clear value and able to inspire their members, so that each member knows the direction and goals of the organization's present and future.
3. Interpersonal Support
Each member of mutual help, mutual building, the feeling of kinship is thick. It will make everyone will love and engage to the organization and willing to do anything for their organization.

Based on Ontario Hospital Association Employee Experience Survey, the element or dimensions that make up the Employee engagement is:

1. Emotional
 - Employee proud to tell the others that they are part of the organization
 - They find they value and the organization's value are similar
2. Rational

- Satisfied with job overall
 - Rating of organization as a place to work
3. Behavioral
- Look forward to going work
 - This organization really inspire the best the way of job performance

Level Of Employee Engagement

Based on the level of engagement from DDI, IES, OHA EES, researcher divide the level of employee engagement into 5 scale:

1. Strongly Disengage
This type, the members consistently showed resistance in all aspects. Always look at the negative side of a variety of occasions and every day, this type weaken what is done by other members which engagement.
2. Disengage
They are not getting what they want from their work and the most disconnected from organizational target or priority. This type tends to focus on a given task than the goals of the organization. They just passively waiting for a command to do something, and tend to feel their contribution to the organization ignored.
3. Doubt
The employee who working hard but their focus on the wrong things, or they not focused on their working. They provide their ability to the organization with high rationally awareness and motivational but less attachment emotional to the organization.
4. Engage
It level when in their job the employee are reasonably satisfied and are among the highest effort and performer. They are the Builder people. They always signify high levels of performance. This type would make they use their talents and strengths for the organization as they are able and always had a passion and innovation to develop the company.
5. Strongly Engage
In this level, the employee are so fully contributing to the success of the company or organization and have a great satisfaction in their work. They take initiative and discretionary effort. Members are emotionally committed to the job and the organization every time. They have high self-motivation and really want to make a positive difference and innovation. They always show the expected performance.

Methodology

In this research, researcher used questionnaire to collect the primary data. Secondary data collected from the books for literature study. The organization gathered from direct interview and observation. Researcher also using journal and website to collect data as secondary. The researches uses random sampling stratified. All of the members of CCA is considered as the respondent of this research. To determine the sample if research, the researcher using Slovin's Formula sampling Technique. For measuring the level of employee engagement, researchers used a quantitative method through a questionnaire containing 46 questions and distributed to 100 respondents. Data obtained from the collection of data, further processed and analyzed. To answered Employee Engagement in Cimahi Creative Association, researcher using descriptive analysis method based on the results of the completed questionnaire that filled by respondents. Other than that used qualitative methods analysis that suggests the data are included by way of classifying and tabulating given an explanation. Values of response obtained from the questionnaire weighted based on the Likert scale. Answers are provided tailored to the Likert Scale is (Hasan, 2002: 72): Perception Strongly Disagree, worth 1, Means of respondents stated strongly Disagree on things asked. Perception Disagree, worth 2, Means of respondents stated Disagree on things asked. Perception Doubt, worth 3, Means of respondents stated Doubt on things asked. Perception Agree, Worth 4,

Means of respondents stated Agree on things asked. Perception Strongly Agree, Worth 5, Means of respondents stated strongly Agree on things asked.

Data Analysis

Employee Engagement Dimension Analysis

Individual Value Dimension

Feeling Value And Involved

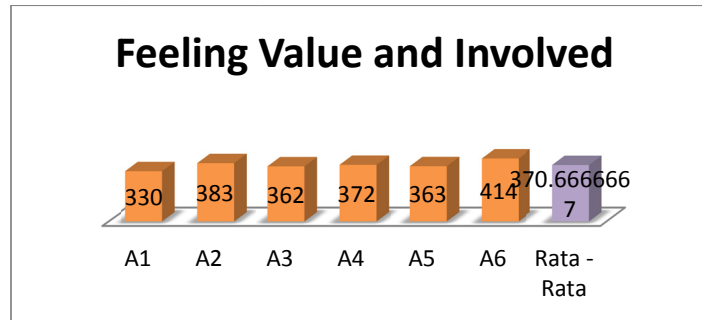


Figure 3. Feeling Value and Involved

By looking at the average score, feeling value and involved Indicators scores 370, 667 (engage) means that each member already has a Feeling Value and a good level of the organization Involved of Cimahi Creative Association

Pay Benefit and Reward

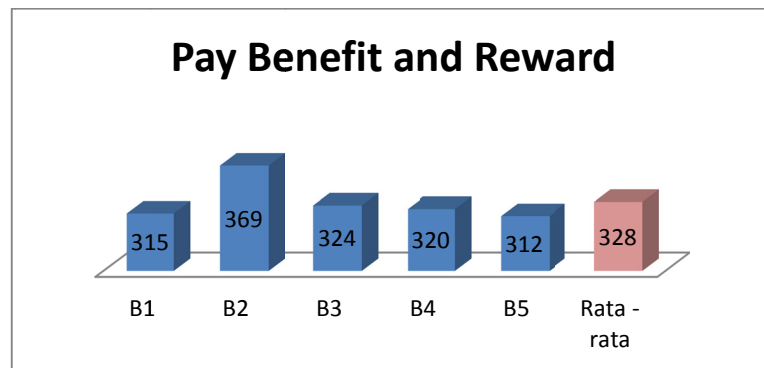


Figure 4. Pay Benefit and Reward

By looking to the average score, Indicators Pay Benefit and Reward scored 328 (doubt) which means CCA members feel Pay Benefits and rewards they receive is not in accordance with what they should get.

Training and Career Development Opportunity

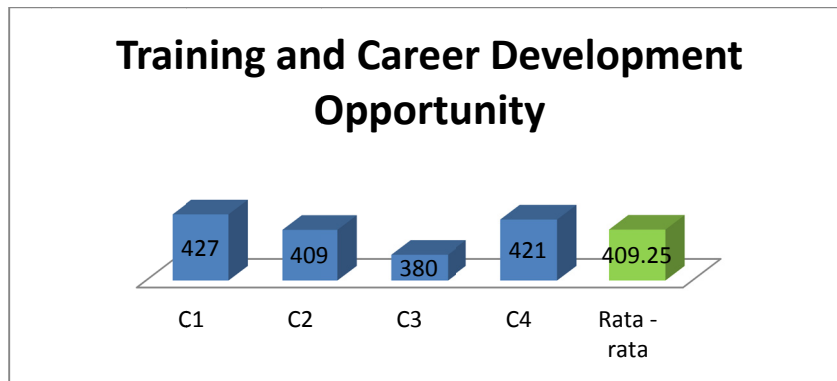


Figure 5. Training and Career Development Opportunity

By looking to the average score, the scores obtained from the Training and Career Development Opportunity Indicators is 409.25 (engage) means that members feel the organization has provided training and career development opportunity good to them.

Job Characteristic and Satisfaction

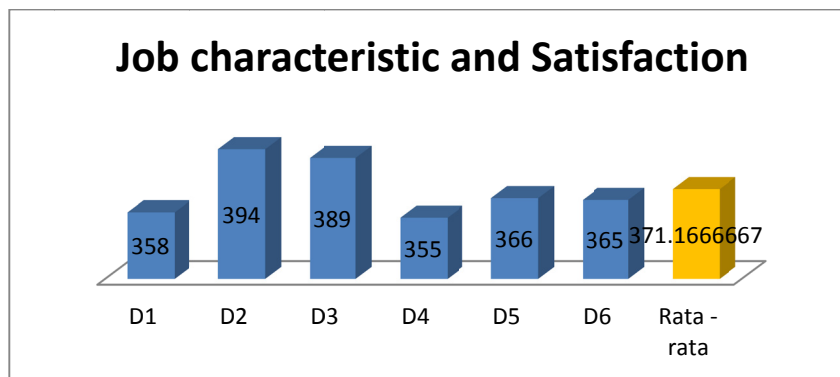


Figure 6. Job Characteristic and Satisfaction

By looking to the average scores, the scores obtained from the Indicators of the Job Characteristics and Satisfaction dimension is 371, 1667 (engage) means that members feel has had a clear Job Characteristic and high level of satisfaction for each task they receive from the organization.

Health and safety

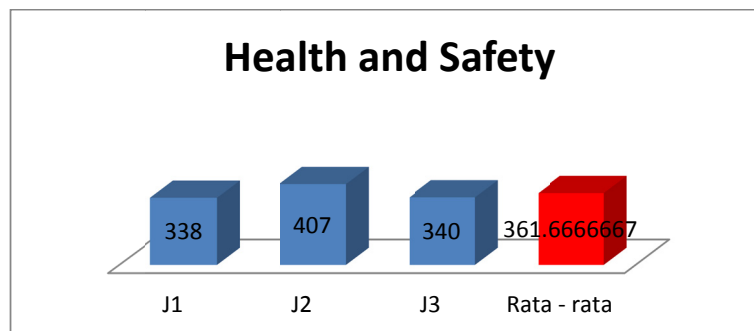


Figure 7. Health and Safety

The average score was 361, 667 (engage), it means that as long as this organization pay enough attention to health and safety of each of they members, so that the performance of each member of the CCA better and productive future.

Summary of Individual Value Dimension

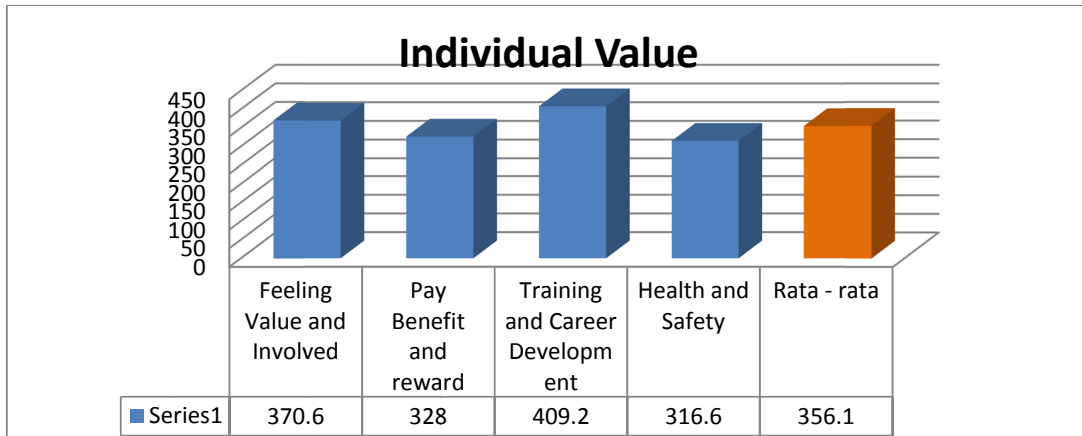


Figure 8. Individual Value

Based on the above diagram, shown average score of Individual Value dimensions of 356.1 which means Individual Value, a member of the Cimahi Creative Association have engage to the organization.

Focus Work Dimension Immediate Management

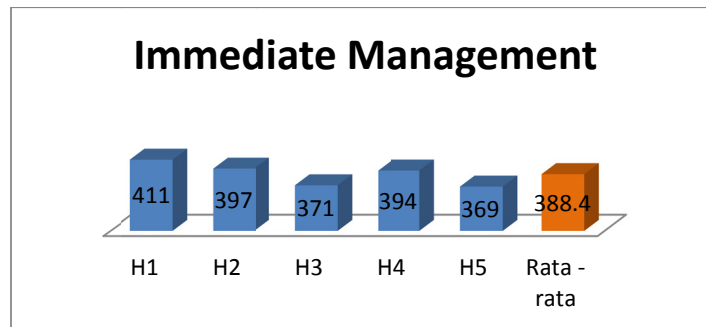


Figure 9. Immediate Management

The average scores for the Indicators of the Immediate Management is 388.4 (engage), it indicates that there is a well established relationship and harmony between managers and members in this organization, so that the organization is able to run effectively and efficiently.

Organizational Commitment

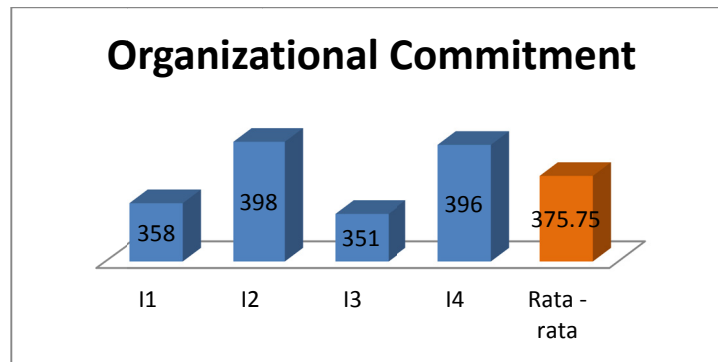


Figure 10. Organizational Commitment

Judging from the average scores obtained from Indicators Organizational Commitment is 375.75 (engage), showed that members of Cimahi Creative Association has a high commitment to the organization.

Summary of Focus Work Dimension

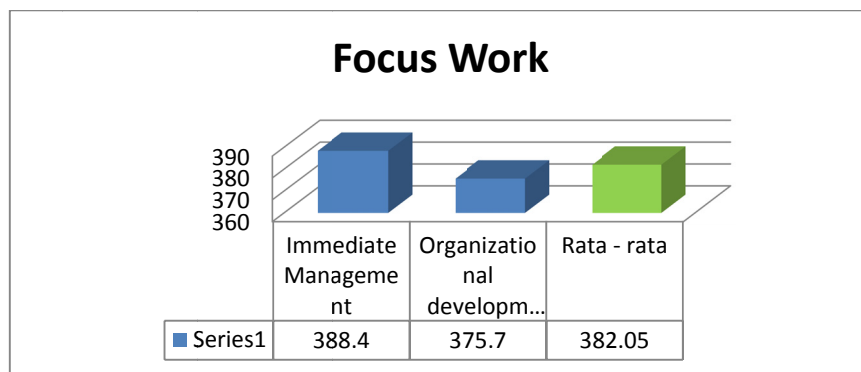


Figure 11. Focus Work

From the diagram above, the researchers get the data where the average score for Focus Work dimension is 382.05 which shows Cimahi Creative Association members in Focus Work dimension has been engage to this organization.

Interpersonal Support Dimension Cooperation and Teamwork

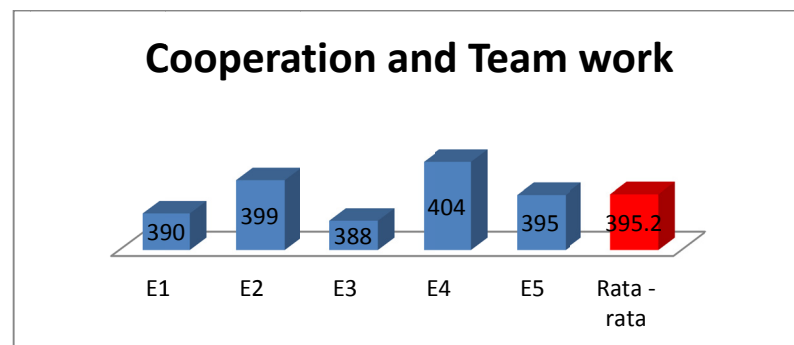


Figure 12. Cooperation and Teamwork

The average score of Cooperation and Team work Indicators is 395.2 (engage) means Cimahi Creative Association members feel that they have had a high level of Cooperation and Teamwork between each other.

Communication

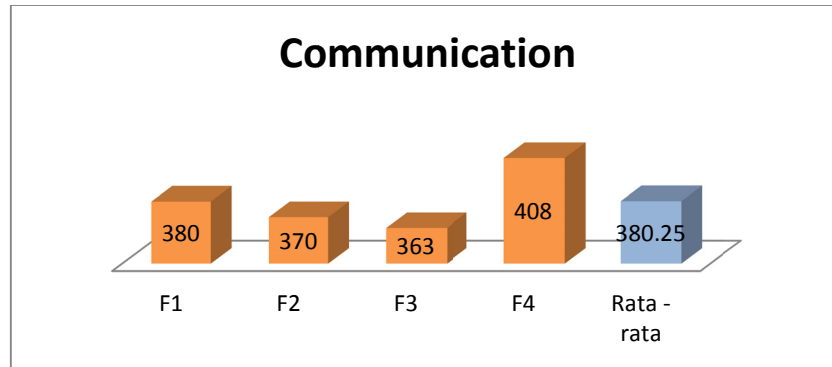


Figure 12. Communication

By looking at the average scores, obtained a score of Indicators Communication is 380.25 (engage), it means that there is good communication within the organization among the board, the board to members or otherwise, as well as fellow members.

Family Friendliness

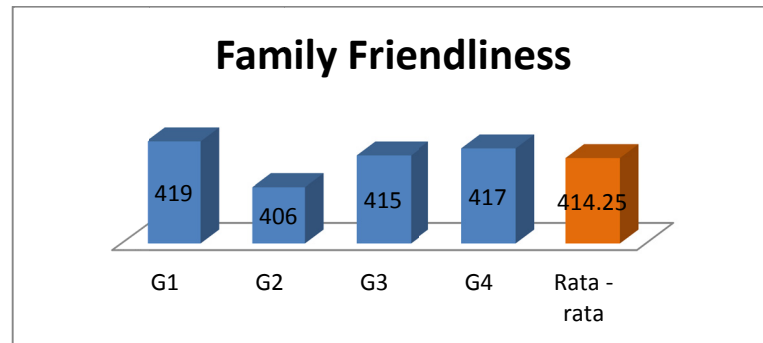


Figure 13. Family Friendliness

The figure above describes the level of engagement members Cimahi Creative Association in terms of Family Friendliness Indicators. This indicators is the highest average indicators compared to other, it shows that the biggest factor that causes Cimahi Creative Association members engage against to organization is because the sense of family in this organization is very high, which causes everyone in it have sense of belonging and feel bound by this organization.

Summary of Interpersonal Support Dimension

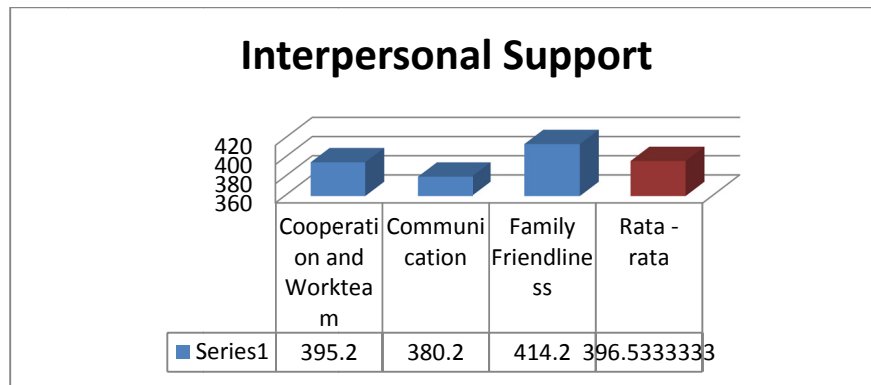


Figure 14. Interpersonal Support

Dimensions of Interpersonal Support is highest dimension that causes employee engagement in Cimahi Creative Association, the score was 396.53.

Analysis for the Highest and Lowest Dimension and Indicator

From the data processing has been done before, the dimensions of the variable employee engagement highs and lows can be seen in the following figure 4:20 :

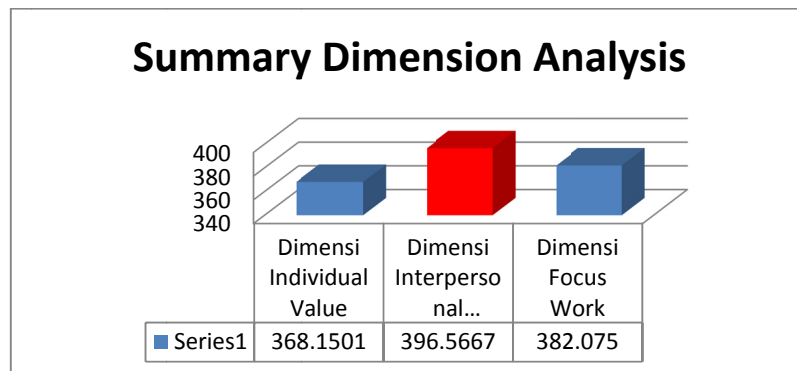


Figure 15. Summary Dimension Analysis

From the following figure can be seen that the dimensions of the variables that the highest cause the employee engagement in Cimahi Creative Association is Interpersonal Support and the lowest is the Individual Value. When viewed from the side while the indicator variable Employee Engagement highs and lows can be seen in the following figure .

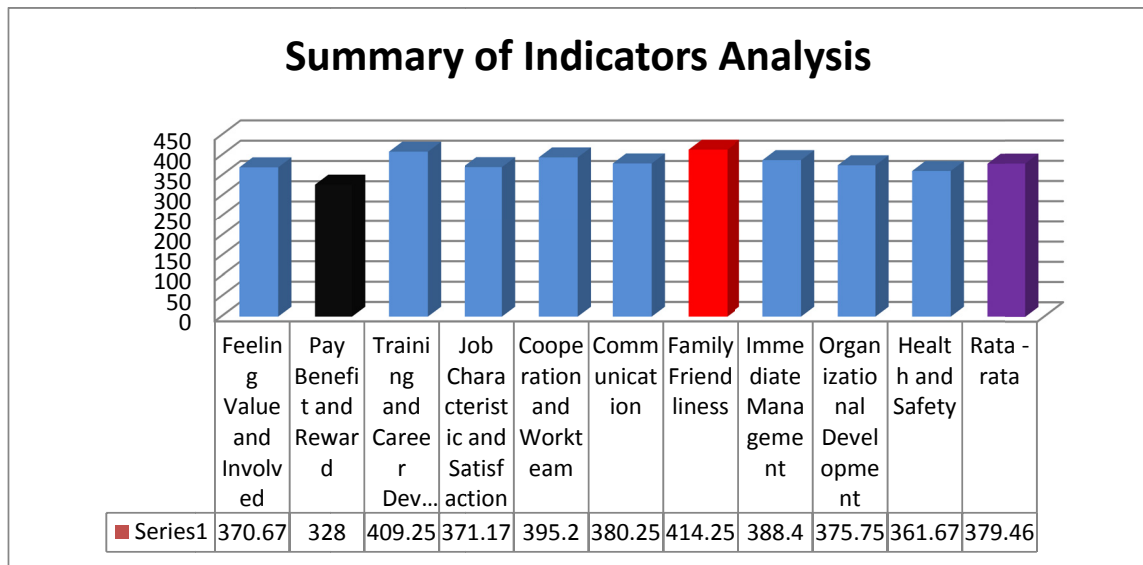


Figure 16. Summary of Indicators Analysis

From the Figure above, it can be seen that the highest indicator that cause members of Cimahi Creative Association is the FAMILY Friendliness which means everyone who is in the CCA engage on this organization because of a sense of family that is very strong and thick, it makes them comfortable, loyal , and ready to do anything to develop CCA. While the lowest indicator of the research is PAY BENEFITS and REWARD, which means that during this time the CCA manager is not too open about payments to their members, members feel that what they receive is not in accordance with what they get should

Analysis of Employee Engagement of CCA Overall

By looking at the average score across dimensions, then obtained a score of employee engagement of Cimahi Creative Association is 379.4 from 500, which means that members of CCA members during this BEEN ENGAGE towards the organization.

Conclusion

From the results of the data analysis, it can be concluded as follows:

1. Based on the research, the highest dimension to led employee engagement in the CCA is Interpersonal Support (with a score of 396.5667 of 500) which means that members of the organization engage CCA has been largely due to a sense of kinship and solidarity among its members and managers. Next is the Focus Work dimension (with a score of 382.075 of 500) which means that although not as high as Interpersonal Support, but this time the CCA members already have a good focus on every job and tasks assigned by the organization to them. Last, lowest dimension scores of other dimensions are Individual values (with a score of 368.1501 of 500), but the Individual Value dimensional is still part of engage intervals.
2. The highest dimension which causes Employee engagement in the CCA is Interpersonal Support (396.5667 score of 500) and the lowest dimension that cause employee engagement is the Individual Value (with a score of 368.1501 of 500). The highest indicator that led to employee engagement in the CCA is the Family Friendliness (with a score of 414.25 out of 500), and the lowest indicators that lead to employee engagement is Pay Benefit and Reward (with a score of 328 out of 500).

3. Overall, the average scores of employee engagement of members Cimahi Creative Association is 379.46 out of 500, which means that during this member Cimahi Creative Association has Engage towards the organization.

Recommendations from the discussion / analysis of data research, the researchers gave the following recommendations:

1. The organization should keep and continue to increase the sense of kinship and solidarity of members of Creative Association Cimahi both fellow members and managers, so, then the organization will keep strong and growing in the future, because most causes employee engagement in this organization is the Interpersonal Support. Furthermore, members and managers must help each other - to help create the constructive conditions and positive atmosphere within the organization, so that all organization's goals can be achieved and all tasks can be solved with the maximum planned, due to the atmospheric conditions are positive, respect each others in the organization will make the members more focus and loyal on this organization, both professionally and amicably
2. For managers, researchers suggest that a more open and transparent in providing information to each members, be fair and be able to make the atmosphere more conducive and positive organization, establish a healthy and effective communication, put the right men to the right job and work. Multiply the Gathering activities among members and managers, continue to maintain cohesiveness and credibility of the organization, so that the managers able to be a role model for their members.
3. Overall, based on the results of this research, members of Cimahi Creative Association has Engage towards the organization, the researchers suggest that this be preserved and enhanced, all the elements have to help each other - help make this organization more bigger and developed in the future, to maintain and improve the already good, and improving aspects that are still considered less.
4. This study is still very far from perfect, the researcher expect in the future this research can be continued and perfected to make it more useful for the people and communities in Indonesia and even in the world.

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