Employee Engagement: Analysis of The Motivation to Stay or Leave The IT Directorate Of Bank Tangguh

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Abstract. *The aim of this study is to identify the factors of employee engagement which influence employees' motivation to stay or leave and to develop a retention strategy for IT employees in Bank Tangguh. After merging with its shareholder, Bank Tangguh has the eighth largest assets in the banking industry in Indonesia. This has enhanced the company's reputation and brand. However, a high rate of IT turnover is still a big challenge for Bank Tangguh Data for this issue are collected using questionnaires and interviews. This study uses the employee engagement model of Fajar & Bangun (2017) and the happiness drivers identified by Hills and Argyle (2002). The employee engagement factors are company brand, leadership, performance, the basics, post-merger drivers, happiness drivers. They are mapped against the engagement behaviors (say, stay, and strive). A normality test and reliability and validity tests are performed to ensure the proper instruments are being used. The results showed that there are three main reasons for employees to stay—performance, post-merger drivers, and the basic—and three main reasons to leave: the basic, performance, and leadership. Based on those findings, the author proposes a strategy to retentain IT employees in Bank Tangguh to reduce the turnover rate.*

Keywords: *Employee engagement, retention, turnover, motivation, banking industry*

Abstrak. *Tujuan dari penelitian ini adalah untuk mengidentifikasi faktor-faktor keterlibatan karyawan yang mempengaruhi motivasi karyawan untuk tinggal atau pergi dan untuk mengembangkan strategi retensi bagi karyawan IT di Bank Tangguh. Setelah bergabung dengan pemegang sahamnya, Bank Tangguh memiliki aset terbesar kedelapan di industri perbankan di Indonesia. Ini telah meningkatkan reputasi dan merek perusahaan. Namun, tingkat perputaran IT yang tinggi masih menjadi tantangan besar bagi Bank Tangguh. Data pada studi ini didapat melalui kuesioner dan wawancara. Studi ini menggunakan model keterlibatan karyawan Fajar & Bangun (2017) dan happiness drivers yang diidentifikasi oleh Hills and Argyle (2002). Faktor keterlibatan karyawan adalah merek perusahaan, kepemimpinan, kinerja, the basics, post-merger drivers, happiness drivers. Hal tersebut dipetakan terhadap perilaku keterlibatan (berpendapat, menetap, dan meninggalkan). Tes normalitas dan uji reliabilitas serta validitas dilakukan untuk memastikan instrumen yang tepat digunakan. Hasilnya menunjukkan bahwa ada tiga alasan utama bagi karyawan untuk menetap - kinerja, post-merger drivers, dan the basics - dan tiga alasan utama untuk meninggalkan: the basics, kinerja, dan kepemimpinan. Berdasarkan temuan tersebut, penulis mengusulkan strategi untuk kembali mempertahankan karyawan IT di Bank Tangguh untuk mengurangi tingkat turnover.*

Kata kunci: *Keterlibatan karyawan, retensi, perputaran, motivasi, industri perbankan*

Introduction

The financial services industry has begun using so many innovations that the job of a bank as an intermediary has fundamentally changed. New players are entering the business sector, including finance technology (FinTech) startups. These are companies that use technology innovatively in the design and delivery of financial services. Based on Otoritas Jasa Keuangan (OJK) September 2019, there are 127 registered or licensed FinTech startups offering financial services in Indonesia. The increasing number these companies is in line with job opportunities, especially for IT employees. Those companies compete aggressively in hiring, and some offer big prize for IT employees who already have experience in the industry. A talent war is inevitable among financial services industry companies, including Bank Tangguh.

To increase sustainability and ensure its growth, Bank Tangguh engaged in mergers and acquisitions, which are appealing growth strategies for many businesses (Davis Alison, 2019). Companies engage in mergers and acquisitions for a variety of reasons, such as entering new markets, developing new products, combining talent, increasing innovation, and especially to generating higher returns (Gallup, 2018).

Bank Tangguh is the result of a merger between Bank Perkasa and Bank Teguh. Bank Perkasa is owned by the company's shareholder, which is a multinational bank and financial services company. Bank Perkasa, established in 1989, offered a wide range of financial services and products to corporate clients and provided project financing for infrastructure development. Bank Teguh focused on serving and empowering lower-income clients, including micro, small, and medium enterprises, and the mass market. The integration of the two banks with the new name Bank Tangguh was an ideal and complementary combination to capture growth opportunities and to serve the needs of a variety of segments.

After merging with its main shareholder in 2019, Bank Tangguh becomes Indonesia's 8th largest bank in assets. This has enhanced the company's reputation and brand. Perceptions of a company's reputation perceptions are an important predictor of employee engagement (Artyom Shirin & Nicola Kleyn, 2017). Research conducted by Corporate Reputation Magazine (CR) found that if a company has a good reputation, it is more likely to be seen as a great place to work, so it is likely to have greater retention of its employees (CR Magazine, 2014). To achieve its vision, mission, and values, Bank Tangguh was supported by 15 directorates with a total of 7802 permanent employees in 2018. According to the bank's vision, one of the most important directorates is the information technology (IT) directorate, since businesses are incrasingly supported with digital technology.

According to the bank's human capital team, in November 2019 the IT directorate lost 22% of its subject matter experts, including senior managers, department heads, and senior developers. Because of this, the IT directorate delayed several projects, which would have increased the revenues of the bank.

Every merger or acquisition brings major changes to an organization, and it presents challenges to employees (Davis Alison, 2019). Aligning different teams, cultures, and values to eliminate redundancies becomes extremely stressful because of the uncertainty that employees must face. Those procedures should be conducted fairly and not hurt employees, whether they leave or stay (Gallup, 2018). Researchers have found that without considering human factors, no bank merger has been successful (Schweiger and Ivancevich, 1985; Schweiger and Weber, 1989; Cartwright and Cooper, 1993; Buono and Bowditch, 2003; Kahr, 2011; Chinta, 2016). Employee considerations are just as important as financial considerations when corporations strategize the steps of a merger (Adam Sorenson, 2012).

The IT directorate of Bank Tangguh had lower profit because it failed to retain IT employees. The number of IT employees kept decreasing while the bank had to deliver value to customers faster than its competitors. Retaining IT employees is one of the biggest challenges for Bank Tangguh, especially for the IT directorate. A shortage of talent is a potential risk for businesses in many aspects, including:

a. Business performance is lower because project are stopped or suspended. Solutions are delivered late to customers compared to competitors.
b. Project delivery suffers because there are not enough subject matter experts to run the projects.
c. The workload of current employees increases because of the limited resources.
d. There are higher costs for training new employees and investing in and developing current staff.

Therefore, Bank Tangguh needs the right strategy for retaining IT employees to ensure the continuity and sustainability of the business.

Engaged employees are critical to a company's success in any circumstances. Gallup's State of the American Workplace report noted the relationship between employee engagement and employee retention: engaged employees are more likely to stay with their company, lowering turnover and its costs (Sue Wigston, 2018). Companies that do not take the right steps to keep their current employees engaged are at a high risk of losing these valuable people to disengagement (Aon Hewitt, 2015). Their research revealed that the percentage of employees who are highly engaged is cut in half during a merger and acquisition event (The HR Gazette, 2014). That is why employee engagement is critical for the company right now.

The theoretical basis of this report is the employee engagement model of Fajar and Bangun (2017) combined with the happiness drivers identified by Hills and Argyle (2002) and the post-merger drivers of Bank Tangguh's IT directorate This combination model includes six engagement factors that influence three types of employee engagement behaviors: say, stay, and strive.

The aim of this paper is to identify which engagement factors have the most influence on IT employees' motivation to stay or to leave, and to develop a retention strategy for IT employees in Bank Tangguh.

The paper contains of Literature Review and Hypothesis Development, Research Methodology, Conceptual Framework, Data Collection Method, Data Analysis, Results and Discussion, Recommendation, and Conclusion

Literature Review and Hypothesis Development

Employee Engagement Models
This study used the Aon Hewitt employee engagement model, the employee engagement model of Fajar & Bangun (2017), the happiness drivers identified by Hills and Argyle (2002), and the post-merger drivers of Bank Tangguh's IT directorate.

The Aon Hewitt Employee Engagement Model
According to Aon Hewitt, focusing on employee engagement helps to improve employee performance (Aon Hewitt, 2015). The Aon engagement model comprises interconnected levels of engagement drivers, engagement outcomes, and business outcomes.

Engagement drivers are a critically important and actionable parts of a complete engagement model. These drivers are grouped under various themes such as brand, leadership, performance, company practices, the basics, and the work.

Meanwhile, there are three employee engagement outcomes that indicate an employee is connected well with the organization. They are Say, Stay, and Strive. Say refers to employees who speak positively about the company and their surroundings but are always open to new opportunities at other companies. Besides expressing good things about the organization, stay employees feel that it is hard to leave the company but but they would consider working at another company that makes them a better offer. Strive refers to employees who are engaged and exert their best efforts to make the sompany succeed. They would not leave the company even when if it is in poor condition.

The engagement drivers and engagement outcomes provide additional useful predictors of business outcomes and performance. They are employee retention, increased productivity and customer satisfaction, sales growth, and profitability.

The Employee Engagement Model of Fajar & Bangun (2017)

These authors indentified several engagement drivers:

a. Company brand (reputation, Employee Value Proposition/EVP, corporate responsibility);
b. Leadership (senior managers, business unit leader, mission and purpose, expectations, progress, transparency & honesty, inspiration, coaching);
c. Performance (career opportunities, learning, development, growth, performance management, people management, rewards & recognition);
d. The basic (benefits, job security, safety, work environment, work/life balance, materials and equipment);
e. The work (collaboration, empowerment, autonomy, assigned tasks, having one's opinion count, fit & proper, slack time);
f. Company practices (communication, customer focus, diversity and inclusion, enabling infrastructure, talent and staffing, continuous investment in people, and investment in management development).

The Happiness Drivers of Hills and Argyle (2002)

Happier people have more job satisfaction (Bangun et al., 2019). Job satisfaction has an impact on happiness (Ginting et al. 2017). Using factor analysis, Hills found eight factors that determined happiness: a rewarding life, mental alertness, being pleased with oneself, finding beauty in things, being satisfied with life, managing their own schedule, looking attractive, and having happy memories (Hills and Argyle, 2002).

Mergers and Acquisitions

Mergers and acquisitions (M&A) is a broad phrase that refers to the combining of businesses or assets through a variety of financial transactions. A merger occurs when two or more companies join forces to form a new company while keeping one of the originals. Meanwhile, an acquisition is the purchase of enough of one company's shares by another firm to be able to control what that company does (Adam Hayes, 2021). According to Mallikarjunappa and Nayak (2007), still other factors can affect the success and failure of M&A. They are size issues, diversification, cultural fit, strategic fit, complete and adequate due diligence, integration management, and leadership roles. Strategies for merging different corporate cultures include assimilation, deculturation, integration, and separation (McShane & Von Glinow, 2015). An appropriate merger strategy includes good cultural fit and a clear integration road map of actions that the leaders exercise during the merger process.

IT Directorate Post-Merger Drivers

After the merger, there were several initiatives implemented in the IT directorate. The author has identified factors that can serve as engagement drivers in this study. They can help determine which changes contributed to the higher employee turnover. They are:

a. Collaboration with business: implementing an agile methodology is one way for the IT team to collaborate directly with other teams in the business to get their perspective and feedback quickly.

b. Employee entertainment: some additional facilities have been provided since the merger was declared. These include free access to online learning classes and special offers for employees, such as discounts on food, accommodations, and transportation.
c. Cost savings: consolidating projects for business efficiency leads to time and cost efficiency.

Stay Interview
This type of interview is conducted by a leader with an individual employee in a structured discussion to learn specific actions the leader can take to increase employee engagement and retention in the organization (*Richard P. Finnegan, 2018)*. Stay interviews are more effective than exit interviews or employee surveys because they connect leaders to employees without intermediaries, one on one, building engagement and boosting retention.

Research Methodology

The study used a questionnaire to obtained primary data from current employees while the author conducted interviews with former employees of Bank Tangguh. Meanwhile, supporting data were collected from internal organization documentation and other relevant sources.

Conceptual Framework
Based on the employee engagement models mentioned in the literature review and considering the current condition in Bank Tangguh, the author chose four engagement drivers: company brand, leadership, performance, and the basic. These are combined with the Bank Tangguh IT directorate post-merger drivers and happiness drivers by Hills and Argyle. They are: life is rewarding, mentally alert, and pleased with self. The engagement drivers involve employee motivation toward engagement outcomes. They are Say, Stay, and Strive. Table 1 shows the conceptual framework of this study. This model was used to construct a questionnaire for current employees.

Table 1.
Conceptual Framework (Combination Aon Hewitt, Fajar & Bangun (2017) Employee Engagement Model, Bank Tangguh IT Post-Merger Drivers and Happiness Drivers by Hills and Argyle)

Engagement Driver	Item	Engagement Behavior
Company brand	Reputation	
	Brand/EVP	
	Corporate responsibility	
Leadership	Senior leadership	
	Direct supervisor leadership	Say
	Coaching	
Performance	Career opportunity	
	Performance management	
	Rewards & recognition	Stay
The Basic	Benefits	
	Work Environment	
	Work/Life Balance	
IT post-merger drivers	Collaboration with Business	Strive
	Employee Entertainment	
	Cost Savings	
Happiness drivers	Life is Rewarding	
	Mentally Alert	
	Pleased with Self	
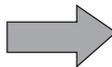
Data Collection Method

Data are obtained from questionnaires and interviews of targeted respondents using a purposive sampling method. The questionnaire was given to current employees, and interviews were held with former employees.

Participants

The author conducted this study in the IT directorate of Bank Tangguh. Since the organization contains various generations of employees, the analysis covers all employees regardless the employee generation. The qualifying participants for this study are permanent employees. The author sent email and followed up using WhatsApp messaging, asking permanent employees to complete the questionnaire voluntarily. As a result, in eight days there were 105 respondents who completed the questionnaire from a total 377 current permanent employees in IT directorate. Meanwhile, 75 employees resigned in 2019, but only 10 were interviewed because of resource limitations.

Questionnaire For Current Employees

The questionnaire was used to identify the current condition of employee engagement and retention for each engagement driver and to identify push factors, which are the internal conditions that influence employees' motivation to stay or to leave Bank Tangguh. The questionnaire was designed based on the research treated in the literature review (Hills and Argyle, 2002; Fajar, 2017; Bank Tangguh, Directorate IT) which is presented in Table 2. The questionnaire had two parts: the six engagement drivers and the three engagement behaviors as outcomes.

The 42 questions represent the indicators of the engagement drivers. The questionnaire uses a six-level Likert scale (Siregar, 2013), which eliminates neutral answers. Each level represents the weighted scale explained on Table 3. The questionnaire has two forms of statement, positive and negative. Negative statements refer to the opposite meaning of an indicator and they are marked with stars (*). They are questions 35 and 36. The negative statements are scored in reverse: Strongly Disagree 6 – Strongly Agree 1

Table 2.
Questionnaire for Current Employees

Engagement driver	Indicator	No	Question
Company Brand	Brand	Q1	I am proud to be working at Bank Tangguh
		Q2	I am happy to be able to work at Bank Tangguh especially after Bank Tangguh is now part of its main shareholder which has international banking connections and access
	Reputation	Q3	I am proud to work at Bank Tangguh because Bank Tangguh is on the list of companies that change the world according to Forbes and ranks 8th as the largest bank in Indonesia
		Q4	In my opinion, it's important to work in a reputable company
	Corporate responsibility	Q5	I am happy working at Bank Tangguh because Bank Tangguh has Daya program to empower society
		Q6	I like working at Tangguh Bank because Bank Tangguh gives positive impact to society

Table 2. (Contineud)
Questionnaire for Current Employees

Engagement driver	Indicator	No	Question
Leadership	Senior leadership	Q7	Our leadership carries out a strategy that is in line with the vision of Bank Tangguh, which is to become the first-choice bank in Indonesia, which can make a meaningful change in the lives of millions of people, especially with the support of digital technology
		Q8	Our leaders strongly support the personal and career development of employees
	Direct supervisor leadership	Q9	Our direct supervisors are leaders who set a good example for their subordinates
		Q10	Our direct supervisors often provide motivation to their subordinates to achieve goals and objectives clearly
	Coaching	Q11	Our direct supervisors routinely provide feedbacks on the work we do
		Q12	Our direct supervisors routinely conduct coaching and provide solutions to the work obstacles we face
Performance	Career opportunity	Q13	Bank Tangguh provides the opportunity to develop employees' skill and career
		Q14	Bank Tangguh especially IT directorate provides opportunities to develop careers fairly and objectively
	Performance management	Q15	Bank Tangguh performance appraisal system is objective and is used as a basis for determining promotions, salary increases, and performance awards
		Q16	The Key Performance Indicator (KPI) is currently in line with all task we work on
	Rewards & recognition	Q17	I am happy to work at IT directorate of Bank Tangguh because the Directorate of IT has a program to appreciate employees with good achievement
		Q18	I am happy to work at Bank Tangguh especially in IT directorate because we received appreciation for our good performance and hard work

Table 2. (Contineud)
Questionnaire for Current Employees

Engagement driver	Indicator	No	Question
The Basic	Benefits	Q19	In my opinion, the compensation and benefits provided by Bank Tangguh are very competitive
		Q20	We get the benefits in accordance with what we already accomplished in our job
	Work environment	Q21	I feel comfortable working at Bank Tangguh because the environment of the Bank Tangguh especially the Directorate of IT supports employees to be able to have good relations with colleagues
		Q22	I am comfortable working in the IT directorate because of the location, physical facilities, and appearance of the workspace and the physical form of the Bank Tangguh
	Work/life balance	Q23	Employees have the opportunity to be involved in various activities contained in the Tangguh Club to distribute their hobbies, interests, talents, making us feel like at home while working at Bank Tangguh
		Q24	I feel comfortable working at Tangguh Bank because of the flexibility of working system that is applied including flexy working time and clothes
	Collaboration with business	Q25	I am pleased that in order to follow the trend of current ways of working, the Directorate of IT is implementing new ways of working (Agile Methodology)
		Q26	I like to collaborate with business because I will be able to know the perspective and feedback from the business directly
IT post-merger drivers	Employee entertainment	Q27	I like working at Bank Tangguh because Bank Tangguh provides free access to online learning classes
		Q28	I like working at Bank Tangguh because Bank Tangguh works with companies that provides special offers for employees, for example discounts on food, accommodation, and transportation
	Cost savings	Q29	I really support that all IT projects should be done based on business priorities
		Q30	I really support IT initiatives to consolidate projects for business efficiency including time and cost efficiency

Table 2. (Contineud)
Questionnaire for Current Employees

Engagement driver	Indicator	No	Question
Happiness Drivers	Life is rewarding	Q31	I feel that my life is very useful
		Q32	I feel completely that my life is a gift that I need to be thankful for
	Mentally alert	Q33	I feel completely that I think openly and without prejudice in dealing with all situations
		Q34	I feel that I am good at putting myself in every situation
	Pleased with self	Q35*	I feel unhappy with myself right now
		Q36*	I feel that there are many things that I need to improve on myself
Engagement behavior	Say	Q37	I would like to recommend Bank Tangguh to friends who are looking for work especially for IT directorate
		Q38	I will tell people regarding the benefits of working at Bank Tangguh
	Stay	Q39	I find it hard to leave Bank Tangguh
		Q40	I almost never thought of leaving Bank Tangguh and then working for another company
	Strive	Q41	I will not move to another company and continue to work at Tangguh Bank even though the performance of Bank Tangguh is temporarily decreasing
		Q42	Bank Tangguh motivates me to strive and work optimally every day for Bank Tangguh success

The 42 questions represent the indicators of the engagement drivers. The questionnaire uses a six-level Likert scale (Siregar, 2013), which eliminates neutral answers. Each level represents the weighted scale explained on Table 3. The questionnaire has two forms of statement, positive and negative.

Negative statements refer to the opposite meaning of an indicator and they are marked with stars (*). They are questions 35 and 36. The negative statements are scored in reverse: Strongly Disagree 6 – Strongly Agree 1.

Table 3.
Weighted Scale of Indicator Levels

Code	Indicator Level	Weighted Scale	Description
1	Strongly Disagree	1	It is totally not aligned with respondent's opinion, feeling, situation, and condition
2	Moderately Disagree	2	It is not aligned with respondent's opinion, feeling, situation, and condition
3	Slightly Disagree	3	It is similarly not aligned with respondent's opinion, feeling, situation, and condition
4	Slightly Agree	4	It is similarly aligned with respondent's opinion, feeling, situation, and condition
5	Moderately Agree	5	It is aligned with respondent's opinion, feeling, situation, and condition
6	Strongly Agree	6	It is totally aligned with respondent's opinion, feeling, situation, and condition

Interview For Former Employees

These interviews were used to identify the pull factors, which are the external conditions that influence employee's motivation to leave. They usually represent a better alternative than their current condition. All interviews used open-ended questions.

a. What are the primary drivers that make employees leave the company?

b. What is something better that is being offered by a competitor, which does not occur in Bank Tangguh?

Data Analysis

The responses to the questionnaire were analyzed using the Statistical Package for the Social Sciences (SPSS) to describe the influence of the six engagement drivers toward each of the engagement behaviors (see Figure 1). For example: What is the influence of the company brand on the engagement behavior Say? What is the influence of the company brand on the engagement behavior Stay? and What is the influence of the company brand on the engagement behavior Strive?.
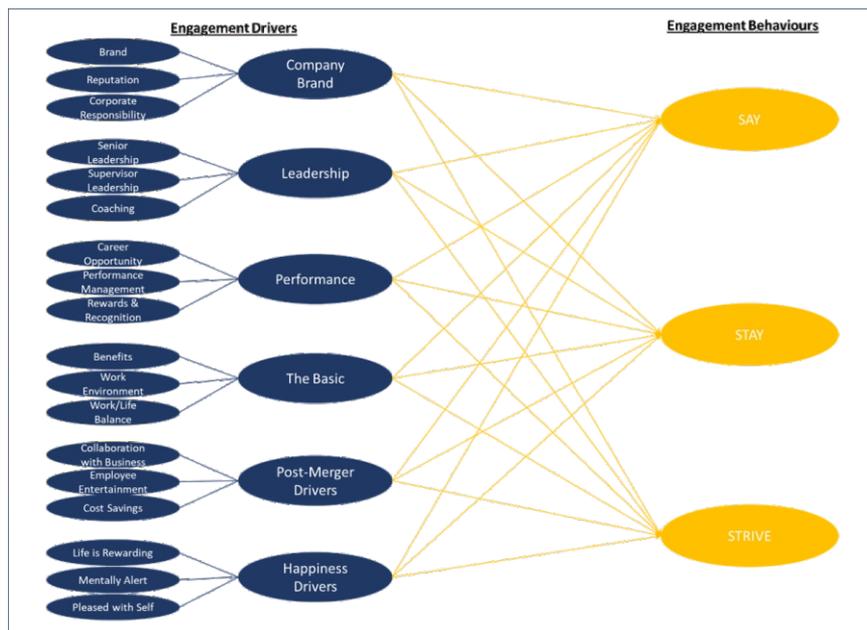

Figure 1.
Engagement Drivers Influence Engagement Behaviors

The analysis included a normality test, validity and reliability tests, and simple linear regression for each engagement behavior. Next, a matrix was developed between significant influence scores and the current condition score. Then, the significant influences between engagement drivers and engagement behaviors were defined and respondent demographic information was tabulated.

A normality test determines if the data follow a normal distribution. Data are distributed normally if the significant value (Sig.) is higher than 0.05. The test was performed using SPSS software with the Kolmogorov–Smirnov method, since the degree of freedom (df) was 105. The significant values of the variables were 0.000 and 0.001 which are < 0.05, so the data used in this study were not normally distributed. This finding affects the method of data correlation which is a non-parametric statistic.

The test of reliability measures the consistency of the questionnaire results when the measurement is done recurrently. This test used SPSS with Cronbach's alpha, a measure of consistency. The higher Cronbach's α, based on standardized items, the more reliable is the instrument. Here, $\alpha = 0.914$, meaning the instrument is considered excellent.

A validity test checks whether the items on the questionnaire are accurate measures of what is being examined. Since the method used in this study was non-parametric statistics, the correlation analysis used the Spearman method. Each item was compared to the R Table Spearman with a probability of 0.05 and a sample of 100, or 0.197. If R is higher than the R table, the instrument is valid, and vice versa if R count is less than R table then the instrument is not valid (Fajar, 2017). Since R count of all the engagement drivers was higher than the R table, this instrument is categorized as valid. In summary, the instrument used in the study was reliable with a rating of excellent, and it was valid.

Simple linear regression was used to determine the significance of the influence of each engagement driver on the engagement behaviors. The engagement drivers were the independent variables and the engagement behaviors were the dependent variables. The significance levels of the engagement drivers are shown in Table 4.

Table 4.
Engagement Drivers Significance Level

Rank	Say	Stay	Strive
1	IT post-merger drivers	Performance	Performance
2	The basic	The basic	The basic
3	Leadership	Leadership	Leadership
4	Company brand	Company brand	Company brand
5	Performance	IT post-merger drivers	IT post-merger drivers
6	Happiness drivers	Happiness drivers	Happiness drivers

The most significant engagement drivers on the Say behavior were the IT post-merger drivers (collaboration with business, employee entertainment, and cost savings). The second most were the basic (benefits, work environment, and work/life balance). For the Stay and Strive engagement behavior, the most significant engagement driver was performance (career opportunity, performance management, and rewards & recognition). The happiness drivers (life is rewarding, mentally alert, and pleased with self) had the least influencing among the engagement drivers.

They did not have a high impact on the outcome of the employee engagement. Those ranking were then used to set priorities. The higher the level, the more impactful the driver, and the more concern the company should have to increase that employee engagement to retain its IT employees.

Results and Discussion

Respondent Demographic Information
The characteristics of participants are presented in Table 5 and Table 6. Most respondents were in the IT solution management division.

Table 5.
Respondent Demographic Based on Division

IT division	Number of employees	Percentage (%)
IT Data Management	9	8%
IT Solution Management	46	44%
IT Strategy Management	20	19%
IT Service Management	30	29%
Total	105	100%

Table 6.
Respondent Demographics Based on Working Experience

Working experience	Number of employees	Percentage (%)
Less than 1 year	12	11%
1-3 years	51	49%
4-6 years	29	28%
7-9 years	11	10%
More than 10 years	2	2%
Total	105	100%

Furthermore, the respondents came from all types of working experience. This means that the questionnaire covered all types of respondents in the IT directorate.

Matrix of Current Conditions vs Most Impact Engagement Drivers
Basically, the analysis is aimed to identify how the engagement drivers affected the employees. Compared to similar studies, this paper used different engagement drivers and covers all employees meanwhile the other analysis aimed to identify how the engagement drivers affected two different generations of employees. To do this, the data were mapped between current conditions and the results for each engagement driver. This is called a matrix of influence and variable score (Fajar, 2017).

Prior to mapping the matrix, the average value of each question was calculated for the x-axis. The average value of each question represented to current situation and the condition of employee engagement. The percentage of the R^2 value was calculated using SPSS software for the y-axis. The y-axis refers to the percentage of R^2 for each engagement driver based on the engagement behaviors (Beta). X and Y are set on the matrix based on the correlation between variable and beta score. The scores are then put into the matrix as shown in Figure 2 for engagement drivers' effect on Say behavior, Figure 3 for Stay behavior, and Figure 4 for Strive behavior. There are nine quadrants in the matrix, which is explained in Table 7.

Table 7.
Quadrant Mapping Category

Quadrant	Category	Description
Quadrant I	High Influence – Low Score (Critical)	Indicates the urgency, need to take action as soon as possible. The score for the current condition is below average while the impact of the engagement driver is high influence. Company should take some actions as improvement to increase the score for the current condition.
Quadrant II	High Influence – Average Score	The engagement driver impact is high influence and the score for the current condition is average. Some improvements are needed to increase the score for the current condition.
Quadrant III	High Influence – High Score	Condition is very good. The influence of the engagement driver is high and it is in line with the score for the current condition which is above average. Company needs to maintain this quadrant to keep the condition in this most desired quadrant.
Quadrant IV	Average Influence – Low Score	The engagement drivers are affecting the average score. Some improvement is still needed to increase the score for the current condition, since it is low, but it has less priority than for Quadrant I.

Table 7. (Continued)
Quadrant Mapping Category

Quadrant	Category	Description
Quadrant V	Average Influence – Average Score	The engagement drivers are affecting the average score. Some improvement is still needed to increase the score for the current condition, since it is, on average, a variable score.
Quadrant VI	Average Influence – High Score	The engagement drivers are affecting the average score. But the current condition has a high score, which means the implementation is already good enough. The company should maintain this quadrant to keep the high score.
Quadrant VII	Low Influence – Low Score	The impact of the engagement driver is low. Hence, this has the least priority or there is no action needed, especially if there is no item in this Quadrant.
Quadrant VIII	Low Influence – Average Score	The impact of the engagement driver is low. Hence, this has less priority or there is no action needed, especially if there is no item in this Quadrant.
Quadrant IX	Low Influence – High Score	The impact of the engagement driver is low. But the current condition is above the average variable score. Company can maintaining this quadrant or reduce its activities if they are costly for cost savings since this has less priority.

Figure 2.
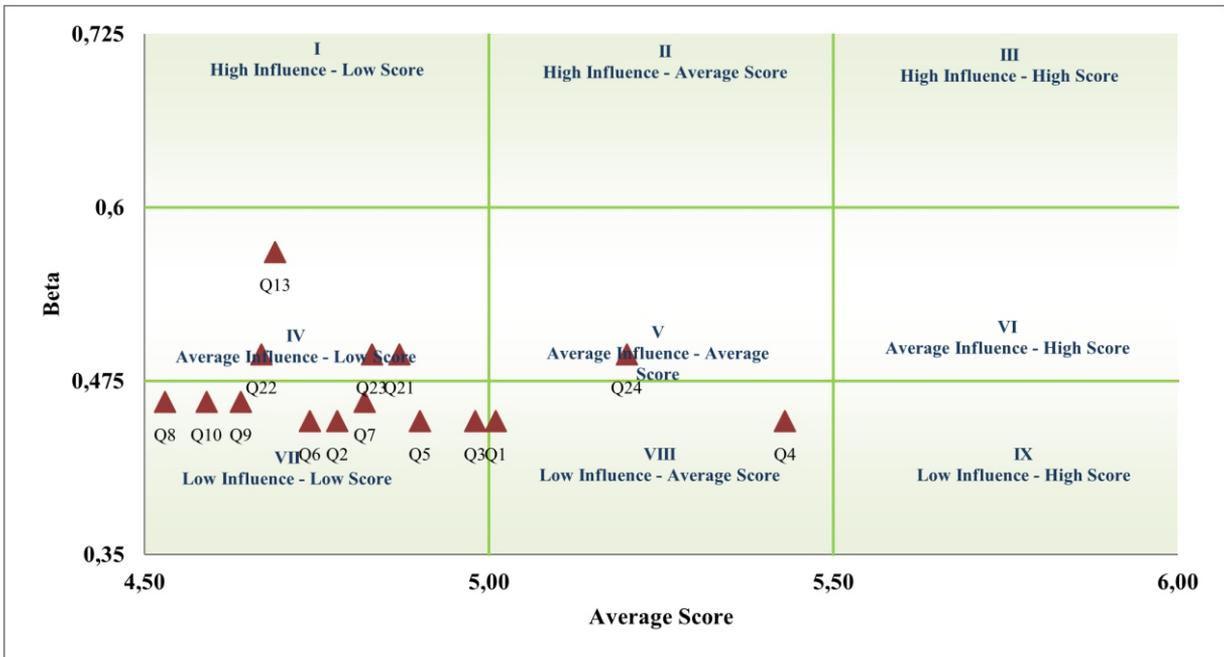Say - Engagement Behavior Matrix

Figure 3.
Stay - Engagement Behavior Matrix

Figure 4.
Strive - Engagement Behavior Matrix

In Figure 2, the engagement drivers are spread on Quadrants I, II, IV, V, VII, and VIII. This means that the current conditions in the IT directorate are still not on the targeted area, which is Quadrant III. Most of the scores for the engagement drivers were low or below average.

Most variables of the engagement drivers are in Quadrant I and Quadrant IV. The IT directorate should improve the engagement drivers that engage its employees to be more engaged in Say behavior. Quadrant I is the critical one. This indicates the urgency of taking action as soon as possible. The current condition score is below average while the impact of the engagement driver is high. The bank should take some improvement actions to increase the score for the current conditions.

There are six sub-drivers in Quadrant I, which critically need to be improved. The IT post-merger drivers (Q28, Q26, and Q27 in order of importance) are the top priority for improvement since their influence scores are high and the average score for current conditions is low. Q28 is about special offers for Bank Tangguh employees, such as discounts on food, accommodations, and transportation. To increase Say behaviors, Bank Tangguh should consider adding more special offerings. Q26 is about IT collaboration with business users. Improvement is needed here, since such high influence affects the engagement drivers. The IT directorate should schedule opportunities to collaborate with business team on both formal and informal occasions. Q27 is about free access to online learning classes.

This activity can increase the skills and competence of the IT employees. Bank Tangguh should provide access to additional classes. Q22, Q23, and Q21 are sub-drivers of the basic. The bank should do some improvements here to increase the engagement of IT employees. Quadrant II also needs improvement since it has high influence and a high average score, but a priority below Quadrant I.

Figure 3 shows the matrix on which the average scores from the questionnaire are mapped against the drivers of Stay behavior. The engagement drivers are spread out on Quadrants IV, V, VII, and VIII. The beta value of Stay behavior is lower than the beta value of Say behavior. This is reflected on the matrix in that there is no variable that has high influence. This means that other factors need further research. Since there is no variable in Quadrant III (which is the desired quadrant), the current conditions in the IT directorate are still not in the targeted area. Even though there is no critical variable in Quadrant I, there should be some improvement to increase Stay behavior.

There are performance and basic engagement drivers in Quadrant IV which should be improved, but they have a lower priority than Quadrant I. Performance (Q16, Q15, Q14, Q17, Q18, and Q13 in order of importance) must be improved since the influence score is high but the average score for current conditions is low. Those sub-drivers are performance management regarding career opportunity, key performance indicators, and the performance appraisal system. Bank Tangguh should consider improving the performance management system so that the tasks IT employees perform are measured objectively. Then the results can be used to determine promotions, salary increases, and performance awards. In addition to that, as mentioned in Q14 and Q13, Bank Tangguh should provide more opportunities to develop careers fairly and objectively. Furthermore, improvements on the basic also affect employee engagement toward Stay behaviors.

Figure 4 shows the matrix on which the average score of the questionnaire is mapped against the drivers of Strive behavior. The engagement drivers are spread out on Quadrants I, IV, and V. There are still no variables in Quadrant III, which is the desired quadrant. This means that the current conditions in the IT directorate are still not in the target area for Strive behavior. Improvements are needed to increase employee engagement in terms of Strive behavior.

There are six sub-drivers of the performance engagement driver in Quadrant I which critically need to be improved. Performance (Q16, Q15, Q14, Q17, Q18, and Q13 in order of importance) is the top priority for improvement since the influence score is high but the average score for current condition is low. Q16 and Q15 refer to performance management regarding the key performance indicator and the performance appraisal system. This is another reason Bank Tangguh should improve the performance management system, as discussed under Figure 3.

In addition to that, as mentioned for Q14 and Q13, Bank Tangguh should provide more opportunities to develop career fairly and objectively. Finally, Q17 and Q18 concern rewards and recognition. Improvement in that area is important because it has a strong effect on employee engagement toward Strive behavior. Besides Quadrant I, Quadrants IV and V need some improvement, but they have a lower priority than Quadrant I.

Results of Interviews of Former Employees
All the responses from interviews with former employees were used to identify
how motivations to leave the bank affect the engagement factors. Those motivations include push factors and pull factors, as shown in Table 8.

Table 8 shows three engagement drivers that motivated employees to leave the IT directorate of Bank Tangguh, they are the basic, performance, and leadership.

Results for Stay and Leave Motivations
Based on questionnaire and the interviews the author summarized the engagement factors that influenced employees' motivations to stay or to leave Bank Tangguh.

Results for Stay Motivation
The significant engagement drivers of the Stay motivation appear in Quadrants I, II, and III for each engagement behavior. The engagement drivers that influence Stay motivations are listed in sequence in Table 9.

There are three top engagement factors that influence employees' motivation to Stay. They are performance , post-merger drivers (employee entertainment, collaboration with business, and cost savings), and the basic (benefits, work environment, and work/life balance). Better improvement or enhancing the implementation of those three engagement drivers lead to more engaged the IT employee works in Bank Tangguh.

Results for Leave Motivation
Engagement drivers in Quadrants I, II and Quadrant III also represent the most significant engagement drivers for leave motivation. Furthermore, the results from the interviews also emphasize the reasons employees finally choose to leave the IT directorate. Those factors are the basic, performance, and leadership.

The increase in the number of competitors in the financial services industry increase the number of job opportunities for IT employees. This gives them great bargaining power. According to the interviews, six of 10 employees left the IT directorate to get a better salary from competitors. The other reason employees left was a lack of performance management, rewards and recognition, and career opportunity. Leadership is another reason employees left the company. Changes of leadership after the merger led to a different vision, mission, and strategy for the bank, in their estimation. Two of five former employees interviewed said they left the IT directorate because the vision and leadership of a competitor were better.

Table 8.
Results of Interviews of Former Employees

Respondent No	What are the main drivers that make you leave? (Pushfactors)	What is something that is being offered by competitor that is better than Bank Tangguh – IT directorate? (Pullfactors)	Engagement driver
1	Not enough challenge for implementing agile methodology in Bank Tangguh I think its more challenging for implementing what I've got in a new other office	Salary and benefits are more interesting. New challenge for implementing scrum and agile methodology	- The Basic - Performance
2	Monthly salary is low	Creating new business or new company will be more interesting	- The Basic
3	Loan facility (e.g., home credit) is limited	More facilities provided including loan (e.g., home credit)	- The Basic
4	Workload is higher but performance measurement is not relevant; Lacking direction regarding task and responsibility	Job responsibility and system performance management is clearer	- Performance - Leadership
5	Career path is stagnant	New challenge and good opportunity for new position, better salary	- The Basic - Performance
6	Bored with the current job, no more challenges.	Better offering from other company, job position and good salary	- Performance
7	Salary is low	Good salary and new experience	- The Basic
8	Personal motivation looking for something with bigger vision and mission to help grow and improve my skill and capability	I like the leader's vision and mission which believe it will help me to grow and improve my skill and capability	- Leadership
9	No more challenges in working leads to low motivation to go to work	Get new challenges, good salary and bonus also	- The Basic
10	I had some business idea to run, and I want to implement them on my own; A tighter compliance regulation in	Creating new company to implement the business ideas.	- Performance

Table 9.
Engagement Drivers of Stay Motivation

Engagement driver	Sub-driver	Beta
Performance	Career opportunity	0.661
Performance	Performance management	0.661
Performance	Rewards & recognition	0.661
Post-merger drivers	Employee entertainment	0.641
Post-merger drivers	Collaboration with Business	0.641
Post-merger drivers	Cost savings	0.641
The basic	Benefits	0.604
The basic	Work/life Balance	0.604
The basic	Work environment	0.604

Recommendation
Based on those findings, Bank Tangguh, in its retention strategy, should focus on the following engagement drivers to increase employee engagement.

1. Performance
Along with the basic, performance is a major reason employees leave the company. Different tasks and responsibilities require a different performance system that can objectively measure employee performance. Improve performance management to encourage employees' performance and motivate them to accomplish their work goals.

Rewards and recognition can be implemented through various activities, like appreciating employees' effort and hard work and asking employees for ideas that would increase employee contributions. Moreover, the IT directorate should develop a regular awards program to appreciate the employees who achieve the most. This program can be quarterly or twice a year. Besides career opportunities, the IT directorate should develop transparent promotion criteria and clear career paths with a broader range of grading, so that employees can grow professionally in terms of their performance appraisal targets.

2. Post-Engagement Drivers
These derivers had three sub-drivers: employee entertainment, collaboration with business, and cost savings. Improvement in these areas would have strong impacts on employee engagement. Employee entertainment refers to special offers from Bank Tangguh, such as discounts on food, accommodations, and transportation. To increase employee engagement, Bank Tangguh should consider additional special offerings like discounts on Bank Tangguh events (e.g., birthdays and national event day). Improvement regarding collaboration with business also is needed since it also has a strong influence on engagement. The IT directorate at Bank Tangguh should develop schedules for collaborating with business teams on both formal and informal occasions. Cost savings can be increased by managing the existing software and tools in the IT directorate to avoid duplication and increase business efficiency in terms of time, effort, and cost.

3. The Basic
This area comprises benefits, work environment, and work/life balance. To increase employee engagement in these areas, Bank Tangguh should consider making the benefits and compensation of IT employees more competitive in the market. Bank Tangguh, especially the IT directorate, should consider creating a custom flexible benefits

program that meets employees' needs. For example, giving a travel allowance for employees who travel as a hobby. The work environment can be improved by implementing one additional free day a month in the directorate devoted to these issues, one free day for collaborating and employee engagement, one free day for idea creation, and so on. Meanwhile, concerning the work/life balance, enabling IT employees to work from home or other workplaces can be interesting.

4. Leadership

In terms of leadership, there are also several improvements needed, such as supporting the personal, providing motivation to subordinates to achieve goals, and a creative coaching program that gives feedback to help employees improve their performance. One approach to motivation is to explain to the employee how the job can affect customers or society. This helps to make their job more meaningful. Stay and exit interviews are effective methods for monitoring and evaluating the condition of the IT directorate, so it can continue to improve. Keeping this strategy up to date and relevant will decrease the employee turnover rate.

Conclusion

After its merger, Bank Tangguh became the eighth largest bank in Indonesia. However, as the financial industry and the number of competitors keep growing, turnover of IT employees at the bank increased. Therefore, Bank Tangguh should put a good strategy in place to retain its IT subject matter experts so the IT directorate can deliver projects and support the business effectively. This study aimed to analyze the engagement factors that influence employees' motivation to stay or to leave and to propose a strategy to retain employees in the IT directorate at Bank Tangguh through employee engagement. The study began by collecting data through a questionnaire and interviews. Data were analyzed using SPSS to define the root cause of the problem. Finally, solutions were proposed for an implementation plan for IT directorate of Bank Tangguh.

The following represent the main points of the study:

a. Engagement factors that influence employees' motivation to stay
- Performance includes career opportunity, performance management, and rewards & recognition.
- Post-merger drivers include employee entertainment, collaboration with business, and cost savings
- The basic includes benefits, work environment, and work/life balance
b. Engagement factors that influence employee's motivation to leave
- The basic includes benefits, work environment, & work/life balance
- Performance includes performance management, rewards and recognition, and career opportunity
- Leadership includes senior leadership, direct supervisor leadership, and coaching
c. Retention strategy for IT employees in Bank Tangguh

The desired quadrant (Quadrant III with high influence and high score) has not yet been achieved. This means it is possible for employees to move to another company easily if offers from competitors look more attractive. Thus, Bank Tangguh should focus on improving the engagement drivers with high significance (performance, post-merger drivers, the basic, and leadership) to engage its IT employees and reduce their turnover rate.

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