

Employee Engagement Strategy in The Human Capital Directorate (Study Case : Bank X)

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ABSTRACT. Companies need to manage Human Resources (HR) well, so that companies can create good and competent employees. One way is to develop the right employee engagement strategy. This study aims to determine the employee engagement strategy in the human capital directorate of Bank X that is successful in increasing employee engagement. The method used in this research is descriptive qualitative. Data collection techniques using interviews, documentation, and triangulation methods. Data analysis used in this research is data reduction, data presentation, and conclusion drawing. The sources in this study involved five sources consisting of four employees with manager and staff positions along with one employee with a head division position. The results showed that the implementation of employee engagement strategies in the human capital directorate is divided into five dimensions, namely organization, leadership, team members, work and individuals. However, there are obstacles in implementing employee engagement strategies in the human capital directorate of Bank X, namely due to ineffective communication and employee mindset.

Keyword: Bank; Employee; Employee Engagement; Human Capital; Strategy

JEL Classification: M12

INTRODUCTION

Human Resources (HR) has a very important role in the running of a company. The human resources needed by the company are not only focused on quantity, but also quality. When the company's human resources have quality, it will have a positive impact on the company. To get quality HR, companies need to do good and correct HR management in order to create quality and competent HR. If it is wrong in management, there will be no quality and competent HR in the company. According to Iskandar (2018), companies that do HR management well, it will have a good impact on the company, otherwise if HR management is not good, it will have a bad impact on the company. A good job starts with designing such as designing work scope, work environment, work responsibilities, work expectations and work needs so that later it matches the needs of the organization. According to Siagian (2014) in research Resdiana et al. (2020), states that good HR management can start with the concept of designing 3J, namely Job Description, Job Specification and Job Analysis as well as possible. By making a good HR management design, it is hoped that the company will be able to manage HR well.

One important form of HR management is employee engagement. Employee engagement is one of the human resource management concepts that is expected to create an attachment between employees and the company. According to Kruse (2012) in Sucahyowati and Hendrawan's research (2020), employee engagement is the emotional commitment of employees to the organization and its goals. This emotional commitment means that employees really care about their jobs and companies by not working just for a salary, or just for a promotion, but working on behalf of organizational goals. According to Macey et al. (2009) in research by Prihutami et al. (2015), employee engagement shows how much employees identify with their work and are emotionally committed to their work and have the ability and resources to do a job. Employee engagement is able to have an impact, when employee engagement is good in the company, employee engagement can provide benefits through success to the company, then on the contrary if employee engagement is not good it can have a bad impact on the company.

According to Anitha J. (2014) in Irawati's research (2021), employee engagement can make a success for the company through the benefits obtained by the company such as employee retention, increasing customer satisfaction, strengthening culture, increasing company commitment, increasing employee loyalty, and company profitability. From the many benefits provided by employee engagement, companies need to design strategies to get the most out of the benefits of employee engagement by making the right strategy in the company, designing strategies to improve employee engagement needs to be well designed so as not to fail in its application and get maximum results for the company. In accordance with research conducted by Prihutami et al. (2015), states that companies need to pay attention to strategies to increase employee engagement by improving career path & succession planning, business process, competency & development, culture implementation, compensation & benefits. Companies should prioritize employee career paths and planning cadres to be prepared to become potential successors in future positions.

The strategy that can be applied by companies to increase employee engagement is that companies need to pay attention to their employees by giving employees the opportunity to express their opinions so that they feel involved by the company, companies can also give awards to employees who have achievements, companies also need to pay attention to the career paths of their employees. This is also in accordance with research conducted by Mulyadi et al. (2020), stated that companies need to implement strategies to increase employee engagement, companies need to improve facilities and equipment that support employee work. In addition, companies must also consider the amount of work time spent by employees, listen to employee opinions, and reward them. In line with the research of Savitri et al. (2022), employee retention strategies are needed to

increase employee engagement by improving the work environment, compensation, employee welfare, leadership, and also work relationships.

Companies that have a good strategy and commitment to employees will make employees fully committed and involved in the company's commitment. That way employees tend to stay and work longer in the company. Employees who work longer will have a high level of employee engagement. Based on Anita J.'s research in Irawati's research (2021), it is known that an employee's engagement is formed from several factors, including the period of time the employee works for the company, the benefits received by the employee, the values instilled by the company, the environment in which he works, leadership, interpersonal relationships between coworkers and teams, training and career development, compensation, structure, and systems in the organization. Based on the results research Sianturi et al. (2019), states that there is a very significant relationship between tenure and employee engagement, the higher the tenure, the higher the employee engagement, the longer the employee's tenure, the higher the employee engagement. Reinforced by Madyaratri and Izzati's research in Savitri et al. (2022), has results where engaged employees will work and stay in a company for a long time and will show a real contribution to the company. This happens in the human capital directorate of Bank X which has employees with a length of work exceeding 5 years, this shows that in the human capital directorate of Bank X has employees with a high level of employee engagement.

Table 1. Employee Tenure Data in the Human Capital Directorate Bank X

| Employee's Tenure in Organization | Number of Employees |
|--|----------------------------|
| ≤ 5 years | 39 |
| > 5 years | 43 |

Source : Nominative Data of Bank X Employees as of November (2022)

Based on table 1, it shows that employees of the human capital directorate of Bank X who have more than 5 years of service are 43 employees out of a total of 82 employees in November 2022, so the percentage of employees who have more than 5 years of service is 52.43%. Reinforced by initial interviews that researchers have conducted from February 13, 2023 to February 16, 2023 to three sources, namely Mr. A, Mrs. B and Mr. C. Interviewee A (Health & Safety Officer/Staff) stated that he was very engaged at Bank X because the company really appreciated and needed him. A good career path at Bank X is also one of the factors that makes him feel part of the company itself, so he needs to give his best. Interviewee B (Employee Communication, Engagement & Health Safety, Manager) stated that he feels engaged at Bank X because wherever we are, whether in company A or B, in position A or B, we must give the best of our skills or expertise. Especially if the company has provided the best for employees, there is no reason not to give the best. Interviewee C (Business Human Capital) stated that he feels very engaged at Bank X, because there are many support factors from the company or management for employee activities that make employees able to work optimally.

The factors start from careers, in terms of benefits, many of the facilities provided for employees are quite good. Based on the results of preliminary interviews, the human capital directorate at Bank X has a good level of employee engagement, so what steps should the company take to maintain and increase employee engagement, researchers are interested in making research to find the right strategy to maintain employee engagement and increase employee engagement at Bank X. There are many strategies to increase employee engagement, for example, there are many strategies to increase employee engagement. There are many strategies to increase employee engagement, for example in his research Budiarta (2020) states that strategies to increase employee engagement in the company are job design (job variety, work procedures, work effectiveness), job demands (limited human resources, job urgency), supervisor and coworker relationships

(communication, supervisor guidance), work environment (physical facilities, job security and social relationships), training and career development (training related to improving skills, career development limitations), remuneration (salary standardization).

This research will look deeply into the implementation of increasing employee engagement that occurs at Bank X, see the obstacles that occur, and examine strategies that can increase employee engagement at Bank X. The difference between this research and previous research is that the research locus and research object are different. In this study, the research locus is at Bank X, which is still rare for employee engagement research in the banking sector. In addition, this study uses dimensions that are used as interview questions that have not been widely used, namely this dimension is taken according to Marciano's research (2010) in Simanjuntak and Sitio (2021), which consists of organization, leadership, team members, jobs, and individuals.

Based on the description of the background above, the problem formulations in this study are how is the implementation of Bank X's employee engagement strategy in the human capital directorate?, what are the obstacles that occur in the implementation of Bank X's employee engagement strategy in the human capital directorate?, what strategies will be carried out to increase Bank X's employee engagement in the human capital directorate?. Based on the formulation of the problem above, this research aims to find out the implementation of bank X's employee engagement strategy in the human capital directorate, to find out the obstacles that occur in the implementation of bank X's employee engagement strategy in the human capital directorate, and to find out the strategies that will be carried out in the human capital directorate of Bank X to increase employee engagement. Based on the results of preliminary interviews, the human capital directorate at Bank X has a good level of employee engagement, so what steps should the company take to maintain and increase employee engagement, therefore it is necessary to make research at Bank X to answer the phenomena that occur at Bank X.

METHODS

This research is a qualitative research with in-depth interviews (N=5 employees) in one of the private banks in Indonesia and conducted in the human capital directorate. Qualitative research with in-depth interviews was conducted to get experts' perspectives on how to implement employee engagement strategies in the human capital division, problems that occur when implementing employee engagement strategies, and to be able to formulate strategies to further improve employee engagement. In addition to conducting in-depth interviews, data collection uses secondary data, namely data on the length of time employees work at Bank X. This research was conducted for approximately 3 months from identifying phenomena that occur, formulating problems, to the process of analyzing and making hypotheses from the results of in-depth interviews.

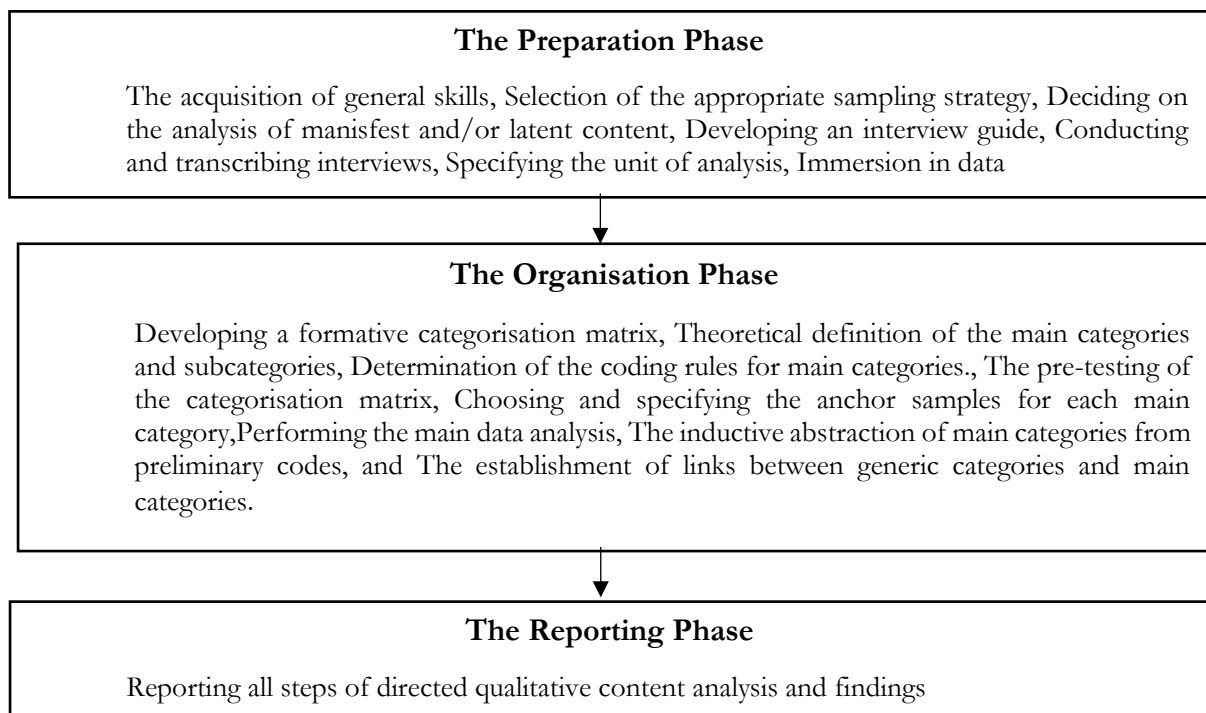
In this study we used purposive sampling and convenience sampling approaches to determine participants who are experts in their fields to answer research questions. Participants in this study are 5 Bank X employees in the human capital directorate, employees who are sampled have positions as Head, Employee Relations & Health Safety, Employee Communication, Engagement & Health Safety, Manager, Business Human Capital, Employee Engagement Officer, Health & Safety Workplace Office who are directly involved in employee engagement and understand the strategies that will be used to increase employee engagement.

According to Ilham (2016), defining qualitative data analysis is a systematic process of searching and organizing data obtained from interviews and other relevant sources. The goal is to make the data easy to understand and the findings can be conveyed to others. The analysis process involves organizing data, dividing into units, synthesizing, finding patterns, selecting important

information to be studied, and making conclusions that can be explained to others. According to Rijali (2018) Qualitative analysis refers to data in the form of words rather than data in the form of a series of numbers. The data has been collected through various means such as interviews, and then processed through recording, recording, or typing. However, in qualitative analysis, the data is still explored and evaluated using words, and organized in the form of a more complete text. The process in qualitative data analysis, namely data reduction, data presentation, and conclusion drawing.

In this study, interview audio recordings were first transcribed by the lead researcher into transcription documents. Then each interview transcription was reviewed and analyzed by the lead researcher during group deliberation on emergent narratives and themes across the interviews. The unit of analysis was the responses of each participant to each question. Analyzing all responses given by participants to understand the context and get the meaning from existing data. This research used qualitative content analysis with deductive coding which identifies key concepts in the theory included in the preparation stage, then initial coding by identifying main categories based on existing data, then axial coding by mapping transcripts based on existing categories and theories based on similarities, differences, and relationships from participants' answers. After doing axial coding, the next step is generic categories where grouping coding according to similarities, differences, and patterns found. Next is linking main categories and generic categories where researchers will confirm and develop between categories of participants' answers and conclude the findings (Assarroudi et al., 2018). The following is Figure 1 which explains the steps of qualitative research.

Figure 1. The Steps of Qualitative Content Analysis Research



Source: Assarroudi *et al.* (2018)

RESULT AND DISCUSSION

Implementation of Employee Engagement Strategy at Bank X Human Capital Directorate

Based on research documentation involving nominative data of Bank X employees in November 2022, it was found that there were 43 employees in the human capital directorate with more than five years of service. This accounts for around 52.43% of the total 82 employees in that month. Based on research documentation involving nominative data of Bank X employees in November 2022, it was found that there were 43 employees in the human capital directorate with more than five years of service. This accounts for about 52.43% of the total 82 employees in that month. From the interview results, the following is the implementation of the employee engagement strategy.

a. Organization

Based on the results of interviews with employee resource persons at Bank X in the human capital directorate, four out of five resource persons have understood the vision, mission and values of the company. This is evidenced by employees' knowledge when they are asked about the company's vision, mission and values, they can explain precisely and in detail. Employees also explained that they not only understand it but they apply the company's vision, mission and values in carrying out work in the office. They were able to explain that Bank X has a vision to be a leading financial services company in Indonesia, its mission is humanizing financial services and the company value is TIGER (Teamwork, Integrity, Growth, Excellence & Efficiency, Relationship Building). The first strategy is to introduce employees during the employee induction process, employees will be informed about the company's vision, mission and values. Another policy is that the company requires its employees to complete their e-learning about the company's vision, mission and values so that they know where they want to take the company. The second strategy is through the implementation of regular townhalls. This program involves top management delivering presentations to employees, where they provide explanations related to business strategies and connect the company's future business strategies with the application of the company's vision, mission and values in its business journey. The next strategy is the application of the company's vision, mission and values by employees at work, such as the application of integrity values from employees who arrive on time according to office working hours. From the application of the vision, mission and values of a good company from one employee can be an example and have a good impact on other employees. Although based on the results of the researcher's interviews with the interviewees stated that they knew and understood the company's vision, mission and values, one of the interviewees did not really understand the company's vision, mission and values. Effective core values, vision, and mission can increase engagement by creating a workplace culture built on principles that employees believe in. According to Pololi (2009) in Kang et al. (2020), stated that when there is cultural alignment and congruence between organizational cultural values and individual values, employees are committed and more engaged and ultimately perform better.

b. Leadership

Based on the results of interviews with informants, leaders in the human capital directorate of Bank X are very concerned and pay attention to their subordinates. Some leaders show a sense of concern for their subordinates, provide opportunities for subordinates to explore their abilities by being given challenging tasks, provide a solution when subordinates in their work units. The employee engagement strategy applied in the leadership dimension is to guide and make leaders or superiors in the human capital directorate an example for employees who work under them or for their colleagues by applying the values owned by the company, namely Teamwork, Integrity,

Growth, Excellence & Efficiency, Relationship Building. For example, the application of the integrity value of a boss who comes on time according to office working hours will be followed by his subordinates because they will feel that their superiors can apply the integrity value well. However, there is still one employee who feels that his leader is unfair, especially in terms of assessing his subordinates. This is based on information obtained from one of the interviewees who revealed that even though he had worked according to the set target, the assessment from his immediate superior was not good and no material reward was received. The leadership style at Bank X, one of which shows paying attention to their Subordinates which will increase the attachment between employees and leaders and will affect the work done by employees in accordance with previous research stated that work engagement is positively associated with various person leadership style (Carasco-Saul et al., 2015). According to previous study Mazzetti & Schaufeli (2022), it showed the leader is considered to be inspiring, strengthening, and connecting can draw upon more team resources, and could feel, in turn, more effective.

c. Team Member

Based on the results of interviews with informants in the human capital directorate of Bank X, they feel that the members in their work team are good. Their team members always do their work with high effort when carrying out work anywhere, always contribute more both for their team and for their directorate, and their team members always help each other in their team. The strategy applied is to require employees to understand all business processes in human capital with the aim that they understand how the workflows in their work units or other work units are connected and help each other if needed. That way employees will understand the competencies possessed by each other and build good relationships with other employees. Employees in the human capital directorate feel very happy with the work they are currently doing. Employees also feel proud and interested in their current job for a variety of different reasons can be found. For example, one interviewee felt proud that his job was included in the human capital director's Key Performance Indicator (KPI), as it was related to employee productivity. Another interviewee expressed pride in his job because his work is related to saving people's lives and providing assistance to employees in difficult situations. Another reason was also expressed by a different interviewee who said that he was proud of his job because his job was not easy and everyone could not necessarily get the same experience from his job. Employees also often get new experiences from new jobs that they have never done before. Based on interviews with four interviewees, it was revealed that they often get new jobs that have never existed before, either in the form of projects given by superiors or new tasks that arise due to certain situations, such as handling the COVID-19 pandemic. When employees in the human capital directorate are first given a new task, they feel they will face difficulties. They always consider it a challenge and an interesting thing that they have to solve. They continue to learn and find solutions to overcome these challenges. In this case, team members are related to teamwork, which will indeed increase the attachment between members in the team to work together. This is in accordance with the results of research from Umair Mughal (2020), which showed that the variable such as working environment, leadership, and teamwork and peersupport have a significant impact on employee engagement.

d. Individual

Based on the results of interviews with sources from the human capital directorate, employees who are in the human capital directorate feel valued by the company. In research Rusadi & Nasution (2021), explains that to increase employee attachment to the company, it is necessary to motivate and appreciate employee performance, and facilitate employees with a safe and comfortable environment to be able to improve employee performance and feel valued. The forms of appreciation given by the company are many kinds of facilities, awards in the form of awards to good career advancement from the company. The facilities provided can be physical or not,

physical facilities in the form of supporting tools for employee work, then facilities that are not physical can be in the form of learning facilities and training for employees provided by the company on their internal platform by cooperating with large vendors such as QuBisa and Harvard University to provide learning materials to employees. Wellins and Concelman (2005) in research of Andrew & Sofian (2012) noted that organizations can enhance engagement in their workforce by creating a learning culture and creating individual development plans for every employee. Many studies had shown that most employees want to keep their jobs inventive and interesting by acquiring new knowledge and skills and applying new approaches in their daily work life. Other non-physical facilities such as health insurance for employees in the form of BPJS Health, BPJS Employment and also work with private companies for other health insurance with complete benefits including outpatient cover, hospitalization, MCU, dentists, glasses and others. Although the company has provided many facilities, it turns out that the delivery of information related to the facilities provided by the company is still not fully known by employees due to ineffective communication problems. Submission of information that has not been maximized to employees, especially employees who are in staff positions.

Barriers in Implementing Employee Engagement Strategies at the Directorate of Human Capital

Based on the results of interviews from informants, there are several factors that can prevent employees from being engaged in the human capital directorate of Bank X. One of the factors that hinder the implementation of strategy implementation in the human capital directorate of Bank X is ineffective communication. Communication is needed in an organization to convey information from management to employees or maybe vice versa from the employees who convey input to management. Communication regarding company information such as facilities provided by management, for example online learning facilities that have been provided by the company through cooperation with the best vendors, or even other benefits offered to employees, has not been effective in Bank X's human capital directorate. Despite sending out email blasts and publishing posters on the company's internal portal, there are still employees who are unaware of the information. Another ineffective communication is communication between superiors and subordinates that is disrupted, for example when management conveys information to superiors in the work unit, but the information is not conveyed to subordinates. Communication between subordinates and superiors has an important role, because the goal is for employees to feel that their superiors care about them. Another obstacle put forward by the resource person with the position of Head Division is that there are still employees who have a mindset when their superiors give additional tasks or projects outside their main duties with the aim of increasing their competence consider it to be a heavy burden. The reason their superiors give additional tasks or projects is to improve their abilities, increase their competence, and increase their knowledge. Therefore, these two things are inhibiting factors in the implementation of employee engagement strategies in the human capital directorate.

Employee Engagement Strategies that Need to be Improved in the Human Capital Directorate of Bank X

Based on information obtained from interviews with informants, the implementation of employee engagement strategies in the human capital directorate of Bank X is good. However, there are still obstacles in implementing the employee engagement strategy so that it is not maximized. Management needs to improve employee engagement strategies to maintain and increase employee engagement in the human capital directorate of Bank X. One strategy that needs to be improved by the human capital directorate is to improve communication within the directorate. The strategy of communicating the company's vision, mission and values to employees continuously through open communication is one strategy that can be implemented. Open communication can be

implemented through available communication channels. Open communication can be done by socializing, campaigning, or delivering information through the media. The media used can be emails, posters, internal company applications or social media such as YouTube, Instagram, Twitter, TikTok, WhatsApp, and Facebook. In addition, the delivery of information about company facilities and benefits available to employees can be done. Employee supervisors can also play a role in conveying information directly to their subordinates about the facilities and benefits provided by the company. Another strategy can be done by involving employees in forums or employee discussion groups with employees providing their input and ideas related to the company's vision, mission and values. Procurement of knowledge sharing program The program of sharing knowledge and experience with other employees in a relaxed manner can be a suggestion for a strategy to improve relationships with the team, because employees can gain new knowledge that may not have been known before. Providing a talks enjoy program, which is a program for employees to chat casually with superiors or even directors to convey complaints or obstacles at work, can also be done to increase employee engagement. The strategy that needs to be improved by the human capital directorate is to review existing employees or leaders if it is seen that they have not met the appropriate competencies in their positions because based on the results of interviews with interviewees, one of the interviewees said that his superiors were still not competent with his current position. The implementation of training for employees and team leaders can be an option to develop their competencies. Training is carried out by making adjustments to the needs of employees. Training can be provided by internal companies through materials presented on the company's e-learning channel or by attending external training held by external parties.

CONCLUSION

Based on the research results, it is found that the process of preparing employee engagement strategies in the human capital directorate at Bank X starts from determining the company's vision and mission. Furthermore, an analysis of the external environment is carried out by paying attention to regulations that apply in Indonesia and the DKI Jakarta area, such as labor regulations, taxes, and standards and regulations made by regulators for all financial services companies, namely the Otoritas Jasa Keuangan (OJK). The employee engagement strategy implemented at Bank X is the same as the strategy used by the company for the human capital directorate. The implementation of employee engagement strategies in the Bank X human capital directorate in the organizational dimension is by conducting employee engagement surveys, introducing the company's vision, mission and values during the employee induction process, implementing regular townhalls, and applying the company's vision, mission and values in carrying out work in the office. Strategies in the leadership dimension are carried out by guiding and making competent superiors or leaders as figures or examples and reminders of the company's vision, mission and values. The strategy in the team member dimension is by requiring employees to understand the entire process of the business flow in the human capital directorate. The strategy in the work dimension is to provide new work in the form of projects that employees have never done. Then, the strategy in the individual dimension is to reward employees in the form of awards or career advancement. The obstacles currently found in the implementation of employee engagement strategies in the human capital directorate of Bank X are ineffective communication. Ineffective communication such as not reaching information on facilities provided by the company or even benefits offered to employees. Another ineffective communication is communication between superiors and subordinates that is disrupted, such as when management conveys information to superiors but superiors do not convey it to their subordinates. Another obstacle found in the human capital directorate of Bank X is about the mindset of employees. Employees have the mindset that when given additional tasks or projects outside of their main duties, it is considered a heavy burden to do. Improving employee engagement strategies in the human capital directorate of Bank X is also needed by improving communication within the directorate,

providing knowledge sharing programs and enjoying talks. Another strategy that needs to be improved is to review existing employees or leaders if it is seen that they have not met the competencies, then provide training programs to employees or leaders who have not met the competencies in their positions. For organizations, it is necessary to review the strategy of giving projects or tasks to employees outside their main duties. Giving tasks or projects outside the employee's main task is very vulnerable to making employees feel disengaged. Giving additional tasks or projects can be done by adjusting the main task, this can be used as a consideration factor to increase employee engagement in future research. Then for future researchers, this research only focuses on one directorate with a small scale of only 82 employees, it is hoped that in the next research the research object will use a larger scale with a larger number of sources. Furthermore, the next researcher can examine strategies to increase employee engagement from different dimensions from this study.

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