



STRATEGY FOR INCREASING EMPLOYEE ENGAGEMENT OF MILENIALS AT PT TELKOM INDONESIA REGIONAL 1 MEDAN USING THE ADDIE METHOD

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Abstract

This research is motivated by the number of employees at PT Telkom Indonesia Regional 1 Medan of 53.92% who are Generation Y. According to several previous studies, the engagement of Y-generation is the lowest when compared to previous generations. As a form of prevention, in this study an analysis was carried out regarding what dimensions/factors were not well perceived within PT Telkom Indonesia, Tbk Regional 1 Medan. The purpose of this research is to provide advice to the management of PT Telkom Indonesia Regional 1 Medan in the form of a strategy to increase engagement among employees of PT Telkom Indonesia, Tbk Regional 1 Medan. The type of research used in this research is descriptive quantitative research. The population in this study were employees of PT Telkom Indonesia, Tbk Regional 1 Medan with samples taken in this study were 67 respondents. The data collection method used was a questionnaire using a Gallup Q-12 with a Likert scale of 1-5, an open questionnaire and interviews. The results of this study using the ADDIE method found that the growth dimension is a dimension that according to respondents should be increased again in PT Telekomunikasi Indonesia, Tbk Regional 1 Medan.

Keywords: *Engagement, Q-12 Gallup, ADDIE Method*

1. INTRODUCTION

Human resources are an asset of a company, which plays a very important role in the smooth running of a company's business processes. According to Wirman and Alwi (2014) in their book Human Resource Management in Public Organizations, it is stated that human resources play an important role, because they are the main determinant in improving the performance of public organizations. Putu and Komang's research (2018) examined the differences in engagement between the boomers, X and Y generations, in which generation Y had the lowest engagement rate. In line with Putu and Komang, a survey conducted by GALLUP with the title Business Journal: Why Indonesia Must Engage Younger Workers (2013) states that Employee Engagement in Indonesia is very low, only 8% of workers in Indonesia feel engaged with their jobs. GALLUP identified that the increasing number of Millennials in Indonesia is one of the causes of low employee engagement in Indonesia. Age group Telkom Regional 1 Sumatra. According to internal data, Telkom Regional 1 Sumatra has a total of 688 employees, spread across 11 Witel and 1 Regional Office, as shown in the graph below.

It can be seen in the graph above, that the number of Y generation employees is the largest work force in Telkom Regional I, namely 371 employees or 53.92% of the total employees. While following in second place employees of the boomers generation with a total of 184 employees. This composition is quite striking and according to the results of Putu and Komang's research (2018), the tendency for Generation Y employee engagement is low. Such conditions can become problems in the future that can affect the company's performance, if not properly anticipated. So from the description above, the authors are interested in conducting research on how to increase employee

engagement, especially for generation Y employees in the Telkom Regional 1 environment which is limited to Medan Regional 1 Office.

2. IMPLEMENTATION METHOD

The type of research used in this research is descriptive quantitative. Data is collected by filling out questionnaires. This research is expected to provide information regarding strategies to increase employee engagement within Telkom Regional 1 Medan. The location of this research was PT Telekomunikasi Indonesia (Persero), Tbk Regional 1 Medan. The research was conducted from December 2022 to February 2023, for data collection and data processing.

The number of samples that will be used as respondents in this study will be determined using the Slovin formula (Paramita, 2015), with the following formula:

$$n = \frac{N}{1 + N \left[\frac{e}{100} \right]^2}$$

Information :

n : Number of Samples

N : Total Population

E : Level sampling error (10%)

$$n = \frac{221}{1 + 221 \left[\frac{10}{100} \right]^2}$$

$$n = \frac{221}{1 + 2.21}$$

$$n = \frac{221}{3.21}$$

$$n = 66,76$$

$$n = 67$$

Based on the calculation results above, the number of samples that will be used as respondents in this study is 67 respondents. Primary data collection uses systematic and standard procedures to obtain the data needed in the research. In this study, data collection was carried out by distributing questionnaires to respondents. Respondents are employees of PT Telekomunikasi Indonesia (Persero), Tbk Regional 1 Medan. The method of collecting data in research is carried out by:

1. Questionnaire Distribution

Data collection/decisions used a Likert scale questionnaire, and an open questionnaire, with questions according to Gallup's Q-12 which aims to evaluate what dimensions affect employee engagement at PT Telkom Indonesia Regional 1 Medan.

2. Studies Documentation

Secondary data was obtained through document study, namely collecting the necessary data from documents owned by PT Telekomunikasi Indonesia (Persero), Tbk Regional 1 Medan.

3. RESULTS AND DISCUSSION

3.1 Analysis

The analysis phase was carried out by distributing questionnaires according to Gallup's Q-12 which aims to evaluate what dimensions affect employee engagement at PT Telkom Indonesia Regional 1 Medan. After conducting the survey, the authors perform calculations by adding up and looking for the average value of each statement from all respondents, so that the following results are obtained:



a) Dimensions of Basic Needs

Dimensions of basic needs (Basic Needs) are evaluated with 2 statements as written in the table, it can be seen that the dimensions of basic needs, according to respondents' perceptions, rank fourth when compared to the other dimensions. This shows that according to respondents, the dimensions of basic needs at PT. Telkom Indonesia, Tbk Regional 1 Medan is good enough.

b) Dimensions Management and support (Management Support)

The dimensions of management and support (Management Support) are evaluated by giving a total of 4 questions in the questionnaire to all respondents, as shown in the following.

From the table above it is known that the dimensions of management and support (Management Support) need to be re-evaluated and also periodically. The calculation results show that the average score is 4.03731343 with the second rank when compared to other dimensions. The interesting thing is that there is rank 1 which is considered the most important to be evaluated on this dimension. The lowest score is in Q4 which indicates that respondents feel they do not get praise and appreciation for what they do well.

c) Dimensions of Cooperation (Teamwork)

Collaboration is one of the main things so that work in a company can be completed. The dimensions of Cooperation (Teamwork) are evaluated using 4 questions as written in the following.

The lowest average score on this dimension is found in the Q7 statement. Where Q7 is related to the opinion heard by the respondent's work environment. Q7's statement ranks fourth in the overall questionnaire.

d) Dimensions of Growth (Growth)

Gallup's Q12 measures the growth dimension with its approach to progress while in the company as well as perceptions of learning and growing. Based on the results of the questionnaire, the following data were.

From the table above it can be seen that the statements Q11 and also Q12 have a low average value. The low value of the two statements Q11 and Q12 shows that this dimension is the main dimension that according to the respondents they feel should be of concern.

3.2 Design

The questionnaire which at the Analysis stage has been tried to calculate the average score, we find that the Gallup dimensions that are still lacking according to the respondents are as follows sequentially:

a) Dimensions of Growth (Growth)

The first ranking dimension according to respondents' perceptions is the growth dimension (Growth). In this dimension there are 2 statements given to be evaluated by respondents. Both of these statements are considered to be inappropriate in the company, Statements Q11 and Q12 have an average score below 4 which causes the average score for this dimension to also be below 4. Interviews were conducted with the team at the Human Capital unit. In the interview, it was stated that the programs provided by the Human Capital unit included certification, self-learning hours, and online training. These programs are carried out regularly. However, respondents have their own perceptions of the programs that have been provided by the Human Capital unit. In the open questionnaire, the respondents focused on the training provided so far by the company, which they felt was lacking. Offline and online training is expected by the respondents to be more in line with their daily work. In addition to the type of training provided, respondents also felt that in the

current situation, the training, especially the current online training provided, could not be followed optimally because they still had to do parallel daily work following the training.

b) Dimensions of Management and Support (Support Management)

The Management and Support dimension is the second rank that should be given more attention according to the respondents' perceptions. Of the four statements that the author has given, there is one statement that is the main concern, namely Statement Q4. Q4's statement was "In the last seven days, I received recognition and praise for doing a good job." The average value of respondents' answers is very low, even compared to the next lowest statement. This shows that the respondent has not felt or received any appreciation or praise for what has been done or done. The results of the open questionnaire to several respondents stated that there is a need for leaders who provide exemplary and inspirational, besides that regarding fairness in giving assignments to staff must also be carried out by superiors according to respondents. Regarding appreciation, the respondent also mentioned that the appreciation felt did not feel good because the respondent had the desire to be transferred to another unit that matched his skills but was not transferred to that unit, instead the respondent was increasingly detained in the old unit.

c) Dimensions of Cooperation (Teamwork)

Respondents considered the dimensions of Teamwork in the company at this time to be quite good, this is indicated by the value of each statement in this dimension which is above 4. The lowest score on this dimension is the statement "My opinion is heard in the work environment". This should be a concern for management, as well as managers at the work unit level. However, in general, according to the results of the open questionnaire, respondents felt that the dimensions of this collaboration were good enough, only a few things, such as trust, trustworthiness, support and clear direction, needed to be improved again.

d) Basic Needs Dimension

The dimensions of basic needs according to respondents' perceptions have been fulfilled so far. This is supported by the results of the questionnaire with the average value of answers for both statements being quite high. The results of interviews with the Human Capital Division, this situation can be achieved at least because of the programs that have been provided by the Human Capital department, such as sufficient remuneration, health facilities, basic rights, and the existence of an OKR program at the beginning of each quarter. The OKR (Objective Key Results) program makes staff, managers, senior managers, and EVP have objectives that must be completed within 1 quarter. In practice, OKRs are structured from top to bottom. So that the determination of targets or objectives that must be achieved is determined by the highest leader in the company and then down to the staff. At the managerial and staff level, OKR is made one on one, from the manager to the staff. So that the objectives and ways to complete them are clear from the start in each quarter.

3.3 Development

From the descriptions at the Design stage, this study will focus on 1 dimension that has a low average score on the questionnaire results, namely the Growth Dimension. In the table below an evaluation of the existing program is carried out for the Growth dimension by comparing respondents' perceptions with the existing program and then submitting the proposed program.



3.4 Implementation

This research reached the Development stage. For the next stage, it is necessary to provide input to management for the proposed program. However, the projected increase in the average answer score for both dimensions of Growth.

With the implementation of the program mentioned above, it is projected that the average value of the answers to the Growth dimension will increase by around 7%.

3.5 Evaluation

The evaluation phase can be carried out by measuring the impact of the employee engagement improvement program on employees, whether it improves employee performance and productivity after implementing the program that has been designed or vice versa.

4. CONCLUSION

In this study, there are several conclusions, including:

1. Measurement of dimensions that affect employee engagement at PT Telkom Indonesia Regional 1 Medan shows that of the 4 dimensions according to Gallup, there are 2 dimensions that must be considered. This dimension is the Growth Dimension which relates to the growth and improvement of employee capabilities and the Management Support Dimension or work environment.
2. The author focuses on increasing employee engagement in PT Telkom Indonesia Regional 1 Medan employees, on the Growth dimension.
3. Using the ADDIE Method, program proposals to increase employee engagement in both dimensions include:
 - a. Maximizing the online learning website MyDigilearn by creating online training programs that have journeys that are in accordance with employee positions and units. A gamification system training program that will provide more value to those who can complete more training, by providing more offline training opportunities and can be proposed as one of the value components for promotion.
 - b. Making a proposed training program. This program is a planning and executing program in providing training to related units according to their needs in the field.

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