

IMPROVING EMPLOYEE ENGAGEMENT IN DIMENSION OF JOB DEMAND AT PT PLN (PERSERO) UNIT INDUK PEMBANGUNAN JAWA BAGIAN TENGAH I

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**Abstrak**

PT PLN (Persero) Unit Induk Pembangunan Jawa Bagian Tengah I (PLN UIP JBT I) menghadapi tantangan dalam pengelolaan bakat dan keterikatan mereka dengan perusahaan berdasarkan target skor KPI yang belum tercapai dalam perspektif Organizational Readiness Organization (OCR) dalam indikator Kesiapan Budaya yang diukur dengan Employee Engagement. Penelitian ini difokuskan pada identifikasi akar penyebab skor Job Demand yang tinggi sebagai dimensi negatif dan mengusulkan perencanaan peningkatan keterlibatan karyawan berdasarkan Job Demand-Resources Model. Dari hasil penelitian diketahui bahwa pengukuran dan pengendalian penugasan tambahan merupakan solusi terbaik untuk mengurangi ketegangan kerja karyawan dan meningkatkan skor Employee Engagement terhadap dimensi Job Demand yang dapat memberikan dampak tertinggi terhadap penurunan nilai Tuntutan Pekerjaan di PLN UIP JBT I.

**Kata kunci- Employee Engagement, Extra Role Assignment, Job Demand, Job Resources, Organization Capital Readiness**

*Abstract*

PT PLN (Persero) Unit Induk Pembangunan Jawa Bagian Tengah I (PLN UIP JBT I) face challenge in managing talent and their engagement to the company based on the unachieved target of KPI score on Organization Capital Readiness (OCR) perspective in the Culture Readiness indicator which is measured by Employee Engagement. This research focused on identifying root cause of high Job Demand score as Negative Dimension and proposing improvement Action Plan of Employee Engagement based on the Job Demand-Resources Model. From the research, it is known that measuring and controlling the extra role assignment is the best solution to reduce employee's job strain and improving Employee Engagement Score on Job Demand Dimension that will give highest impact to lowering Job Demands score at PLN UIP JBT I.

*Keywords- Employee Engagement, Extra Role Assignment, Job Demand, Job Resources, Organization Capital Readiness*

**1. Introduction**

PT PLN (Persero) as a company that is in an increasingly dynamic business environment in the era of globalization, is required to further demonstrate reliable performance in meeting the demands of stakeholders. PT PLN (Persero) is the only state-owned power utility company and the only fully-integrated power utility company in Indonesia, entirely-owned by the Republic of Indonesia and is represented by the Ministry of State-Owned Enterprises (SOE). PLN is in Fortune 500 Global company list in 2015, the major provider of all public electricity and electricity infrastructure in Indonesia, including Power Generation, Transmission, Distribution, Construction of Power Plants and retail sales of electricity consists of 56 Units and 11 Subsidiary Units. PT PLN (Persero) Unit Induk Pembangunan Jawa Bagian Tengah I (PLN UIP JBT I) is one of PT PLN (Persero) Unit, that needs to be able to face the the future business challenges.

Currently, PLN UIP JBT I is handling the building of 3 project units. They are Upper Cisokan Pump Storage Power Plant (UCPS) in Unit Pelaksana Proyek Pembangkit Jawa Bagian Tengah 1 (UPP KIT JBT 1) when it's installed will have capacity of 1040 MW; Jatigede Hidro Electric Power Plant (Jatigede HEPP) in Unit Pelaksana Proyek Pembangkit Jawa Bagian Tengah 2 (UPP KIT JBT 2) that when it's installed will produce 2x55MW; and PLTU Indramayu (when it's installed will produce 2x1000MW Coal Power Plant with the

class of 1000 MW Ultra Super Critical technology) and PLTU MuaraTawar Project (when it's installed will produce 650 MW) in Unit Pelaksana Proyek Pembangkit Jawa Bagian Tengah 3 (UPP KIT JBT 3).

Based on the result of Key Performance Indicators (KPIs) of Human Capital Readiness (HCR), Organizational Readiness (OCR), and Productivity since 2013, challenges derived in the KPI's of OCR, especially from the Leadership Readiness and Culture Readiness, because in these 2 aspect, targets based on Maturity Level Index (MLI) are not optimally achieved (see Figure 1 and Figure 2).

Figure 1.

KPIs of Workforce Focus in 2014

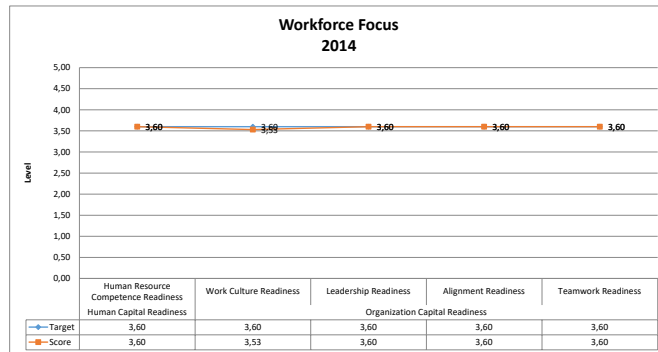


Figure 2.

KPIs of Workforce Focus in 2015

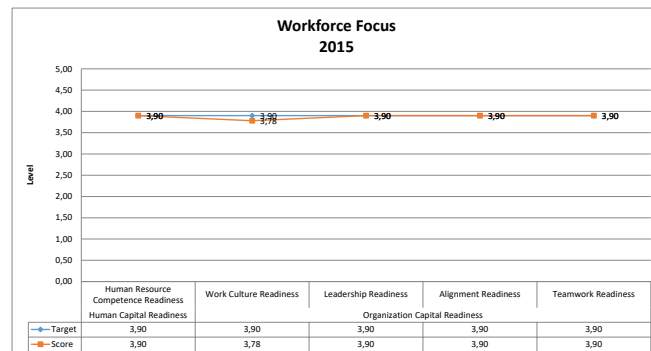


Figure 3 shows the problem formulation used to identify the causal factor that leads to improvement of the factors of KPIs of PLN UIP JBT I that can be improved.

Figure 3.

Problem Formulation

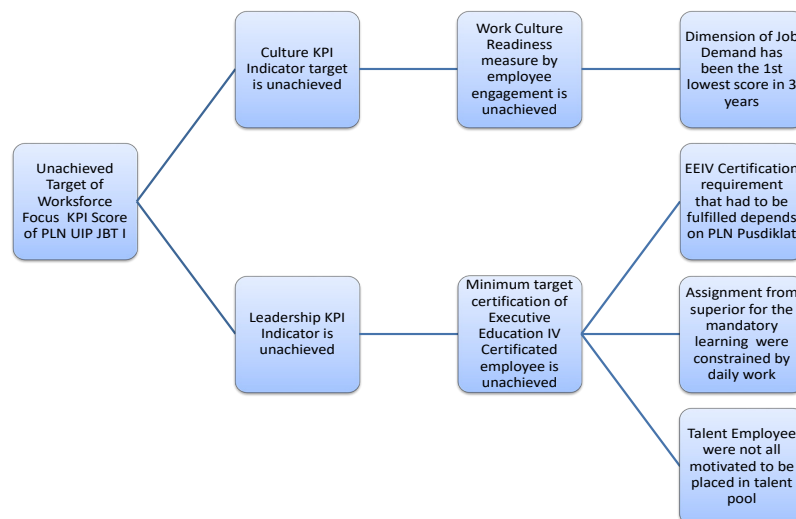


Figure 3 shows chosen indicators that become a particular concern in Improvement of OCR KPI's, which is Leadership and Culture Readiness. Leadership aspects improvement has been handled and designed a program by the Head Office, so the KPI Aspects as the business issue is the design of action plan proposal to improve the score of Employee Engagement in the Dimension of Job Demand as a negative dimension.

In Culture Readiness, Employee Engagement is measured. Based on Employee Engagement Survey (EES) Report in 2016, there are 5 kinds of statements to describe Job Demands, those are: (1) The division of the workload of the company is uneven so there were work piling up. (2) Employees do not have enough time to complete all the tasks. (3) Employee cannot comfortably do their work. (4) The company facilitates improvement of leadership skills. (5) The company provides qualified personnel as needed by PLN units. Overall, Job Demand can be defined as the amount of demand of performance that require sustained physical or mental effort in which employee is expected to do. From 2014 Job Demand had the highest score in Negative Dimension in Employee Engagement Survey (see Figure 4). Burnout, Job Insecurity, and Presenteeism had no longer measured in (EES), while Organization Identity and Innovative Work Behavior has been improving in the last 3 years.

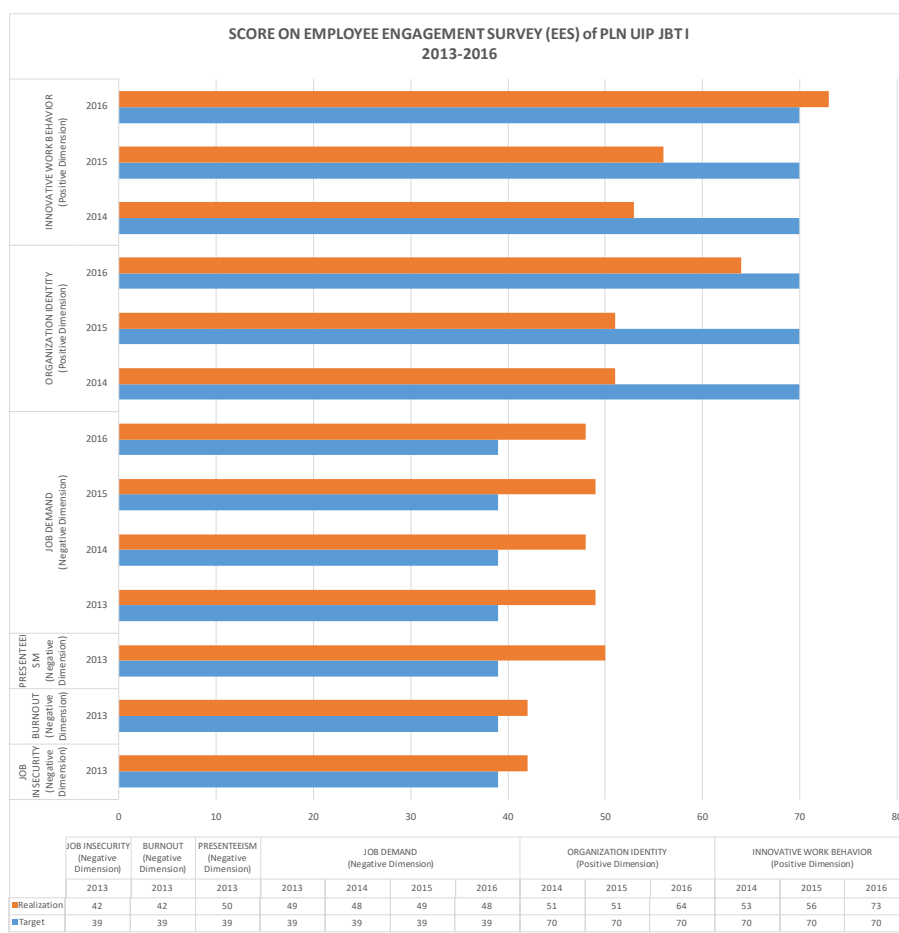


Figure 4.  
Lowest Score on  
EES 2013 to 2016

Dimensions used in this measurement consist of dimensions with negative and positive meanings. Dimensions of Job Demand, Burnout, Job Insecurity, and Presenteeism is a negative dimension with a range of values and their interpretation in Table 1 as following:

Score	Range
86-100	Very less
70-85	Less
60-69	Not Quite Good
40-59	Good Enough
20-39	Good
0-19	Very Good

Table 1.  
Criteria Interpretation of Negative Dimension in EES Result

Other dimensions is a positive dimension to the range of values and their interpretation in Table 2 as following:

Score	Range
86-100	Very Good
70-85	Good
60-69	Good Enough
40-59	Not Quite Good
20-39	Less
0-19	Very less

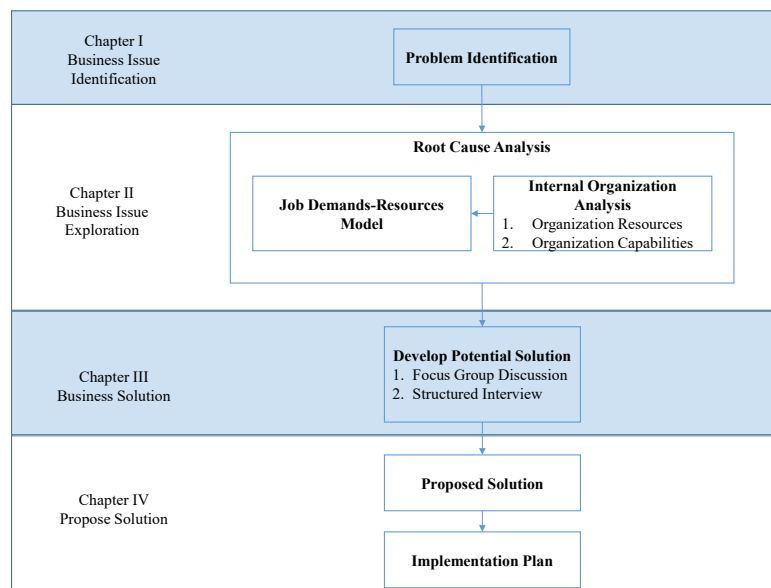
Table 2.  
Criteria Interpretation  
of Positive Dimension  
in EES Result

The main issue that will be comprehensively discussed in this research is the proposal of Action Plans of Employee Engagement in the Dimension of Job Demands that focused on improving KPI of OCR. Analysis of factors related to the problem of company's Workforce Focus will be done by using Job Demands-Resources (JD-R) Model.

## 2. Literature Study

Engagement at work has emerged as a potentially important employee performance and organizational management topic, engagement is needed for high-level organizational performance and productivity. Organizations can gain a competitive advantage through employee engagement (Macey, Schneider, Barbera, & Young, 2009). Kahn define Employee Engagement as "The 'harnessing of organizational members' selves to their work roles, in engagement, people employ and express themselves physically, cognitively and emotionally during role performances" (1990). Saks (2006) argues that one way for individuals to repay their organization is through their level of engagement, since employees will engage themselves to varying level and in response to the resources they receive from their organization. Based on those definitions, Employee Engagement can be inferred as employee involvement, satisfaction, and enthusiasm to the work they done during role performances in response to the resources they receive from their organization so that it impacted in the individual and organization performance.

Figure 5.  
Conceptual Framework



The Job Demands-Resources (JD-R) model was first published by Demerouti, Bakker, Nachreiner, & Schaufeli (2001) in an attempt to understand the antecedents of burnout. The main assumption of the JD-R Model is that every occupation has its own specific risk factors associated with job-related stress that may occur in each line of jobs. These factors can be classified in two general categories, which are job demands and job resources, become a model that may be applied to many kinds of organizational or occupational settings (see Figure 6). The theory can be applied to all work environments and can be tailored to any specific occupation under consideration.

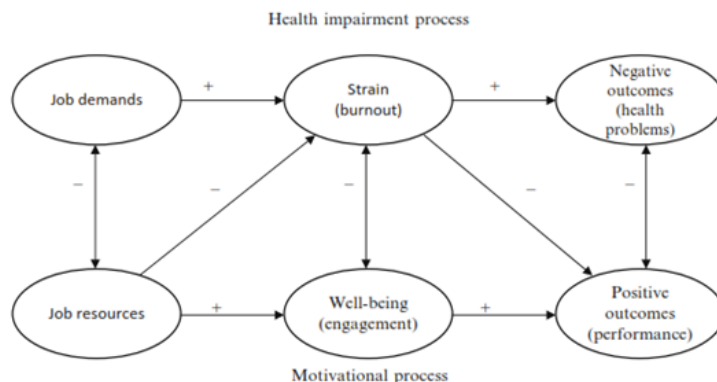


Figure 6.

The Revised Job Demands-Resources (JD-R) Model

Schaufeli & Bakker made revised version of the JD-R model(see Figure 6) Figure 6 The Revised Job Demands-Resources (JD-R) Model explains several things such as (2004):

1. Included work engagement in addition to burnout and considered burnout and work engagement to be mediators of the relation between job demands and health problems, job resources, and turnover intention. The revised JD-R model is not only explain a negative psychological state (i.e., burnout) but also its positive match (work engagement).
2. Work engagement refers to a positive, fulfilling, work-related state of mind that is characterized by:
  - Vigor (that is, high levels of energy and mental resilience while working),
  - Dedication (referring to a sense of significance, enthusiasm for challenge),
  - Absorption (being focused and happily engrossed in one's work) (Bakker A. B., 2011).

Research on the JD-R model reveals that job demands are related to burnout and health problems while job resources predict work engagement,extra-role performance, and organizational commitment (Bakker & Demerouti, 2007).

Job Demand defined as "those physical, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs"<sup>1</sup>. Job Demands can be a high work pressure, an irregular working hours and/or unfavourable physical environment. According to Demerouti et al. (2001), Job Resources refer to physical, psychological, social, or organizational aspects of the job that are (1) Functional in achieving work goals (2) Reduce job demand and the associated physiological and psychological costs (3) Stimulate personal growth and development.Tremblay and Messervey (2011) hypothesized that compassion satisfaction could buffer the impact of job demands on job strain (anxiety and depression).

The way how PLN UIP JBT I runs the business elaborated in a description of organizational structure consists of six key elements (Robbins, Coulter, & De Cenzo, 2015) that will explain the division, groups, and coordination of the organization. (1) Work Specialization, in Sub Division of HR, task were divided into Administration and Development of HR, (2) Jobs in PLN are divided up through work specialization but also grouped together based on different departmentalization, the way PT PLN (Persero) classifying and grouping its work activities, some are based on its functions, some are its geographical condition. (3) Chain of command, it is the flow of orders or authority from the highest organizational level to the lowest level and the clarity of who report to whom.Authority, Responsibility and Accountability are clearly defined in the Job Description. (4) Span of Control, The number of employee in a span of control will influence whether a manager can efficiently and effectively manage the work being done. (5) Centralization describes the degree to which decision making is concentrated at a single point of structural position in the organization while decentralization describes the more lower-level employees could provide input or actually make decisions. In PLN UIP JBT I, depend on the issues, some issues are decided by top management, such

1 Schaufeli and Bakker (2004) replaced "mental effort" with "psychological (i.e., mental and emotional) effort," it is broadening the domain to also include emotional labor.

as General Manager but inputs can be provided by certain or select groups of manager, and some other decision can be made directly by the managers. (6) Formalization means the level of in which jobs in the organization are standardized and the extent to which employee behaviour is guided by rules and procedures. Formalization is relative in PLN UIP JBT I, it has standardized procedured of how to do the jobs especially in technical field with rooms of improvizations that are validated through certain process of validations.

Business Process in HR Department explain in which HR Department is responsible for Financial Management, Human Resources, and Business Administration to support the implementation of employment activities in the unit to reach unit performance. Resources and capabilities of PLN UIP JBT I relevant to the research are:

1. Resources.

- a. Tangible resources, consists of Financial Resources and Organizational resource. Internal funds are available yearly stated in RKAP documents. Allocation of budget for career and competence of employee development are available. Organizational Resources can be identified such as Sistem Laporan Manajemen (SILM), Sistem Penilaian Kinerja pegawai (SIMKP), Aplikasi Manajemen Organisasi (AMOR).
- b. Intangible resources, Readiness Level and implementation of Human Capital and Organizational Capital such as Culture, Alignment, Leadership and Teamwork Readiness. Human resources do not listed on the firm's balance sheet, organization have their services under employment contracts.

2. Capability is the capacity for a set of resources to perform a task or an activity in an integrative manner (Hitt, Ireland, & Hoskisson, 2011). These are capabilities of HR Division based on job role, such as:

- a. Deputy Manager of Human Resources and General Affair (DM of HRGA). Implement Human Capital Management which includes planning and organizational management, career development system and talents, education and training, etc.
- b. Supervisor of Human Resources (Spv of HR). Supervising the development of human capital, prepared proposals for employee's career development, etc.
- c. Human Resources and Organization Development Staff (HR Staff). Responsible to improve and develop human resources management includes the planning and management of the organization and management, system career development and talent, etc.

3. **Research Methodology**

Root cause analysis (RCA) is a process designed to be used in investigating and categorizing the root causes of events with safety, health, environmental, quality, reliability and production impacts (Rooney & Heuvel, 2004).

Focus Group is a type of in-depth interview that can be done in a group. People who attend the meetings satisfy the characteristics defined according to the proposal, interview, volume, and composition procedures. The general characteristics of the Focus Group are people's involvement, a series of meetings, the homogeneity of participants with respect to research interests, the generation of qualitative data, and discussion focused on a topic, which is determined by the purpose of the research (Freitas, Oliveira, Jenkins, & Popjoy, 1998).

The Action Priority Matrix was designed specifically for the purpose of deciding which of many suggested solutions to implement (MindTools, 2017).

The Root Cause Analysis (RCA) of 5 Whys were done through Focus Group Discussion (FGD) for it provide insights into how deep is the understanding of the phenomena being studied from diverse thinking perspective of the group. FGD has been done in two stages, such as following:



1. All Structural representative from each Sub Divisions, Head Unit and Sub Unit (total respondent are 11 person) and all Functional representatives from each Sub Divisions, Head Unit and Sub Unit (total respondents are 8 persons) asked to give their experiences and expectations related to Job Demands.
2. HR team conducting the RCA using 5 Whys based on data collection from FGD, PLN EES Result and Employee Engagement literature, then proposed possible Action and Implementation Plans.

Findings as mentioned above will be analyzed and prioritized using Action Priority Matrix. A prioritization matrix is a simple tool that provides a way to sort a diverse set of items into an order of importance, by giving a numerical value for the priority of each item, done by HR Team.

Based on the description of the Job Demands-Resources Model, Internal Organization Analysis and Root Cause Analysis, it can be inferred that several process that lead to a high Job Demands that is meant to give result in improvement of Job Demands score if measured in EES in the end of year 2017. Highest Job Demands have root causes based on RCA can be inferred to: (1) Lack of superior awareness of the need to give evaluation/feedback (W3-1); (2) Superior lacks of measuring the subordinates load, quantity and or quality (W3-2); (3) No agenda in measuring extra roles assignment given to employees (W5-1); (4) Mostly done specific administrative (clerical) jobs are not systemized yet (W4-1); (5) Problem in prioritizing activities whether to do jobs or to upskill competence (W4-2); (6) Task variation in daily working hours is overwhelming (W2-1); (7) Workload of colleagues is already high and it inhibits their willingness to support colleague's work (W3-3); (8) Unit's proposal to Head Office is not always aligned with the workforce market availability (W4-3).

Based on JD-R Model and RCA results, those root causes must be overcome to reduced Job Strain and increased Work Engagement. Therefore, this thesis will focus to solve the above issues by designing possible Action Plan to improve Employee Engagement on Job Demands as Negative Dimension that is suitable with organization situation that will lead to the improvement of OCR Achievement.

#### **4. Data, Discussion, and Recommendation**

The strategy alternatives available for improving the Job Demand score on the next measurement in the end of year 2017 are explained as follows. HR Division has done FGD with findings such as:

##### **1. Job Demand Identification.**

Based on the FGD findings, the summary of Job Demand Identification findings are: (1) Off-working hour jobs that urgently need to be handled; (2) Normal Distribution in Individual Performance Measurement, while all employees strived and had done their best effort to finish jobs; (3) Silo understanding among subdivisions in satisfying the customers need; (4) Done jobs mostly exceeded working hours; (5) Effort to finish Extra Role Jobs that exceeded the main jobs; (6) Social problem, community on the project area that had to be faced; (7) The vacant positions of Deputy Manager as Basic Manager in division makes the decision making ran slower; (8) Coordination with other divisions in completion of jobs takes time when other division's availability or approval were stagnating; (9) Non formally working hours does not restricted to 8-5 working hours, especially for the field engineer.

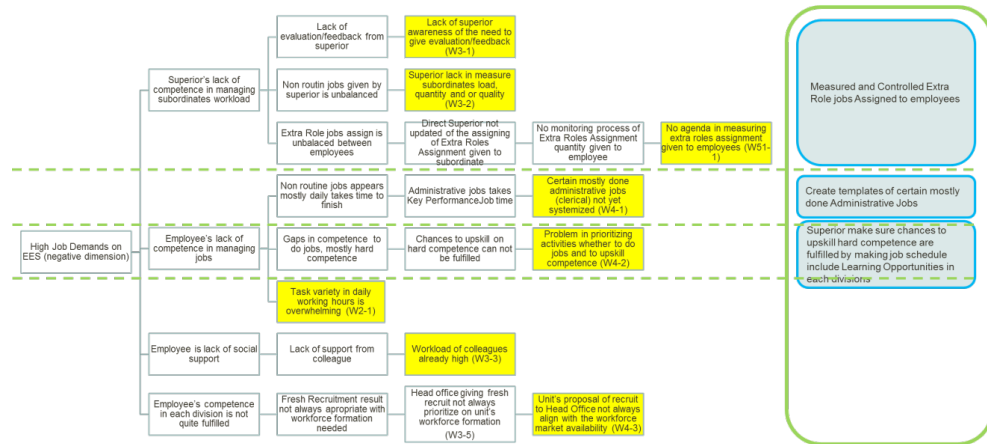
Based on the FGD Result, these Job Demands that occur cause Job Strain that lead to negative outcomes, that appear in health problem (physiologically and psychologically), such as anxiety while working towards the result of job and KPI achieved, hesitation in doing and making decision on each task, and cynicism at work. Another indicators in increasing health problems can be identified based on the over increasing Health Cost of Employees.

##### **2. Job Resources Identifications.**

Based on the FGD findings, the summary of Job Demands Identification findings are: (1) More frequent direct feedback from superior, to the jobs being done; (2) More employee/family leisure activities; (3) Moderate level ease of access to transportation availability

Figure 7.

Possible Solutions  
of improving Job  
Demands score



Possible Solutions of improving Job Demand score on PLN UIP JBT I can be seen on Figure 7. On Figure 7 it can be inferred that there are 3 possible solutions to improve Job Demands Score at PLN UIP JBT I, as following: (1) Measured and controlled Extra Role Jobs assigned to employees, (2) Create templates of mostly done certain administrative jobs, (3) Superior makes sure chances to upskill hard competence are fulfilled by making scheduled and prioritized jobs including learning opportunity in the divisions.

The analysis of alternative solutions will be more elaborated in a descriptive manner. Each of the solution is analyzed as following:

1. Measured and controlled Extra Role Jobs assigned to employees. The background of making measurements and controlled Extra Role Jobs assigned to employees are described as follows:
  - a. Extra role jobs in PLN UIP JBT I were assigned based on the professional judgement to employees hard and soft competence, the educational background and current job position.
  - b. Later on, the assigning as if only can be given to certain employee that had been proven to be delivering jobs successfully. But the assigning did not considering the demand of certain employees assigned with Extra Role Assignments.



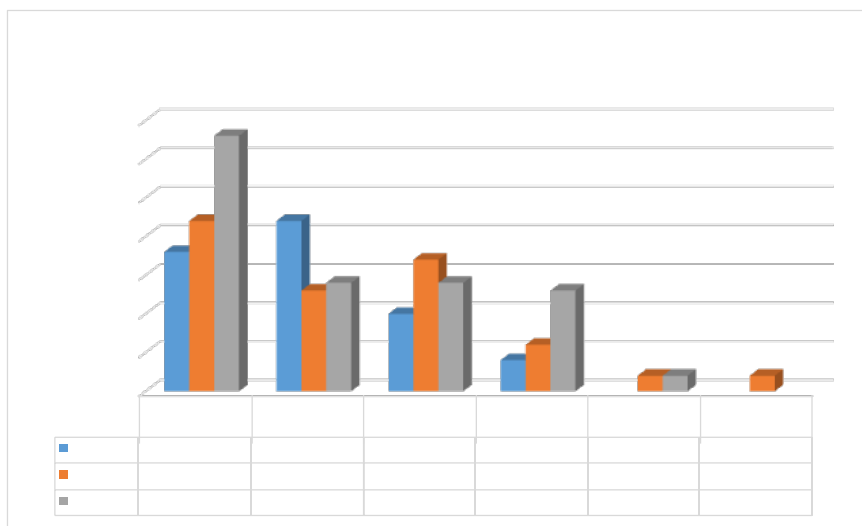


Figure 8.

Extra Roles Assignment  
per Person from 2014  
– 2016

2. Create templates of mostly done certain administrative (clerical) jobs.

Administrative jobs such as making confirmation letter for cancelling learning opportunities consume time that supposed to be more effective to do main jobs. This condition can be improved if there are simple applications to make the making of letters and the flow of confirmation run smoothly without having to make hardcopy letters and for the templates can be accessed by every employee.

3. Superior makes sure chances to upskill hard competence are fulfilled by making scheduled job including learning opportunity in the divisions.

Based on the proposal of learning opportunities inquired by employees and their accomplishment to fulfill it, it has an average ratio of 1:4. This is mostly caused by the jobs they cannot delegate or done if they have to leave for the learning trip. This condition will stay the same unless the superior is able to manage the workload activities in a scheduled manner.

Based on those solutions, prioritizing solutions need to be done since not all solutions will give the highest impact and require the lowest effort. Action Priority matrix has been done by HR Sub division to decide which solution will give the quick win. Quick win is a solution falling into the upper left-hand quadrant where the lowest effort and highest impact are achieved by the proposed solutions. Below are Action Priority Matrix that had been analyzed by HR Sub Division based on the scoring of Priority on Impact and Effort.

NO	Improvement Chances (Problem Gap)	Idea Initiatives	Result of Effort	Result of Im- pact
1	- Lack of superior awareness of the need to give evaluation/feedback (W3-1) - Superior lack in measure subordinates load, quantity and or quality (W3-2) - No agenda in measuring extra roles assignment given to employees (W5-2)	Measured and controlled Extra Role Jobs assigned to employees	1,8	2,8
2	Certain mostly done administrative jobs not yet systemized (W5-3)	Create templates of certain mostly done administrative jobs	2,5	2,2

Table 3.  
FGD Result of  
Action Priority  
Matrix to Find The  
Best Solution

NO	Improvement Chances (Problem Gap)	Idea Initiatives	Result of Effort	Result of Impact
3	Problem in prioritizing activities whether to do jobs and to upskill (W5-4)	Superior make sure chances to upskill hard competence are fulfilled by making job scheduled including Learning Opportunity in the divisions.	2,3	2,5

The category of scoring measurement are:

1. Effort / the ease of implementation.

Score 1: Lowest effort needs to be done.

Score 2: Medium effort needs to be done.

Score 3: Highest effort needs to be done.

2. Impact.

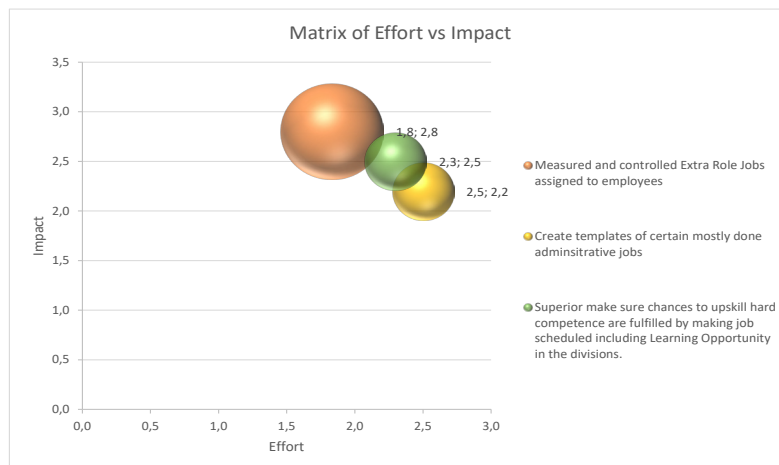
Score 1: Lowest impact can be delivered.

Score 2: Medium impact needs to be done.

Score 3: Highest impact needs to be done

Figure 9.

Action Priority  
Matrix of possible  
solution to Job  
Demands



The upper left quadrant known as the quick win quadrant, shows the solution that will give the lowest effort and highest impact of solution to be done in PLN UIP JBT I.

Implementation of this measurement and control on Extra Role Assignment at PLN UIP JBT I in 2017 will be feasible in May 2017 since all decree of Work Team will be done analyzed in April. Analyzing and positioning of employees in each work team will be considering a few aspects such as:

1. Employees competence.

A competency is defined as a capability or ability (Boyatzis, 2007). Employee's competency will be his/her capability in this matter, to handle an Extra Roles Assignment in a Work Team. An Employee competency will decide a type of position that will be or not suitable to be assigned too an employee to a certain work team. For instance, a non technical administrative employee cannot be given Extra Roles Assignments in work team that will need a lot of skills or knowledge in deep technical field. While, a junior engineer basically in mechanical will not be suitable in handling a secretary position in management based work team. Therefore, sorting in whether an employee fits to be in a work team or other work team, with what position will have to fulfill criteria in table below as following:

Num.	Requirement		
	Chairman	Secretary	Member
1	Experienced in the related responsibilities of the work team for at least 4 years minimum	Experienced in the related responsibilities of the work team for at least 1 year minimum	No experienced needed in the related responsibilities of the work team
2	Must be a Talent Pool Employee, or have been or still in a Structural Position	Must be a Talent Pool Employee, or have been or still in a Structural Position	Talent Pool employee or not, is eligible
3	Have formal educational background needed in the related work team nature	Have formal educational background needed in the related work team nature	No formal educational background needed in the related work team nature
4	No possession of data needed in the related work team nature	Have data needed in the related work team nature	Have data needed in the related work team nature

Table 4.

Criteria of Employee Competence in Extra Role Assignment

## 2. Employees capacity.

The structural or functional position, especially those persons in charge as mentioned in Extra Role Assignment Business Process Control Flowchart have authority as assigned in their Job Description to become the enabler of the process flow. The requirement mentioned in Table 5 as following:

Num.	Requirement		
	Chairman	Secretary	Member
1	Must be a Structural Position	Structural / Functional Position is eligible	Structural / Functional Position is eligible
2	Have authority in the related Extra Role Assignment Work Team	Authority in the related Extra Role Assignment Work Team is complimentary	Authority in the related Extra Role Assignment Work Team is complimentary

Table 5.

Criteria of Employee Capacity in Extra Role Assignment

- a. The frequency of employee in proposed membership on the draft decree of work team.

The frequency of employee in proposed membership on the draft decree of work team is limited as in Table 6. Historical data of employee ever been responsible in membership of Extra Roles Assignment is shown in Appendix B.

Num.	Requirement		
	Chairman	Secretary	Member
1	Maximum 4 Membership in any Work team	Maximum 1 position in any Work team	Maximum 3 Membership in any Work team

Table 6.

Criteria of Employee Membership Limit in Extra Role Assignment Work Team

## 5. Conclusions

1. The current conditions of Job Demands score have been causing strain and negative outcomes in employee (Appendix A. Focus Group Discussion Result on Job Demands Identification). Based on Root Cause Analysis and the Action Priority Matrix, measuring and controlling the Extra Role Assignment is the best solution to reduce employee's job strain that will give highest impact to Job Demands at PLN UIP JBT I. Implementing this mechanism, which has never been implemented in any unit in PT PLN (Persero), will

give PLN UIP JBT I an opportunity to reduce the score of Job Demands in Employee Engagement Survey in the end of 2017.

2. The Focus Group Discussion result explains that the Extra Roles Assignment is overwhelming in certain employees, needs to be taken an action to overcome it, into being monitored and controlled by the participation of all business process owners.
3. Expected result after the implementation of Monitoring and Controlling Extra Roles Assignment in Work Team are be described as following: (1) It could share the Extra Role Assignment evenly for employees. There will be no more Extra Role Assignment pile in one employee. (2) Reduce the Job Strains in employees that have Extra Role Assignment piled up. (3) By implementing the Business Process of Measuring and Controlling Extra Role Assignment, this will give one of the strategy in Improving Employee Engagement in all PLN units in Indonesia.

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