

EMPLOYEE ENGAGEMENT: TURN OVER PREVENTION STRATEGIES AND THE KEY TO IMPROVING PERFORMANCE MANAGEMENT IN A MULTINATIONAL COMPANY

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ABSTRACT

The purpose of this study is to prevent turnover and the key to improving performance management in a multinational company. Employee engagement is believed will enable the success for a company through several people factor such as employee performance, productivity, work safety, attendance and retention, customer satisfaction, customer loyalty, to profitability. Employee performance is one of the benefits that is resulted from a high employee engagement. Factors that affect employee engagement: Work Environment (work environment), Leadership (leadership), Team and Co-worker (team and co-worker relations), Training and Career Development (training and career) Compensation (compensation), Organizational Policies, procedures, structures and systems (organizational policies, procedures, structures, and systems), Workplace well-being (work welfare). This research method is a literature study by comparing several existing theories, previous research, and interviews with several sources in several multinational companies. The findings are still high in the company's annual turnover rate. From this research, it can be concluded that employee engagement programs must be carried out regularly in a company organization so that employees are loyal to management.

Keyword: *Strategy; Employee Engagement; Turn Over; Performance Management; Company*

1. INTRODUCTION

The role of employee engagement for a company is like a pillar in a building. Its presence will always be needed by the organization to always stand firm. Employee engagement is believed to be a determinant of the company's success. Because profitability can increase sharply because of the high productivity of employees. They can work well to achieve organizational goals and bring customer satisfaction. When we work in a company, there are terms known as employee engagement and employee satisfaction. Above is considered as the company's approach to employees, but the difference lies in the end. In employee satisfaction, this approach only encourages employees to carry out their obligations to the extent of their work. But with the employee

engagement approach, it can encourage employees to do their work more than their obligations (high performance) and can give the best contribution to the company.

This employee engagement pyramid is aligned with Maslow's pyramid of needs. The pyramid indicates the point of engagement will change as employee's awareness of their motivation increases.

Not engaged at all, not at all connected or engaged with the organization. This type of employee usually only works to get paid without having the motivation to grow. They do not even expand social relationships in the work environment, in a nutshell, this employee is not feeling happy.

Not engaging. This type of employee is considered not to be engaged with the company even though he has started to be active in socializing and doing the work he is told (without more initiative). They still don't understand what it means to be part of a company.

Almost engaged. This type is almost engaged with the company, where he has been able to do his job properly and well. It's just that, there's still a lack of impetus or the reasons why he should do more than now. Employees of this type are also comfortable working in a company environment.

Engage. This engaged group is considered to have engaged with the company because apart from knowing what their responsibilities are, they also know how to maximize their abilities for the company. Having understood and aligned with the company's goals, he has the drive to do what's best for himself and the group because he knows his presence is important in the company (regardless of what the position is).

Highly engaged. These employees are at the top level in Maslow's "Hierarchy of Needs" theory. Having fulfilled all basic needs and realizing his important role in the organization, this employee truly loves his job and is ready to inspire others around him.

2. LITERATURE REVIEW

According to (Anggraini et al., 2016) Facing increasingly complex competition in the business world and the emergence of Gen Y who have entered the world of work and are considered to have more understanding of technology and negative perspectives on the low level of engagement of Gen Y than the previous generation, companies need to pay attention to human resources that exist in an organization in order to create engagement or employee engagement that has an impact on the sustainability of an organization. A company will not be able to run without the support of reliable human resources and in accordance with the company's vision and mission. Companies need to pay attention to investment in human resources in their organizations and create employee engagement. (Sugiharto et al., 2019) Stated that Employee Engagement is formed through the commitment of the leader's role to the delivery of a clear mission, vision and organizational values and the authority of the leader to give freedom to employees in making decisions. One form of leadership that seeks to mobilize its employees is transformational leadership. Transformational leadership pays attention to the individual's need to grow and develop by acting as a mentor organizations in the company participate and collaborate well what it does is important to its self-esteem. (Katili, Putri Bhuna, 2017).

(Ciakaren & Devie, 2014) Define job satisfaction as positive feelings about the job as an evaluation of the characteristics of the job. When an employee enjoys their job, the employee will be positively involved with their work so that employee engagement will emerge. According to (Ramadhan & Sembiring, 2017) the benefits of employee engagement which states that employee engagement can create success for the company through matters relating to employee performance, productivity, work safety, attendance and retention, customer satisfaction, customer loyalty, to profitability. Employee performance is one of the things that resulted from the creation of high employee engagement. In (Chrisdiana & Rahardjo, 2017) states that the imbalance between work and family will lead to reduced work performance, increased absenteeism, high turnover, poor morale, increased conflict and high inequality in work capacity. Employee engagement is defined as employee commitment, emotionally and intellectually to contribute to work and grouping employees into 3 groups, namely: Engaged, Not Engaged, Actively disengaged. Factors that affect employee engagement: Work Environment (work environment), Leadership (leadership), Team and Co-worker (team and co-worker relations), Training and Career Development (training and career) Compensation (compensation), Organizational Policies, procedures, structures and systems (organizational policies, procedures, structures, and systems), Workplace well-being (work welfare) (Handoyo & Setiawan, 2017).

In (Nunua et al., 2010) Employee engagement emerged as an effort to develop from previous concepts such as employee job satisfaction, employee commitment, and employee organizational behavior. Having employees who are actively involved in the company indicates that the company has a positive work climate.

This is because with employees who have a good attachment to the company where they work, they will have great enthusiasm for work, sometimes even far beyond the main tasks contained in their work contracts. (Simbolon, 2012) Also revealed that the concept of employee engagement can aligned with Social Exchange Theory (SET), where the relationship that occurs between employees and their company occurs from a series of interactions that evolve over time with a sense of mutual benefit and mutual loyalty over a certain range of conditions. Behavior that is an antecedent in employee engagement can be seen from the overall commitment, interest, involvement, enthusiasm of individuals in work situations, which are in accordance with organizational goals and are predicted to be able to increase the effectiveness of the organization.

According to (Rachmawati, 2014) one of the biggest challenges faced by experts in the field of Human Resources (HR) since the last ten years is the unanswered question of the definition and purpose of talent management. Perhaps this is the reason why HR practitioners still find it difficult to implement talent management in organizations, even though they are aware that talent management is very important for the company's future. (Wibowo et al., 2017) Stating that talent management is a concept starting from how to plan, acquire, develop, and retain talent. In other words, talent management is not just a single process or how the development program runs, but includes a series of processes. More simply, talent management is about putting the right people in the right place at the right time. (Widianingsih & Wulansari, 2018) Stated a series of integrated activities in managing high-performing employees at all levels of the organization with the main components being attracting talent through performance management, learning, and talent review, as well as retaining talent through career planning, succession planning, and talent engagement.

Companies that use talent management as one of the HR processing strategies can improve employee performance according to company goals. (Angliawati & Maulyan, 2020) Said that the company's current challenge is to win the talent war, because the ability to win the talent war affects the ability to win the market. A talent war is a situation when companies compete with each other to beat their competitors to get the best talent available in the labor market. Knowledge Management as any process (whether formal policies or informal private methods) that facilitates the capture, distribution, creation and application of knowledge for decision making. Knowledge Management can improve skills and work motivation so as to encourage increased individual and organizational performance. Employee performance will achieve maximum results if it is supported by the knowledge it has. (Darmawati, 2020).

3. METHODS

The research method used is a qualitative research method through literature studies, literature review from the point of view of Human Resource Management and analysing a series of employee engagement processes to create a commitment to prevent turnover and improve performance in a company organization, in this study will describe the level of explanation strategic role of employee engagement.

Analysis of the data used in this study is a descriptive analysis. Descriptive research aims to provide an overview in the form of a description in the form of words supported by literature on the subject of research from observations of a problem. The results of the study were then analyzed to find key indicators of success for preventing turnover and improving employee performance in freight forwarding companies.

4. FINDINGS AND DISCUSSION

Results

An organization or company needs employees who are agile, and proactively anticipatory. To create the employee in question, the organization must build employees who have employee engagement with their work and organization. Organizations that are surrounded by employees who are engaged in their work will easily achieve organizational goals. Employee engagement is a positive condition, attitude or behavior of an employee towards his work and organization which is characterized by feelings of enthusiasm (vigor), dedication (dedication), and absorption for the achievement of organizational goals and success. Employee engagement was first introduced by the Gallup research group in 2004. From the results of this study, it is known that employee engagement is very influential on the company's business performance. Engaged employees are proven to be absent less often, have fewer accidents at work, and more productive. They are able to bring the company to generate significant profits. Companies often think that a high salary is enough to make employees attached to the company. Whereas salary is not the only factor that shapes employee loyalty. Other factors that play a role such as the work environment, relationships with colleagues, job

descriptions, etc. The following are the basic things that encourage employees to be more engaged (engaged) to the company, namely: Adequate salary, Perception to employees about the importance of their work, Opportunity for career advancement, Opportunity for feedback and regular dialogue with superiors, Quality relationship between co-workers, superiors, and subordinates, There are examples of work ethic and company values, Effective communication between members of the organization. Creating employee engagement between employees and their organization is not an easy thing. The roles of both employees and organizations must be able to work together to create engagement in the workplace.

There are several principles for creating workforce engagement, including: Employee capacity or capability in the world of work, Employee motivation to work, Employees have the opportunity to freely express the best output every day, Employees understand what the organization expects of themselves, The organization provides good working facilities, Employees receive appropriate rewards or awards, Establish a warm relationship between superiors and co-workers, The organization provides opportunities for growth.

How to Create Employee Engagement, in order for employees to feel engaged in work, the company or organization must pay attention to the following: Feelings of urgency. Urgency is energy or cognitive activity directed at achieving goals. Top management (top management) together with their subordinates need to formulate goals or targets and how to achieve them. So that these employees will feel the importance of themselves, the importance of the work being done, the importance of their contribution, and the direct impact of their work output. Feelings of being focused. Employees who feel engaged will focus on their work. They will focus on doing what has become their task, and will not be easily distracted by their surroundings. Feelings of intensity. Intensity is an employee who works hard, even though there is interference from outside. This feeling of intensity is above being focused. Employees will devote their attention and energy in carry out their duties to be completed quickly and correctly. Feelings of enthusiasm. Many interpret engaged employees as employees who have high enthusiasm for their work. These employees are willing to accept challenges or assignments that are not routine in nature, and are willing to share and cooperate with their work partners.

Discussion

Companies will never know, when their employees will quit their jobs. But companies can prevent employees who want to quit with employee engagement programs. It's never too late to start something for a company. This program can be both a challenge and an invaluable strength within the company. All employees who are engaged with their company are happy employees, but not all happy employees are engaged with their company.

5. CONCLUSION AND RECOMMENDATION

Employee engagement creates new enthusiasm for employees when they wake up early to go to the office. Employees will always think positively in doing their jobs and provide great ideas for the development of the team and the company. Employee engagement creates a strong relationship with each of its employees. This relationship will also make employees focus on the achievement they want to achieve, build solid teamwork, and don't forget to express gratitude and appreciation for achievements between divisions. Employee engagement eliminates bored and negative thoughts from every problem faced by employees in their lives.

This approach can make employees become enthusiastic again when doing work in the company. The company will have employees with positive attitudes and behaviors. With positive behavior, it will certainly lead to better company growth than the previous year. Involve employees in every decision making. Companies can find different points of view from different generations of employees. Make them an important part of the planning strategy and in the end, they are the ones who will realize the plan more than the expected results. Employees will be loyal to the company because of employee engagement where they work. They will also proudly tell and even suggest people they meet to use the products or services owned by the company. Employee engagement creates more commitment from employees to the company. The number of absences due to sick employees is reduced, reducing the number of accidents in the work process, and increasing productivity throughout the year.

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