

# Linking Employee Engagement to Employee Value Proposition: Insight from Faculty of Administrative Science Universitas Indonesia

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## ABSTRACT

This study aims to examine the role of employee value proposition towards employee engagement at faculty administrative science (FIA) Universitas Indonesia (UI). Lecturers and academic staff are human resources who play an important role in improving student education and achievement and are also one of the key components of the education system in higher education. By distributing questionnaires as research for data collection. This research used 117 respondents from lectures and academic staff. The sampling technique was purposive sampling. The analysis tool used is the descriptive and inferential with SPSS 23. The research results show that employee value proposition has positive and significant effect towards employee engagement. Fulfillment of the employee value proposition results in stable and group employee engagement dedicated employees, as well as an environment with an innovative mindset and performance improvement can also be influenced by a committed workforce.

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## INTRODUCTION

Public higher education has the responsibility to educate prospective national leaders and play an active role to create graduates who are able to adapt to the demands of global change (Chaerunisyah, 2021). Public universities is

necessary to have a strategy used to create competitive advantage (Halisa, 2020). Lecturers and Staffing are human resources who play an important role in improving student education and achievement and are also one of the key components of the education system in higher

education (Handayani & Budiani, 2021; Nurkhaerani et al., 2013). The existence of these roles and responsibilities requires to always improve their abilities and performance (Hakim & Fernandes, 2017). This is because as a means to create and produce qualified human resources in preparing for work levels, competent staff are very needed. For this reason, it can be said that in achieving quality and improving the quality of public university.

In improving quality of public universities, it must be supported by factors by employee value proposition and employee engagement (Kusuma & Prasetya, 2017). Employee value proposition is an effective tool for branding because it outlines the needs of employees related to work, in order to create a balance between employee satisfaction and employee performance in the company's work culture. Thus, to deliver a superior employee value proposition, companies must communicate to employees and the labor market that they are the employer society wants, given the conditions. favorable environment, strong career interest and wide development opportunities. The other factor that can improve public universities' quality is employee engagement. Employee engagement is the emotional or behavioral involvement that an employee has with their work where they have a strong commitment to the vision and mission of the organization and have a great interest in the tasks, they are responsible for without feel burdened (Ruhayat et al., 2022). Seeing the importance of employee value proposition in developing public universities. Thus, the purpose of this research is to determine the relationship of employee value proposition towards work engagement in public universities.

In general, the word engagement can be interpreted as involvement, commitment, passion, enthusiasm, absorption, and energy (Schaufeli & Bakker, 2010). Furthermore, (Bakker et al., 2011) describe employee engagement as a psychological construct consisting of high levels of energy and

involvement in work. Where this can have an impact on employees being able to work to fulfill the vision and mission of the public universities, creating a sense of pride in being part of the company, and they will always try to go beyond the call of duty in. According to Pawar and Charak (2014), organizations effectively communicate their total competitive reward program through employee value proposition can significantly affect employee satisfaction, as well as increase engagement. Employee value proposition (EVP) is a group of qualities given to employees by companies as remuneration for contributions those whose aim is to retain employees in the company (Alloush, 2020). The application of EVP is still very rarely implemented in public universities today. Besides that, the existence of teaching practitioner activities that have just been promoted by the Ministry of Education and Culture can also be a factor in the non-effect of employee value propositions on lecturer performance.

According to Goswami (2015), employee value proposition is a way to create a balance between employee performance and employee job satisfaction in the work culture in the organization. The employee value proposition looks like a reciprocal process between the organization and employees which includes several aspects such as organizational values, organizational culture, colleagues, and reward systems (Arasanmi & Krishna, 2019). With this process it has a good impact on attracting the level of engagement and retention of its employees effectively as well (Kinasih & Kurniawan, 2019), and can also be used as a practical tool for achieving long-term success in addressing current and future labor market needs (Theys & Barkhuizen, 2022). The aspect of the employee value proposition is employee involvement, where if the company can fulfill promises and the quality offered, it will make employees happy and happy employees will always be committed (Alloush, 2020). Fulfillment of the employee value

proposition results in stable and group work engagement dedicated employees, as well as an environment with an innovative mindset and performance improvement can also be influenced by a committed workforce (Arasanmi & Krishna, 2019). This study is have play an important role to understanding role of employee value proposition and employee engagement in enhancing quality of public universities in Indonesia. Thus, this study have objective to examine the relationship of employee value proposition towards employee engagement at faculty administrative science Universitas Indonesia. This study gives contribution to examining the employee value proposition as the factor that can distinguish the public universities. The Faculty of Administration realize that they should adopt internal branding strategies to leverage the employees. Because, an effective EVP can bring an organization significant benefit. To improve, EVP must provide good internal culture, employee engagement, and a favorable HR strategy for employees. EVP is a powerful business tool designed to close the gaps between loyalty and engagement.

#### **LITERATURE REVIEW**

In general, the word engagement can be interpreted as involvement, commitment, passion, enthusiasm, absorption, and energy (Schaufeli & Bakker, 2010). Furthermore, (Bakker et al., 2011) described Work Engagement as a psychological construct consisting of a high level of energy and involvement in work. Kurniawati (2014) put forward a definition of Work Engagement which is the attitude or behavior of employees who fully express themselves at work physically, mentally, cognitively and emotionally. Where this can have an impact on employees being able to work to fulfill the vision and mission of the organization, giving rise to a sense of pride in being part of the company, and they will always try to go above and beyond the call of duty in terms of commitment of time and effort.

According to Sugianingrat et al., (2021) defines Work Engagement as a useful attitude in facing work and challenges in order to remain full of energy, maintain height, and not give up easily so as to produce optimal performance later. This is because people who are actively involved in their work will be very motivated, enthusiastic, and really get into it (Bakker & Albrecht, 2018). The impact resulting from engagement is able to produce a more competitive organization which in turn can improve organizational performance as well (Gupta et al., 2015; Najeemdeen, 2018). In research conducted Schaufeli & Bakker, 2010), there are three indicators of Work Engagement, such as vigor; the characteristics of employees who are persistent in overcoming every challenge faced at work, show great joy, will and energy when working, and have strong mental resilience when doing so. Dedication is a strong connection to their work, are enthusiastic about it, feel inspired and proud of it, enjoy the challenges it presents, and are characterized by a sense of fun. And absorption is a term used to describe the behavior of workers who are completely focused on the task at hand, feel satisfied and happy doing it.

On other hand, according to Kinasih & Kurniawan (2019) employee value propositions are defined as basic values or foundations created to create public perception of the image the company wants to obtain so that later this can become a differentiating value between one company and another. According defines the employee value proposition as a way or tool to persuade, attract, develop and retain the best talents in the company in order to create a competitive advantage for the company (Salau et al., 2018) According to the employee value proposition is a way to create a balance between employee performance and employee job satisfaction in the work culture of the organization (Goswami, 2015). This is in line with Yudianto (2020) who said that the employee value proposition is a balance between the giver of the award (company) and the recipient of

the award (employee) for the hard work they have done for the company. The employee value proposition looks like a reciprocal process between the organization and employees which includes several aspects such as organizational values, organizational culture, coworkers, and reward systems (Arasanmi & Krishna, 2019). In this way, companies that can maintain the implementation of their employee performance propositions well are able to attract employee engagement and retention levels effectively (Kinasih & Kurniawan, 2019), and can also be used as a practical tool to achieve long-term success in addressing labor market needs. present and future (Theys & Barkhuizen, 2022).

## RESEARCH METHOD

This study used quantitative methods that is descriptive and inferential statistical. According to Musfirah, et al., (2022) correlational research examines the relationship between two or more changes with other changes. The population is the entire group of individuals, events, or interesting objects that the researcher wants to study in order to draw conclusions (Sekaran & Bougie, 2016). In this study, the population to be studied is all educational staff in Universitas Indonesia. This study uses the Krejcie & Morgan formula with a 5% margin of error and a 95% confidence level to determine the sample size so that errors in the sampling process are relatively rare and the level of reasonableness is still acceptable. Data was administered questionnaires to 117 lecturers and educational staff via smartphones and social media. In this study, the variable used consist of employee engagement as exogenous and employee value proposition as endogenous. A summary of the operational definitions of the variables is presented in Table 2. The data analysis technique or method used is quantitative data analysis technique. The data that has been obtained will be tested using SPSS version 23.

Regarding the the independent variable dependent variable used by Shachaufeli & Bakker (2010) and Employee value proposition determined by compensation, benefit, career, work environment and culture byParrerira & Honours (2007).

H1: Employee value proposition is positively related to employee engagement in Faculty of administrative science, Universitas Indonesia

**Table 1. Operational Variable related to employee engagement in Faculty of administrative science, Universitas Indonesia**

No	Variable	Item
1	Employee Value Proposition	Compensation, Benefit, Career, Work Environment, Culture
2	Employee Engagement	Vigor, Dedication, dan Absorption

Source: Parreira & Honours (2007), Schaufeli & Bakker (2010)

A hypothesis is a tentative estimate that serves as a potential answer to research questions asked. In this study, researchers attempted to determine whether there is an influence between the Employee Value Proposition and employee engagement among employees from Faculty of Administrative Science, using a causal hypothesis. Findings from previous studies and research investigating the same variables with this research, although in a different context, shows that there is the relationship between job characteristics and involvement in work. As for example, research conducted by Prameswari (2019) indicates that employee value proposition have a positive and significant influence on employee engagement. The results of research conducted by Karim and Rahman (2022) as well shows that all five dimensions of employee value proposition have an impact on involvement in work has a significant positive role in stimulating employee engagement. Based on the research results above, the researcher formulated a hypothesis that:

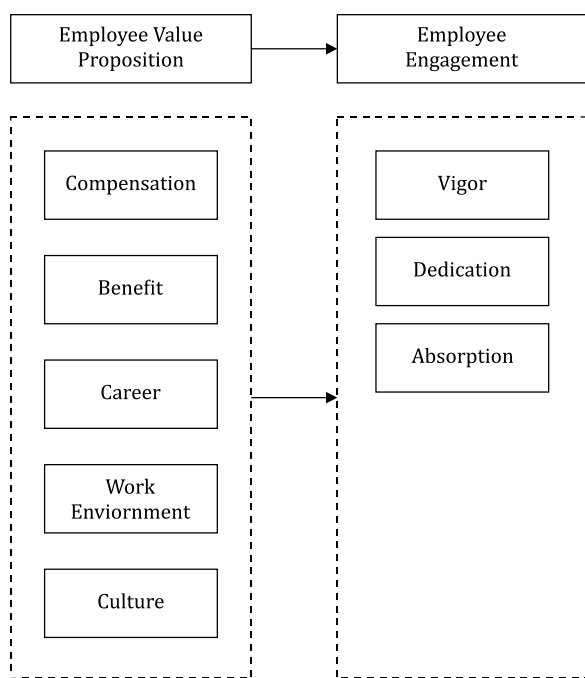


Figure 1. Conceptual Framework

**RESULT AND DISCUSSION**

Based on respondents' employment data on Table 3, 52.1% of them work as lecturers. Based on gender, 52.1% were male respondents, while 47.9% were female respondent. Faculty of Administrative Science is a new faculty in Universitas Indonesia from 2015. Judging from the diagram of respondents based on age, it was found that generation Y/Millennials (aged 23-38 years) occupied the highest position as respondents in this survey, namely 52.2%, followed by generation X. This happened because people who work in FIA UI is mostly is in young age. If we look at the length of work, the majority of respondents, 40.2% have worked for 1-5 years. Respondents who had worked 6-10 years were in second place with a percentage of 23.9%. This happened due to long probation period in Universitas Indonesia between 1-2 years. Respondents in this survey were also classified based on education. Undergraduate education was the highest respondent based on education with a percentage of 38.5%. Then, followed by postgraduate education (Phd) with a percentage of 35%.

Table 2. Respondent

No	Characteristics	Total	Percentage
1	<b>Job Category</b>		
	Lecture	61	52.1%
	Educational Staff	56	47.9%
	Total	117	100%
2	<b>Gender</b>		
	Men	61	52.1%
	Women	56	47.9%
	Total	117	100%
3	<b>Age</b>		
	23-38 year's old (Gen Y/ Millenial)	60	52.2%
	39-54 year's old (Gen X)	41	35.7%
	55- 70 year's old (Baby Boomer)	14	12.2%
	Total	117	100%
4	<b>Education</b>		
	Senior High School	3	2.6%
	Diploma 3	5	4.3%
	Degree (S1/D4)	45	38.5%
	Master Degree (Master)	23	19.75%
	Doctoral (Phd)	41	35%
	Total	117	100%
	5	<b>Length of Work</b>	
1 - 5 year		48	40.2%
6 - 10 year		27	23.9%
11 - 15 year		10	8.5%
> 15 year		32	27.3%
Total		117	100%

Based on questions representing the employee engagement variable on Figure , most of of respondents who are lecturers and education staff agreed that they were proud of the work they did. The results of the survey show that employee engagement from lecturers and education staff at the UI Faculty of Administrative Sciences is 4.03 on a scale of 1-5.

The majority of respondents, also agreed that they felt full of energy at work. Meanwhile, 23% of other respondents chose to strongly agree with this statement. The majority of respondents, agreed that they felt enthusiastic about their work. Because the working value is giving a lot of opportunity to grow. The majority of respondents,

also agreed that they felt like going to work when they woke up in the morning. Meanwhile, 23.5% of other respondents chose to be unsure about this statement. The majority of respondent are also agreed that they were enthusiastic about their work, the work this moment can inspire

them, they were proud of the work they did and they feel happy when they work intensely. This due to the challenges and target in faculty of administrative science was very high and giving a chance to staff to develop their careers.

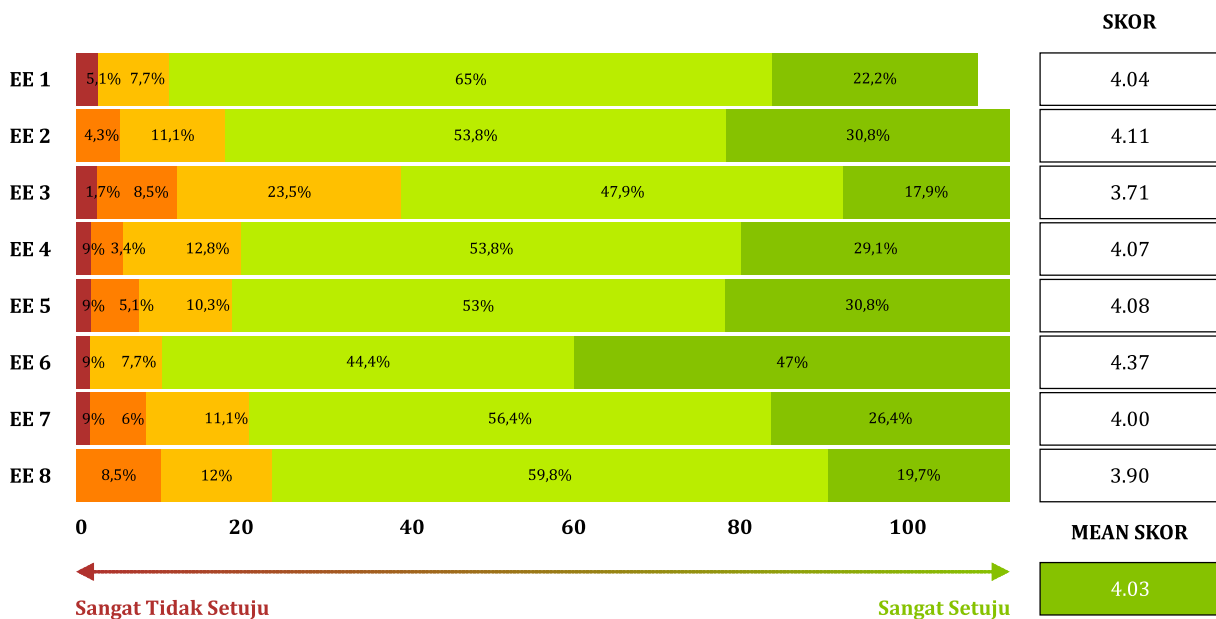


Figure 1. Employee Engagement Descriptive Result

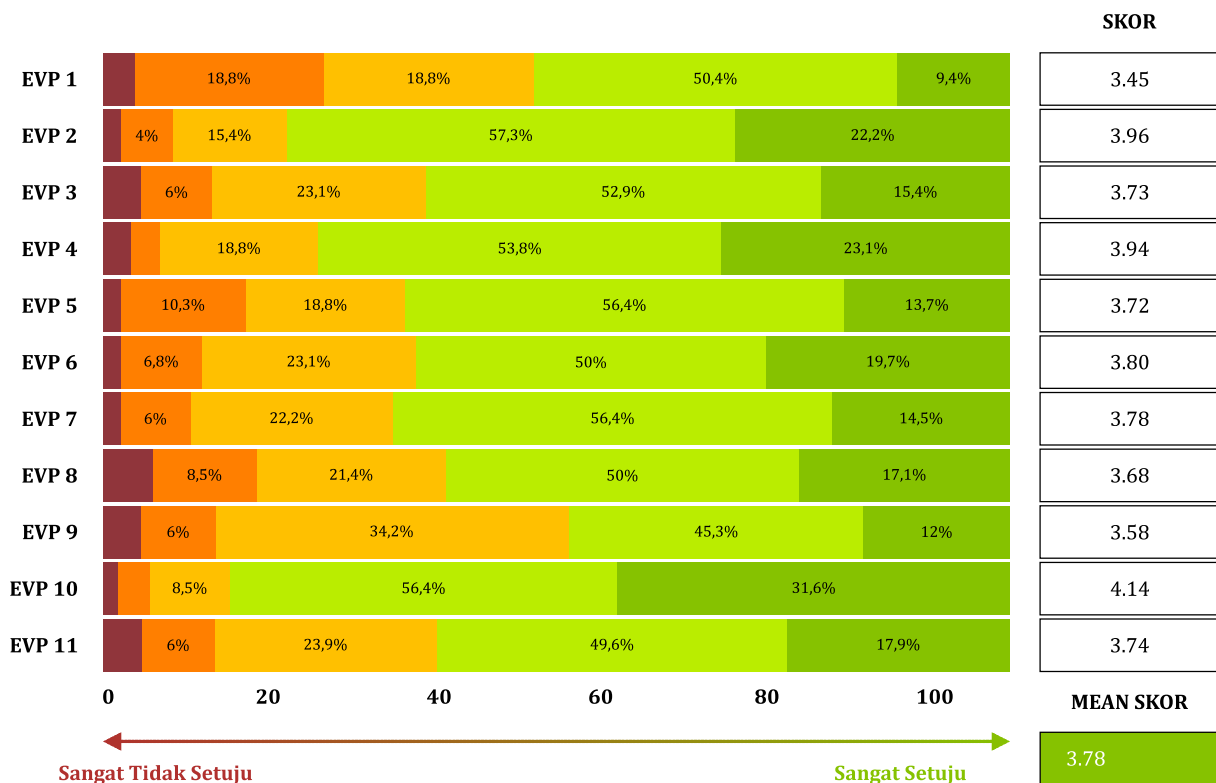


Figure 2. Employee value proposition Descriptive Result

The majority of respondents, 50.4% agreed that they were satisfied with their salary. Meanwhile, 18.8% of other respondents each chose to doubt and disagree with this statement. The majority of respondents, agreed that they received compensation in accordance with FIA UI provisions and policies, they were happy with the criteria for determining salary increases at FIA UI. Meanwhile, 23.1% of other respondents chose to be unsure about this statement. The majority of respondents also agreed that they liked the incentive program at FIA UI and they understood the performance evaluation system at FIA UI. The majority of respondents, agreed that they considered objectivity in performance assessment at FIA UI to be working well. Meanwhile, 23.1% of other respondents chose to be unsure about this statement. The majority of respondents, they were happy with the FIA UI allowance system, they were satisfied with the insurance options provided by FIA UI, they liked the FIA UI retirement plan. This is because faculty of administrative also give better retire plan and compensation other than faculty.

The majority of respondents, agreed that they think FIA UI encourages every employee to develop themselves, they knew where their career would lead at FIA UI. Meanwhile, 23.9% of other respondents chose to be unsure about this statement. Based on questions representing the employee value proposition variable, 65.8% of respondents who were lecturers and education staff agreed that they felt comfortable at work. The results of the survey show that the employee value proposition of lecturers and education staff at the UI Faculty of Administrative Sciences is 4.05 on a scale of 1-5 based on Figure 3. Below.

The majority of respondents, agreed that they planned to have a longer career at FIA UI and they always get valuable advice in career development at FIA UI, they always work in a team to achieve goals, they felt comfortable at work, they liked the working atmosphere at FIA UI, they think that leaders always encourage lecturers and education staff to always be committed to their work. Furthermore, the majority of respondents, agreed that they think

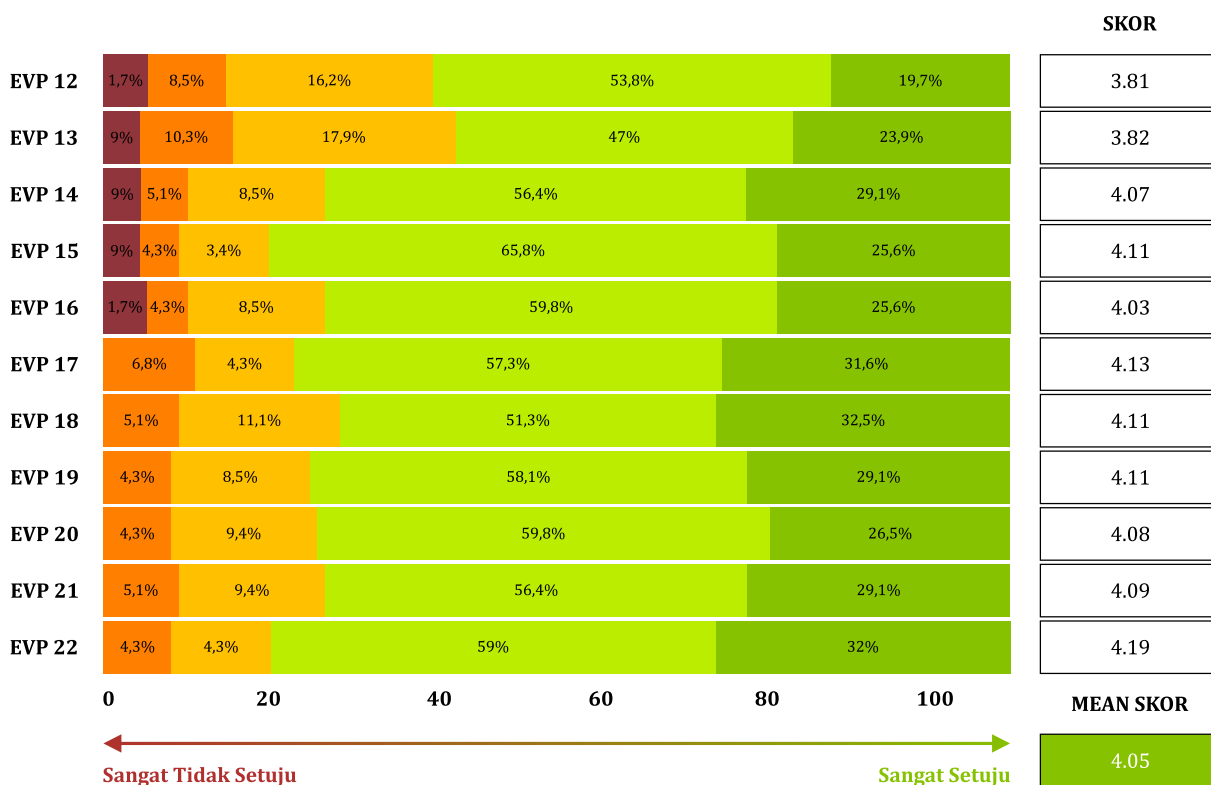


Figure 3. Employee value proposition Descriptive Result (Continued)

leaders and managers always support the achievement of FIA UI values, they considered FIA UI to uphold integrity in its actions, they thought FIA UI encouraged lecturers and education staff to be creative in their work, they thought FIA UI encouraged lecturers and staff to be responsible for their work.

### VALIDITY AND REABILITY

Based on the table 4, showed that all item values had a Corrected Item-Total Correlation > 50, providing preliminary evidence for the measurement validity. Cronbach alpha, which ranges from 0.76 to 0.96, indicates how construct indicators are expressed as part of variables. The results were higher than the suggested value of 0.7 (Hair et al., 2010).

**Table 3.** Validity and Reability

Construct	Item	Factor	CA	Source
EE	EE1	0.935	0,817	Schaufeli & Bakker, 2010
	EE2	0.803		
	EE3	0.940		
	EE4	0.935		
	EE5	0.943		
	EE6	0.959		
	EE7	0.966		
	EE8	0.762		
EVP	EVP1	,479	0,915	(Parreira & Honours, 2007)
	EVP2	,417		
	EVP3	,596		
	EVP4	,438		
	EVP5	,414		
	EVP6	,551		
	EVP7	,530		
	EVP8	,462		
	EVP9	,488		
	EVP10	,639		
	EVP11	,434		

EVP12	,400
EVP13	,692
EVP14	,605
EVP15	,656
EVP16	,618
EVP17	,681
EVP18	,680
EVP19	,654
EVP20	,611
EVP21	,701
EVP22	,506

From table 4, employee value proposition has a t-value of 8,521 and a probability value significance is 0.000. Based on the number of research respondents consisting of 117 respondents in the academic staff, t-table for significance 0.05. Therefore, it is known that t-table is 1.653. From this, it is stated that the value of tcount > t-table is 8,521 > 1,653 and the value significance 0.000 < 0.05. This shows that there is a significant relationship between employee value proposition and employee engagement in faculty of administrative science in Universitas Indonesia. The results of this study are in line with previous research conducted by Karollah et al., (2020) which said that job employee value proposition has a positive and significant effect on employee engagement. Employee value proposition activities carried out by lecturers are to change the characteristics of their work so that a high level of enthusiasm that needed in order to be successful in working environment (Ramaditya et al., 2023). It is the sense of enthusiasm and enthusiasm that makes them attached to their work. F-Value shown positive also the model is acceptable, employee engagement for lecturers and academic staff is an important thing to improve. With the role value proposition carried out by lecturers, this will increase their work engagement.

**Table 4.** Measurement Model

Relationship between variables of Research	B	SD	t	Direct Effect	F	Sig
EVP → EE	1,637	0,192	8,521	1,637	10,681	0,000



Based on the table 4, it can be seen that the correlation coefficient value is represented by the adjusted R value is 0.382. According to the De Vaus correlation coefficient table, value This shows the strength of the relationship between employee value proposition variables. The academic staff's work engagement variable has a strong correlation. The adjusted R square value shows 0.382. From the numbers shown from These results can be interpreted that, in the academic staff in Faculty of administrative science, employee value proposition has an influence on Employee Engagement of 38.2% while the rest 60.9% influenced by other variables not examined in this study. Based on several other studies which also examine employee engagement Academic staff, there are several other variables that can influence employee engagement such as grit, work-life balance, working environment, and employer branding (Rusdi et al., 2023; Riyanto et al., 2020; Larasati et al., 2019).

The findings shows that the employee value proposition has a positive and significant effect on employee engagement. In other words, changes that occur in the employee value proposition will have an influence on employee engagement in Faculty of administrative Science, Universitas Indonesia. The results of this research are in line with previous research conducted by Aloo and Moronge (2014) which states that employee value proposition has a positive and significant influence on employee engagement. Apart from that, other research conducted by Brian, (2018) also found there is an influence between employee value proposition and work engagement. Fulfilling the employee value proposition results in stable work engagement and a group of dedicated workers, as well as an environment with an innovative mindset and increased performance can also be influenced by a committed workforce

(Arasanmi & Krishna, 2019). The emergence of lecturers' and academic staff in employee value proposition is the result of a deeper sense of pride when they do their work. They feel proud when they are able to do their work according to what they want and also in accordance with the spirit of education itself, such as the Tri Dharma of Higher Education. The sense of pride from the lecturers makes them more attached to their work, where this is also reinforced by one of the indicators of work engagement, namely vigor or having a sense of pride in their work. So this is what will then give rise to high work engagement among university lecturers due to the existence of a high employee value proposition.

Employee value proposition activities carried out by lecturers and academic staff in are to change the characteristics of their work so that a high level of enthusiasm and passion is needed in order to be successful in making these changes (Ramaditya et al., 2023). It is their sense of enthusiasm and enthusiasm that makes them attached to their work. Apart from that, according to Bakker & Leiter (2012) employee value proposition is able to balance job demands with personal and work resources, where this is a factor that can influence the size of employee engagement. This is because teaching, developing and transforming knowledge in accordance with the Tri Darma of Higher Education requires commitment and a high sense of attachment. According to Arini (2021), employee value proposition created by employees will give rise to creativity and new ideas so that the resulting sense of employee engagement will also increase. This is because in implementing employee value proposition, lecturers need to be enthusiastic, and deeply involved in continuing to think critically in order to be able to create new ideas or innovations related to the changes that are

**Table 5.** Measurement Model

Relationship between variables of Research	B	SD	t	Direct Effect	F	Sig
EVP → EE	1,637	0,192	8,521	1,637	10,681	0,000

occurring (Ham & Etikariena, 2021). With employee engagement, employees will directly improve their performance which is also in line with the company's goals (Manalu, et al., 2021). In addition, according to Rich et al. (2010) involvement is an important mechanism in improving performance, because employees who are involved are able to perform better. One of the things that becomes a competitive advantage is seen from the results of the lecturer's performance that is produced.

### **MANAGERIAL IMPLICATION**

Faculty of Administrative science need to start developing and implementing a high sense of employee value proposition for all employees within the faculty. A well-thought-out HR strategies and policies that can enhance employees' EVP fulfilment and would assist FIA to retain engaged employees. Also, such human capital strategies would increase the engagement and discretionary behaviors of employees. This study infers that leaders should grow EVP strategies that integrate employee engagement. Leaders can strengthen employee's attitudes and outcomes with the appropriate value and reward policies. FIA should see EVP strategy as an opportunity that leads to better employee engagement and organizational competitive advantage. When employees' EVP are fulfilled, employees are obliged to exchange the fulfilment from the organization with increased dedication, engagement, and commitment. Lecturers at Faculty of administrative science UI must also carry out training to improve both soft skills and hard skills, as well as collaborate among existing public universities in order to create better proposition or new ideas in the world of education. To increase employee engagement among lecturers, what needs to be improved is lecturers' enthusiasm for work. This can be done in one way or another, such as giving appreciation for work or responsibilities that can be completed.

### **THEORETICAL IMPLICATION**

Think of EVP and employee engagement as siblings which are two separate but related concepts affecting the employee satisfaction continuum. Employee engagement only applies to the period when a person is an employee. Engagement traditionally has given only modest attention to the reputation or "employer brand" of the organization before and after a person joins. Faculty of Administration value proposition is a vital tool for the employee engagement strategy, so the messaging should be executed to the fullest and deliver on what is promised. If FIA leadership takes progressive action with EVPs, then the rest of the organization is likely to notice and become more engaged. An effective EVP not only attracts employees to engages but also ensures promises are upheld throughout the employee journey. It's a dynamic tool that strengthens your employer brand, improves employee engagement, and fuels faculty growth. Central to this success is clear and strategic communication.

### **CONCLUSION**

This study aims to examine and analyze the effect of employee value propositions to employee engagement in faculty of administrative science, Universitas Indonesia. Based on the results, employee value proposition has significant impact on employee engagement. This means that with a well-created employee value proposition, a great sense of pride is created for their work, so that this will affect the high level of employee engagement lecturers and staff in faculty of administrative science. The existence of a well-created employee value proposition creates a great sense of pride in their work, so that this will influence the high level of employee engagement. In this research, there are several research limitations and suggestions for further research development such as the data collection method used in this research only relies on questionnaires as primary data. Future research

it is recommended to conduct an interview with one of the samples to find out more precisely what the situation and conditions are at the universitas

Indonesia. Future studies also suggest taking several samples not only from one faculty, but also from other faculty in Universitas Indonesia.

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