Improving Aon Hewitt Indonesia Employee Engagement Survey Product Using Engagement-Job Burnout Model

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Abstract

Aon Hewitt Indonesia (AHI) as global HR consulting firm serves in Indonesia providing employee engagement survey for their clients. The survey is to assess the company's employee engagement condition and with key deliverables solutions to improve the employee engagement condition. Recently some AHI clients have expressed their dissatisfaction concerning the employee engagement model that AHI used on their survey product, as it is too focus on what client needs to provide for its employees and there is no assessment of what makes the employee become disengaged. A new employee engagement model using the complete two-dimensional observations through the engagement-job burnout condition is developed as the alternative solution to overcome the deficiencies which come from AHI's survey product using the old model. From the employee engagement survey using the new model it provides several outputs to help client improve the engagement and prevent job burnout on their employees as follows; the current client's engagement and job burnout score, statistical analyses on the key area of work life to be improved corresponding to improve engagement and prevent job burnout, and the suggestion regarding actionable solutions for client to implement in space of one year after the survey has finished.

Keywords: Aon Hewitt Indonesia employee engagement survey, Engagement, Job burnout, Key areas of work life, Statistical analysis.

Abstrak

Aon Hewitt Indonesia (AHI) sebagai perusahaan konsultansi HR dunia yang beroperasi di Indonesia menyediakan survei keterikatan pegawai kepada klien-kliennya. Survei ini untuk menilai kondisi keterikatan pegawai pada suatu perusahaan dan dengan keluaran kunci solusi-solusi untuk meningkatkan kondisi keterikatan pegawai. Belakangan ini beberapa klien dari AHI menunjukkan ketidakpuasan terhadap model keterikatan pegawai yang digunakan AHI. Masukan-masukan dari klien mengatakan bahwa model yang digunakan terlalu fokus terhadap apa yang dibutuhkan oleh klien untuk diberikan kepada pegawai-pegawainya, dan tidak adanya penilaian terhadap apa yang membuat pegawai menjadi tidak terikat. Model baru untuk keterikatan pegawai menggunakan observasi dua dimensi yang lengkap melalui kondisi keterikatan-kelelahan kerja dikembangkan sebagai solusi alternatif untuk menutupi kekurangan-kekurangan yang ada pada model lama. Dari survei keterikatan pegawai menggunakan model yang baru, memberikan beberapa keluaran untuk membantu klien dalam meningkatkan keterikatan pegawai terhadap perusahaan dan menghindarkan pegawai untuk merasa lelah dalam bekerja sebagai berikut: nilai keterikatan pegawai dan kelelahan bekerja pegawai terkini, analisa statistik terhadap area utama kehidupan kerja untuk meningkatkan keterikatan pegawai dan

menghindarkan pegawai untuk merasa lelah dalam bekerja, dan saran mengenai solusi yang dapat ditindaklanjuti untuk diimplementasikan oleh klien dalam jangka waktu satu tahun setelah dilaksanakannya survei.

Kata kunci: Survei keterikatan pegawai Aon Hewitt Indonesia, Keterikatan, Kelelahan kerja, Area utama kehidupan kerja, Analisis statistik.

I. INTRODUCTION

Human resource consulting or HR consulting is an industry that involved in providing solutions and professional advices to their clients regarding their HR management tasks and decisions (Jozsa & Poor, 2015). Aon Hewitt is one of the biggest HR consulting firm in the world, it's headquartered in the United States and was founded in 1940 as Hewitt associates. Aon Hewitt Indonesia (AHI) served as the local branch of Aon Hewitt and was officially open back in 2012, since then it has established as one of the biggest HR consulting firm in Indonesia. Although globally Aon Hewitt operate in three business units, unlike other country in Indonesia they only operate in one business unit which is Talent, Rewards, & Performance management. The main product AHI sold to its clients through the Talent team is employee engagement survey. Many clients bought this survey product to evaluate their employee's engagement score while understanding the correct work factors that most influencing their employee engagement level and use these deliverables to create actionable solutions to improve the right engagement factor. AHI has done an extensive study to draws a proven linkage of employee engagement with company's performance, and conclude that a company with a larger proportion of engaged employee will provide a better financial, operational, market, and talent outcomes, while on the contrary a company with a larger proportion of disengaged employee would then harm the company performance (Aon Hewitt [AH], 2017a). AHI clients for the employee engagement survey come from multiple industries in Indonesia, and AHI occasionally also help regional Asia Pacific Aon Hewitt team regarding their employee engagement survey project. Clients' hope by doing the employee engagement survey and understand the factors behind the engagement score result, they will be able to improve the right engagement factors for their employees, and ultimately for company will outcome in a better business result (AH, 2017a).

Recently some AHI clients have expressed their concerns regarding the employee engagement model that AHI used, they expressed their dissatisfaction concerning the model. Those clients feel that the survey did not have any effect to their company, as their survey shows there are no significant improvement regarding their employee engagement from year to year. The clients' employees also expressed their dissatisfaction regarding the survey and label it as no effect to their work experience. Figure 1 shows the graphical representation of the most mentioned verbatim from client feedbacks.
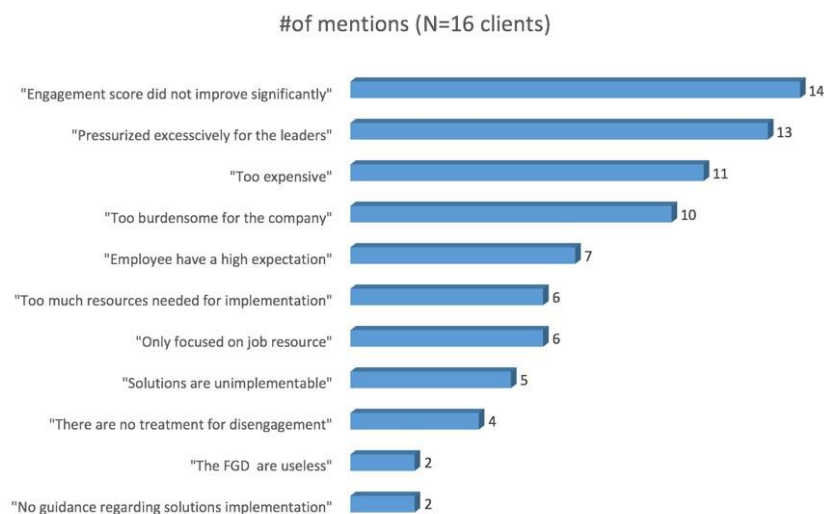

Figure 1. Most mentioned verbatim from clients' feedbacks.

Concerned with these issues mentioned in Figure 1, and the possibility that these issues could impact AHI's client acquisition and lessen AHI's revenue, AHI started to look for feedbacks from their client regarding what are their concerns to the current employee engagement framework AHI used. 16 clients that AHI was worked with through 2017 and 2018 were being asked the feedbacks for employee engagement survey project that have been held. After held several discussions with AHI clients regarding their concerns and receiving feedbacks, it becomes clear that the current AHI employee engagement framework has several deficiencies. From the issues concerned by clients, appear the urgency for AHI to develop and offer a new employee engagement model which could overcome the deficiencies of the preceding model, and also develop an alternate framework for AHI to provide actionable solutions for their clients. The feedbacks from clients can be summarized as follows: (1) The survey's questionnaire is always based on what does the company has given and not given, which ultimately will put the pressure of engagement solely on the company leaders, (2) There is no assessment of what makes the employee become disengaged, which then makes a complete and balance evaluation of the factors that affected an employee to become engaged or disengaged is missing, (3) Solutions created for clients are too demanding for the company to provide a new job resources to its employees.

Because of those concerns explain from clients, the objective of this research is to develop a new employee engagement model and a new framework to provide actionable solutions, to overcome several deficiencies from the preceding model. The new employee engagement model and framework should be able to answer: (1) What is the client engagement score level, and the work factors that most driving the client's engagement score, (2) What is the client disengagement score level, and the work factors that most preventing the disengagement score, (3) A balance model to provide complete evaluation of the work factors that affecting both engagement and disengagement, and (4) The model should also be able to become the base for a new framework to provide actionable solutions that are not too demanding for the company to provide a new job resource to its employees, and as a way to improve engagement score through preventing disengagement.

II. LITERATURE REVIEW

As the clients' concerns are focusing on the model provided from AHI, it's very important to understand the current AHI's employee engagement model. AHI employee engagement model covers two parts to be assessed, the engagement (engagement behaviors) score itself and the working experience perceived by the employee which will drive the engagement behaviors score. AHI consider an individual employee to be engaged when they behave on three engagement behaviors of say good things about the company, eager to stay long in the company, and striving to give the best for company (AH, 2017a). The current model defined that these three engagement behaviors or also called engagement outcomes are being drives by the engagement drivers, which the work experience perceived by the employees that impacting the employee's engagement level (AH, 2017a). These work experiences were based on the foundation and system applied at the company, the foundation for company that perceived as working experience for employees are company practices, the basics, and the work itself. The other working experience that become an engagement driver is a differentiation from other company in the same industry, these working experiences are the brand, leadership, and performance management (AH, 2017a). Figure 2 shows the interpretation of the current employee engagement model AHI used on their survey.
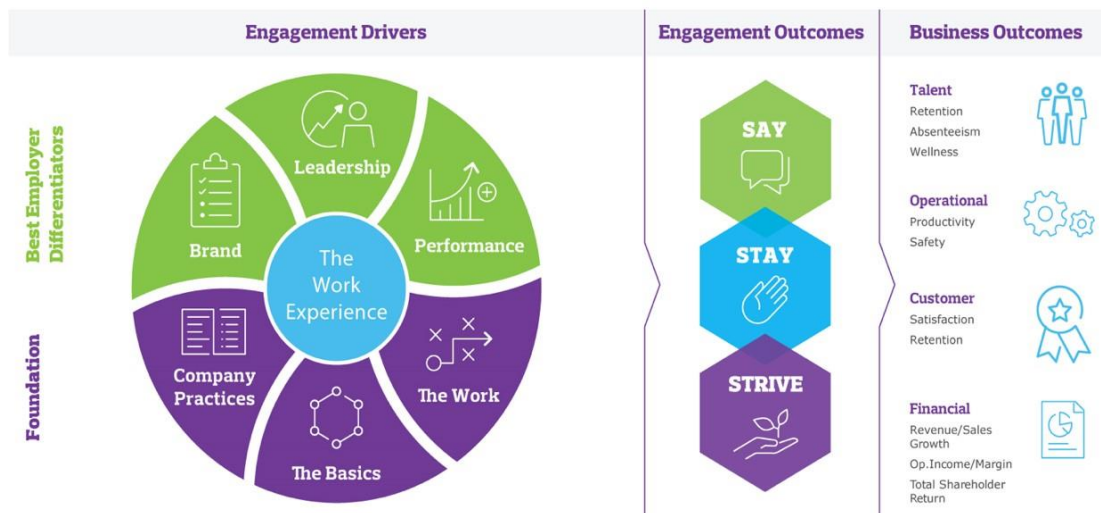
Fig. 2. AHI current employee engagement model.

One change the model framework necessarily need to add is the assessment of the disengagement level in the company as it's not being assessed in the current model shown by Figure 2, as the exploration on disengagement level part can provide a more comprehensive solution through corrective preventive action, and also the two dimensional assessment on engagement-disengagement level can give client a complete picture of their employee engagement condition. The basic premise for disengagement is that employee initially when first enter the company he will be fully engaged, but with time goes his engagement level will decrease because of the job burnout he experienced, and it's not because the lack of job resource that company did not provide. Based on theory that at some point employee will be exposed to job burnout itself even though the work experience provided by the company have been excellent, company other than provide working experience to boost engagement for employees, they also have to provided work experience to prevent the job burnout to be happen, or at least to minimize the chance of job burnout to be happen. The concept of engagement driver is also need to be revamped, as in the current model the engagement drivers need to be reduced to make simplicity for clients. Moreover, the concept of work factors that correlate with engagement must be related as well with the disengagement factors, and the need to have new work factors that can correlate with both engagement and disengagement is necessary. Current framework to decide the top priorities work factors have several deficiencies, as it can provide a bias judgment on the top priorities, and most importantly it has not provided a strong statistical analysis.

Theoretical foundation used on this research to develop the new employee engagement model and the frameworks to create actionable solutions are as follows:

a) Engagement Behaviors: AHI defined that an engaged employee frequently displays three behaviors of engagement of say, stay, and strive. The level of behaviors of an employee to regularly say, stay, and strive for the company determined the level of engagement score (AH, 2017a). If an employee considered as engaged, he will regularly say a good thing about the company, plan to stay for the long time at the company, and give an extra effort in work to contribute for business success (AH, 2017a). Therefore, the employee engagement survey expected to increase the number of employees that will behave in decent say, stay, and strive behaviors, as the more number of employees display a good engagement behavior, the engagement score of a company will also increase.

b) Job Burnout: If an employee has been exposed with job burnout it can impact with harming their engagement behaviors, thus job burnout can be defined as antithesis of the engagement and it will be the factors to be measured in the model's disengagement component metric. Job burnout established as a psychological syndrome that involves a prolonged response to chronic interpersonal stressors on the workplace, it involves a chronic pressure which resulted from the incongruence between employee and their job (Maslach, 2011). Job burnout is developed through three key dimensions of the stress response, the three key dimensions are an overwhelming exhaustion, feelings of cynicism and detachment from the job, and a

sense of work ineffectiveness and lack of accomplishment in the work (professional inefficacy) (Leiter & Maslach, 2017). The basic premise is that if an individual is experiencing some early signs of job burnout, then that information is enough to be the consideration to take actions to prevent job burnout and build engagement.

c) 6 Key Areas of Work Life: It is necessary for the new model to find another form of work life factor that is simpler but covering all the work experience, and also in a form that not too burdening for company to provide job resources. In 1997 a study by Maslach & Leiter have been able to address this challenge, by formulating a concept that focuses on the degree of fitness between the person and six key areas of the work experience. The lower the degree of fitness between an employee with their work life then the greater the likelihood of job burnout. Conversely, the greater the degree of fitness then the greater the likelihood of engagement with their work. The degree of fitness is affected by mismatches with each six key areas of work life, it's arise when the process of establishing a psychological contract leaves critical issues to be unresolved, or when the working relationship changes to something that an employee finds unacceptable (Maslach & Leiter, 1997). The six key areas of work life that covered the central relationships with both engagement and job burnout are workload, control, reward, community, fairness, and values (Maslach, 2011).

d) Correlation Matrix: Three statistical analysis are used for the determination of the key work life areas to be improved. First is correlation matrix, Correlation is an analysis between two variables that measures the strength of relationship between that two variables and the direction of the relationship (Walpole et al., 2012). The value of the correlation coefficient varies between 1 and -1, as the values indicated the perfect degree of association between the two variables. The positive value indicates a positive linear relationship between the two variables' values. While negative value indicates a negative linear relationship between the two variables' values. As the correlation coefficient values goes towards 0, the relationship between the two variables are weakened and both variables' values will approach to have no connection at all (Walpole et al., 2012). Correlation matrix is a symmetric matrix that is composed of correlations coefficients between variables.

e) Multiple Linear Regression: Multiple linear regression is a statistical technique that uses multiple independent variables to calculate the predicted outcome of a dependent variable (Walpole et al., 2012). The objective of multiple linear regression is to model the relationship between the independent and dependent variables. Multiple linear regression is used to determine a mathematical relationship among a number of random variables, it is to examines how multiple independent variables are related to one dependent variable. The multiple linear regression can be used to decide on which independent variable that have the biggest influence to the dependent variable, through the analysis on the regression coefficient. The coefficient of determination (R-squared), is a statistical metric that is used to measure how much of the variation in outcome can be explained by the variation in the independent variables. One assumption that is quite important is that the independent variables must not too highly correlated with each other (multicollinearity) (Walpole et al., 2012)

f) Relative Weight Analysis: Relative weight analysis (RWA), is a statistics technique for estimating the relative importance between correlated predictors from a regression equation, it is used to evaluate the relative contribution of each predictor in explaining the variance in the outcome of response variable from regression model (Johnson et al., 2009). Relative importance also defined as the proportionate contribution each predictor makes to the R-squared, taking into account both the independent relationship with the criterion and its relationship when combined with other predictors. The first step in RWA is to transform the predictors to their maximally related orthogonal counterparts. A set of new variables is created that is as highly related as possible to the original set of predictors but the new variables are uncorrelated with each other (Johnson & Lundby, 2006). The output of RWA procedure is a list of each predictor along with its relative weight, in terms of percentage to the R-squared, and predictors with higher percentage would likely to be the areas to have the biggest impact to the respond variable. Minimum of 30 respondent threshold rationales for using RWA is about statistical reliability of the RWA components (Johnson et al., 2009).

The new employee engagement model has three main components to be assessed through the survey; the engagement, job burnout, and 6 key areas of work life. For the engagement component assessment there are three dimensions to be measured, these three engagements are the behaviors of an engaged employee that

mostly displayed. The three engagement behaviors are say a good thing about the company, plan to stay for the long time at the company, and give an extra effort in work to contribute for business success (AH, 2017a). Job burnout assessment is through the three key dimensions of stress response, exhaustion, cynicism, and professional inefficacy (antithesis of professional efficacy in MBI GS) (Maslach et al., 2017). The last main component to be assessed in employee engagement survey using the new model is the 6 key areas of work life, through the degree of fitness assessment of workload, control, rewards, community, fairness, and values (Maslach, 2011a). These three components of the new employee engagement model are assessed through the questionnaire in the employee engagement survey, while the engagement and job burnout are assessed through each representative dimension (say, stay, strive for engagement; exhaustion, cynicism, professional inefficacy for job burnout), for the 6 key areas of work life are assessed through each degree of fitness level corresponding to the employees who take the survey (Maslach, 2011b). The 6 key areas of work life are the main component that correlated each of these three components in the model, as for engagement they would the factors which could improving engagement, and as for job burnout they would be the factors to preventing it. An analysis to improve engagement and prevent job burnout through the 6 key areas of work life is the main output of employee engagement survey using the new model. Figure 3 below shows the interpretation of the new employee engagement model that will be used on the revamped survey
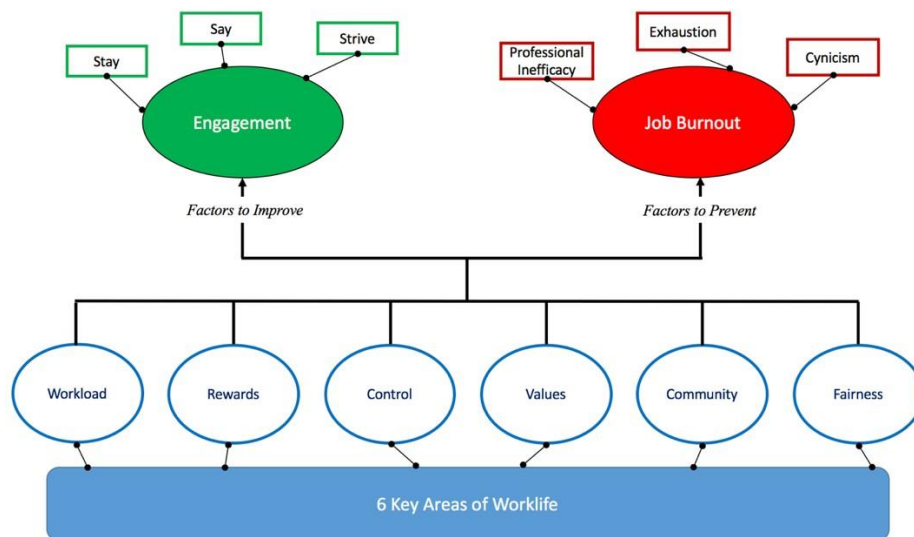

Figure 3. The new concept of employee engagement model.

III.   RESEARCH METHODOLOGY

The conceptual framework used on this research as in Figure 4 is to give a broader view about the process of strategy formulation to create the new employee engagement model for AHI to use in their survey.
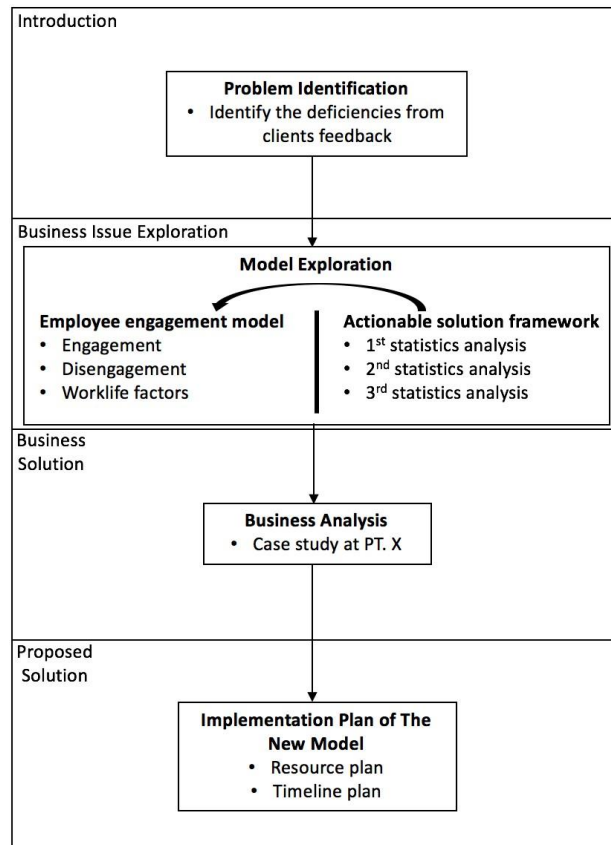
Figure 4. Conceptual framework used to create the new employee engagement model.

In problem identification stage, as the first part in Figure 4, the main objective is to identify the deficiencies from the current employee engagement model used by AHI. These deficiencies are the basic for improvement in the revamped model and become the main topic to carry throughout this research. The next stage is to explore the new model that can overcome the deficiencies of the current model that can following two parts, the model itself and the framework to create actionable solutions. For the exploration of the new employee engagement model, this research discussed the engagement, disengagement, and the work life factors to become the main components for the new employee engagement model. The exploration for the new framework to create actionable solutions were based on the discussion to find a stronger statistical analysis method to decide on the top priorities factor to be improve in relation with engagement and disengagement, there are three statistical analyses that were explored as the basis for stronger statistical analysis. After the new employee engagement model have been established to use in employee engagement survey, the next stage is to held survey case study to test the new model fitness for employee engagement survey in the actual company. The case study is to prove whether the new model has been able to overcome the deficiencies appear from the current model, and also to have trial whether if the model can actually work for actual company. Next stage is to create implementation plan for the model to be fully implemented by AHI which is shown on the last part of the Figure 4.

Using the engagement-job burnout model, the survey is based on questionnaire consisted of 6 engagement questions, 16 job burnout questions, and 29 questions represented the 6 key areas of work life, in total 51 questions in the survey, less than previous model total questions. Employees became a respondent by answering to the entire question items asked inside the questionnaire, regarding how agreed the employee is to the questions asked. Same with using the old model, the new employee engagement survey used 6-point Likert scale of agreement, as it helps to eliminate social desirability bias arising from respondents' desire to please the interviewer or appear helpful or not be seen to give what they perceive to be a socially unacceptable answer and it can be minimized by eliminating the mid-point (neither, nor, uncertain, etc.) category from the Likert scale (AH, 2017b). To maintain confidentiality and ensure appropriate interpretation, the survey output only calculated and presented result for groups with more than 10 respondents (AH, 2017c).

There are three main calculations in employee engagement survey using the new model; engagement score which is to assess a company's engagement level, job burnout score to assess a company's job burnout level, and degree of fitness of 6 key areas of work life. Engagement is determined by averaging a respondent's answer to each of the six engagement behavior questions, to be included in the calculation an individual respondent must answer to all of the questions, and individual respondent who have not completed all of the questions are excluded from the calculation. An employee is considered as engaged if the average response score for the 6 engagement behavior questions equals or exceeds 4,5 thresholds (AH, 2017c). 4,5 score defined that the employee's respond regarding the engagement behavior question items tend to be "Agree" to "Strongly Agree". The company's total engagement score is calculated by taking the total number of respondents who are engaged divided by the total number of respondents who have answered all questions regarding engagement (AH, 2017c). Calculation for the job burnout score applied the same rules with engagement score calculation except for the threshold used, an employee is considered as having job burnout if the average response score for the 16 job burnout questions equals or exceeds 3, as the lower threshold is to give a higher sensitivity regarding the employee who's experiencing job burnout. Each of the 6 work life areas questions have covered all important work life experiences that employee will experienced in any company, each of the work life areas have different number of questions to be asked as follows: Workload consists of 6 questions, Control consists of 3 questions, Rewards consists of 4 questions, Community consists of 5 questions, Fairness consists of 6 questions, and Values consists of 5 questions (Maslach & Leiter, 2008) (AH, 2017a). Using same approach and understanding as engagement threshold, an employee is considered fit to the one of the work life areas if the average response score for the total questions of one of the work life areas is equal or exceed 4,5. It's expected that in every survey there will be only 2 top priority areas, one to improve engagement and one for prevent job burnout, it's possible to have one more than 1 factors if it has not so much different prioritization weight, but more than 2 factors is not recommended. Three statistical analyses that can relate to each other are used to determine the prioritization of work life areas to improve engagement and to prevent job burnout, the statistics are correlation matrix, multiple linear regression, and relative weight analysis.

A case study to trial the implementation of employee engagement survey using the new model was conducted, it was conducted for PT. X (company's name being disguised for confidentiality reason) which is an end-to-end front liners management service company, established back in early 2000s. PT. X is perfect to become the subject of the trial because of currently they are facing some engagement issues which come directly from their own talent, and they also want to measure the engagement from 2 dimensional ways. The employee engagement survey in PT. X was held in April 2018 and the survey process ending with the implementation guidance presented in June 2018. There are total 135 employees works at PT. X which became the targeted respondents to assessed employee engagement and job burnout level at PT. X. From the total targeted respondents only 123 questionnaires were submitted back in the space of two weeks of survey running. However, with 91.11% response rate (123/135) ranging from several different demographic that exist through the company, it could be said as the total respondents have adequately described the whole condition that exist at PT. X, and have been able to became the representation of total employee population.

IV. RESULT AND DISCUSSION

From 123 respondents the 51 employees are categorized as engaged, where their engagement score is equal or over as 4.5 points, while the other 72 employees score is below 4.5 points which categorized as not engaged, that result concluded that PT. X engagement score is 41.46%. On the contrary, 63 from 123 respondents are categorized as experiencing job burnout, because of their job burnout score is equal or over 3 points, while the other 60 employees are categorized as not experiencing job burnout, as their score is below 3 points. That proportion gave result of PT. X's job burnout score in the amount of 51.22%. These result show that the engagement-job burnout condition at PT. X is in a quite poor situation, as the number of engaged employees existed is below half of the total respondents. Moreover, more than half of the respondents categorized as experiencing job burnout so that the number of job burnout employees is larger than the engaged employee which become an issue for the company. Hypothetically the low score in engagement and high score in job burnout are being influenced by the degree of fitness score regarding the 6 key areas of work life. The degree of fitness calculation results is 37.40% for workload degree of fitness score, 27.64% for control degree of fitness score, 42.28% for rewards degree of fitness score, 37.40% for community degree of fitness score, 28.46% for fairness degree of fitness score, and 26.83% for values degree of fitness score. These degree of fitness scores results showed that for all key work life areas the number of employees considered as fit is below half of the

total respondents, and these result proved that the relation between engagement-job burnout condition and the work life areas fitness situation is parallel.

After the survey model metrics are calculated next is to determine the prioritization of key work life areas to be improved for improving engagement and preventing job burnout. Based on the correlation matrix outcome, key work life areas that has the biggest correlation with engagement score is Workload with 0.825. Next statistics to be calculated is multiple linear regression analysis, the result showed that Workload also have the biggest increment into engagement score with regression coefficient in the amount of 0.326. The RWA calculation ranked Workload in the first place for the contribution it makes to the engagement R-squared, this result shows that Workload always come as the first prioritization from correlation matrix, multiple linear regression, and relative weight analysis, and it can be concluded that Workload is the top prioritization for PT. X for improving engagement. Correlation matrix calculation for job burnout and the 6 key work life areas outcome has Rewards and slightly followed by Fairness as having the biggest correlation with job burnout score with -0.219 and -0.206 respectively. All of the 6 key of work life areas should have negative regression coefficient in multiple linear regression model, as the job burnout score have negative correlation to all of the 6 key work life areas. However, the multiple linear regression result show that Community and Values have positive coefficient, these outcomes are due to the very high multicollinearity that exist, so then the next iteration of multiple linear regression calculation should be done by excluding the positive work life areas from calculation until all the regression coefficient that remain are negative. It turns out there are three iterations for job burnout multiple linear regression, which in the final iteration Rewards and Fairness are the only remaining work life area. The RWA calculation shows that Rewards and Fairness in first and second rank. These results show that the two remaining work life areas in the third iteration of job burnout multiple linear regression model is the top two rank in RWA, which conclude that Rewards and Fairness are significantly the top prioritize work life areas for preventing job burnout.

There are three work life areas that will become the base to create actionable solutions for PT. X, where actionable solutions to improve workload are intended to improve engagement score, while actionable solutions to improve rewards and fairness are intended to preventing job burnout. The actionable solutions based on these three work life areas were created in the focus group discussion forum involving 15 selected employees of PT. X, and further the forum results are being discussed with PT. X HR department. The discussion regarding creation of actionable solutions start with feedback from the forum's participant whether the mismatch to the top priorities work life do happen or not, and continue to the discussion regarding what mismatch does the employee feel is the biggest issue. The culmination of the forum is discussion of what actionable solutions to be implemented to improve the degree of fitness between the job demand of the employee and the work life experience (job resource) provided by the company. Moreover, the solutions created will not burdening only to the company HR or senior leader but to the overall employee will be in charged for the improvement of the engagement and preventive of job burnout. As the solutions created is to improve the work life areas degree of fitness between the employee and the company, so then a higher degree of fitness between employee's job demand and the work life provided by the company can be achieved.

The actionable solutions created for the three work life areas are as follows:

a) Workload: When the workload topic being discussed in the forum, the most related issue the employee concern is the mismatch in the people resources that are available in the company. This issue comes up as the employee feel that the heavy workload that they have is mainly because of the high turnover in the company but a low recruitment for the new employee. The actionable solutions for this part are to PT. X make an adequate recruitment for new employees, while each department must make a plan for how many employees does the department needs and provide the plan to HR team for then they can create a strategy regarding the recruitment process. The engagement champion for this solution will be the talent recruitment/acquisition team and at least each one representative of each department.

b) Rewards: The mismatch in the rewards happen because of different perception regarding whether the performance have an impact to the employee payment, which caused by the unclearness and a minimum openness regarding the performance appraisal for the salary/bonus increases provided by the company. The forum comes up with actionable solution in for the company to transform the performance appraisal for the remuneration that employee will receive every year. For this actionable solution the engagement champion will be the HR team and the leaders cascading into the most minimum supervision employee which will be in charge of the performance appraisal process.

c) <u>Fairness</u>: The mismatch in fairness is regarding the allocation of the resource either monetary and non-monetary which employees perceived as not allocated fairly. This issue mainly concerning on the lack of clearness and openness regarding the allocation of the resources. The improvement will more focus on the perception synchronize of the fairness and openness in the allocation of the resources, with actionable solution is for every department to make a proposed plan for the resource monetary and non-monetary allocation to the HR team at the start of the year, so then it will be more open between the department and it could aligning with each department's strategy business to achieve, however the HR team also need to improve the resource allocation application. The engagement champion for this solution will be the HR department to provide the new resource allocation application, and each department's strategy maker for making the resource proposed.

The implementation guidance for all the actionable solutions can be separated into two categories, the implementation resource guidance as in Figure 5 and the timeline implementation guidance as in Figure 6. These guidances can be the basis for PT. X to implement the three actionable solutions created from the focus group discussion, as it shows the matrix of the amount of the resources needed for each actionable solution and the timeline figure of where the actionable solutions should take time in span of one year. As in the implementation resource guidance matrix part shown in Figure 5, for workload actionable solution which is to improving people resource allocated perception of the employees, it takes the highest rank for both tangible resources need and time duration need for the implementation as it shows in the matrix in Figure 5 with red color. The rewards actionable solution to improve the performance appraisal perception of the employees need a high tangible resource but a less time duration needed to be implemented as it shows in the matrix in Figure 5 with yellow color. The last actionable solution which is in area of fairness is to improve the fairness of resource allocation perception for the employees it shows in the matrix in Figure 5 with blue color, this actionable solution need less tangible resources than both the workload and rewards actionable solutions but require a higher time duration than the rewards actionable solutions.

Timeline for workload actionable solution as in Figure 6 is separated into three stages, first is for each department to make a proposal plan for the number of new hiring employee to be recruited to their department, second is for HR department having discussion with each department regarding the number of new hiring employee to be recruited for each department, and the last stage is to have talent recruitment and acquisition process for a batch of new hiring employee to begin. For the actionable solution in rewards area timeline as in Figure 6 is separated only into two stages, first is for HR department to make an application to transform the performance appraisal process to become more accountable for employee's total payment, and next is to socialize the new performance appraisal application and training the employee in charge with the performance appraisal process. For fairness actionable solution timeline as in Figure 6 is separated into three stages, first is to each department to create a proposal regarding the resource (monetary and non-monetary) needed for the next year, second is to HR department to make an application to fairly allocated the resource accountably, last stage is to socialize the new application to allocated the resource to the employees. All of these actionable solution stages are being divided in span of one year through the Q4 of 2018 until the Q3 2019 as in Figure 6, with one stage from one actionable solution need to be completed before can proceed to the next stage from one actionable solution, while the three actionable solutions should be run in parallel. The actionable solutions need to be implemented fully in a space of one year to make the engagement and job burnout to start improving one year from the survey start.
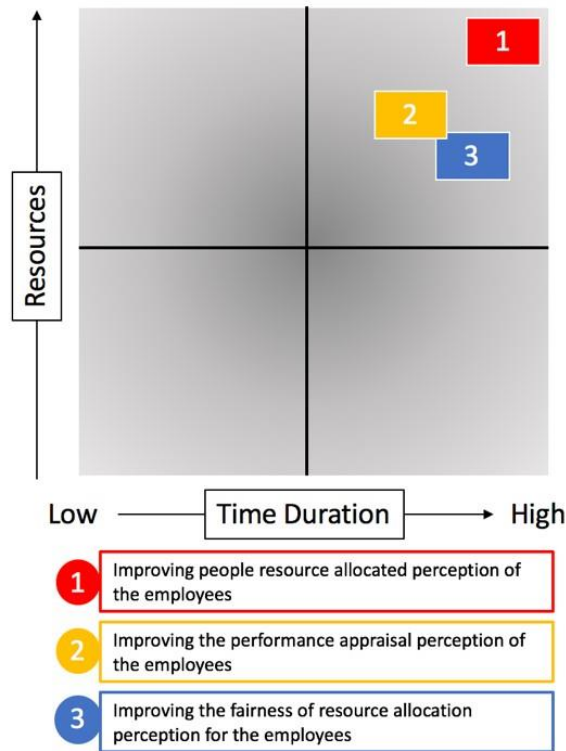
Figure 5. Implementation resources guidance matrix of the actionable solutions created.
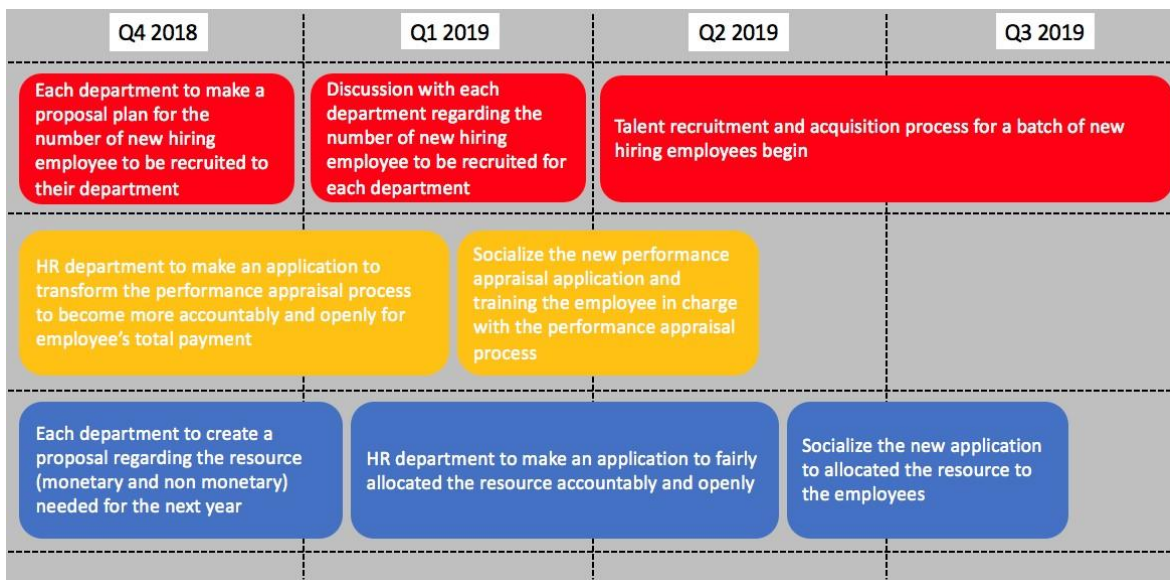

Figure 6. Timeline guidance of the actionable solutions created for the space of Q4 2018 until Q3 2019.

V. CONCLUSIONS

From the case study, it can be seen that the employee engagement survey using the new model have key deliverables which can overcome the deficiencies from the employee engagement survey using the current AHI model, as follows:

1) The first key deliverable is the assessment of the company's engagement score, and in the matter of case study in PT. X the engagement score is very low at 41.46%.
2) The second key deliverable is the assessment of the company's job burnout score, and in the matter of case study in PT. X the job burnout score is quite high at 51.22%.
3) The survey using the new model also provide a balance and complete evaluation regarding the work factors which most affecting the engagement and job burnout, regarding the case study in PT. X the key work life area that most affecting the engagement is Workload and the key work life area that most affecting the job burnout is Rewards and Fairness.
4) The model has become the base framework for creating the actionable solutions to improve engagement and preventing job burnout through the improvement in key work life area degree of fitness, as there are three actionable solutions emerged from the PT. X focus group discussion; improving people resource allocated perception, improving the performance appraisal perception, and improving the fairness of resource allocation perception.
5) The new model also has been able to put the responsibility of the actionable solutions created in balance thorough the PT. X employees (vertically and horizontally engagement responsibility) by making the assigned engagement champion based on the discussion inside the focus group discussion.

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