

Employee Engagement at Shafira Tour and Travel

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Abstract

Employee engagement is employee awareness in collaborating with colleagues to improve performance and be involved in the company's success. The purpose of this study is to describe the efforts of Shafira Tour and Travel in building employee engagement and describe the factors that influence employee engagement at Shafira Tour and Travel. In this study, researchers used qualitative research methods with descriptive research. Data collection techniques used to obtain Shafira Tour and Travel information are interview, observation, and documentation techniques. The results illustrate that Shafira Tour and Travel strives for twelve ways to build employee engagement, namely the recruitment process, job training, simulation and product knowledge, leader's roles, organizational roles, creating two-way communication, development opportunities, complementing facilities, meet the needs of employees, build a good and strong culture, hold annual outings, and pay attention to employees. The efforts made by Shafira Tour and Travel are quite complex so that they can meet the values and expectations of employees. The efforts made by Shafira Tour and Travel are the factors that affect employee engagement.

Abstrak

Employee engagement merupakan kesadaran karyawan dalam bekerjasama dengan rekan kerja untuk meningkatkan kinerja serta terlibat dalam keberhasilan perusahaan. Tujuan penelitian ini adalah untuk menggambarkan upaya Shafira Tour and Travel dalam membangun *employee engagement* dan menggambarkan faktor-faktor yang mempengaruhi *employee engagement* di Shafira Tour and Travel. Dalam penelitian ini, peneliti menggunakan metode penelitian kualitatif dengan jenis penelitian deskriptif. Teknik pengumpulan data adalah dengan teknik wawancara, observasi, dan dokumentasi. Hasil penelitian menggambarkan bahwa Shafira Tour and Travel mengupayakan dua belas cara dalam membangun *employee engagement*, yaitu proses rekrutmen, pelatihan kerja, simulasi dan pengetahuan produk, peran pimpinan, peran organisasional, menciptakan komunikasi dua arah, peluang pengembangan, melengkapi fasilitas, mencukupi kebutuhan karyawan, membangun budaya yang baik dan kuat, mengadakan rekreasi tahunan, serta memperhatikan karyawan. Upaya yang dilakukan Shafira Tour and Travel tergolong kompleks sehingga dapat memenuhi nilai serta harapan karyawan. Upaya yang dilakukan Shafira Tour and Travel tersebut menjadi faktor-faktor yang mempengaruhi *employee engagement*.

Introduction

In the midst of the increasing number of Hajj and Umrah travel in Indonesia, companies must be able to maintain their best employees to realize optimal services. Indeed, to realize optimal services, companies need to manage and maximize existing human resources in the company. For this reason, employee engagement can be a company's strength in surviving in increasingly fierce market competition and an uncertain organizational climate (Sorenson, 2013). The development of the company depends on the engagement of employees. In addition to playing a role in improving employee performance, employee engagement also plays a role in enhancing organizational performance on an ongoing basis (Lawi, 2018). Gallup believes that companies need to pay attention and focus on employee engagement. Employee engagement can be a company's strength in surviving and growing amid a challenging economy (Afryana, 2018).

Currently, the world is startled by the emergence of the COVID-19 virus. Indonesia is one of the countries with the highest number of positive viruses at the Southeast Asian level. The COVID-19 pandemic has not only affected the public health in various parts of the world. This condition also impacts business people in various fields, especially in the service sector, one of which is Shafira Tour and Travel. Shafira Tour and Travel, as a travel agency for Hajj and Umrah, is trying to comply with the policies issued by the local government regarding the pandemic. One of them is the limitation of the company's operational activities. Companies are required to limit the number of employees who carry out operational activities in the office. Shafira Tour and Travel issued a rolling work system policy for its employees to comply with this policy. Shafira Tour and Travel employees who still carry out office operational activities are only 10% of the total number of employees. Hence, the operational activities of the Shafira Tour and Travel office are limited. Around 80% of Shafira Tour and Travel's employees were forced to take a temporary leave. Employees who are temporarily furloughed are employees whose work has stopped due to the cessation of activities for the implementation of the Hajj and Umrah pilgrimages. Despite being on temporary leave, the management of Shafira Tour and Travel continues to pay attention to the welfare of employees. The management hopes that what the company provides can help alleviate the needs of employees during their temporary leave.

Meanwhile, the remaining 10% of employees are given the opportunity by the management to work from home during the pandemic. The management still gives employees who continue to work from home full compensation. The management also provides supporting facilities to make it easier for employees to work from home. The management hopes that employees who

work from home can continue to work optimally and support the company's productivity during the pandemic. Based on this description, researchers are interested in investigating the efforts of Shafira Tour and Travel more deeply in building employee engagement and the factors that influence it.

Literature Review

According to Robbins, employee engagement is a positive behavior shown by employees in their organization (Afryana, 2018). These positive behaviors include employee involvement, employee satisfaction, and enthusiasm (Islami, 2018). Based on the Perrins global workforce study, employee engagement is an attitude described by employees' willingness and ability. The study illustrates that employee engagement is the attitude of employees willing and able to participate or be involved in achieving organizational goals (Rachmawati, 2013). According to Emma, employee engagement is a positive attitude possessed by employees, including loyalty and pride in the organization (Afryana, 2018). Employee engagement is the belief that employees have for their involvement in the success of the organization. Khan also explained the definition as employee engagement is an effort to empower employees for their dedication to the organization. Employee engagement is a form of employee attachment both psychologically and physically that is used in completing organizational roles. Meanwhile, according to The Institute for Employment Studies, employee engagement is the employees' awareness in working with colleagues to improve performance to benefit the organization.

Companies need to put their best efforts into encouraging the creation of employee engagement. According to Rachmawati (2013), the following steps can be used to encourage the creation of employee engagement, including: (1) Recruitment process; (2) Leader's roles; (3) Creating two-way communication; (4) Meet the needs of employees; (5) Provide training; (6) Creating a feedback system; (7) Provide an incentive; (8) Build a good and strong corporate culture; and (9) Caring for engaged employees.

The factors that influence employee engagement in the research of Handoyo & Setiawan (2017) are mentioned as follows: (1) Work environment; (2) Leadership; (3) Team and working relationship; (4) Training and career development; (5) Compensation; (6) Organizational policies, procedures, structures, and systems; (7) Work welfare.

Research Methods

This research was conducted at Shafira Tour and Travel. The research method in this study is qualitative with a descriptive approach. According to Chreswell, qualitative research methods

are collecting, exploring, and understanding the main phenomenon. According to Denzin and Lincoln, qualitative research uses a natural setting to determine the phenomena that occur. Data collection techniques used by researchers in this study are observation, interviews, and documentation. Researchers obtain information from five participants.

Results and Discussion

Shafira Tour and Travel's Efforts in Building Employee Engagement

Employee engagement is an essential thing for Shafira Tour and Travel. Shafira Tour and Travel is a service company whose work is interrelated and races on a time limit. In addition, Shafira Tour and Travel has a principle that "there are no pilgrims who are delayed in departure and even fail to go for Umrah or Hajj due to administrative errors made by Shafira Tour and Travel. Therefore, the company seeks the best way to encourage the creation of employee engagement. The following are Shafira Tour and Travel's efforts in building employee engagement:

First, recruitment process. The first effort that companies need to make to get engaged employees and build employee engagement is through the recruitment process. In this case, Shafira Tour and Travel understands and carries out the first attempt. These efforts are maximized through the role of leaders who are directly involved in the recruitment process. When handling recruitment, the leaders explain the targets that prospective employees must achieve. Leaders also explain the company vision and mission, values, goals, and objectives.

Second, provide training. The training provided by Shafira Tour and Travel to seek and encourage employee engagement is complex. Training at the beginning of the three-month working period is sought to encourage employee engagement since employees join Shafira Tour and Travel. Further training, both from Shafira Tour and Travel and from external parties, is sought to encourage employee engagement for employees who have already started working. Hence, all of the employees can feel the benefits of job training.

Third, simulation and products knowledge. The simulation is intended to provide information and direction about the new system used in operational activities. After the simulation is given, the company hopes that employees can use the system optimally to work effectively and efficiently to achieve company goals and objectives. Shafira Tour and Travel also provides simulations and product knowledge to employees as a strategy to build employee engagement. The leaders realize that Shafira Tour and Travel is a company that offers services. Shafira Tour and Travel is a service company that always releases products with the latest innovations every year. Therefore, the employees are given product knowledge as a basis for

understanding so that employees are able to understand in detail the new products that will be offered to pilgrims. Thus, no employee feels left behind or feels more knowledgeable. Employees are expected to have the same knowledge regarding a product so that all employees can be part of the company's success.

Fourth, leader's roles. The leader's role of Shafira Tour and Travel can encourage employees to improve their performance and optimize their capabilities. This was also confirmed by the statements of the five participants who conveyed the same thing. Based on the field observations, the leader of Shafira Tour and Travel meets criteria 10c mentioned in the Crim and Seijts research.

Fifth, organizational role. At Shafira Tour and Travel, the leader's role in building employee engagement is strengthened by the organizational role of each employee. Shafira Tour and Travel also involves the organizational role of all employees to build employee engagement. The organizational role in encouraging employee engagement at Shafira Tour and Travel involves the leader, marketing managers, operational managers, and employees.

Sixth, two ways communication. The relationship and involvement that exists can lead to feelings of respect and acceptance from each party. Two-way communication between superiors and subordinates at Shafira Tour and Travel is well established. Both parties, superiors and subordinates, seek to establish two-way communication together. It is actualized through the attitude of superiors who always involve subordinates in decision-making. Both superiors and subordinates also accept and provide input to each other.

Seventh, development opportunities. Shafira Tour and Travel is a company that continually supports and encourages its employees to develop their abilities. The freedom given to employees in carrying out their work can encourage employees to be more independent, creative, and innovative. Meanwhile, the opportunity to become a tour leader given to all employees can spark feelings of mutual respect and belong to one another. This opportunity can also encourage employees to be able to understand the conditions in the field during umrah or city tours so that employees can improve their performance.

Eighth, equip work facilities. Shafira Tour and Travel continues to strive to provide facilities for employees. The facilities provided by Shafira Tour and Travel to employees include presentation aids in the form of smart tv, ac, laptop, cellphone, internet access, and operational vehicles. Shafira Tour and Travel also makes it convenient for employees to find or obtain work-related information through the systems that have been provided. Hence, Shafira Tour and Travel employees can work more optimally by utilizing the existing facilities and the convenience of information provided.

Ninth, meeting employee needs. Shafira Tour and Travel is a company that prospers its employees. Although Shafira Tour and Travel is classified as a private company, employees who work at the company feel like they are working in a state-owned company. Shafira Tour and Travel employees feel that all their needs are met, even more than that. It is expected to encourage Shafira Tour and Travel employees to stay and be loyal to the company.

Tenth, building a good and strong corporate culture. Shafira Tour and Travel upholds the family culture in its environment. Shafira Tour and Travel can create a work environment that is free from unhealthy competition among employees. The relationship that exists between the employees of Shafira Tour and Travel triggers the creation of emotional closeness like a brotherly relationship.

Eleventh, holding employee outing. The annual outing is an innovation owned by Shafira Tour and Travel in building employee engagement. With innovations such as those that have been carried out, the company will be able to create deeper relationships and closeness among employees. The closeness and relationships that exist can make employees feel comfortable. In addition, the chemistry of each employee with others can also be formed so that employees always feel that the company cares. The company can also minimize the possibility of work stress on employees.

Twelfth, pay attention to employees. Shafira Tour and Travel does not discriminate against employees. It treats all employees the same way. It also hopes that all employees feel valued for their existence. In addition, Shafira Tour and Travel wants to show a form of concern for all employees. It has company advisors who can help to provide motivation and solutions to employees both related to work and problems outside of work. Other than that, Shafira Tour and Travel always shows a form of concern for the condition of employees, such as when they got sick and after they give birth.

Factors Affecting Employee Engagement

For the efforts made by Shafira Tour and Travel in building employee engagement, the following are the factors that affect employee engagement based on data obtained by researchers in the field:

First, work environment. A supportive work environment is a work environment that is completed with supporting facilities. These facilities are expected to support and facilitate Shafira Tour and Travel employees in carrying out their work. The family values in Shafira Tour and Travel affect the formation of a supportive, comfortable, and supportive work environment. The work environment encourages Shafira Tour and Travel employees to have

awareness and willingness to improve their performance. The work environment also encourages employees to boost their enthusiasm so that they become happy workers.

Second, leadership. Shafira Tour and Travel employees describe their leader as someone professional, responsive, and hardworking. The leader is also described as a "lead by example" leader, patient, and a good motivator. The leader always provides opportunities for employees to give input and gain new knowledge. Therefore, the leader role at Shafira Tour and Travel can encourage the employees to improve their performance and optimize their capabilities.

Third, team and working relationship. Shafira Tour and Travel employees have emotional closeness and well-maintained relationships. The closeness that exists between these employees creates a harmonious working atmosphere. Shafira Tour and Travel employees are willing to help each other so that work coordination can be created properly. Thus, the closeness that exists triggers the motivation of employees to stay and be involved in the company's success. The closeness among Shafira Tour and Travel employees can also facilitate and lighten each other's work.

Forth, training and career development. Shafira Tour and Travel provides various forms of training for employees. Shafira Tour and Travel employees can benefit from the training provided by the company. In addition, all Shafira Tour and Travel employees are also given equal opportunities in the scope of career development. Opportunities within the scope of career development provided by the company include career development related to organizational roles and career development outside the scope of organizational roles. Career development outside the scope of organizational roles is an opportunity to become a tour leader. Thus, Shafira Tour and Travel is a company that strives to maintain good relations with employees. It sparks a feeling of belonging. Shafira Tour and Travel employees also feel valued by the company.

Fifth, Compensation. Shafira Tour and Travel is a company that pays attention to the needs of employees. Its employees feel like they are working for a state-owned company, not for a private company. For a private company scale, the employees consider that what the company has given them is abundant. Therefore, Shafira Tour and Travel employees are motivated to work more optimally and be more enthusiastic.

Sixth, organizational policies, procedures, structures, and systems. Shafira Tour and Travel has a work design and policies that make it more convenient for employees. Through simplified work designs and policies, employees can work more effectively and efficiently. The company also gives employees the freedom to express themselves at work.

Seventh, work welfare. Shafira Tour and Travel has a good working environment and working relationship to trigger employees to work comfortably. In addition, each employee also

feels that they get various kinds of valuable experiences when working at Shafira Tour and Travel. Thus, Shafira Tour and Travel understands and has fulfilled the welfare of employees so that Shafira Tour and Travel employees feel that the company has become a part of them. Shafira Tour and Travel provides space for employees to develop and provides opportunities for employees to be part of the company's success.

Conclusion

Shafira Tour and Travel understands the efforts to build employee engagement. It also seeks various ways to build employee engagement. Shafira Tour and Travel strives for twelve ways to build employee engagement, namely the recruitment process, job training, simulation and product knowledge, leader's roles, organizational roles, creating two-way communication, development opportunities, completing facilities, meeting employee needs, building a good culture and strong, hold an annual outing, and pay attention to employees. The twelve ways that Shafira Tour and Travel strives to encourage employee engagement are complex. The company utilizes the earliest stages to the most common stages so that, gradually, employee engagement can be formed well in the Shafira Tour and Travel environment.

Shafira Tour and Travel's efforts have been proven to be factors that affect employee engagement. The factors that influence employee engagement are the work environment of Shafira Tour and Travel, leadership, team and work relations, training and career development, compensation, work design, and worker welfare. These factors meet the values or expectations, and needs of employees. These factors also can create a reciprocal relationship between employees and the company.

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