

## THE EFFECT OF EMPLOYEE COUNSELING APPROACH IN MEASURING EMPLOYEE ENGAGEMENT ON EMPLOYEE LOYALTY TO EMPLOYEES BANK BTN

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### ABSTRACT

This study aims to see how influential the work counseling approach in measuring *employee engagement* is on employee loyalty. This research was conducted at the state-owned company Bank BTN, Bekasi area office unit. Data were collected through distributing questionnaires to 97 employees. Analysis of the research data using the help of IBM SPSS 25. Through the measurement of *employee engagement* of BUMN Bank BTN employees in the Bekasi area, Cronbach's alpha value was found to be 0.896. Then from these measurements the researchers continued to measure the mean value of the seven dimensions with the results that the first on the dimension *branding* of 24.43, the second dimension of training and orientation of 23.75, the third dimension of employee identification of 19.07, the fourth dimension of satisfaction of 18.26, the fifth dimension of loyalty 17.51, the sixth the dimension of employee commitment is 15.36 and the seventh smallest value is in the employee performance dimension of 15.90. These results focus researchers on the low value of loyalty and make researchers continue and explore it to conduct work counseling, the approach through work counseling has an effective influence on employees who have *employee engagement* low.

**Keywords:** Employee Engagement, Loyalty, Work Counseling.

### PRELIMINARY

A good organizational structure is very important for a company, so a company must have several important elements, one of which is human resources, where these human resources are the main driving force for the running of the organization towards achieving the agreed goals, both vision and mission. Therefore, companies need to have quality employees and have high enthusiasm and loyalty and make performance continue to increase.

Companies based on ownership can be divided into two, namely state-owned companies (BUMN) and private companies. All companies, both state-owned and private, carry out the production process to produce goods or services. Human resources or called employees are people who work in companies or organizations, usually every company likes to imagine/want that its employees have good quality and have a good level of performance.

Human resource management is a means to improve the performance and results of the organization, so as to create employees who have good quality and a good level of performance. Good employee performance is very important to develop the company because good performance is an input from an employee and will produce output in the form of increased turnover and profits of the company.

Senada and H Simamora said that human resource management is matters relating to the development, use and protection of human resources. The task of human resource management is to manage the human elements with all their potential so that human resources can be obtained that can achieve organizational goals. The same thing was stated by Michael Armstrong, he defined human resource management as a strategic approach to skills, development motivation and organizational management of human resources Wibowo (2017).

Another opinion from Adamy (2016) says that human resource management is a process carried out by superiors to obtain, retain, and develop manpower, both in terms of quality and quantity so that manpower can be utilized effectively and efficiently in order to achieve company goals.

By developing the potential of human resources within a company, employees will recognize themselves to be able to contribute within a company through measuring Employee Engagement (EE). According to Harter et al (in Kumar & Pansari, 2014) Employees will realize that it is important to be involved in a company to be directly involved through its Employee Engagement. Employee engagement is a form of involvement, satisfaction, and enthusiasm of employees towards her job. In creating an employee engagement, it is necessary to look at two different frameworks of view, namely "what employees are looking for" and "what actions are taken by the company" (input) (Ramadhan & Sembiring, 2014). Then, this is included in the process of forming employee engagement, such as increasing the application of justice, building employee self-actualization, and creating warm relationships (Ramadhan & Sembiring, 2014). This process will produce an output in the form of job satisfaction, identification, commitment, and loyalty to the company Kumar & Pansari (2014).

An employee's loyalty will show itself, but it will really be seen from the involvement of the employee himself or by exploring the employee's Employee Engagement. Showing maximum performance and increasing loyalty as an employee becomes an employee's main capital in work output. Schrag (in Kumar & Pansari, 2014) says that employee loyalty to an organization consists of a desire for good identification, reciprocity, and the sacrifice of loyalty can motivate an employee to work with the organization more than the expected role. Loyalty is closely related to the loyalty of an employee to his company, thus loyalty itself can be interpreted as a person's determination and ability to obey, implement, and practice something with full awareness and responsibility. This determination and ability must be proven in daily attitudes and behaviour as well as in carrying out tasks. Employee loyalty to the organization means a person's willingness to maintain a relationship with the organization. (Chaerudin Ali, 2020).

Through employee engagement measurement, employees will be able to identify themselves further, especially in terms of increasing loyalty to fully contribute to the company where he works, but sometimes an employee who is fully involved in his involvement in the company needs assistance either in exploring his potential or knowing what potential is needed through counseling. The company will play a role in providing facilities or space/place for employees to get work counseling guidance in order to be able to balance the input and output desired by the company for its employees.

According to Rukaya (2019), guidance is assistance given to individuals on an ongoing basis or continuously so that individuals can understand themselves, so that individuals are able to make their own choices. While counseling is the process of providing face-to-face assistance by counselors to individuals who have problems (clients) which lead to the resolution of client

problems so that clients can take responsibility for themselves for the various problems they face.

Thus it can be concluded that guidance and counseling is a process of providing assistance in the form of services to individuals or groups who are experiencing problems continuously and systematically in order to be able to solve their own problems and be able to carry out the process of adjustment in living their lives. Through this counseling, the company hopes that its employees will be able to fully contribute to their involvement in developing and advancing the company.

The role and support of the company through work counseling will have a positive impact on their employees and leaders will increasingly be able to appreciate employees as human beings who have a need to be appreciated for their work. Counseling in the world of work is no longer a strange thing to be applied in the company, with work counseling the company's goals will go according to the plan that has been formed through the vision and mission. According to Steve Cooper (Amri, 2015) work counseling is a deliberate effort to create and maintain a work environment that can empower employees, help or provide consultation to solve problems. Discuss a problem with an employee in order to better solve the problem. Counseling aims to assist employees in improving good mental health, so that individuals will feel comfortable and calm by themselves, kind to others, and able to meet the needs of life.

One of the state-owned companies engaged in financial services and mortgages, namely PT. The State Savings Bank Persero (Bank BTN) is a well-known company in Indonesia which has many regional offices, branch offices and employees, so it is not uncommon for sure in every regional office of Bank BTN and branch offices there will be problems that make employees experience a decrease in employee loyalty. Therefore, the role of job counseling within the company will help and make employees more qualified and have a good level of performance and loyalty through measuring Employee Engagement.

From the description above, the authors are interested in conducting research with the title *"The Effect of Work Counseling Approaches in Measuring Employee Engagement on Employee Loyalty"*

## **FORMULATION OF THE PROBLEM**

Based on the background that the author has conveyed above, the formulation of the problem can be raised, namely: what is the effect of the work counseling approach through measuring employee engagement on employee loyalty?

## **RESEARCH PURPOSES**

The purpose of this research is to find out how influential the work counseling approach through measuring employee engagement is on the loyalty of BUMN Bank BTN employees and to provide an overview and deeper understanding and advice to employees and companies regarding employee engagement.

## **BENEFITS OF RESEARCH**

### **1. Theoretical Benefits**

- (1) This research is expected to add insight in the field of industrial and organizational psychology and work counseling psychology related to the work counseling approach as well as see a picture of employee loyalty through employee engagement measurements.

- (2) For other researchers, it is hoped that they can add insight in the field of industrial and organizational psychology and work counseling psychology as reference material for other researchers for the same problem.
2. Practical Benefits
    - a. Helping companies understand employee engagement.
    - b. Helping employees to recognize and explore their potential and build employee engagement.
    - c. Provide empirical evidence regarding the effect of work counseling approach in measuring employee engagement on employee job loyalty.

## LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

### 1. Employee Engagement

Employee engagement or employee involvement according to Yudiani (2017) is a concept that can be seen from discretionary effort, namely employees have choices, employees act for the benefit of the organization. Employees who have high work involvement are employees who are able to be fully involved and enthusiastic about the work they have.

According to Kahn (in Adi and Fitriana, 2018) employee engagement/employee engagement are those who are psychologically present physically and mentally, feel the atmosphere of the workplace, are connected to work and workplace, integrate with work and workplace, and focus on completing roles provided by the organization and high performance in the workplace.

Employee engagement is a form of involvement, satisfaction, and enthusiasm of employees towards their work (Harter et. all (in Kumar & Pansari, 2014). In creating an employee engagement, it is necessary to look at two different perspectives. different, namely "what employees are looking for" and "what actions are taken by the company" (input) (Ramadhan & Sembiring, 2014). Then this is included in the process of forming employee engagement, such as increasing the application of justice, building employee self-actualization, and creating a warm relationship (Ramadhan & Sembiring, 2014). This process will produce an output in the form of job satisfaction, identification, commitment, and loyalty to the company (Kumar & Pansari, 2014; Ramadhan & Sembiring 2014).

Thus, the authors conclude that employee engagement is those who are psychologically present physically and mentally to involve themselves in the organization and have high and full work involvement in the company.

In the industrial world, establishing employee engagement is very necessary, to be able to see the picture of individuals/employees on employee engagement according to (Kumar & Pansari, 2014) it can be seen from several aspects including:

- a. Branding, this is applied to the activities of an employee. Every company wants to create loyalty and satisfaction by developing emotional bonds with its employees.
- b. Employee Training and Orientation, the development of a company depends on the level of knowledge and expertise of its employees. Therefore, company-based training and orientation is an important investment to align employee behaviour at work.
- c. Employee commitment employee commitment to the organization consists of three commitments including the first affective commitment, namely employee emotional attachment, identification and involvement in the organization. Both continuance commitments are awareness of the costs associated with leaving the organization, employees whose primary relationship with the organization is based on continuance

commitments remain because they need to do so. And third, normative commitment is defined as a feeling of obligation to continue work.

- d. Employee loyalty according to Schrag said that employee loyalty to an organization consists of good will, identification, reciprocity, and sacrifice. Loyalty can motivate an employee to work with the organization more than the expected role and employees who are loyal to the organization have a positive attitude towards the company.
- e. Employee identification is a derivative of social identity theory which is part of an individual's self-concept that comes from his knowledge of membership in a group/organization.
- f. Employee satisfaction is an emotional reaction to the overall state of the job and different job factors like supervisor, salary, co-workers, etc. The internal quality of the work environment also contributes to employee satisfaction, which is measured by the feelings employees have towards their work, co-workers, and the company.
- g. Employee performance is a sustainable service differentiator that is expected to consistently provide a positive service attitude. It is this service attitude that makes employees a competitive advantage for the company.

## 2. Loyalty

According to Porter (in Umar Husein, 2019: 39) sees loyalty as a sense of belonging which is manifested in the desire to remain in the organization, a belief in the organization and management that they are doing good things.

Work loyalty is an internal condition in the form of commitment and employees to various aspects related to their work. Work loyalty is the basis and direction of work behaviour in the form of a willingness to follow and obey things that are mandatory. This is necessary to direct behaviour to work adequately, and to understand, to live the meaning of the content of loyalty itself, as well as to be active and dynamic (Mudlofir in Octavia Shilphy, 2019: 135).

Loyalty is a form of loyalty of an employee to the company. Employees who have a high loyalty attitude will show support and compliance with their company. Work loyalty is a condition that involves physical, psychological, and social activities that can make individuals have the attitude to obey the rules that have been set with full awareness and high responsibility (Arifin, in Leuwol Natasya L et al, 2020: 81). According to Streers and Porter (in Chaerudin Ali et al., 2020) stated that the emergence of work loyalty is influenced by personal characteristics, company characteristics and work experience.

From the statement above, it can be concluded that loyalty is a sense of belonging to an employee in internal conditions with the form of commitment and employees towards various aspects related to their work, a high employee loyalty will show support and compliance with the company.

## 3. Work Counseling

Counseling is a personal relationship that is carried out face to face between two people in which the counselor through that relationship with his special abilities, provides a learning situation. In this case, the counselee is helped to understand himself, his present situation, and the possible future situation that he can create by using his potential, for the sake of personal and community welfare. Furthermore, the counselee can learn how to solve problems and find future needs (Tolbert in Ulfiah, 2020: 4).

Meanwhile, according to Rukaya (2019: 9-10) counseling is the process of providing face-to-face assistance by counselors to individuals who have problems (clients) which lead to the resolution of client problems so that clients can take responsibility for themselves for the various problems they face.

Another opinion from Mulawarman et al, (2020) says counseling is a helpful relationship, namely the interaction between the counselor and the counselee in a condition that makes the counselee assisted in achieving change and learning to make his own decisions and take responsibility for the decisions he makes.

From the statement above, the researcher concludes that counseling is a personal relationship that is carried out face to face between two people, where the process of providing assistance to individuals who have problems (clients), in a condition that helps the counselee is assisted in achieving change and is able to learn to make their own decisions and is responsible for the decisions the client makes to resolve the problem.

#### 4. Research Method

##### a. Survey

The type of research this time is that researchers choose survey research where researchers carry out several series of data collection such as conducting interviews and distributing questionnaires, the use of surveys in research in several fields of science has experienced developments including psychology. According to Nasution Survey is an activity that aims to collect information about a large number of people by interviewing a small number of the population. Singarimbun and effendi said that the hallmark of survey research is the collection of data from respondents using questionnaires (Nugroho, 2018).

##### b. Data Retrieval Method

###### 1) Questionnaire Method

In this study, the researcher used a questionnaire as a data collection which was answered directly by the subject in describing it through several questions that the author made, this method was used to measure and see the description of employee engagement of Bank BTN employees.

According to Arikunto (in Nugroho, 2018) defines a questionnaire or questionnaire as a set of questions used to obtain information from respondents related to their personality and other matters related to research material.

###### 2) Interview method

In this method, the researcher uses the interview method to dig deeper into the individual/employee in the work counseling process with several questions that the researcher has prepared and the time of the activity is determined.

A structured interview is an interview in which each subject or respondent is asked a series of questions according to the interview schedule that has been prepared, structured interviews are conducted using different media such as interviews conducted directly or face-to-face with respondents or research subjects, or interviews done via telephone or other social media such as meeting zoom.

##### c. Survey Instruments

###### 1) Validity Test

Prior to collecting real data from survey respondents, CP conducted a test of measuring instruments using a validity test. Validity test means testing whether the instrument has accuracy or accuracy in measuring what it wants to measure. Validity according to Sugiyono (2016:177) shows the degree of accuracy between the data that

actually occurs on the object and the data collected by the researcher. The type of validity used in this service quality survey is construct validity. Suryabrata (2000:42) suggests that construct validity is the extent to which the scores of measurement results with an instrument reflect the theoretical constructs that underlie the preparation of the measuring instrument. The instrument is said to meet construct validity, if the instrument can be used to measure the concept as defined.

## 2) Reliability Test

Reliability test is the extent to which the measurement results using the same object will produce the same data (Sugiyono, 2012). Reliability test is carried out together on all statements. A reliable instrument is an instrument which, when used several times to measure the same object, will produce the same data. The method used to test the reliability of this instrument is to use Cronbach's alpha to test the reliability of the instrument of social environment and organizational activity using the Cronbach alpha formula (Sugiyono, 2015) because Cronbach's alpha formula is used to find the reliability of instruments whose scores are not 0 and 1, for example a questionnaire or question not description.

## d. Research Results and Discussion

Based on the results of the analysis of the survey through the employee engagement questionnaire which the researchers distributed to 12 respondents, the employees of Bank BTN Bekasi area office then the researchers scored and looked for the mean using the IBM SPSS 25 application. The calculations are as follows:

**Tabel. 1**  
**Reliability Statistics**

Cronbach's Alpha	N of Items
.896	29

On the table. 1 depicted the Cronbach alpha value in the measurement through the employee engagement questionnaire of 0.896, which means that this measuring instrument is suitable to be used to measure and see how valid the employee engagement of Bank BTN employees in the Bekasi area is. Then to see the mean value of each dimension that has higher and lower involvement or contribution employee engagement of an employee, the researchers calculated as follows:

**Tabel. 2**

	BRANDING	ORIENTATION AND TRAINING	SATISFACTION	IDENTIFICATION	COMMITMENT	LOYALTY	PERFORMANCE
N	97	97	97	97	97	97	97
Mean	24.43	23.75	18.26	19.07	15.36	17.51	15.90

On the Table. 2 it is explained that the mean value of each employee engagement measurement item with the first highest value is in the branding dimension of 24.43, the second is followed by the training and orientation dimensions of 23.75, the third is followed by the employee identification dimension of 19.07, the fourth is followed by the satisfaction dimension of 18.26, the fifth was followed by the loyalty dimension of 17.51, the sixth was followed again by the dimension of employee commitment of 15.36 and the seventh smallest value was in the employee performance dimension of 15.90.

From these results the researchers redeveloped, what happened from the low dimensions of loyalty, employee commitment and employee performance of Bank BTN Bekasi area office, and there are interesting things that researchers found, namely that there was one low score of 97 respondents on the loyalty dimension and only the subject The initials KAI has the lowest score, with this score making researchers continue and explore it to conduct work counseling.

This work counseling is carried out through interviews with a respondent named KAI where the researcher approaches first, then the researcher begins work counseling by using the interview method with several questions that have been prepared by the researcher to dig deeper into what happened to the respondent, when viewed from the perspective of the respondent. His job prospects for approximately 11 months at Bank BTN Bekasi area office, respondents did not have a score below the average.

From the results of the interviews, the researchers got information that the respondents had previously experienced pressure from a head of the branch office, where respondents were required to achieve high sales targets in mortgage marketing. The authoritarian leadership pattern makes subjects and superiors experience differences of opinion (miss communication) which makes respondents experience work stress and this behaviour is carried over to respondents at home, respondents often cry, are moody in the room due to the pressure, even respondents find it difficult to control their emotions and respondents bestow it with shouted at her husband again, then the respondent cried and soon the respondent even laughed as if it was out of control. From the incident that the respondent received many times by a leader, the respondent finally asked for the help of a psychologist closest to him to help calm down the behaviours that the respondent considered to be out of his control and to help the respondent identify himself better. In addition, respondents asked for a work transfer to the Bekasi area office, respondents chose the Bekasi area office because respondents felt close to their families, especially their biological mothers and respondents felt that only their mother could help to reduce the burden on their minds when there was pressure from the office, even though respondents were aware when they were transferred The respondent's work is not at the same career level but the respondent believes that the way out of not finding an authoritarian leader as before is by job transfer. Although a career as a Serv Quality & Performance Mgt Officer has more work desks due to monitoring all branch offices, respondents feel more calm and feel a comfortable work environment, both in their workplace and their co-workers who support each other and the main thing is the role of a A leader who always supports his subordinates.

In addition, it was also stated from the respondent that he did not want to be fully involved and spend his career in the long term at Bank BTN. And the respondent also explained that he wished for the near term to explore his potential in other companies because the job desk that the respondent currently has is too many so that the respondent often comes home late at night even until 23.00 WIB which the respondent considers to be overworked. In addition, the respondents also lacked confidence in their current potential as Serv Quality & Performance Mgt Officer and the respondent also stated several considerations that he wanted to leave his current company, including in addition to excessive work desks, overwork time and respondents wants to focus on being a wife according to her career for her only as a way to socialize and find relationships in the world but being a good wife for her husband is the main thing for her.

From the results of these interviews, the researchers concluded that respondents experienced pressure from a leader with authoritarian leadership by demanding himself to work beyond the achievement target so that respondents experienced work stress which caused psychological

disturbances until respondents displayed behaviours such as moody, crying in the room when at home so that encouragement from within the respondent and produces output in the form of low loyalty displayed by the respondent.

## **CONCLUSION**

From the results of the survey research that started with the distribution of questionnaires which the researchers distributed to 97 of 99 respondents in the regional office of Bank BTN Bekasi, it was found that the calculation value through the IBM SPSS 25 application, namely the alpha cronbach of employee engagement of 0.896, which means this measuring tool can be used to measure employee engagement for companies, especially SOEs and private companies who want to see a picture of employee engagement from their employees. With the highest mean value of each dimension, namely the branding dimension of 24.43, the second is followed by the training and orientation dimension of 23.75, the third is followed by the employee identification dimension of 19.07, the fourth is followed by the satisfaction dimension of 18.26, the fifth is followed by the loyalty dimension is 17.51, the sixth is followed by the employee commitment dimension of 15.36 and the seventh smallest value is in the employee performance dimension of 15.90.

From the measurement results, the researcher refocused on the loyalty dimension, there was one respondent with a low score of 97 other respondents. The subject with the initials KAI has the lowest score, and from the results of filling out the questionnaire, the researcher immediately conducts job counseling, especially in terms of employee loyalty to be able to find out again what causes KAI respondents to have low scores in the loyalty dimension.

Based on the results of job counseling through the structured interview method, both in terms of the time of face-to-face interviews and the preparation of questions that have been prepared by the researcher. It was found from the results of the interview information, that the respondent experienced pressure from an authoritarian leader who demanded himself to work beyond the achievement target so that the respondent experienced work stress which caused his psychological disturbance to the respondent displaying behaviours such as being moody, crying in the room when at home so that encouragement from within respondents and produce output in the form of low loyalty displayed by respondents.

## **Limitations and Further Studies**

The limitation or weakness in this research lies in the research process, the researcher realizes that in a research there must be a lack and a lot of weakness. One of them is from the work counseling session that the researcher chose by using a structured interview method by conducting face-to-face meetings and the planned time for this work counseling stage. respondents experience obstacles, there are limitations to the approach when respondents experience a decrease in voice intonation, researchers cannot do physical touch in the form of a light pat on the back of the respondent which is used to strengthen the emotions felt by the respondent and as a form of support for the researcher to the respondent.

For further studies, the researcher hopes that further research can redevelop the variables that the researchers have done at this time and can be applied to other companies, both state-owned and private. And further research is expected to add a larger population so that it can provide a broader picture of employee engagement and can dig deeper by conducting work counseling in stages and durations.

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