

**HOW EMPLOYEE ENGAGEMENT WILL LEAD TO PERFORMANCE:
A CASE OF IBISMA- A NON-PROFIT ORGANIZATION
RESEARCH REPORT**



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DECLARATION OF AUTHENTICITY

I affirm that the research paper presented in this document is my work and has not been submitted for any degree at any university. To the best of my knowledge, no other works or opinions are included in this manuscript that are not my own, except those that are properly referenced and cited in the reference section. Suppose it is discovered that any of my statements are false. In that case, I am prepared to accept any penalties or disciplinary measures the relevant regulations may impose.

Yogyakarta, November 18, 2023



Mohammd Kenneh

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May Allah infinite mercy be upon us all!

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Mohammed Kenneh

ABSTRACT

Employee engagement and its impact on organizational performance have received significant attention over the past two decades. This research delves into the impact of employee engagement and the performance of the non-profit organization IBISMA. It explores the various organizational factors that influence and shape employee engagement. The research adopted a qualitative research methodology. An inductive approach was employed to conduct interviews, allowing for a deeper understanding of the factors that affect employee engagement. The resulting data was then subjected to thematic analysis for further examination. The main findings of the study reveal a clear understanding of employee engagement and its impact on the performance of IBISMA. It has been identified in this research that, diminished levels of engagement significantly impact employee commitment and motivation. Several factors contribute to the observed decline in employee engagement, including job design, ineffective communication practices, inadequate assessment and supervision methods, and insufficient recognition-based rewards. Based on the findings above, suggested recommendations are made in order to increase engagement at IBISMA through weekly strategic discussions, establish a robust and consistent communication system, establish a reward and recognition system to motivate and encourage work engagement, and establish a performance evaluation system for better engagement.

Keywords: employee engagement, organization performance, effective leadership, IBISMA

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CHAPTER 1

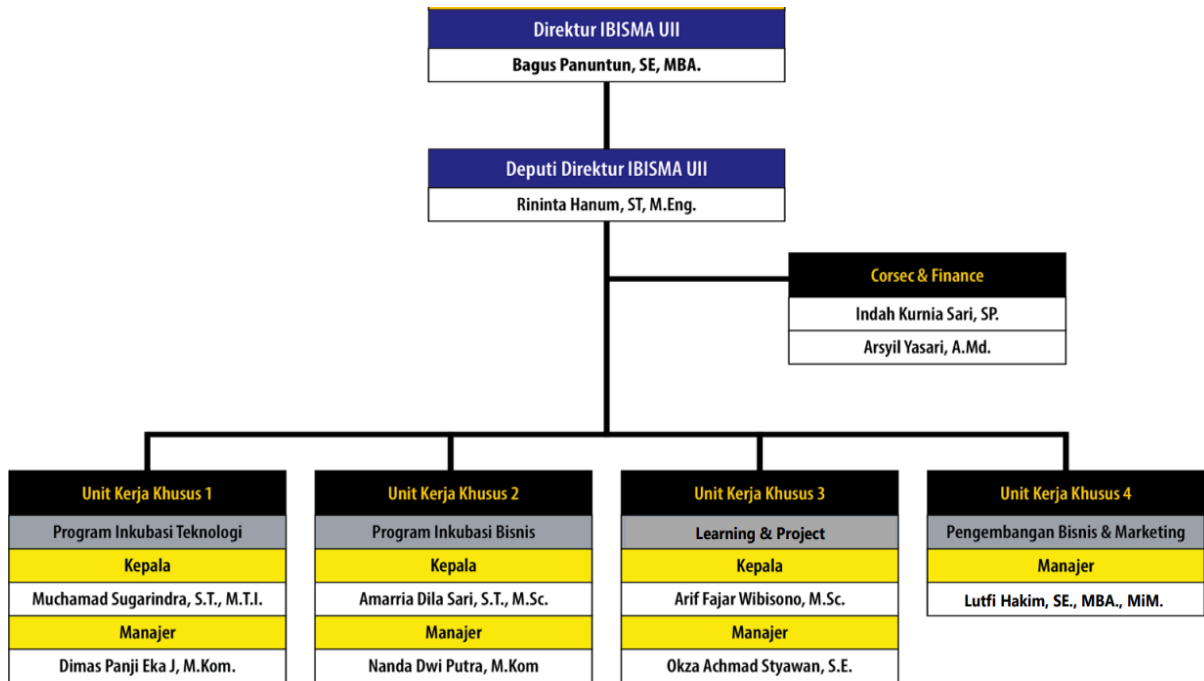
INTRODUCTION

1.1. Company profile

Joint Business and Innovation Incubation (IBISMA) is a Business and Technology Incubator division created by the Islamic University of Indonesia and established in 2014 to carry out the entrepreneurial development process through pre-incubation activities, incubation to post-incubation and to encourage the use of research results in higher education institutions, where university are expected to be able to employ innovation to address societal issues. IBISMA works to implement various innovation-related program activities, such as entrepreneurship development programs and create an innovation ecosystem that is achieved through departments within the IBISMA organization.

IBISMA is coordinated by the Deputy Chancellor for Networking & Entrepreneurship (WR-4), Directorate of Development & Development Entrepreneurship (DPPK), who manages entrepreneurship coaching and development programs within the UII environment. IBISMA was formally established in December 2014 based on UII Chancellor's Decree No.1321.A/SK-Rek/DOSDM/IV/2014.

IBISMA seeks to assist entrepreneurship development programs within UII in order to produce young entrepreneurs who excel in business creativity, independence, and professionalism and are capable of making a substantial contribution to the economic development of Indonesia.



Source: Primary Data, 2023

Table 1.1. IBISMA Organizational Structure

1.1.1. IBISMA Culture

Culture is the collective patterns of behavior, beliefs, values, customs, and artifacts that characterize and influence an “entire society's way of life”. The concept of group culture can be defined as "Culture, in this sense, is a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, which have worked well enough to be considered valid and, therefore, are taught to new members as the correct way to perceive, think, feel, and behave" (Schein, 2010, p.17). This pattern can subsequently be taught to new members as the proper way to perceive, analyze, and experience these matters. As collectives endure temporal transformations, culture

face two primary obstacles: the assimilation of individuals into a unified entity and the effective adaptation to the environment for survival. As organizations navigate these challenges over time, they participate in a communal process of acquiring knowledge that results in the formation of a set of assumptions and beliefs commonly referred to as "culture." The ideas, emotions, and actions of employees are influenced by workplace norms, values, and beliefs (Schein, 1990).

IBISMA organizational identity is defined by its culture of cooperation. By fostering the development and success of creative entrepreneurs, this incubator nurtures an environment conducive to innovation. IBISMA's personnel and mentors support incubatees unreservedly, guiding them toward their goals and allowing them to flourish within a nurturing ecosystem. The organizational culture of IBISMA significantly impacts its employees' engagement in various ways.

IBISMA created a work environment in 2018-2022 that value dependability, adaptability, and creativity. Nevertheless, the organization struggled with issues such as insufficient structure and limited opportunities for professional advancement. To enhance professionalism and sustainability, IBISMA began reorganizing its organizational culture at the beginning of 2022 through several transformative initiatives.

IBISMA's organizational culture, from the middle of 2022 onward, focuses on professionalism, with a simplified institutional framework and an unwavering commitment to sustainability. As a result, the organization can concentrate on achieving its objectives while offering excellent services designed explicitly for incubatees.

Table 1.1.1. IBISMA Organization Culture

2018-2022	2022-onward
Family/Relationship type	Professional/Business type
Unstructured form of organization	Structure form of organization
Non-revenue generated organization	Revenue generated/self-structure organization
No-Development system	Develop organization system

Source: Primary Data, 2023

1.1.2. Vision

The vision of IBISMA is:

“Become a business and technology incubator that plays an active role and excels in helping efforts of Indonesian society through increased innovation and entrepreneurship.”

1.1.3. Mission

The mission of IBISMA is:

1. Creating a conducive climate and ecosystem for developing innovation and entrepreneurship in Indonesia.
2. Encouraging the birth of capable young innovators and entrepreneurs that will provide a sustainable impact on the people of Indonesia.
3. Encouraging the downstream process of inventions by the UII academic community that is technology-based and sustainable.

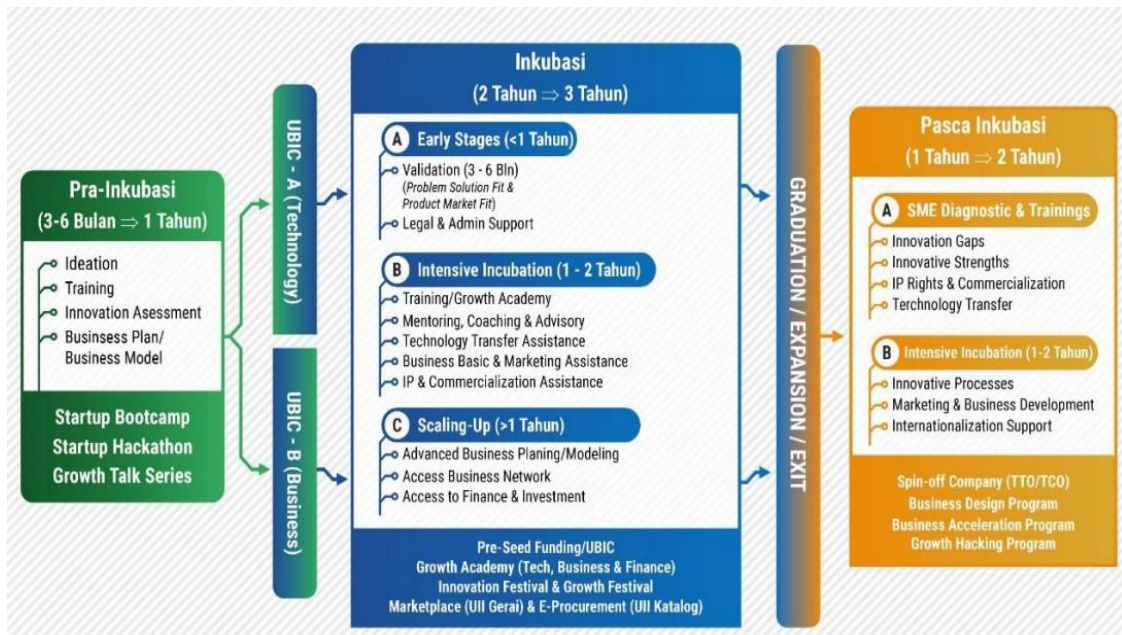
4. Organizing effective business and technology incubation programs, optimal management of entrepreneurship learning, and collaborative business development with all stakeholders.

1.1.4. Values

1. Collaboration: The IBISMA culture encourages group endeavor and the pursuit of shared objectives. Consequently, employee engagement levels are increased. They view themselves as critical contributors to an effective group. In this collaborative setting, their efforts are recognized and valued.
2. Support: IBISMA's culture of support ensures that its employees have access to the necessary resources and instruments for success. This supportive environment increases their participation by demonstrating that the company places a premium on their personal growth. Employees are motivated and empowered to realize their utmost potential.
3. Innovative: IBISMA's innovative culture encourages its employees to think creatively and unconventionally by allowing individuals to reject conventional practices and embrace novel concepts. As a consequence of this culture, employee engagement is increased. Employees experience a sense of empowerment as they become aware of their ability to effect meaningful change within the organization.
4. Entrepreneurship: The entrepreneurial culture of IBISMA encourages employees to take calculated risks and act enterprisingly. This creates an enticing environment that encourages greater participation from employees who value participating in a dynamic and engaging company.

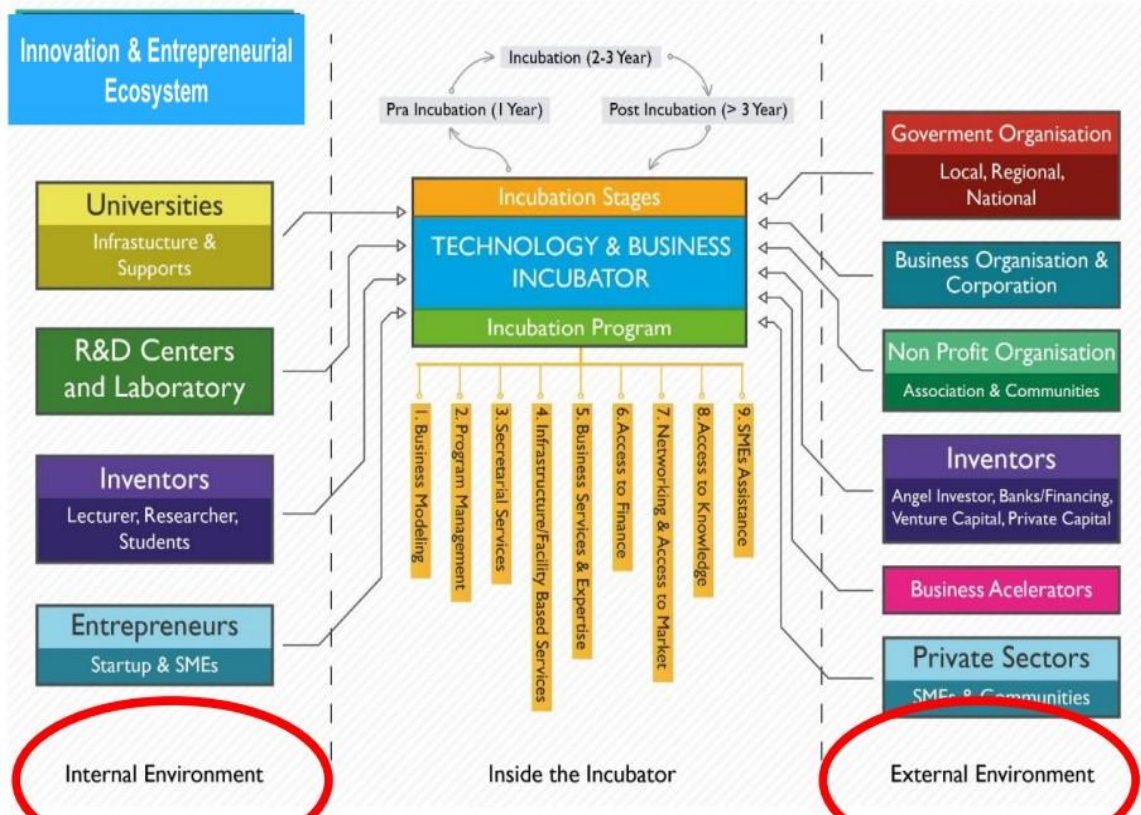
1.1.5. Strategic Goals

1. Creating innovation-based startups in Technology & Creative Industries sustainable.
2. Downstream the results of inventions in the UII environment related to sustainable technology-based innovation.
3. Improving the Java region's economy through increased field of employment and creating new jobs.



Source: Primary Data, 2023

Fig.1.1.1. IBISMA Incubation Model



Source: Primary Data, 2023

Fig. 1.1.2. IBISMA Collaboration in Ecosystem Development

1.2. Research Background

Employees are one of the organization's most important resources, no matter the kind of organization, profitable or non-profitable. The competition of attracting top talent to the companies has become more intense than attracting customers. Having and attracting top talent is essential for a business because it can result in numerous benefits, including increased innovation and productivity, enhanced customer service, enhanced reputation, and brand image, reduced employee turnover, and getting a competitive edge.

Based on Gallup Institute (2021), merely 20% of workers worldwide are fully engaged at work, while 80% are actively disengaged, somehow disengaged from their jobs, or slightly engaged. The escalating "disengagement crisis" is rooted in the failure to provide workers with the support they need to achieve their perceived milestones (Gallup, 2021). The academic community has also acknowledged the issue of low employee engagement and its detrimental impact on organizational outcomes (Bakker & Demerouti, 2017). The global prevalence of this problem underscores the need for research on the impact of employee engagement on organizations and the integration of findings to generate practical, generalizable lessons.

Thriving organizations can swiftly and effectively implement their business and talent plans, outperforming their competitors. Organizations today manage and invest in human capital to strengthen their market position with the expectation of profit and long-term organization growth and knowledge management within the company as the business climate becomes more competitive. All firms aim to discover the most excellent match for their organization by creating an atmosphere and culture to motivate employees to execute tasks successfully and with motivation. A workforce that is completely engaged in every job role in the organizational hierarchy is one of the ultimate targeted goals of the entire human capital management process, and this is achieved through integrated tactics. Companies can differentiate themselves primarily through their personnel, thanks to the effects of globalization, technological advancements, and Internet, and other technological aspects. In an uncertain economic climate, maintaining good performance is crucial for gaining a competitive advantage (Van der Walt, 2018). Organizational effectiveness heavily relies on performance management practices, which measure progress toward

predetermined goals, cultivate talent, construct competencies, and hone employees' abilities, ensuring success in the long run. However, research by Melnyk et al. (2013) indicated that performance management can hurt performance if there is a disconnection between organizational goals and performance metrics.

Employee involvement has been identified as the key to a company's success in recent years, as Gruman and Saks (2011) proposed. Top-level executives increasingly realize the connection between an enthusiastic workforce and financial success. Employee engagement, vital for business and organizational performance, has become increasingly apparent (Robertson-Smith & Markwick, 2009). To succeed in today's business environment, having a team of dedicated workers is no longer optional but necessary. Employee engagement results in satisfaction with their work and willingness to go above and beyond what is required because employees feel that their performance helps the company achieve its objective. Engaged employees have a strong sense of belonging. Employees who are enthusiastic about their work produce favorable results through satisfied customers. Employee engagement generally boosts labor productivity inside a firm. Robinson, Perryman, and Hayday (2004) stated that an engaged workforce is one whose members believe in the importance of their employer and its mission. Active workers understand the bigger picture and collaborate with others to enhance individual and team output for the company's greater good. However, using employee engagement as a performance driver remains a significant obstacle for IBISMA leaders. It is necessary to address how to effectively engage employees to bring about desired behavioral changes and improve activity results (Bedarkar & Pandita, 2014).

Hoole and Bonnema (2015) claimed that an engaged staff is the cornerstone of an organization's competitive advantage in today's dynamic economic landscape. While low engagement levels might severely affect financial performance, high engagement levels provide tremendous benefit. Employees that feel valued and acknowledge their important contribution to the organization are more devoted to its success. Engaged workers have a sense of belonging at work and think they are capable of completing challenging tasks, as stated by Schaufeli et al (2002). The bond between an organization and its workers sets it apart from rivals. Human contributions have no equal in the marketplace. However, it is essential to note that only some companies will have the same employee engagement, culture, or leadership style. The level of attention and the factors that influence it vary by organization, employee group, individual, and position. The "one size fits all" strategy for promoting employee engagement is ineffective (Robertson-Smith & Markwick, 2009). Although substantial research has been conducted on performance and employee engagement, the relationship between the two in non-profit organizations remains unclear, (Schaufeli et al, 2008). This study seeks to contribute to the existing literature on the connection between employee engagement and performance. The study's findings contribute to the current literature and assist IBISMA organizations in understanding their employees' perspectives on dealing with engagement and performance, thereby enabling them to modify how they engage and handle their employees to increase performance and enhance company growth.

1.3. Problem statement

The research investigates the impact of employee engagement on IBISMA's organizational performance

1.4. Research Question

The research question of this research is:

How does employee engagement have an impact on IBISMA as a non-profit organization?

1.5. Purpose of the Research:

To identify how employee engagement affects the performance of IBISMA

1.6. Research Benefits:

1.6.1. Benefits for researcher

From this research, the researcher gains practical knowledge of the work environment and cultural diversity, learn how to effectively manage HR activities, enhance employee performance, and improve soft and hard skills.

1.6.2. Benefits for the organization

From this research, it is expected that the organization is able to enhance employee performance and foster a more engaged workforce. This research aims to identify the challenges faced by IBISMA employees and provide practical solutions and recommendations to inform the IBISMA management team, which will ultimately improve IBISMA's organizational performance.

1.6.3. Benefits for the future researcher

For future researchers, this study will provide beneficial and practical information on the impacts of employee engagement on one of non-profit organizations in UII, therefore the future researcher can conduct similar research inside UII or outside and make comparison studies.

CHAPTER 2

LITERATURE REVIEW

2.1. Organizational Performance

Whether the organization is for-profit or non-profit, its performance remains significant. Managers must understand the elements affecting an organization's success to completely exploit them and take the required steps to utilize them effectively. Performance remains a complex problem, and organizational experts take various approaches. Daft (2000) stated that, a firm's performance is the capacity of a company to accomplish its goals by employing its resources effectively and efficiently. Richardo (2001) defined a firm's performance as the capacity of a corporation to meet its objectives and aims. Cascio (2014) defined firm performance as the degree to which the job's objective is completed, as measured by the task outcome, intangible resources, consumer relationships, and the standard of activities. Kaplan and Norton (2001) stated that, a company's performance is its ability to employ its material and human assets effectively and efficiently to reach its objectives. The concept justifies that firms evaluate worker efficiency based on objective performance standards. This is useful for establishing strategic plans for future corporate performance and assessing firm objectives' achievement (Ittner & Larcker, 2012).

Recent studies by Schaufeli et al. (2008) and Bakker and Demerouti (2017) have highlighted the growing recognition of employees' active role in shaping and influencing their work environment, including initiating new ideas, mobilizing resources, and setting

their own goals. This proactive engagement has been shown to predict organizational performance ratings. Employers often perceive engaged employees as more motivated, productive, and capable of building strong working relationships. However, it is important to note that these findings are primarily based on HR managers' perceptions, not those of employees themselves (Saks, 2007). The most effective method for evaluating employee engagement is to conduct direct interviews with them instead of using mediators.

A recent study has explored the relationship between employee engagement and organizational success, with consistent findings revealing a high positive correlation. Employee engagement positively promotes retention, promotion, continuation, customer service, and employee efficiency. Furthermore, engaged individuals are more likely to be innovative, go above and beyond their job tasks, and contribute to the organization's success. Additionally, firms with high levels of employee engagement often have greater customer loyalty, productivity, profitability, employee and customer safety, and reduced absenteeism, attrition, loss, and disability. A study by Harter et al. (2013) identified a substantial association between employee engagement and customer loyalty, productivity, profitability, staff turnover, customer and employee safety, absenteeism, loss, and disability. Their findings give persuasive evidence that employee engagement is a significant determinant in corporate performance.

2.1.1. Measurement of Organizational Performance

Performance measurement acts as a significant tool for guiding decision-making and evaluating progress towards accomplishing the goals set in the Strategic Plan and Action Plans. It provides businesses with a full view of their efficacy and identifies areas for development. Strategies and action plan usually

involve corresponding objectives. Managers face one of the most difficult challenges when identifying indicators of target achievement. Moving toward this outcomes-based strategy takes work. According to Hefferman and Flood (2000), definitional and conceptual issues have hampered organizational performance. The concept of organizational performance in modern management is often plagued by a lack of conceptual clarity, leading to difficulty in both defining and measuring it. This ambiguity is particularly noticeable in two crucial areas: definitional and measurement. The phrases 'performance' and 'productivity' are commonly used interchangeably, blurring the gap between the two notions. This lack of accuracy can inhibit efficient performance management and hinder efforts to improve organizational effectiveness (Hefferman & Flood 2000). According to Hofer (1983), as their research objectives vary, different fields of study should employ distinct company efficiency metrics.

Scholars have frequently utilized the personal opinions of managers to measure successful business outcomes. Others prefer objective information, such as return on assets. Researchers have demonstrated that subjective and objective performance data possess a significant relationship and mutual validity, indicating that both can be used to measure a company's performance (Dess & Robinson, 1984; Venkatraman & Ramanujan, 1986). As the literature on company performance demonstrates, performing is about accomplishing organizations' goals. A firm or objectives may be financial, generating revenue, or nonfinancial, like promoting public awareness of a particular issue in a community.

The success of an organization in attaining its objectives depends on various factors, such as the efficiency of its internal procedures, employee efficiency, the compatibility of its operations with its strategy, and the organization's culture and climate (Smith, 2019). Each of these factors influences an organization's operational efficiency and market performance. Consequently, the organization's performance depends on the likelihood that a strong culture will be ingrained into its systems, allowing it to conduct regular operations (Rehman, 2012).

2.1.2. Determinants of organizational performance

Organizational performance research has largely focused on the factors that influence performance, including organizational actions like strategy selection and implementation, and external factors like industry structure (Karanja, 2018). According to Hansen and Wernerfelt (1989), the conception of organizational performance has been impacted by two separate perspectives: the economic tradition and the behavioral and sociological paradigm. The economic tradition stresses external market factors, such as industry characteristics, competitive positioning, and resource quality, as key determinants of performance. In contrast, the behavioral and sociological perspective regards organizational elements and their environmental fit as the fundamental determinants of success. A 2004 study by Chien (2004) identified leadership styles and environment, organizational culture, job design, motivational models, and human resource policies as major determinants of organizational performance, highlighting the significance of internal factors in achieving organizational effectiveness.

2.2. Employee engagement

Employee engagement refers to the degree to which employees are committed to and active in their work. It combines job satisfaction, company loyalty, and extra-role conduct. An engaged employee goes the extra mile without being promoted, believes in the organization's values and mission, and wants to contribute to its success. Engaged personnel are problem solvers who take the initiative to achieve excellent business results. Kahn (1990) described employee engagement as "the harnessing of the identities of organization members to their work roles; through engagement, employees utilize and express themselves physically, mentally, and emotionally throughout the performance of their roles." Engaged employees are more productive and innovative and have a stronger feeling of well-being. They are also less likely to leave their jobs, which can save employers money on turnover costs. Additionally, engaged staff can help to boost customer satisfaction as they are more likely to go out of their way to help customers.

Lockwood (2007) identified three distinct levels of employee engagement that significantly impact organizational success. The first level, characterized by enthusiasm, organizational connection, and a drive for high performance, represents the "engaged employee." The second level, is the "disengaged employee," exhibits a lack of interest or enthusiasm for their work. The lowest level, is the "actively disengaged employee," not only expresses dissatisfaction but also actively undermines the achievements of engaged colleagues. Recognizing and addressing leadership engagement levels is crucial for effective management. Besides, work engagement is formed by building affective commitment through management efforts to communicate the organization's goals and values to employees formally and informally. Open, effective communication to obtain

input from employees regarding their work environment so that at all times, employees understand that the institution needs them and must work well by paying attention to directions from the leadership.

Engagement in the workplace can be behavioral, emotional, or cognitive (Khan, 1990). Cognitive engagement describes employees' perceptions of their organization, management, and workplace culture. Emotional engagement explains how workers think about the company, its leadership, and their coworkers. The behavioral factor is the employee's contribution to voluntary effort and energy expended on the job (Lockwood, 2007). Considerable things influence work engagement, such as transformational leadership through interactions and work arrangements. Practically, by providing inspirational motivation, involving employees in work will give intellectual stimulation so subordinates feel enthusiastic. Next, it will deliver the best dedication to the workplace, especially when management needs to maintain policies regarding authority and how things get done (Jauhar & Suratman, 2022).

2.2.1. Impact of employee engagement

Research from various disciplines consistently demonstrates a positive correlation between employee engagement and organizational performance. Markos and Sridevi (2010) asserted that employee engagement directly impacts organizational performance metrics such as productivity, profitability, employee retention, safety, and customer loyalty. Devi (2017) supported this sentiment, emphasizing that adopting employee engagement as a strategic approach can enhance various business operations. Wellins and Bernthal (2015) further emphasized the role of a positive work environment in fostering employee

motivation and engagement, leading to increased productivity, profitability, improved product or service delivery, and efficient resource utilization.

2.2.2. Enhancing employee engagement

Researchers have developed numerous models and concepts to enhance employee engagement. On this basis of ethnographic research, Kahn (1990) suggested that “psychological meaningfulness, psychological safety, and psychological availability” are three psychological characteristics that function as antecedents to individual engagement.

“Psychological meaningfulness” refers to an individual's understanding of the importance of applying themselves to a role performance. It is associated with engagement rewards and the notion that one receives value for "self-in-role."

“Psychological significance” is achieved when individuals feel their lives are significant, valuable, and meaningful. Kahn (1990) found that work conversations, role qualities, and job specifications all influenced meaningfulness.

“Psychological safety” is an individual understanding of how secure it is to attend a performance without fear of harm to their self-worth, position, or profession. It involves consistent, orderly social settings with clear guidelines for appropriate behavior in which individuals feel safe enough to take risks with expressing themselves. Kahn (1990), mentioned four factors that influence “psychological safety” "interpersonal interactions, group and intergroup dynamics, management style, and norms."

“Psychological availability” relates to their willingness to assume a role. It pertains to the physical, emotional, and mental resources individuals that can contribute to their role performances. Kahn's (1990) findings underscored the importance of creating work environments that promote “psychological availability”, as individuals with high “psychological availability” are better equipped to handle job demands, engage with colleagues, and contribute to overall organizational success. By addressing factors such as workload, work-life balance, and employee well-being, organizations can foster a culture that supports and enhances employee's psychological availability, leading to improved performance, greater engagement, and a more positive work environment.

2.2.3. Drivers of Employee Engagement

Several professionals and scholars have undertaken multiple research that study the causes of workforce engagement to identify how employee engagement improves firms. Among them, Kahn's framework was one of the most effective. Personal attention is attributed to the “psychological conditions of psychological availability, psychological safety, and psychological significance”. (Kahn, 1990). He also identified task characteristics, job characteristics, interactions within the workplace, interpersonal relationships and a secure and stable work environment, intragroup and intergroup dynamics, in addition to styles of leadership and team standards, as the drivers of these factors. Suratman et al. (2021) support this, stating that the overall psychological climate leads to employee behavior and developing a meaningful work environment that will encourage performance, also in addition,

the organization can counsel its employees to learn skills to manage stress while working.

Building on the importance of employee engagement, Armstrong and Taylor (2014) highlighted the role of immediate managers in supporting organizational initiatives that foster employee involvement. They emphasize the need for "ownership management," placing value on employee input and well-being, and "big idea" development, creating a meaningful and culturally aligned environment. Additionally, they addressed workplace systems and processes is crucial to enhance employee engagement. Numerous studies have identified leadership, job design, learning and development opportunities, recognition, and work-life balance as key factors positively impacting employee engagement.

A 2006 study by the Gallup Group in Singapore revealed that the fundamental elements of employee engagement include employees' understanding of their job expectations and the availability of necessary resources to achieve success. These findings align with the performance management variables identified by Robertson-Smith and Markwick (2009) that further supported the notion that employee engagement is a critical factor in organizational effectiveness. Employees desired to make use of their abilities and talents, as well as receive acknowledgment for their efforts. It is essential that they were able to sense that they were valued. It is crucial to provide them with input on their performance; they desire learning opportunities and strong relationships with their colleagues (Gopal, 2006).

2.2.4. Engagement and Work-life Balance

Employees may be fully committed to their work, but personal responsibilities can limit their ability to give their all. Therefore, occupations that restrict employees' ability to fulfill their personal needs are less likely to retain them for the long term. By promoting healthy and balanced lifestyles among employees, organizations can foster a sustainable foundation for energy and engagement (Macey et al., 2009; Akob, Arianty, & Putra, 2020). Armstrong and Taylor (2014) defined work-life balance as the harmonious alignment of time and effort dedicated to one's employment and other life roles. They also describe it as an organizational policy that supports flexible work arrangements, financial assistance for childcare, and individual leaves of absence. The key components of work-life balance include flextime, which grants employees personal control over their work schedule, compressed workweeks, job sharing, where a full-time position is shared between two part-time workers, mobile working, and eldercare or childcare-related services such as on-site childcare or financial assistance.

Armstrong and Taylor (2014) emphasized the importance of personal well-being for achieving optimal work performance. They argued that employees must dedicate time and effort to various aspects of their personal lives to maintain a healthy balance. Employees with a better work-life balance are generally less stressed and take fewer sick days, contributing to overall organizational productivity. However, Hallberg and Schaufeli (2006) offered a contrasting perspective. While acknowledging the link between overwork and mental fatigue, they highlighted the positive association between an increasing workload and

enhanced work engagement. The challenge lies in establishing a sound balance that maintains a stimulating workload while preventing excessive stress that could hinder employee engagement and growth.

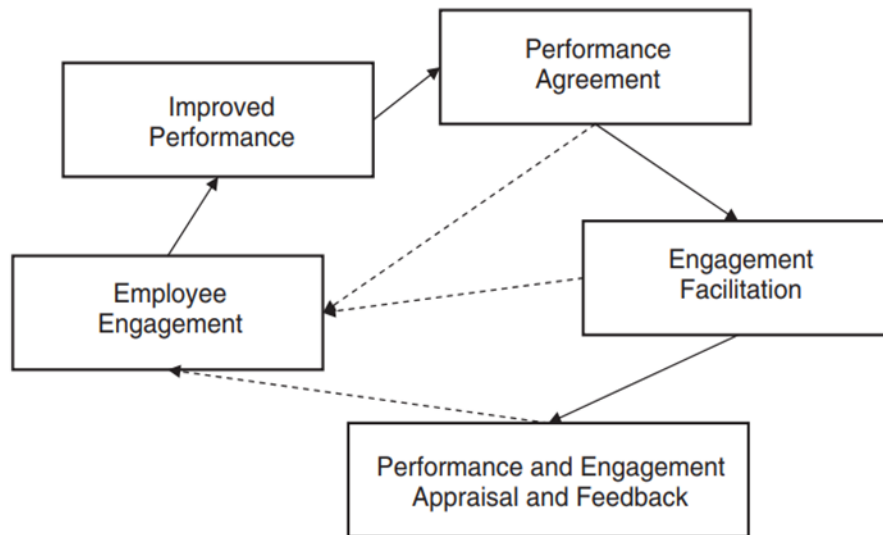
2.3. Models of Managing Performance and Engagement Management

Several scholars, including Armstrong (2000), Cardy (2004), Das (2003), Murphy & DeNisi (2008), and Pulakos (2009), have proposed models of the performance management process. These models generally focus on setting performance goals, evaluating performance, and providing feedback to employees. However, some models extend beyond these core elements. For instance, Murphy and DeNisi's (2008) model incorporates a broader range of variables, including organizational norms, corporate strategy, and technology, which can influence the performance evaluation process.

Performance management process models typically include a sequence of stages or activities, such as performance agreement/goal setting, performance monitoring/facilitation, performance appraisal and feedback, and improved performance. Building upon existing models, a performance management process model integrates employee engagement. This model is referred to as the "engagement management model" since its primary goal is to foster engagement as a prerequisite for exceptional performance. Armstrong (2000) emphasized the need for a holistic approach to performance management, encompassing all aspects of the organization.

The approach begins with the performance agreement, which describes employees' expectations. The characteristics of a work, along with its associated objectives and performance metrics, should be open to discussion to encourage participation, which is a distinguishing feature of this model. The psychological contract must be revisited

throughout this negotiation to stimulate participation growth. Facilitating engagement is the second component of the paradigm. Here, this model focuses on enhancing employee engagement through interventions in work design, leadership, mentoring, supervisor support, and training. A unique aspect of this model is the incorporation of psychological capital, a higher-order concept that can amplify employee engagement (Sweetman & Luthans, 2010). Unlike traditional performance evaluations that emphasize rating accuracy, performance, and engagement appraisal, the feedback component in this model highlights perceptions of fairness and trust as catalysts for engagement. The model posits that each element contributes to increased employee engagement, which, in turn, leads to improved performance.



Sources: J.A. Gruman, A.M. Saks / Human Resource Management Review 21 (2011).

Fig.2.3. Engagement Management Model and its Influencing Factors

A crucial aspect of this strategy is the ability to establish performance management practices that foster Kahn's (1990) three psychological conditions for engagement, as outlined by the job demands-resources (JD-R) model. These three psychological states, promoted by Kahn (1990) and associated with higher levels of engagement, should be readily available to employees. According to Buchner's (2007) assessment, the motivational underpinnings of managing performance practices are more intricate. Utilizing the JD-R model, this performance management approach draws upon an explicit motivational process that is conceptually and empirically linked to employee engagement and performance.

While the model covers multiple stages, it is vital to understand that the process is continuing. As indicated in Figure 2.3, performance agreements and engagement facilitation contribute to employee engagement. Engagement facilitation activities may also vary in response to employee requirements, evaluation, and feedback as the process unfolds. Research on employee engagement and performance identifies essential variables in each phase that can satisfy Kahn's (1990) three psychological requirements. These characteristics boost employee engagement, which in turn enhances job output.

It is important to remember that performance management is an ongoing process that requires continual improvement. As employee demands and the organization's goals evolve, so does the performance management process. This model provides a framework for building and executing an effective performance management system that supports employee engagement and drives company success.

CHAPTER 3

METHODOLOGY

3.1. Research Method

The researcher employed a qualitative exploratory research method, utilizing interview data gathered from IBISMA employees to illuminate their perspectives on the impact of employee engagement on organizational performance within IBISMA, in the context of the defined research questions. Secondly, this flexible and readily implementable study design enabled the researcher to glean insights from the investigation while avoiding potential biases associated with preconceived notions (Webb, 2014).

In addition, descriptive analysis and content analysis was employed in this study to explain the research focus topic in complete depth. Descriptive analysis is an approach for analyzing the status of an individual group, a subject, a collection of circumstances, a way of thinking, and a phenomenon. It seeks to systematically describe image connections when the phenomenon is being studied (Nazir, 2011). Using analysis of the material as a research method, researchers can draw conclusions that can be verified and consider the context of the material (Krippendorf, 2004).

3.2. Unit of Analysis

A unit of analysis serves as the analytical unit that requires analyzing and indicates individuals or objects connected to the inquiry. It should contain the information needed for the study (Zikmund & Babin, 2006). The unit of analysis is the entity that needs to be attained as the primary focus of the study (DeCarlo, 2018). The employees in IBISMA UII is the unit of analysis in this study. Under the direction of UII, IBISMA is a business and

professional development organization. Finding digital talent to help entrepreneurs grow their enterprises during the incubation process is one of IBISMA services. Ten employees were interviewed within IBISMA.

3.3. Data Collection Method

Data-collecting techniques are the most strategically important stage of the research process because gathering data is the study's primary objective (Bryman, 2012). The data-collecting strategy aims to acquire the information needed to accomplish the study's goals (Sekaran & Bougie, 2016). Data is obtained for qualitative research using a range of approaches. This study observed the working conditions and workflow of IBISMA employees. Comprehensive interviews were also conducted with the participants actively engaged in IBISMA work activities.

3.3.1. Primary Data

Observation, in qualitative research, observation is crucial to gathering data (Poerwandari, 1998). The researcher experienced working in the project and learning division throughout this research. The researcher participated in projects and worked in the field of learning. The tasks include offering curriculums, syllabi, coaching, mentoring materials, assisting other departments, conducting research, and more. It allowed the researcher to observe and personally experienced the methods used in the workplace, mainly in IBISMA.

Interview, using dialogues, questions, and responses to further the study objective, interviews are a type of communication (Poerwandari, 1998). In a research interview, both the interviewee and the interviewer actively participate in the conversation. The interviewee provides responses to the interviewer's questions, while

the interviewer guides the conversation and poses questions to elicit deeper insights. Interviews are an effective method for gaining a comprehensive understanding of individuals' perspectives, beliefs, experiences, and emotions (Easwaramoorthy & Zarinpoush, 2016). To conduct a successful interview, the person providing the information should have the option to select the interview location and time. This is because the readiness and willingness of each respondent will determine the interview's best sequence of events. The adoption of creative interviewing methods is another requirement for a successful interview. It necessitates interactions based on mutual trust, compassion, and careful and imaginative listening (Denzin, 2009). The IBISMA employees are the focus of this research. As an interview guide, one could utilize an outline of topics or questions to cover (Bryman, 2012). An interview guide with questions relating to employee engagement and organizational performance was provided for this research interview.

3.3.2. Secondary Data

Secondary data for this research was collected from the IBISMA official website, journals, books, articles and websites.

3.4. Target population

Population refers to the universe of units from which the sample is drawn (Bryman & Bell, 2007). IBISMA has fifteen employees, including four managers, seven full-time staff in diverse roles, and four part-time personnel. Based on the population, ten research participants were selected as a sample.

3.4.1. Sampling Strategy

Purposive sampling, a non-probability sampling technique was employed for this research. This approach ensured that the selected participants were well-suited to address the research questions. As Cooper and Schindler (2014) have noted, purposive sampling can enable researchers to gain a more profound understanding of participants' experiences and perceptions in relation to the research problem. In addition, this sampling method is cost-effective because sample groups can be easily matched, resulting in enhanced control of relevant factors and homogeneity among cases or subjects (Devi, 2017).

3.5. Research instrument

To obtain valuable insights into the research problem, data were gathered through interviews with IBISMA's employees. Before the commencement of the interview, all participants were given a thorough explanation of the interview's purpose, including a summary of the study's context and rationale. In addition, participants were informed that their involvement was voluntary, their responses would be kept confidential, and their anonymity would be safeguarded. The researcher conducted 10-minute interviews and recorded the conversations on a smartphone. The interview topics explored several key areas: factors influencing employee engagement, engagement level measurement, the role of leadership in achieving organizational goals, the impact of employee engagement on organizational performance, and recommendations for enhancing employee engagement. All interviews were transcribed using Microsoft Word and saved with the interview number as the file name to protect participants' confidentiality and anonymity.

3.6. Data Analysis

The researcher examined all collected data immediately following each interview to ensure he understands the participant's responses. Clarification was obtained at the earliest convenience. After interviewing ten individuals, the data was analyzed, and no new codes or patterns emerge after the researcher analyzed the interview data. The researcher then analyzed the data in order to become acquainted with it. Participants' responses were input to a Microsoft Word for each query to facilitate data analysis. In order to evaluate and organize qualitative data, one must be able to "see" and assign symbols or names to convey or interpret evidence garnered throughout the research. Individual phrases, words, and even entire paragraphs can be encoded (Basit, 2003). Codes was assigned after examining and analyzing every response keyword and phrase. The acknowledged and highlighted principles and terms was incorporated into a single applicable data set. The data set was compared, contrasted, and analyzed for repetitive patterns before being organized into initial specific keywords, organizing concepts, and emergent concepts, each of which was given a name. This report emphasized on the responses' performance and employee engagement themes.

3.6.1. Thematic Analysis

The researcher employed thematic analysis to gain a comprehensive understanding of individuals' perspectives, meanings, and experiences related to employee engagement and its influence on organizational performance. This approach facilitated the identification and exploration of prominent themes that emerged from the interview process. As Saunders et al. (2016) have noted, thematic analysis is a widely used method for analyzing qualitative data, allowing for the

identification of themes and patterns for further investigation. The analysis process involved multiple steps. First, all interview transcripts were meticulously reviewed to identify and categorize concepts, words, phrases, and complete sentences. These were then coded based on their level of significance. Finally, themes that emerged from the coded data were identified.

In this research, two groups of employees were interviewed. Permanent employees and temporary employees, including contractors and interns.

Table of permanent employees who were interviewed

No	Names	Positions	Employment Status	Full time
1	D.P. E	Technology Incubation Manager	Permanent	Full time
2	N.D. P	Business Incubation Manager	Permanent	Full time
3	O. A	Learning & project Manager	Permanent	Full time
4	I.K	Financial Secretary	Permanent	Full time
5	A.Y	Core Secretary	Permanent	Full time
6	F. D	Administrative Assistant	Permanent	Full time
7	L. H	Business development & marketing Manager	Contract	Full time

Table of temporary employees, who were interviewed

No	Names	Position	Employment status	Full time
1	OS	Learning & project staff member	Intern	Full time
2	N. J	Social Medial and Marketing staff member	Intern	Full time
3	M. D	Incubation & technology staff member	Intern	Full time

CHAPTER 4

FINDINGS AND DISCUSSIONS

The primary research was assessed in accordance with the established study objectives. The findings of the study were drawn from data gathered through observational and interview methods. The relevant data sets substantiate the analysis conducted in this research study. This research examines the viewpoints of two distinct groups of employees, permanent and temporary employees. The data is discussed in the discussion section.

The discussion involved the comprehensive explanation and elaboration of the data acquired from the research in conjunction with the relevant literature review which provided evidence to problem statement, to investigate the impact of employee engagement on IBISMA's performance. The analysis identifies workplace culture, work design, communication, reward and recognition, career growth/development as key factors in this research.

4.1.1. Impacts of employee engagement on IBISMA performance

When questioned about the engagement impacts in IBISMA, all 10 respondents seemed genuinely committed to IBISMA organizational goals from different perspectives and willing to go above their assigned tasks to reach IBISMA objective. Interview responses from respondents L.H, M.D, I.K, D.P.E, and F.D underline IBISMA culture and its substantial impact on employee engagement in IBISMA. A key theme emerges around workplace culture.

Respondent L.H notes the importance of working together and the one-to-one interaction with the leadership for better worker engagement, and this means that discussion and awareness of the work culture are essential components. It is evident further in the quote by respondent M.D, the quote reveals a subjective link between personal performance and IBISMA success, which implies that one is deeply linked to the IBISMA culture and principles. Respondent I.K, presents an understanding that personalities are diverse and that this contributes to the IBISMA culture for achievement at an individual, team, and organizational level. Respondent D.P.E, focuses on the fact that a culture ensures promoting communication that would enable people to operate without fear, freely creating an engaged atmosphere. Respondent F.D, response emphasizes the existence of flexible working hours and work-life balance, linking these aspects with the IBISMA culture and willingness to fulfill its objectives.

“Employee engagement can be enhanced by collaborative activities and one-on-one meetings between the employee and leadership in order to understand the work-culture of IBISMA because if the employee do not understand the work culture, it would be difficult to engaged at work.” (L. H, manager, June 2023)

“Yes, work culture has great impact on my work engagement and my desire to see IBISMA succeed in the competitive position compels me to do whatever it takes to meet and transcend my assigned responsibilities and I believe this is what IBISMA culture is about.” (M. D, Intern, July 2023)

The opinions of respondents L.H, and M.D, can be narrated as an indication that interactive activities and one-to-one interactions with managers are more important in order to learn about the work culture within IBISMA. This indicates that in order to enhance engagement, it involves building an open communication channel

between management and personnel. Respondent M.D, emphasis on the competitive position of IBISMA points out that the perception of workers about the performance of the organization is looked at from a cooperative engagement perspective with reference to the cultural ethos that exists in the workplace.

“Employee engagement is impacted by the cultural upbringing of the individual and the diverse personalities of employees have an impact on the culture of the IBISMA, and I think because of this, we are doing great as individual, team and organization.” (I. K, financial secretary, July 2023)

“An organization's culture needs to be such that employee engagement and communication are the norm rather than the occasional events that define emergencies. We have a culture here that allow us to work freely without fear and to be more interactive.” (D. P. E, Manager, July 2023)

Cultural Relevance. The emphasis on social heritage and a wide range of personalities by respondent M8 shows that cultural variables expand not only at the organizational level but also to people's attributes, hence influencing the entire culture of IBISMA. The viewpoint of Respondent D.P.E, states that a culture that facilitates value communication and freedom of expression will contribute to engagement at the workplace.

“Flexible working time and work-life balance is very important for me and I consider all aspects that have to do with engagement because I want to give all my best to IBISMA to achieve its objective and my personal growth.” (F. D, Administrative Assistant, July 2023)

Factors Influencing Engagement: Respondent F.D, points out that flexible working hours and work-life balance are key components that influence engagement. The diversified set of expectations and preferences of the employees points to the conclusion that organizational policies supporting work-life balance contribute favorably to engagement. The very comment on personal development being

related to the accomplishment of IBISMA's objectives by Respondent F.D, indicates that employees are motivated not only by external achievement but also by their own professional growth.

The findings are supported by the following research: Lockwood (2007) asserted that “empirical evidence suggests that organizations that build a workplace culture characterized by psychological factors such as meaningfulness (through job enrichment and work-role fit), safety (through supportive managers and coworkers) and availability (through the provision of sufficient resources) are more likely to have actively engaged employees”. The theory proposed by Lockwood (2007) stated that engaged employees are those who operate in a safe environment that allows them to exchange ideas and make decisions without fear. Siddhanta and Roy (2010), believed that the impact of employees on an organization's competitive advantage can be positive or negative, depending on their ability to reinforce or undermine the organization's culture. Therefore, employees need to maintain alignment between their attitudes and behaviors and the culture of the organization in order to sustain their engagement. Garber (2012) suggested that employees prefer to work for organizations with a positive reputation. Nurturing a positive organizational culture requires fostering an environment where employees feel a sense of pride and actively contribute to building and upholding the organization's reputation. By creating such an environment, employee engagement is expected to increase, leading to enhanced organizational engagement overall. Suharti and Suliyanto (2012) proposed that applying Social Exchange Theory can elevate employee engagement by implementing fair compensation and benefits

systems. Additionally, Smith, Peter, and Caldwell (2016) found that employee engagement thrives when an organization cultivates a culture that fosters a sense of belonging among its employees. These statements highlight a shared value of ownership, pride, and investment in IBISMA success.

The analysis indicates the substantial impact of corporate culture on employee engagement at IBISMA. Views of respondents highlight the value of such activities as collaboration and individual well-being, a pleasant culture matching individual needs, and acknowledging their critical role in engaging employees with organizations and development. The analysis reveals the connection that exists between organizational success, employee engagement, and workplace culture within IBISMA. The analysis provides a thorough foundation for future research as well as the implementation of strategies to develop workplace culture and therefore promote engagement among employees of IBISMA.

4.1.2. Level of employee engagement at IBISMA

When asked what the level of engagement in IBISMA was, five respondents replied above average, and five said average. Asked the five respondents who said average why you think the degree of engagement here is moderate; respondents OS, L.H, M.D, I.K, and F.D, mentioned Job design as a prospective aspect of the level of engagement. The respondents indicated that job design significantly impacts the level of their work engagement. Respondents also mentioned that the activities plan has a crucial role in giving them direction and clarity on what they are doing. The following are the evaluations that are made to

provide an indication of IBISMA rates regarding the level of employee engagement on a ten-response basis.

Half of the respondents considered the level above average, and half considered the level was average. A deeper investigation of the replies from respondents who recognized engagement as average gives perspectives on work design and the efficacy of action plans playing a role in impacting the degree of employee engagement level at IBISMA. Factors impacting average engagement. This analysis presents perceptions from respondents OS, L.H, M.D, I.K, and F.D, who rated average engagement. Work design emerges as a key theme in this analysis. Respondent OS, emphasizes the utilization of realistic timelines and enough resources in work design, noting that these two aspects result in task accomplishment and obligation fulfilment. Respondent L.H, further emphasizes the need for employees to be educated on job design and procedures, saying that clear instructions in this area are one of the most essential factors in improving engagement. Respondent M.D, correlates the job design with focus areas, and this means that the design of work is suitable to individual focus areas in order to avoid delays in accomplishing the tasks. Respondent I.K, emphasizes one notion of job design knowledge that functions successfully and without interruptions, therefore focused on the phenomena of understanding to engage in job responsibilities. Respondent F.D, expands the discussion to frequent coordination and assessment, stating that a strategy should be developed to let employees know their work performance.

The influence of unrealistic timings on engagement levels was stated by respondent OS, who emphasized that a realistic timeline and job design are crucial to sustaining and maintaining a positive engagement environment.

“I think we should consider the timing of our work. Because unrealistic timeframes make it impossible to finish tasks and fulfill obligations.” (OS, Intern, July 2023)

“Employees must be educated about work design and practices and appropriate instructions must be provided to make the employee understand their work.” (L. H, Manager, June 2023)

Restressing the need for clear communication and direction on work practices, Respondent L.H, underlined the value of employee education in understanding job design. Role of Action Plans in Engagement. The statement towards action plans as observed by Respondent M.D, shows how helpful it is in providing directions and clarifications on what tasks are expected to be completed.

“If the job design does not match with my focus area, it may cause a delay in finishing the task and it may decrease the level of my engagement.” (M. D, Intern, July 2023)

In this scenario, therefore, such misalignment between work design and focus areas may result in task delays and weakened engagement and, therefore, point out the clarity of the tasks with the level of engagement. The nature of a job design impacts employees' cognitive, emotional, and behavioral responses toward their work and the organization to which they belong. Given that a significant part of a person's time at work is dedicated to job-related responsibilities, one could claim that work design is the primary source of connection and dedication for engagement.

A positive correlation between job design and employee engagement has been established. Several scholars have highlighted the importance of job design as a key factor influencing employee engagement. Three crucial job characteristics that contribute to the psychological significance of work are challenge, variety, and autonomy (Shantz, Alfes, Truss, & Soane, 2013). According to Swathi (2013), an employee's perception of the attractiveness and significance of their work can impact their level of engagement. Garber (2012) stated that, leaders have a crucial responsibility to improve interest challenges and reward their employees' jobs actively. This involves fostering employee engagement by nurturing an environment in which individuals are empowered to identify methods for increasing the level of challenge and productivity in their roles. Truss (2014) asserted that employment positions with characteristics such as autonomy, task diversity, feedback, and significance have the potential to foster positive employee engagement. The engagement can manifest in psychological states such as a sense of purpose, responsibility, and awareness of outcomes. According to Chiekiezie and Onyekachukwu (2015), the primary goals of work design include meeting organizational needs for effectiveness, efficient operation, and service or product excellence, as well as answering the individual's need for personal success.

The data reveals strong agreement among the respondents who considered engagement to be average about the levels of engagement at IBISMA. The perspectives provided by respondents stressed realistic time frames, connectivity with focus areas, and coordination very frequently. Therefore, the analysis provides

a good foundation for analyzing indicators related to work design and action plans that enhance engagement among employees at IBISMA.

4.1.3. Increasing employee engagement in IBISMA

When asked about the increasing employee engagement in IBISMA, respondents expressed their opinion regarding how effective communication between employees and their managers can lead to increased engagement. Seven respondents pointed out regular discussions and offering timely and meaningful performance feedback as significant attributes. One crucial weakness that was revealed in the research was that of inconsistent performance discussions and a lack of timely as well as meaningful feedback. The research examines the opinions offered by the respondents regarding the evolution of their participation, with an emphasis on effective communication standards between employees and managers. Respondents OS, L.H, F.D, O.A, NJ, A.Y, and D.P.E, indicated the importance of timely as well as constructive performance feedback apart from regular conversations. The main perspectives across most of the respondents emphasize that value and effective communication would contribute to enhancing employee engagement. Communication appears as a crucial theme in this analysis.

“Without consistent engagement, it is difficult to manage performance effectively. Frequent feedback and communication would make me feel appreciated, which would inspire me to work more because employees who are engaged and feel appreciated are more productive.” (OS, Intern, July 2023)

“For me, the leadership needs to implement consistent communication procedures because communication that worked fosters engagement and relationships based on trust.” (L.H, Manager, June 2023)

Respondent OS, who responded to the issue, points out that there is barely any efficient performance management without regular supervision and productivity feedback. Regular feedback and communication are considered to be the main aspects of making one feel valued, which in turn enhances engagement within the organization and ultimately leads to higher performance. Building trust is crucial for performance and engagement. Open communication atmosphere as respondents L.H, and O.A, further supported an open communication culture where they highlighted the significance of employees communicating with their superiors concerning their lack of motivation and job-related issues.

“We have a good working relation but I think we need to improve our communication in order to be more active. For IBISMA to function smoothly, communications and supervision strategy must be developed and through communication, I will know if I’m performing good or not.”
(O. A, Manager, July 2023)

“To understand my concerns, one-on-one discussions should be required rather than group discussions. Feedback is necessary on issues that are raised.” (NJ, Intern, July 2023)

Monitoring approaches and increased communication, respondent O.A, encourages proper communication as well as increased monitoring approaches which would make the operation of IBISMA stronger, stating that through communication there could be performance evaluation. Addressing individual feedback and issues and emphasizing the respondent's MJ, relevance to one-on-one discussion and feedback, addressing an issue crucial to them even if not delivering the intended conclusion gives a sense of purpose and participation. Stated more clearly, respondent A.Y, indicates that it is through these discussion sessions between the employees and management that unresolved issues can be addressed and at the

same time leadership would have shown interest in the employee's work progress and desire for their success.

“Discussion sessions between me and management can assist to clear up any confusion, most significantly, it demonstrates to me the leadership interest in my work and desire to see me succeed. This is why communication from the leader to the employee is important.” (A. Y, core secretary, July 2023)

“In my opinion, Employee’s assessment should be a routine practice for management in the form of discussions rather than in times of emergencies. I believe this will create more engagement here.” (D. P. E, Manager, July 2023)

Employee evaluations should be done regularly. Respondent D.P.E, believes that employees should frequently receive evaluations in terms of discussion, marking the pro-active aspect of evaluations rather than reactive tactics during emergencies. This technique is claimed to be a method of promoting continuous involvement. The outcome of the analysis reveals the relationship between engagement and performance, consequently pointing out the need for strategic communication approaches to satisfy individual and IBISMA expectations.

The finding was supported by multiple studies. Aguinis (2013) discovered that timely and meaningful feedback is critical for helping individuals improve their performance and accomplish individual and organizational objectives. A study by Markos and Sridevi (2010) indicated that employee engagement can be boosted by the use of specific managerial techniques. These practices include developing two-way communication, guaranteeing explicit and consistent information regarding employee expectations, and encouraging participation in decision-making processes. By employing these strategies,

employees are more likely to establish a sense of belonging inside the firm, resulting in increased levels of engagement. Kazimoto (2016) said that good communication and sharing of an organization's strategic plan are vital for aligning employees' aims with the organization's strategic goals. Reilly (2014) observed that applying powerful descriptions and emotive language is vital when stressing the visual representation of achievement. In turn, this allows the formation of significance in objectives and develops commitment among individuals and teams within a company. Reilly (2014) also showed that executives must manage their employee engagement programs efficiently and strategically. Leaders should grasp every opportunity, touchpoint, and communication channel to emphasize and acknowledge the organization's commitment to employee engagement. In addition, leaders should underline the continuous impact of engagement and encourage the diffusion of best practices throughout the business

This analysis demonstrates a high degree of agreement among respondents, on the critical role performed by good communication in improving engagement for employees inside IBISMA. The views offered by respondents underline the significance of regular communication, and feedback that is provided on time. The research emphasized the necessity for active communication methods by management, aligning IBISMA objectives with individual achievement and developing an atmosphere where problems are managed and easily resolve. The analysis also presents an overview of corporate approaches pointing towards the importance of communication techniques that are meant to increase employee engagement at IBISMA.

4.1.4. Factors that affect engagement in IBISMA

The purpose of this analysis is to identify the fundamental elements contributing to the significance of attributes for employee engagement and explain how the implementation of those attributes could create a more engaged workforce that is capable of achieving high performance. Reward and recognition and professional growth and development appear as key themes in this analysis. When questioned about the elements affecting engagement within IBISMA, the respondents noted a shared need for reward and recognition and professional growth and development.

1. The importance of recognition and compensation in the engagement process, the highlighted components of this reward, and the kind of recognition are considered factors of influence over the engagement. Respondents OS, L.H, O.A, NJ, A.Y, and F.D, respond, respectively, to the expression of recognition as a key motivation indicator and even positive results that could emanate through harnessing gratitude and admiration from employees at various levels through the implementation of formal recognition and reward mechanisms within IBISMA. When explaining why you feel that recognition and reward are significant components of your engagement, the responses given were that investing in employee recognition as well as well-being would lead to its people being more engaged and performing, which would benefit both the individuals and IBISMA.

“It is good for IBISMA leadership to recognize us for good work because it is something that motivates me. I should also look up to them as my role models for doing well for their employees.” (OS, Intern, July 2023)

Respondent OS, reaffirms the motivating impact of appreciation as the source of inspiration and role modeling. This approach indicates employee appreciation, presenting not just a boost to morale but also drive and dedication.

“Recognition, rewarding and appreciation need to be fully implemented as non-profit organization and this will lead to active engagement and active engagement would lead to good performance.” (L.H, manager, 2023)

Respondent L.H, associates’ recognition and reward with active participation, ensuring that, with enhanced engagement, an effective system will emerge from it to contribute to increased IBISMA performance. Some of the respondents commented in regard to the existing status of recognized practices prevalent at IBISMA. Regarding the concern, Respondent O.A, acknowledges that it may be because the organization’s nature is non-profit, yet effective recognition methods are crucial.

“I don’t think IBISMA leadership has fully explored the recognition approaches. I know this is non-profit and small organization and I think this is why the leadership should at least find recognition system that will encourage active engagement and performance.” (O. A, Manager, July 2023)

“I don’t think IBISMA management have a formal recognition system and I think it should be established because it could lead to demotivation of engagement if it is not established.” (A.Y, core secretary, July 2023)

Respondent A.Y, provides a suggestion towards setting up a system for recognition, stating the possibility of discouragement will be the lack of recognition.

“Maybe, propose to UII HR to change the status of employees from contract to permanent workers, especially for employees who have worked for a long time. We also need other benefits for workers such as health insurance and others.” (F.D, Administrative Assistant, July 2023)

Beyond Recognition, respondent A.D, expands the argument beyond normal recognition and considers giving job status shifts from contract employment to permanent jobs, along with some benefits such as health insurance. This shows a deeper context for employee participation beyond immediate recognition that covers lifelong job stability and benefits.

The analysis explains the fact that recognition and reward systems have a significant effect as they determine the level of engagement of employees in IBISMA. Input from the respondents provides insight into the motivational aspects of appreciation, encouraging them to give their best with an assurance of greater achievement. However, there are also various identified concerns, such as the requirement for exploration of efficient techniques and the development of formal structures. The suggestion to analyze the larger benefits and job security complicated it by the reality that concern suggests that involvement is dictated by a combination of immediate and long-term objectives. Based on this analysis, strategies for reinforcement can be established to enhance the recognition procedures as well as work engagement at IBISMA.

The notion of reward and recognition is supported by Saks and Rotman (2006), employees are more likely to demonstrate higher levels of involvement and engagement in their employment when they believe the benefits associated with their work will be substantial and when they receive recognition that their work is significant and contributes value. Individuals naturally desire to feel a sense of respect and accomplishment, therefore providing appropriate rewards and recognition is a crucial aspect of performance management. Aguinis (2013) stated

that recognizing employees for their exceptional performance functions as a motivator for their encouragement and motivation, thereby boosting their morale. Motivated workers demonstrate active engagement and proactive behavior. Employees typically value intrinsic motivation, which is influenced by internal emotions, more than monetary compensation.

2. This session is to understand the views on professional growth and development and how they contribute to employee engagement at IBISMA. Respondents OS, L.H, A.Y, and F.D, analyses indicate the factors as the importance of investing and how to identify and develop talent, performance evaluation, coaching, and training for individual career development. Question on career growth and development as one of the factors of engagement. Respondents mention talent identification, highlighting growth and development as one of the key components that drive employee engagement.

Respondent OS, specifically underlines the significance of the recognition and support of exceptional talents, arguing that the encouragement and further development of such a favorable resource are the guarantee for the sustainable success and involvement of the employees.

“It is important to identify and provide encouragement to employees who have exceptional talent, and fostering their further growth and performance.” (OS, Intern, July 2023)

“When the appropriate talents, ethical, and committed employees have been identified, it becomes important for IBISMA to implement strategies designed to retain and maintain these skills because I believe IBISMA need more talented employees.” (L.H, Manager, June 2023)

Respondent L.H, indicated the tactical significance of talent management in the accomplishment of IBISMA's success by displaying the priority placed on discovering and sustaining ethical and committed individuals.

“I believe that employees require more coaching, guidance, and training at every level of the organization. It is important to establish a performance evaluation system in order to achieve constant performance levels.” (A.Y, core secretary, July 2023)

Coaching and training, according to respondent A.Y, were mentioned in the need for performance evaluation systems since performance should be maintained at a certain level with time. The study therefore emphasizes that thorough reviews and upgrades of every employee's performance are crucial to maintaining engagement. Respondent L.H, further suggests in this aspect that by highlighting the significance of retention efforts right after talented and committed individuals have been recognized, this aligns with the idea that investing in talent is a continuous activity that requires retention strategies.

“The process of identifying talented employees for promotion, and transitioning them from contractor's positions to full-time employment is crucial and will encourage good engagement and high performance.” (F.D, Administrative Assistant, July 2023)

Respondent F.D, expands the discussion to the transition of talented individuals from contractual employment to permanent employment. This idea brings forth the need for determining the career development path, as this will see to it that such changes are likely to enhance not only performance but also engagement in an incredible dimension.

The analysis indicates that comparable viewpoints are seen with context to the crucial significance of career development as well as growth becoming the determinant for encouraging the engagement of the employees at IBISMA. Performance evaluation and coaching, along with training and talent identification, are some of the areas discussed in every form, which add to building a holistic view as to what approaches need to be taken so that continual engagement may be attained. Not only is the discussion of professional progression options included, but also information on retention is given, guaranteeing that the discussion is much deeper and therefore important to organizational activities.

Anitha (2014) suggested that training and development opportunities boost employees' confidence, resulting in a significant increase in their employment engagement. The prevalent belief was that training initiatives were pursued only if they were regarded beneficial to the organization. Based on Lockwood's (2007) research, in the context of global competition, the importance of attracting and retaining qualified individuals within organizations is expected to increase. Anitha (2014) and Lockwood (2007) have proposed theories emphasizing the significance of employee development for augmenting job performance and promoting staff retention for long-term effectiveness. This analysis provides a solid basis for determining actions that sharpen career progression and development, which will lead to boosting employee engagement and contribute to increasing the performance of IBISMA.

In conclusion of this discussions, the research examines the viewpoints of two distinct groups of employees, permanent and temporary employees the

discussion gives a comprehensive insight into the determinants of enhancing employee engagement at IBISMA. The research findings emphasize the interconnection effect of workplace culture, effective communication, job design, reward and recognition, as well as career development, in establishing a highly engaged work environment. The analysis provides suggestions on creating a blueprint for IBISMA's organizational culture, approaches toward communication, and employee engagement initiatives. The findings of this research are in line with the literature, which demonstrates that engagement has a good correlation with performance and therefore underlines these characteristics as key elements to the development of sustainable success in IBISMA.

4.2. Results of the analysis

4.2.1. Impacts of employee engagement on IBISMA performance

The research findings indicate that 10 respondents which is 100% concurred on the positive impact of employee engagement on IBISMA success. 5 out of 10 respondents consists of 50% elaborated on the positive effects of employee engagement on IBISMA performance, highlighting performance outcomes such as enhanced productivity through workplace culture. They further emphasized the proactive approach adopted by engaged employees in seeking ways to boost productivity. Additionally, 5 out of 10 respondents consists of 50% also expressed the belief that positive impact of employee engagement on IBISMA is not limited to work culture but also providing IBISMA tenants with the necessary support to grow their businesses and also providing founding to support their businesses.

4.2.2. Level of employee engagement at IBISMA

The study findings revealed that employee engagement levels varied across respondents, with some rating above average and some as average. Above-average consists of 5 respondents 50% highlighted factors such as the employees' comprehension of their tasks, dedication to their work, and willingness to assist one another. The average consists of 5 respondents 50% highlighted the factors as occasional difficulties in comprehending the task, a lack of work clarity and work design.

4.2.3. Increasing employee engagement at IBISMA

The findings of the study reveal a significant need for development. The respondents emphasized the importance of routine discussions, evaluations, and feedback for increasing employee engagement. 7 out of 10 respondents consists of 70% highlighted regular communication as essential aspect for progress. While 4 respondents consist of 30% highlighted the prioritization of employee development and the provision of rewards, appreciation, and acknowledgment for the employee's contributions to the organization's successes.

4.2.4. Factors that affect employee engagement in IBISMA

The research findings identified several elements highlighted by respondents, these elements include: recognition/reward, career growth and development. Leaders should aspire to improve their approachability, support, and willingness to foster an environment characterized by consistent coordination, communication, evaluation, and feedback on employee's activities. Six respondents highlighted reward and recognition as one of the key factors in their engagement at IBISMA.

Four respondents also highlighted recognition and reward as another key factors in their engagement.

CHAPTER 5

CONCLUSIONS & RECOMMENDATIONS

5.1. Conclusions

The primary goal of this research project was to examine the impact of employee engagement on the overall performance of IBISMA, a non-profit organization. Researcher reveal that there is challenges face when it comes to employee engagement in IBISMA. Communication, job design, rewards and recognition, culture, and career development have been identified as significant factors that influence employee engagement in IBISMA. The literature review and the research findings support the notion that employee engagement has a substantial influence on organizational performance.

In the analysis of the impacts of employee engagement at IBISMA, there exists solid agreement among the 10 respondents who proved their true dedication to IBISMA objectives and their proven willingness to go above and beyond their assigned duties in order to achieve IBISMA objectives. Workplace culture emerges as a key theme in the analysis, with five of the respondents, all emphasizing its essential impact on engagement. The common view among these responses indicates working together, having one-on-one discussions with management, and having a robust workplace culture that supports individual and collective performance.

Moreover, in the discussion focusing on improving employee engagement, it is essential to see the role played by good communication. Seven responses unanimously agree that regular communication, timely feedback, and increased engagement from

management are some of the key areas requiring improvement. The lack of regular discussions and timely feedback comes up as the main deficiency and consequently suggests an opportunity for development in the communication approaches in IBISMA.

Furthermore, the analysis also addressed the level of engagement of employees at IBISMA; it indicates that the view among the respondents is slightly balanced among the employees, with five considering it above average and five as average. Respondents considered engagement levels to be average regard job design as an essential component determining the engagement level. Their opinions place attention on the need for realistic time frames, clear instructions, job design alignment, and regular coordination for enhancing engagement levels.

Factors underlying engagement in IBISMA include rewards and recognition, along with career growth and development. The motivational influence of reward and recognition is highlighted by the respondents. The concerns about the current state of recognition processes and improvement plans for benefits and job security was highlight by the respondents. In the discussions of career growth and development, respondents identified talent identification, coaching, and training as main factors for career development. The analysis shows the need to capitalize on career development among employees towards the objectives that IBISMA seeks to achieve, along with presenting alternatives for advancement as well.

Finally, the discussion gives a comprehensive insight into the determinants of enhancing employee engagement at IBISMA. The research findings emphasize the interconnection effect of workplace culture, effective communication, job design, reward and recognition, as well as career development, in establishing a highly engaged work

environment. The analysis provides suggestions on creating a blueprint for IBISMA's organizational culture, approaches toward communication, and employee engagement initiatives. The findings of this research are in line with the literature, which demonstrates that engagement has a good correlation with performance and therefore underlines these characteristics as key elements to the development of sustainable success in IBISMA.

Based on this research, it is possible to conclude that employee engagement has a significant impact on the competitive performance of an organization. This research has the potential to enhance awareness regarding the significance of employee engagement for organizational effectiveness. This research is anticipated to assist organizations seeking growth in selecting the necessary measures to establish an efficient employee engagement strategy. Individuals, particularly students or professionals involved in human resource development, can benefit from the research discoveries. This study offers insights into the significance of employee engagement in non-profit organizations, in accordance with the organization's objectives. The engagement process incorporates various factors, such as the communication flow between employees and management, job design, workplace culture, reward and recognition systems, and career development opportunities. These factors are crucial in preventing any issues that could potentially reduce employee engagement.

5.2. Recommendations

The research aimed to investigate the influence of employee engagement on IBISMA performance. Based on the research findings, the following recommendations are proposed to enhance employee engagement within IBISMA:

It is imperative within IBISMA organization to promote and nurture employee engagement actively by doing regular meetings, weekly strategic discussions, and

interaction sessions. It is important to have an environment in which employees are motivated to discuss job-related issues and offer suggestions for enhancing existing policies, practices, and procedures in order to raise performance standards.

Involving employees in the planning process is also essential, as they can evaluate significant issues, identify potential opportunities, and contribute to enhancement suggestions for the organization's overall strategy.

Implementing important leadership strategies is crucial. Mentorship programs can potentially improve employee performance and contribute to achieving organizational goals and objectives. The presence of supportive management and the caliber of leadership are important for organizations to achieve a competitive advantage.

IBISMA leaders and managers must establish robust and consistent communication channels, supervision protocols, and assessment mechanisms, work life-balance, discussions, weekly discussions, reward strategies, counseling and mentoring systems. These practices are essential for nurturing greater employee engagement and enhancing organizational performance. The primary objective is to equip personnel with the necessary skills and competencies to achieve organizational objectives, promote and improve professional development effectively.

The study findings indicate that communication is a complex process requiring engagement and communication strategies that are sensitive to organizational context and the characteristics of the intended audiences. Therefore, such strategies cannot be universally applied or embraced but rather must be adapted to the particular organizational context and intended audience. The organization must employ efficient communication

channels to facilitate straightforward and consistent two-way communication. IBISMA may consider implementing communication strategies, such as messages, to effectively inform employees of important updates, such as changes to task deadlines. In addition, it is recommended to schedule regular staff meetings to facilitate discussions on successes and failures, this method also include one-on-one meeting with the employees to understand their challenges, because not all employees are able to speak up during the general meeting, as this practice has been shown to improve performance levels. It is also recommended that IBISMA distribute their news regularly in order to effectively communicate internal and external updates and developments. Lastly, leaders or managers can schedule individual sessions with employees to provide a more conducive environment for discussing any issues or concerns that may arise when employees are uncomfortable when articulating themselves during staff meetings.

The study revealed that there is an absence of consistent employee performance evaluations. IBISMA should implement a comprehensive performance management system that evaluates and assesses employees' work and contributions in order to ensure high levels of performance that are in line with IBISMA goals and objectives.

The research findings revealed an absence of recognition or acknowledgment for exceptional performance. IBISMA is required to develop a recognition strategy and procedures. Implementing awards, such as the "Employee of the Month" program, is one strategy for encouraging employee recognition. Creating a culture that actively promotes daily recognition can also be effective. This can be accomplished through basic gestures, such as leaving written notes on employees' desks to acknowledge their efforts and contributions. In addition, it is advantageous to highlight employees' contributions during

staff meetings as a form of recognition. Finally, it is essential to establish guidelines for reward and recognition systems.

5.3. Limitations of the research

It is essential to acknowledge the limitations of this research. The research was conducted on a small non-profit organization in Yogyakarta, Indonesia, called 'IBISMA.' Due to the diversity of organizational culture, values, and strategic objectives, it is difficult to generalize the findings to the Indonesian population. Interviews were conducted at various organizational department levels to obtain a cross-sectional view of current affairs. The analysis did not consider previous circumstances, such as the organization being in a state of crisis or undergoing a period of transition, which may have affected the employee responses. In addition, the evaluation did not consider the potential repercussions that may arise after the assessment has been conducted.

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APPENDIX 1

Interviews transcript

Theme	Answers
Work design	“I think we should consider the timing of our work. Because unrealistic timeframes make it impossible to finish tasks and fulfill obligations. Also, correct resources should be given to finish the task on time.” OS, Intern (July 2023)
	“Employees must be educated about work design and practices and appropriate instructions must be provided to make the employee understand their work.” L.H, Contractor, (June 2023)
	“Action plans are crucial for providing employees with direction on their responsibilities. If the job design does not match with my focus area, it may cause a delay in finishing the task.” M. D, Intern (July 2023)
	“As for me, I have a task that I’m capable of doing. It’s very important to know your job design so that you can work perfectly without delay.” I. K, Permanent (July 2023)
	“I think we need regular coordination and evaluation every week to know the progress of every task that has been given to every employee, and to know if every individual understands their job.” A. D, Permanent (July 2023)

Communication and Engagement	<p>“Without consistent engagement, it is impossible to manage performance effectively. Frequent feedback and communication would make me feel appreciated, which would inspire me to work more because employees who are engaged and feel appreciated are more productive.” OS, Intern (July 2023)</p>
	<p>“For me, the leadership need to implement consistent communication procedures because communication that worked fosters engagement and relationships based on trust.” L.H, Contractor, (June 2023)</p>
	<p>“It is necessary to have regular open communication between employees and management. Creating an atmosphere of open communication is a good starting point. It is important that employees can discuss their lack of motivation with their superiors through active communication. I believe when we follow these steps, it will create atmosphere of engagement and creativity.” L.H, Contractor, (June 2023)</p>
	<p>“We have a good working relation but I think we need to improve our communication in order to be more active. For IBISMA to function smoothly, communications and supervision strategy must be developed and through communication.” O. A, Permanent (July 2023)</p>
	<p>“To understand my concerns, one-on-one discussions should be required rather than group discussions. Feedback is necessary on issues that are raised. Although not every issue or concern will result in the desired conclusion, we the employees like the idea that our concerns are taken seriously and looked into.” N. J, Intern (July 2023)</p>
	<p>“Discussion sessions between me and management can assist to clear up any confusion, most significantly, it demonstrates to me the leadership interest in my work and desire to see me succeed. This is why communication from the leader to the employee is important.” A. Y, Permanent (July 2023)</p>
	<p>“In my opinion, Employee’s assessment should be a routine practice for management in the form of discussions rather than in times of emergencies. I believe this will create more engagement here.” D. P. E, Permanent (July 2023)</p>
Workplace culture	<p>“Employee engagement can be enhanced by collaborative activities and one-on-one meetings between the employee and leadership in order to understand the work-culture of IBISMA.” L. H, Contractor (June 2023)</p>
	<p>“My desire to see the IBISMA succeed in the competitive position compels me to do whatever it takes to meet and transcend my assigned responsibilities and I believe this is what IBISMA culture is about.” M. D, Intern (July 2023)</p>
	<p>“Employee engagement is impacted by the cultural upbringing of the individual and the diverse personalities of employees have an impact on the culture of the IBISMA, and I think because of this, we are doing great as individual, team and organization.” I. K, Permanent (July 2023)</p>
	<p>“An organization's culture needs to be such that employee engagement and communication are the norm rather than the occasional events that define emergencies. We have a culture here that allow us to work freely without fear and to be more interactive.” D. P. E, Permanent (July 2023)</p>
	<p>“Flexible working time and work-life balance is very important here. As a non-profit organization, all aspect that have impact on employee’s engagement are important to consider, and here in IBISMA, I consider all of these, because I want</p>

	to give all my best to IBISMA to achieve its objective and my personal growth.” A. D, Permanent (July 2023)
Rewarding/Recognition	“It is good for IBISMA leadership to recognize us for good work because it is something that motivate me. I should also look up to them as my role models for doing well for the employees.” OS, Intern (July 2023)
	“Recognition, rewarding and appreciation need to be fully implemented as non-profit organization and this will lead to active engagement and active engagement would lead to good performance.” L.H, Contractor, (June 2023)
	“I don’t think IBISMA leadership has fully explored the recognition approaches. I know this is non-profit and small organization and I think this is why the leadership should at least find recognition system that will encourage active engagement and performance.” O. A, Permanent (July 2023)
	“Lack of rewarding and recognition results in limited possibilities for development and reduced levels of employee’s involvement.” N. J, Intern (July 2023)
	“I don’t think IBISMA management have a formal recognition system and I think it should be established because it could lead to demotivation of engagement if it is not established.” M. D, Intern (July 2023)
	“Maybe, propose to UII HR to change the status of employees from contract to permanent workers, especially for employees who have worked for a long time. We also need other benefits for workers such as health insurance and others.” (A. D, Permanent (July 2023))
Career growth/ Development	“It is important to identify and provide encouragement to employees who have exceptional talent, and fostering their further growth and performance. On the other hand, individuals who exhibit limited experience or competence should be directed and offered training opportunities to enhance their abilities and elevate their overall performance.” OS, Intern (July 2023)
	“When the appropriate talents, ethical, and committed employees have been identified, it becomes important for IBISMA to implement strategies designed to retain and maintain these skills because I believe IBISMA need more talented employees. It is also important that new employees undergo training and coaching in order to achieve continuous performance and foster personal growth. In the absence of such conditions, employees may experience disengagement as a result of lacking a sense of understanding their work within IBISMA and that could cause low performance.” L. H, Contractor (July 2023)
	“I believe that employees require more coaching, guidance, and training at every level of the organization. It is important to establish a performance evaluation system in order to achieve constant performance levels. I believe that this process would lead to improved employees and organizational growth/development.” M. D, Intern (July 2023)
	“The process of identifying talented employees for promotion, and transitioning them from contractor’s positions to full-time employment is crucial and will encourage good engagement and high performance.” A. D, Permanent (July 2023)

APPENDIX 2

IBISMA Letter of Acceptance Attachment

SURAT PERJANJIAN KERJA

Nomor : 051/SK-Dir.DPPKST/40/II/2023

Pada hari ini Rabu, tanggal 1 bulan Februari tahun 2023, yang bertanda tangan dibawah ini:

1. Nama : Bagus Panuntun, MBA., CWM., CFP., CSA., CBC.
Jabatan : Direktur Inkubator Bisnis & Teknologi IBISMA yang bertindak untuk dan atas nama DPPK/ST UII yang berkedudukan di Gedung Simpul Tumbuh Lt. 3 Kampus Terpadu UII, Jl. Kaliurang Km 14,5 Yogyakarta.

Yang selanjutnya disebut **Pemberi Tugas**

2. Nama : Mohammed Kenneh
Tempat, Tanggal Lahir : Gbarnga, 3 Maret 1997
Alamat Domisili : Jl. Kaliurang km 14,5, Sleman, Yogyakarta
Bidang keahlian : Learning & Project Intern

Yang selanjutnya disebut **Penerima Tugas**

Dengan ini Pemberi Tugas menunjuk Penerima Tugas untuk melaksanakan pekerjaan sebagai **Learning & Project Intern** sebagaimana ketentuan sebagai berikut :

I. LINGKUP PEKERJAAN

1. Mendukung Manajer Pembelajaran dan Proyek serta Pimpinan Inkubator Bisnis dan Teknologi IBISMA dalam melaksanakan tugas pokok organisasinya.
2. Pelaksana harian dari seluruh program kerja Bidang Pembelajaran dan Proyek.
3. Mampu mengembangkan proses, prosedur dan kebijakan dalam mengelola aktifitas harian Bidang Pembelajaran dan Proyek.
4. Memastikan Manajer Pembelajaran dan Proyek serta Pimpinan Inkubator Bisnis dan Teknologi IBISMA terinformasi dengan laporan yang detail dan akurat.

II. MASA KERJA & NILAI KONTRAK

1. Masa kerja efektif ditetapkan selama 4 bulan terhitung sejak tanggal 1 Februari 2023 hingga 1 Juni 2023.
2. Waktu pelaksanaan ini hanya dapat diperpanjang apabila ada kesepakatan antara pihak Pemberi Tugas dan Penerima Tugas.
3. Skema kontrak kerja antara lain:
 - a. Insentif Transportasi per bulan Rp. 750.000,- (nett)
4. Skema tunjangan diluar upah yang tersedia antara lain:
 - a. Lembur diluar hari kerja Rp. 50.000,-/ 1 hari
 - b. Bonus Kinerja Berdasarkan kebijakan organisasi

III. CARA PEMBAYARAN

Dibayarkan setiap bulan (pada tanggal 25) selama masa tugas yang ditetapkan pada Surat Perintah Kerja ini.

IV. SYARAT-SYARAT

1. Lingkup pekerjaan tersebut di atas harus dilaksanakan sesuai dengan tugas yang diberikan dan berdasarkan ketentuan jam kerja operasional yang ditentukan Pihak Pemberi Tugas serta sesuai petunjuk yang diberikan baik secara lisan maupun tertulis dari Pemberi Tugas.
2. Pihak Penerima Tugas tidak diperkenankan mengalihkan pekerjaan kepada Pihak Lain (harus dikerjakan sendiri) dalam kondisi apapun tanpa ada izin dari Pihak Pemberi Tugas.
3. Pihak Pemberi Tugas secara sepihak dapat mencabut/membatalkan Surat Perintah Kerja ini apabila Pihak Penerima Tugas dinilai lalai terhadap apa yang tercantum pada syarat- syarat 1 dan 2.
4. Harga yang telah disepakati tersebut diatas adalah merupakan harga pasti dan tanpa ada kenaikan harga kecuali akibat *Force Majeure* yang disetujui oleh Pihak Pemberi Tugas.
5. Pembayaran atas pekerjaan yang telah diselesaikan akan dilaksanakan dengan Berita Acara Prestasi (Opname) pekerjaan yang disahkan oleh kedua belah pihak serta diakui oleh Pihak Pemberi Tugas.
6. Pihak Penerima Tugas tidak diperkenankan untuk mempekerjakan tenaga yang belum mahir dan Pihak Penerima Tugas bertanggung jawab terhadap kerahasiaan data serta kerusakan material/peralatan milik Pihak Pemberi Tugas

dan akan dikenakan denda sebesar nilai material/peralatan yang rusak atau hilang.

7. Penugasan diluar surat perintah kerja sama diatur sesuai dengan peraturan yang berlaku.

Demikian Surat Perjanjian Kerja ini di dibuat dan ditandatangani oleh kedua belah pihak diatas kertas bermeterai dengan sukarela tanpa paksaan atau tekanan dari pihak manapun setelah para pihak membaca dan memahami isinya.

Pemberi Tugas

Yogyakarta, 1 Februari 2023

Penerima Tugas



Bagus Panuntun, MBA., CWM., CFP., CSA., CBC.

Mohammed Kenneh