



DAYA DIMENSI  
INDONESIA



# INCREASING WORK ENGAGEMENT THROUGH KNOWLEDGE SHARING INTERVENTION

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# AGENDA



**PT. Daya Dimensi Indonesia / Talent Acquisition Group –  
Organizational Characteristics**

**Framework Problem**

**Engagement & Knowledge Sharing – Theory and Research  
Methodology**

**Interventions**

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# ORGANIZATIONAL CHARACTERISTICS - TALENT ACQUISITION GROUP

- Major capital : Assessor's Knowledge.
- Leader in assessment market and has positive image as a pioneer.
- Member of DDI global.
- Values : Quality and Customer Success.
- Initial investment on assessor :  
Rp. 25.000.000,- or US \$ 2500 / person.



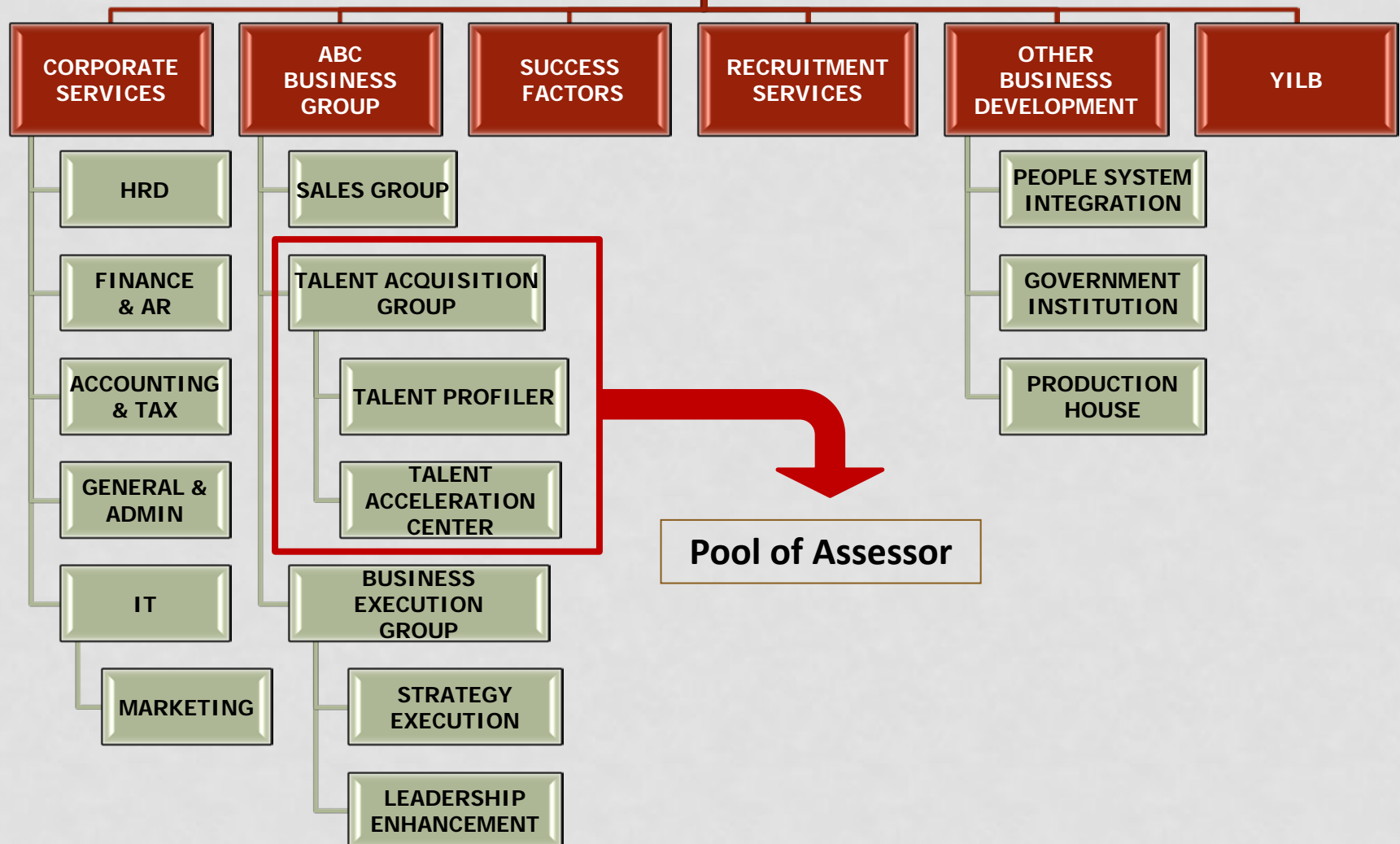
- Investment on Assessor Development per year : around US \$ 1000 / person.
- Numbers of active assessor in 2012 : 50 person.
- Uniqueness of Assessor in TAG : freelancer with various educational back ground and working experience.



DAYA DIMENSI  
INDONESIA

BOARD OF  
COMMISSIONERS

BOARD OF  
DIRECTORS



# CHARACTERISTIC OF ASSESSORS

Age	%	N
<30 yo	0%	0
30 - 35 yo	5%	2
36 - 40 yo	24%	10
41 - 45 yo	46%	19
46 - 50 yo	15%	6
>50 yo	10%	4

GENDER	%	N
Female	87,8%	36
Male	12,2%	5

Length of Work as Assessor	%	N
< 12 mo	0%	0
1-2 yrs	17%	7
3-5 yrs	24%	10
6-9 yrs	27%	11
>9 yrs	32%	13

EDUCATION	%	N
Diploma	2%	1
Bachelor	71%	29
Master	27%	11
Doktor	0%	0

Type of Assessor / Type of Assessment Design	Total	Frontliner Leader Level	Middle Line Manager	Operationa l Leader Level	Executive
Frontliner Assessor (FO)	50	100%	92%	54%	32%
Back Office Assessor (BO)	50	100%	92%	54%	32%
Administrator (admin)	12	100%	75%	67%	50%
Project Manager (PM)	3	100%	100%	100%	100%
Feedback Assesor (FB)	9	100%	100%	56%	56%

Active Assesor in 2012 : 50 person

Numbers of Participant					
No	Design/ Level	2009	2010	2011	Apr-12
1	Executive	621	436	309	208
2	Operational Leader	530	684	1262	206
3	Middle Line Manager	730	213	742	176
4	Front Liner Leader	243	213	485	41
Total		2124	1546	2798	631

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# ENGAGEMENT

**Mark Phelps**, senior consultant for Development Dimensions International :

“Engagement is the extent to which people value, enjoy, and believe in what they do. Engaged employees are committed to the bottom line, have tremendous pride and job ownership, put forth more discretionary effort in terms of time and energy, and on average demonstrate significantly higher levels of performance and productivity than those who are not engaged. Engagement predicts such critical outcomes as customer satisfaction, employee retention, and growth in revenue.”



# FRAMEWORK PROBLEM

**External conditions :** Competitor, selling price, market demands, appointment of the Ministry of BUMN (2012)

**Competitive advantages of organisation, and growth in 2012**

**UDR (Undesired Result) :**

- Low interest of sharing knowledge (subgroup)
- Low of engagement index (2010)
- Work quality of Assessor

**Desired Result :**

High engagement Assessor to produce high quality work product.

**Intervention Program of Knowledge Management – Optimizing Knowledge Sharing Activities**

# AGENDA



# ENGAGEMENT & KNOWLEDGE SHARING

*The attachment of work is high, as the work process is mostly done in group, which build the assessors' pattern of work this way. Inevitably, commitment of everyone involved in finished the assignment is required. However, the knowledge sharing activity is low, because mostly they they will only participate in these activities if they really see the direct relevance with the work demands.*

## Assessor's index of Engagement Survey - 2010

### Breakout Group - Comparison Table: Associates Number of responses = 59

Group	Org	O-Gap	
58.82%	72.32%	-13.5%	Overall Engagement Index

# ENGAGEMENT & KNOWLEDGE SHARING

## (CONT'D)

### Assessor's index of Engagement Survey - 2010

Group	Org	O-Gap	Teamwork and Collaboration
75.0%	90.9%	-15.9%	People in my work group cooperate with each other to get the job done.
75.0%	66.4%	8.6%	In this organization, different work groups reach out to help and support each other.
0.0%	61.5%	-61.5%	People in my work group quickly resolve conflicts when they arise.
75.0%	86.0%	-11.0%	People trust each other in my work group.
Group	Org	O-Gap	Growth and Development
75.0%	83.2%	-8.2%	My job provides me with chances to grow and develop.
50.0%	72.0%	-22.0%	In my work group, people try to pick up new skills and knowledge.
75.0%	74.8%	0.2%	In my work group, people are assigned tasks that allow them to use their best skills.

# THEORY & RESEARCH METHODOLOGY

IV

DV

- Aligning effort with Strategy
- Empowerment
- *Teamwork / Collaboration*
- *Growth & Development*
- Support & Recognition

Satisfaction & Loyalty

SNA – Strategic Network Analysis



Engagement

Intervention of Knowledge Management – Knowledge Sharing

Basic assumption :

- Index of Engagement – 2010
- Kualitatif information – interest of knowledge sharing, subgroup

IV : Independent Variable  
DV : Dependent Variable

# METHODOLOGY & RESULT

## Method :

- ❖ Quantitative Approach – Statistical Analysis on Engagement Survey
- ❖ Qualitative Approach – Open comment from senior Assessors
- ❖ Strategic Network Analysis – SNA Survey
- ❖ Sample of 41 assessors

## Results :

- ❖ All the factors simultaneously are influencing Engagement index.
- ❖ Partially, Teamwork/Collaboration and Growth & Development are the significant factors that influencing Engagement Index of Assessor.
- ❖ Assessor tends to make subgroup in order to gathering info for problem solving.

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# INTERVENTION

## Human Process :

- *Coaching*
- Knowledge Sharing Program
- Team Building



## Human Resources Management:

- Performance Management
- Leadership Skills
- Recruitment and Selection

## Technostructural :

- *Employee Involvement* – formal mechanism, media, assessment

## Strategic Intervention:

- IT Investment
- *Knowledge Appreciation Day*

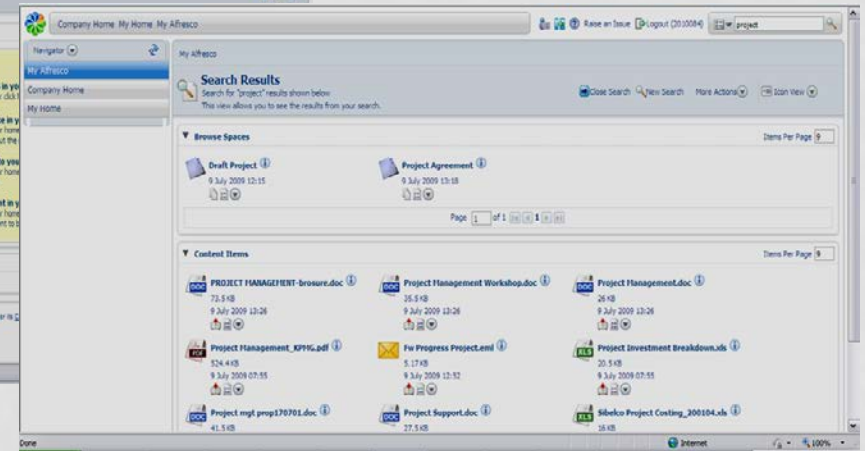
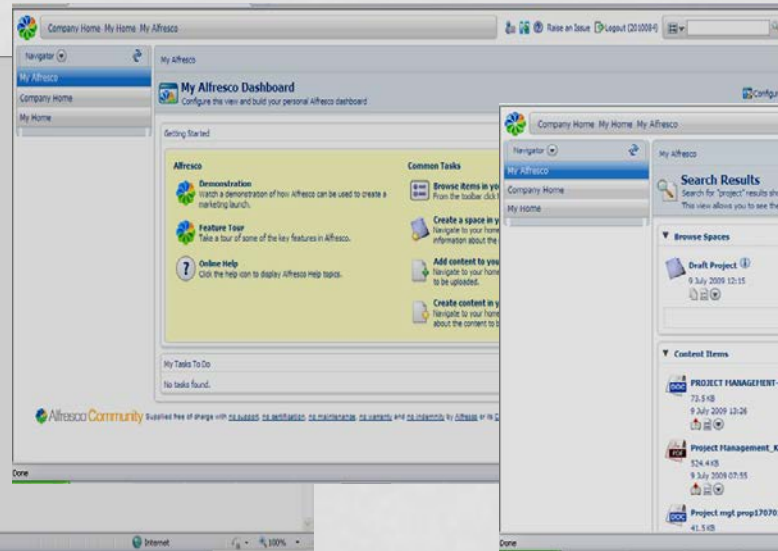
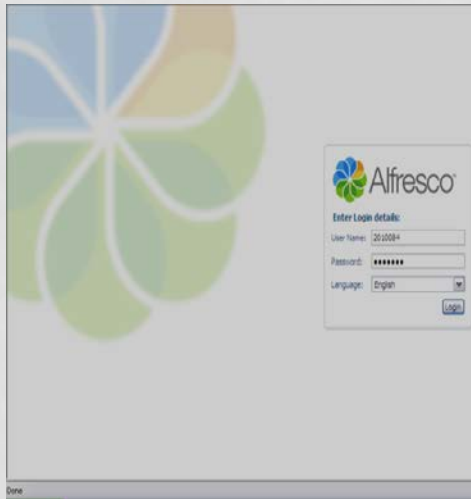


## Consideration :

Short term solution, organizational image, IT system optimization (KM Portal)



# KM PORTAL IN PT DAYA DIMENSI INDONESIA

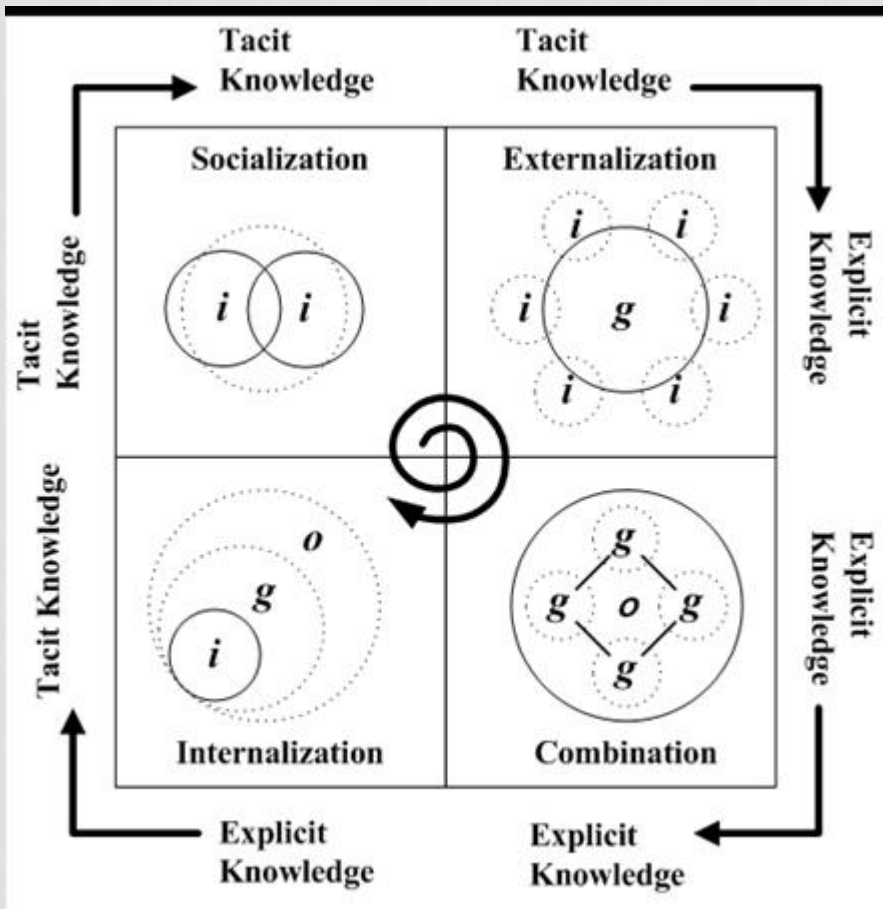


Master = Client

Search:  Go Add New Client

No	Client Code	Legal Name	Brand Name
1	000	PT. Perantara PERSEKO	PERTAMINDA
2	001	PT. Bank Negara Indonesia PERSEKO TBK	BNI
3	002	Bank Central Asia	BCA
4	003	Indosat	Indosat
5	004	Gulf Resources Indonesia	GLXP
6	005	Institut Teknologi Bandung	ITB
7	006	CITIBANK N.A.	CITIBANK
8	007	Agricon Corporations	Agricon
9	008	Danarelas	Danarelas
10	009	Austrindo Nusantara Jaya Agri	AUJ Agri
11	010	ISM Bogasari Flour Mills	Bogasari
12	01000	Toba Pulp Lestari	PT Toba Pulp Lestari
13	01001	PT. Aetra Air Jakarta	PT. Aetra Air Jakarta
14	01002	PT. Patra Niaga	PT. Patra Niaga
15	01003	Rajawali Corpora	PT. Rajawali Corpora
16	01004	Jakarta Prosperindo	PT. Jakarta Prosperindo
17	01005	Strade Nusantara	PT. Strade Nusantara

# INTERVENTION - SECI



## Type of Knowledge :

- Assessment Design
- Behavioral Competencies
- Assessment Report
- Business Process
- HRMS

## PIC :

- All assessors – Team Leader
- Consultant from each Business Unit
- External sources – HR Expert

## Type of Activities :

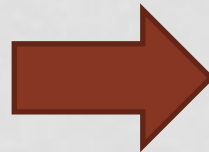
- *Coaching*
- Knowledge Sharing Program – calibration, workshop, training, others (non formal session)
- IT investment

**Cost :** fee for Consultants (internal & external source), printing, accommodation (*class room & snack*)

# ENGAGEMENT SURVEY INDEX 2012

**2010 - Employee Engagement  
Index for Assessors is :**

**58,82%**



**2012 - Employee Engagement  
Index for Assessors is :**

**61,06%**

# THANK YOU

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