

## **A PROPOSAL TO IMPROVE EMPLOYEE PERFORMANCE THROUGH EMPLOYEE ENGAGEMENT SURVEY IN PT KBI**

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**Abstract** — *PT. Karunia Berca Indonesia (KBI) is one of the best steel galvanizing factory in Indonesia. KBI have some problems like lack of willingness to train, lack of employee development program, and lack of facilities. That 3 factors are performance indicator. Low on employee performance will decrease the revenue. With root cause analysis can be found the main problem in PT KBI is lack of performance. To increase employee performance, KBI must determine the engagement for the employee using employee engagement survey. The survey composition is a synthesis from ASTD Gallup, and DDI. After collecting, the questionnaire data, the analyzed is done with SPSS program. The results are determining 2 main problem about engagement in PT. KBI, there are, receive adequate resources variable, and Efficient work Environment (culture) variable. Deeper interview for 2 main problem is done with some staff in PT. KBI. Interview result about receive adequate resources, KBI is lacking Indoor area for painting and welding, and the storage capacity. The second problem is about training habit. KBI want every employee to go training, but the employee think training is wasting time. The solution for the first problem are adding roof for outdoor activity and expanding the area for storage. The solution for the second problem is, creating champion to help brainstorming the other employee about training.*

*Keywords: Employee engagement, training, Change management, employee performance*

### **1. Introduction**

The high level of competition in the industry sector, especially in the construction industry, making the firm competing in the construction industry with strategies that are more complex and lengthy. But in the field of construction, especially factory that provide the construction framework, price and quality is an important factor in the competition. To win the price competition, of course should be able to keep the price and the best quality. For factory, the most important asset is the employees. Best price and quality can be achieved if there is a conducive work environment, employees are motivated and loyal, and good equipment support. With the increase in employees quality, efficiency and productivity will increase, resulting in savings. With the savings, the sale price can be kept well with a good quality standard.

At first PT. Karunia Berca Indonesia (KBI) named PT. Kratama Belindo International was established in September 1985. The company has a production specification in tower transmission, telecommunication tower, bridge, building and other construction products. In April 1987, the company had a specialization in galvanizing (steel immersion into liquid zinc). In 1994 PT. Central Cipta Murdaya (CCM group) bought all the assets and took over all of the existing staff, personnel and management of PT.Kratama Belindo International. The name changed to PT. Karunia Berca Indonesia. ISO 9001 license obtained by PT. Karunia Berca Indonesia in 1996 from SGS Yarsley International and Certification Service Ltd, with scope of integrated steel construction design includes Fabrication, Galvanizing and Painting. Nowadays PT. Karunia Berca Indonesia (KBI) is one of the leading companies in Indonesia specializing in the design, contracting, manufacturing and hot dip galvanizing of steel structure and is located strategically in Cilegon within the Krakatau Industrial Estate, West Java, with an area of 37,500 square meters of land. In March 1996 KBI was awarded ISO

9001 certificated for successfully complying to the requirement of the Quality Management system standard. Meanwhile, KBI has expanded rapidly and is currently able to manufacture 28,000 tons annually for the steel structure product includes Transmission Line Tower, Telecommunications Tower, Bridges and Heavy Industry.

Like any transforming organization, PT. KBI also has reasons why PT KBI need to change. For 3 consecutive years, PT. KBI has excess demand and some of the project is handed over to the other company. Although KBI has high demand, PT KBI only get project from foreign company that settled in Indonesia. PT KBI rarely get project from local market. Even the company from China is trying to get market in Indonesia. Even though China company will face huge cost for transporting the product to Indonesia, their price still competitive.

The result of handed over demand is decreasing the margin. If that condition frequently happened, it could reduce the net income. To get the normal margin, PT KBI should increase the price. However that decision could effect on uncompetitive price. Another circumstances in PT KBI is lack of employee willingness to training. In employees point of view, training is just time consuming, exhausting activities, and get nothing. However, it could decreasing employee performance. According to Robbins (1996) in book *Performance Appraisal* chapter 2 explained that “*performance as a function of the interaction between ability (A), motivation (M), and opportunity (O)*” (Veithzal Rivai et.al., 2011:14).

$$Performance = f(A \times M \times O)$$

Thus, the level of employee performance is affected by factors of abilities (A), motivation (M) and performance opportunities (O). Performance opportunity is high level of performance that obtained as function of none obstacle to challenge. In the high demand situation, the company will give lots of bonus to the employee that reach the production target. But in the current situations, the unwilling employees to train will result stagnant ability. For addition, PT KBI do not have good development and training program. This situation will reduce the motivation of the employee, because it is hard to reach the high production target with their current abilities. Lack of ability and motivation result in lack of employee performance.

As mentioned before, performance opportunity is the chances to reach the performance, In KBI case is the production level. However the condition that faced by KBI is limited facilities ( machine and production area ). Therefore, those could reduce the performance opportunity. For the conclusion, low abilities, motivation and opportunity performance result low employee performance. It is expected this project will overcome those circumstances.

## **2. Business Issue Exploration**

### *A. Research methodology*

According business issue, KBI need to increase performance. One of the tools to increase performance is to increase employee engagement. To get the problem formulation, research methodology is needed.

### *Interview with HRD management*

Interview has done with HR managers in PT.KBI, namely Mrs. Yanti Mardiyanti And GM namely Mr. Kristanto.

### *Root Cause Analysis*

With so many problems appear in PT KBI have caused difficulties to find cause of the problem. To help finding the root cause Current Reality Tree (CRT) was built. As mentioned, *Performance = f(A x M x O)*, shows that abilities, motivation, and performance opportunity are the leverage factors for

performance. Linking this 3 factors in CRT can be seen in figure 1 that KBI's main problem is low of employee's engagement.

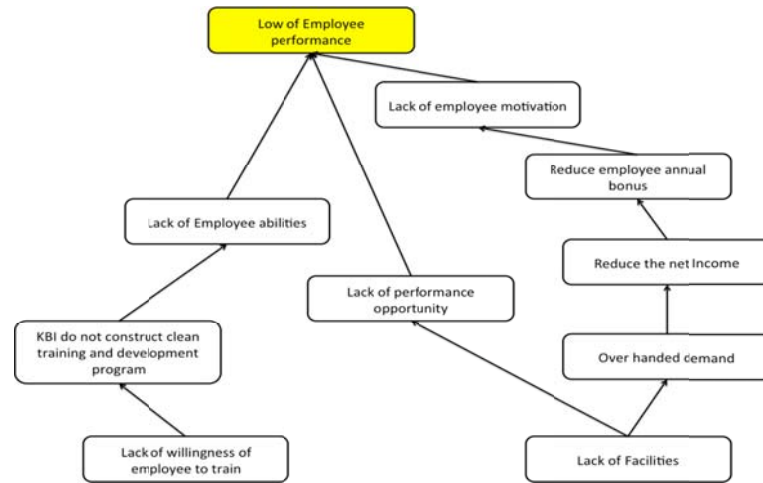


Figure 1. Current Reality Tree

### *Business Issue*

KBI wants to increase company performance. By increasing the performance KBI can take more opportunity and more competitive in local market.

### *Using a tool to analyze*

A tool to increase performance is employee engagement. Employee engagement is focused to the employee, whereas employee is the most important asset in the KBI.

### *Employee engagement theory*

When an employee lost themselves in activity, while performing some task, forgetting to take a break, get a drink of water, or eat their lunch, are example of engage employee. However, employee engagement is far more than providing world class customer service.

### *Employee engagement definition*

Engagement defined as "employees who are mentally and emotionally invested in their work and in contributing to their employer's success" (ASTD).

"A positive attitude held by the employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee."(IES)

"Employees feel engaged when they find personal meaning and motivation in their work, receive positive interpersonal support, and operate in an efficient work environment".( Paul R.Benthal 2001)

### *Employee engagement Conceptual Framework*

There are lot of framework for employee engagement, such as ASTD, DDI and Gallup. Figure 2 will explain the framework of employee engagement. The basic reference from this conceptual framework is ASTD (American Society of Training and Development). DDI (Development Dimension International) and Gallup, is add to complement.

With the 3 theory of Employee engagement, not all components will be combined and used, considering the time to fill the questionnaire, and easily understand sentences.



**FIGURE 2. EMPLOYEE ENGAGEMENT CONCEPTUAL FRAMEWORK**

In figure 2, Employee Engagement is affected by 7 factors. This Engagement Framework, is the base framework to make the questioner.

#### *Questionnaire design*

There are two kind of variables in Conceptual framework, Independent (X) , and dependent(Y). Dependent variable is the engagement factor and represent how engage the employee is, and Independent variable is the support engagement factor, represent how good is the company support for the employee engagement. Every employee engagement factor, is having more than one independent variable.

#### *Surveying*

The Questioner should be delivered to at least 90 employees in PT.KBI and will be collected when its done. The survey method is purposive random sampling. Purposive sampling focuses on sampling techniques where the units that are investigated are based on the judgments of the researcher. The judgments in this case is, the sampling must be permanent employee in PT. KBI. Purposive random sampling means, the respondent are required to complete the questionnaire and return immediately as soon as possible.

#### *Analyzing the survey data*

Analyzing using SPSS 20 (Statistical Product and Service Solution). To connect dependent variable with independent variable, the tool is multiple linear regression and some validity test.

#### *Multiple Linear regression*

This tools is an approach to modeling the relationship between dependent variable(Y) and Independent Variables (X). With this tools, can be predicted which Variables that have the biggest influence toward employee engagement. The variables that have the biggest influence will treated critical and will be concerned in the company's HR strategy.

#### *Joint Problem Diagnosis and Action Planning*

This research is joint planning with PT. KBI. So, after analyze the data, the results will be discussed with PT KBI to get further information and analysis.

#### *Company strategy business*

After the analyzes, conclusion can be made, depends on which engaged variable. The strategy will be implemented in KBI strategy to get engage employee and better production.

### 3. Business Solution

#### Important – Performance Analysis

After surveyed PT. KBI, the data will go through validation analysis. After validation the regression results of the survey will be processed three times. In this process, only variable with significance less than 10% will be considered. The three times process are:

1. Variable which significance more than 30% will be eliminated, and the regression will be run again
2. Variable which significance more than 20% will be eliminated, and the regression will be run again
3. Variable which significance more than 10% will be eliminated, and the regression will be run again

The final result can be seen in table 1.

Table 1. Survey Result Analysis

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.  |
|-------|------------|-----------------------------|------------|---------------------------|-------|-------|
|       |            | B                           | Std. Error | Beta                      |       |       |
| 1     | (Constant) |                             | ,082       |                           | ,000  | 1,000 |
|       | x11        | 0,346                       | 0,083      | 0,346                     | 4,182 | 0,000 |
|       | x14        | 0,278                       | 0,083      | 0,278                     | 3,366 | 0,001 |
|       | x5         | 0,227                       | 0,083      | 0,227                     | 2,745 | 0,007 |
|       | x23        | 0,205                       | 0,083      | 0,205                     | 2,478 | 0,015 |
|       | x6         | 0,19                        | 0,083      | 0,19                      | 2,304 | 0,024 |
|       | x16        | 0,186                       | 0,083      | 0,186                     | 2,248 | 0,027 |
|       | x15        | 0,179                       | 0,083      | 0,179                     | 2,161 | 0,033 |

From the table 1 , the dominant variable to increase engagement are X11, and X14.

X11 refer to Receive adequate resources

X14 refer to Efficient work environment

The most priority variable that affecting the Employee engagement is calculated in table 2.

**Priority** = B x (performance)

Performance = (6- mean variable i)

Table 3. Priority table

| X Variable | B value (a) | Mean Variable i | Performance (b) | Priority (a x b) |
|------------|-------------|-----------------|-----------------|------------------|
| x11        | 0,346       | 3,567           | 2,433           | 0,841818         |
| x14        | 0,278       | 3,618           | 2,382           | 0,662196         |
| x5         | 0,227       | 3,206           | 2,794           | 0,634238         |
| x23        | 0,205       | 3,474           | 2,526           | 0,51783          |
| x6         | 0,19        | 3,299           | 2,701           | 0,51319          |
| x16        | 0,186       | 2,809           | 3,191           | 0,593526         |
| x15        | 0,179       | 3,721           | 2,279           | 0,407941         |

With this calculation, X11 is the most priority, X14 is second most priority. From the result, it is necessary to have deeper information about variable X11 and X14. To have better understanding about these 2 Variables. Interview in the field is needed. Interview is done with GM in PT. KBI Mr.

Kristanto, HR Manager Ms. Yanti, Production Manager in PT. KBI Mr. Valiant, 2 foreman (supervisor) and 3 employee.

*Receive adequate resources variable*

For KBI employees, receive adequate resources means everything about facility the company give, and what facilities that make the employee convenient.

*Information about Receive adequate resources variable*

In the Interview for the resources matter, it turns out in the field that PT. KBI doesn't have indoor for painting and welding. When its rain, Painting and welding cannot be done. Where as painting is the last section for the fabrication, and welding is the middle for the fabrication. In rainy day, outdoor activities can be a bottle neck. PT. KBI use plastic curtain for some worker there but, its not convenient. Plastic curtain is hard to be stored, easily torn, and cannot hinder the rain well. It's bother some when the worker are done welding a steel thrust and want to move to the next steel thrust they must struck by the rain. The bottle neck because of welding and painting can be see in figure 3.

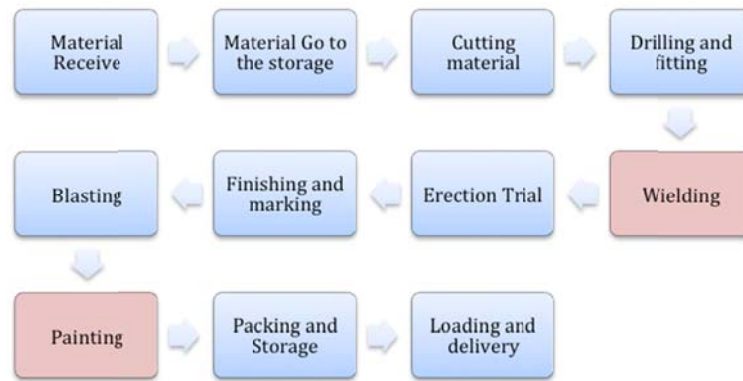


Figure 3. Simple production flow chart

Can be seen from the figure 3, that painting and welding is in the process of Production System. In PT. KBI current situation, lots of demand in a specify month, there should be no late for the target. If there is a bottle neck in the production system, there may be some late progress. According the Interview, There are couple times for a bottleneck especially when raining. The work process is delayed for about 5-15 days. When this problem occurred, usually PT. KBI increasing the work shift, for example, before the problem there is 1 work shift, after the problem occurred, there will be 2 work shift for a certain time, to finish the bottle neck.

Some more problem is PT. KBI keep their fabricated steel outdoor, near the painting and welding. Although it is organized, when PT. KBI has a lot demand, the storage is not enough. But, the steel fabrication must be put in the storage. The storage when in high demand, will reduce the work space for the worker. Reduce work space may cause inconvenient working condition, and may cause longer time to make the jobs done. To put it simple, see the table 3.

Table 3. Problem and solution about receiving adequate resources

| Problem   | Work Interrupted     | Disturbance  | Solution  |
|---|----------------------|--|---|
| Outdoor activities are disturbed by the rain        | Painting and Welding | When its raining, Painting and welding can hardly done, and become bottle neck.  | Make a roof in the work area such as canopy or lightweight steel roof.  |
| Lack of storage, that reduce the employee workspace | Painting and Welding | When having lots of demand, the storage aren't enough to put the steel. Forcing the current storage will reduce the painting and welding workspace, which is not convenient for the job. | Because PT. KBI is still using forklift for transporting the steel from the storage to the truck, the solution is expanding the area. |

*Receive adequate resource solution*

The first thing to do is expand the area, and indoor area. PT. KBI often get lots of demand, but the area is not supporting. With expanding the area, will increase the storage and convenient for the worker. All area must be indoor or at least roofed. With more convenient room, the employee will be more engaged to do the job. With the current demand, about 2000 ton/month, KBI need larger space for Inventory.

Table 4. Current and Ideal condition

| Current  | Ideal   |
|--|---|
| Storage about 10000 m2 for 1000 tons/month demand. But KBI has demand about 2000 tons/month. | Expanding more area for storage, adding 3000 m2 for storage and better workspace. |
| There are outdoor activities, and disturbed by the rain                                      | All activities are Indoor, only storage can be outdoor.                           |

The source of table 4 is based on interview . Land price near Krakatau steel is Rp. 1.500.000/m2. With adding more land, KBI can increased their storage area.

*Efficient work environment variable*

For KBI employees, efficient work environment variable means, that habit and demand from the company. When the company demanding something that is not their habit, it means inconvenient.

*Information about efficient work environment (Culture)*

In the interview for environment (culture) matter, PT. KBI culture is familiarity. The employee in there like the way they live and work in PT. KBI, and dislike the changes that KBI suggest to them, such as training and development program. PT. KBI are having lots of hard time in the past. There are some stories about PT. KBI culture problem:

- In 2000, PT. KBI culture is not efficient. Each group in the production did not want to know the work of other groups, and did not want to coordinate with other groups. This makes a lot of problems in production. Finally, the production manager always step in and called everyone who troubled to sit at one table and speak clearly. Finally, when there was a problem, immediately resolved by sitting together at once, and it is becoming a habit until now.
- In 2003, PT. KBI had troubled in security. Lots of employee were calling their relatives to come to the factory. The security can't handle this problem. With a lot of people in the working area, and relatives that asked their husband in the office, make an inconvenient working condition. Finally, KBI hired Kopassus to guard the area, and restricted everyone that are unauthorized entry prohibited. After 1 years, there were no unauthorized people get entry. And it is becoming a habit. Until now, at least one Kopassus guarding with the security.
- In 2006 , PT. KBI having troubled in smoking area. The employee dislike the idea of smoking area. Managers thought if not smoke during working hours will increase in productivity. But the employees loves to smoking while working. KBI need 2 years to socialize the smoking area program, and 1 years for punishment if the employees were seen smoking in working hours and not in the appropriate place. And it is becoming a habit, not to smoke during work hours and must be in appropriate place.
- In 2010 until now, PT. KBI are trying their best to make training program. But, the employee seems dislike the training program. The employee think training is waste of time, make them exhausted in the weekend, or after working hours. There was an employee who was rated good, and was recommended for further study abroad and all costs covered by the company. but the employee rejected it humbly.

The employee habit about rejecting training is troublesome for the company. Training is good to increase productivity and effectiveness. As a factory, overhead cost is very high. Without new method and technology about efficiency, The company will always having a hard time compete in the local market. One of the External Pressure is uncompetitive price in local market. KBI only got project from foreign companies in Indonesia. If this condition happens longer, KBI may lost opportunities in local market.

#### *Efficient work environment (Culture) solution*

##### *History of human civilization*

Alvin Toffler in the book, the third wave (1980), divide history of human civilization in three waves of change:

- **Manual era**  
Manual era is an era where the dominant factor of the human to manage traditional industrial systems is physical energy. Industrial productivity is determined by the amount of output produced per unit time.
- **Industry machine era**  
Is an era that began in the second industrial revolution, and the impact on agriculture and manufacturing industries. This industrial machine age is an age in which the dominant factor from human to manage the industry is the skill system works by using a machine. In this era of productivity measured by the skills of the workers operating the machinery industry to produce the output per unit of time.
- **Knowledge era**  
Is an age in which the dominant factor from human to manage the system work is the quality of mind that is used in the production process that ultimately embodied in the product or service produced. Ability to compete in the knowledge age is determined by the quality of thought embodied in products / services and the processes of production. The quality of mind here means creativity or skill in practice knowledge.



KBI is still in Industry machine era, because there are no training to increase the quality of mind, and the employee is measured by how good the employee operate the machine and make output. When a company want to improve their employee, usually the company will train their employee. But in this case, the employee dislike training. When employee doesn't want to training, it means the employee doesn't want to change. To make a sustainable competitive company, training is absolutely needed. Training has a lot of usefulness such as :

- Increased job satisfaction and morale among employees
- Increased employee motivation
- Increased efficiencies in processes, resulting in financial gain
- Increased capacity to adopt new technologies and methods
- Increased innovation in strategies and products
- Reduced employee turnover
- Enhanced company image, e.g., conducting ethics training
- Risk management, e.g., training about sexual harassment, diversity training

Without good training, the company may lost their competitive advantage.

#### *Starting To Make Change*

When talking about change, there are two types of change. The first one is "first order change". First order change, is incremental change "may involved in adjustment in systems, process or structures , but it does not involve fundamental change in strategy, core values, or corporate identity. " first order change maintain and develop the organization: they are changed design almost paradoxically to support organizational continuity and order.

The second one is "second order change". Second order change is involve in fundamental change in strategy, core values, and corporate identity. In simple word, second order change is radical change.

KBI will need first order change, because KBI doesn't change their value, but just adding some competencies for the employee. To adapt from machine industry era to knowledge era, the first thing to do is KBI must giving training knowledge to the top management and manager. After the manager, choose some fast learning (creating champion) volunteers from the employee below manager position to take training. After a few months of training, the volunteers must showing and sharing their development to the other workers. The result from the training must be impressive to other worker, and the best volunteers who has the best development, will be celebrated and rewarded nicely. With a person as a training icon, will invite the other worker to go training. With this method, for 2 or 3 years, training culture can be made.

To lower resistance, the champion must share the conditions to the other employee. Employee who understand will likely less resist for the change. As a champion, that will do brainstorming and sharing knowledge, the champion must has 3 trait:

Table 5. Champion traits

| Role         | Skills   | Implementation in the factory  |
|--------------|--|--|
| Initiating   | <ul style="list-style-type: none"> <li>• Developing a change mindset</li> <li>• Providing visionary leadership</li> <li>• Being well informed about the issues, opportunities, and how to get things done</li> <li>• Involving key stakeholders and building commitment</li> </ul> | <ul style="list-style-type: none"> <li>○ Everyday on daily briefing before and after the work, there is brainstorming, session about 5 minutes.</li> </ul>   |
| Facilitating | <ul style="list-style-type: none"> <li>• Working with people</li> <li>• Working with teams</li> <li>• Networking and getting the right people together</li> </ul>  | <ul style="list-style-type: none"> <li>○ Supervisor usually tell the team what to be done and inspecting quite often. Champion must try new method in the team, on the basis of trust. Try to trust the team will do the job done without so much inspection.</li> </ul> |
| Implementing | <ul style="list-style-type: none"> <li>• Planning and managing the change process</li> <li>• Making things happen</li> <li>• Keeping people focused and motivated</li> <li>• Developing feedback mechanisms to evaluate and monitor progress</li> </ul>                            | <ul style="list-style-type: none"> <li>○ After job shift end, should be held ending briefing, about evaluating the trust given, motivating the team, change will be beautiful in the end.</li> </ul>   |

With this skill, The champion will be able to drive the change for the whole employee.

#### 4. Implementation Plan

Implementation Plan of Receive Adequate Resources

There are 2 action that needs to be done. The first one is roof for outdoor activity, and the second is expanding the area. PT. KBI area is about 35000m<sup>2</sup>. The map is shown in figure 4.

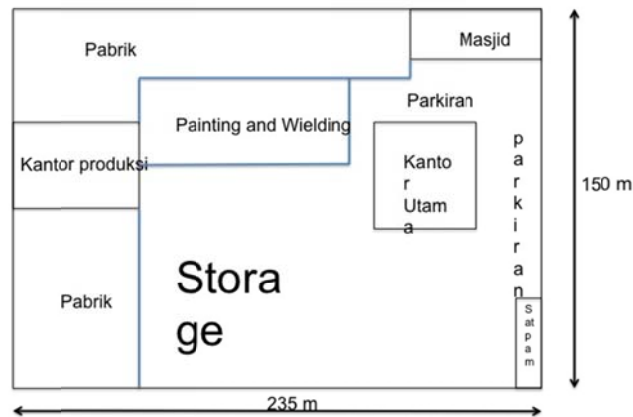


Figure 4. KBI map

*Roof for outdoor activity*

In outdoor activity, such as painting and welding, it needs roof. Painting and welding area is about 3000m<sup>2</sup>. Roof price is Rp. 285.000/m<sup>2</sup>. The total investment for the roof will be Rp. 855.000.000

*Expanding the area*

The storage is not enough to handle the current demand. And the current demand, some of them is given to subcontractor. The current storage is about 10000m<sup>2</sup> and can handle about 1000-1500 ton/month demand. KBI need to expand about 3000m<sup>2</sup> more area for storage and in the future the area can be used to increasing production due to high demand. Area price near KBI is about Rp.1.500.000/m<sup>2</sup>. And the Investment for the expand will be Rp.4.500.000.000.

*Implementation Plan for Efficient work Environment.*

To make training culture, change must be done step by step.

*Top level management agree about training is needed*

When socialization the training, HR manager first must share the burden to the top level management and how crucial the condition is. If the top management agree, the funding will be given.

*Top level management will receive knowledge about what use of training*

When the top management agree about the training, hopefully the top level will participate in the training trial for the employee, feel the training, and have good insight about training. With the knowledge, top level management can tell the employee why training is really need, and what is the use for the employee.

*HR manager will find suitable change agent (champion)*

After the training proposal approved, HR manager need to find some champion, about 5 people with certain competency. Supervisor is the best candidate, because supervisor do daily meeting with the worker in the field. The 5 champion will be called directly by the HR manager, and will be asked for being a champion in the company for the company's sake.

*The champion will receive training program*

The Champion will received regular training which all employee will participate in the training in the future, and special training about leadership and becoming change agent. Training for champion is twice per month. One training is regular training, and one more training is special training.

*Show off after training*

After training, the champion will do the daily meeting with the worker in their team. In the meeting, champion will do brainstorming about training, giving better idea for efficient team work, and showing to the team, the champion is happy changing into a better person.

*Company assessment program*

After 6 month of the training program, KBI will assessing the champion team and the team without champion. The results will be informed to the whole employee, especially about effectively and saving result because of the champion.

*Champion will be rewarded and celebrated*

After assessing the result, KBI needs to informed to the whole employee about the result. If the result is good, there should be a party, and the champion as a star. In the celebration, KBI will informed what innovation and change that the champion do for the company's future. The champion will be rewarded nicely by KBI, and ask all the employee, if they want to be like the champion they must participate in training. The training is free of charge and if the employee do a better job, it is good for year assessment score. If the employee get more soft skill, is it good for promotion. If the

employee can do the job more effectively , KBI can increase their capacity without hiring too much people. It means lots of savings.

*The other employee are expected to participate in training*

After the celebration, it is expected that more people will participate in training. If the condition only less people want to participate, HR manager may need to give overtime charge for the employee who participate in the training. That way, more people are expected to participate in training

*Routine assessment*

A habit is a routine activity, means that KBI must make a new routine activity, which is routine training assessment. Every 6 months, KBI will make a celebration and assessment about training program. Every person that participate in training, and make good development, more effective in jobs, their achievement will be informed to the whole employee. KBI hopes the reward and appraisal through celebration will make training as a habit.

*Maintaining change with the champion*

To ensure the training euphoria in KBI, champion role is really important. Champion must manage the other employee spirit and keep on brainstorming. KBI will reward the champion nicely for their contribution.

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