

Unlocking the Power of Employee Engagement: Unveiling the Key Indicators in Public Sector Organizations

^a Muhammad Yunus, ^b Amril Hans, ^c Andi Ahmad Yani, ^d Sangkala, ^e Muhammad Nursadik, ^f Gita Susanti, ^g Muhammad Tang Abdullah, ^h Andi Rahmat Hidayat

^{a,b,c,d,e,f,g,h} Department of Administrative Science. Hasanuddin University. Makassar. Indonesia

ABSTRAK

Artikel ini bertujuan untuk mengeksplorasi konsep keterlibatan karyawan dalam konteks pemerintah daerah, menggali antedecedents dan implikasinya terhadap kinerja organisasi, dengan studi kasus pada Pemerintah Provinsi Sulawesi Selatan, Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan metode survey untuk mengumpulkan data dari pegawai Pemerintah Provinsi Sulawesi Selatan dengan 3,799 jumlah responden. Studi ini menggunakan metode analisis kuantitatif deskriptif dalam menganalisis data untuk mengetahui variabel yang berkontribusi pada konsep yang diteliti. Penelitian ini menganalisis enam indikator utama dalam mengukur kualitas Employee Engagement yaitu supervisor evaluation, teamwork, growth opportunities, work-life balance, behavioral fairness, dan effective communication. Hasil penelitian menunjukkan tingkat Employee Engagement yang tinggi pada pegawai Pemprov Sulawesi Selatan, dengan rata-rata persentase keseluruhan sebesar 79,46% dan kategori "sangat tinggi." Hasil ini mengindikasikan tingginya tingkat kepuasan dan keterlibatan pegawai dan mencapai tujuan organisasi. Penelitian ini memberikan wawasan penting tentang potensi dan relevansi Employee Engagement dalam meningkatkan kinerja dan pelayanan publik di organisasi sektor publik. Temuan ini memberikan landasan bagi pemerintah daerah dan organisasi sektor publik untuk lebih memahami dan memanfaatkan Employee Engagement sebagai kunci untuk mencapai keunggulan dalam pelayanan publik dan mencapai tujuan organisasi secara keseluruhan.

ABSTRACT

This article proposes to explore the concept of employee engagement in the context of regional government, finding out its antecedents and implications for organizational performance, with a case study on the Provincial Government of South Sulawesi, Indonesia. This study used a quantitative approach with a survey method to collect data from South Sulawesi Provincial Government employees with 3,799 total respondents. This study implies descriptive quantitative analysis methods in analyzing data to find out the variables that contribute to the rigorous concept. This study analyses six main indicators in measuring the quality of Employee Engagement, namely supervisor evaluation, teamwork, growth opportunities, work-life balance, behavioral fairness, and effective communication. The results showed a high level of Employee Engagement among South Sulawesi provincial government employees, with an average overall percentage of 79.46% and the category "very high." These results indicate high levels of employee satisfaction and engagement in achieving organizational goals. This research provides important insights into the potential and relevance of Employee Engagement in improving performance and public services in public sector organizations. These findings provide a foundation for public sector organizations to better understand and utilize employee engagement as a key to achieving excellence in public services and achieving overall organizational goals.

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INTRODUCTION

The COVID-19 pandemic has drastically transformed the landscape of work environments and employee dynamics across industries and sectors, including public organizations. In this rapidly changing scenario, regional governments have been at the forefront of dealing with multifaceted challenges, from public health crises to economic downturns. Amidst such uncertainty, employee engagement has emerged as a pivotal factor in sustaining productivity, fostering innovation, and ensuring public service excellence [Mustafa et.al, 2022].

Employee engagement is a concept that goes beyond job satisfaction; it reflects the emotional connection and commitment employees have toward their organization's goals and values. Engaged employees exhibit higher levels of dedication, involvement, and motivation in their daily tasks, leading to improved organizational performance and outcomes. In the context of regional government, where public services and community welfare are paramount, employee engagement becomes a crucial determinant of overall effectiveness and service quality.

Antecedents of employee engagement in the public sector have been the subject of a systematic literature review, with various factors identified as significant contributors to engagement levels [Zahari and Kaliannan, 2022]. Organizational and team factors, perceived leadership, job-related experiences, individual attributes, and organizational interventions have all been studied in employee engagement. Understanding and addressing these antecedents in the context of regional government can offer valuable insights into effective employee engagement strategies.

In times of crisis, such as the COVID-19 pandemic, effective communication, training, and development, and transformational leadership have been identified as key determinants of employee engagement (Rikardus et al., 2020). Regional governments must recognize the significance of these factors and adapt their approaches to engage employees effectively during challenging periods.

However, while there is growing awareness of the importance of employee engagement, challenges persist, particularly in public organizations such as regional governments. The influx of younger generations, such as millennials, has raised concerns about declining engagement levels]. Moreover, the unique nature of regional government work, often involving complex bureaucratic processes and community-focused services, poses distinct challenges in fostering engagement.

In an increasingly complex and dynamic era, public sector organizations are faced with demands to provide high-quality and effective public services to the community. Excellent public services are key to achieving success and community satisfaction, as well as building trust in local government. In this context, employee engagement has been recognized as a critical factor in improving the quality of public services and the overall performance of public sector organizations (Hendi et al., 2019).

Employee engagement encompasses the level of commitment, loyalty, motivation, and satisfaction that employees have towards their work and the organization they work for. Emotionally and mentally engaged employees will be more dedicated to achieving organizational goals and providing better public services to the community. Employee engagement is also associated with higher productivity, better employee retention, and positive working relationships within the organization.

Although employee engagement has been recognized as a key factor in achieving excellence in public services and improving organizational performance, there is a limited in-depth understanding of employee engagement in public sector organizations at the local level,

especially in Asian countries, including Indonesia (Marlian, et al., 2021). In the context of public sector organizations, there is limited in-depth understanding of employee engagement and the factors that influence it. Public sector organizations have their dynamics and challenges, including demands for transparency, accountability, and diverse public interests (Ismail & Haning, 2021). Therefore, more in-depth research is required to explore the potential of employee engagement in achieving excellence in public services.

In addition, disclosure of key indicators related to employee engagement in public sector organizations is also very important. These indicators include manager/supervisor evaluation, teamwork, growth opportunities, work-life balance, behavioral justice, and effective communication. Identifying and understanding these indicators can provide better insights into developing management policies and practices that support strong employee engagement in public sector organizations (Hendi et al., 2019).

In this context, this article aims to examine the state of employee engagement in regional government, considering its main elements that may contribute to organizational success. By analyzing existing literature and relevant case studies, we seek to provide valuable insights for regional government leaders and human resource managers to design effective employee engagement strategies for enhancing organizational performance and public service delivery.

Literature Review

Employee engagement has become an increasingly important topic in the context of public organizations. The concept encompasses the level of emotional, cognitive, and behavioral attachment employees have to their work and the organization they work for. Employee engagement is considered a key factor in improving the performance and success of public organizations in delivering quality public services. Several studies have examined Employee Engagement in the context of public organizations. For example, research by Roberts et al. (2018) showed that high levels of employee engagement are associated with higher levels of job satisfaction among public sector employees. Employees who feel emotionally engaged with their work tend to feel more satisfied and happier in performing their tasks. In addition, Employee Engagement has also been shown to contribute to improved performance of public organizations. Research by Johnson et al. (2019) found that public organizations with high levels of Employee Engagement tend to have higher productivity levels and lower absenteeism rates. This indicates that employee engagement has a positive impact on organizational efficiency and effectiveness.

Although employee engagement has many benefits, there are still challenges in optimizing employee engagement in public organizations. Research by White et al. (2019) found that factors such as excessive workload and lack of support from superiors can reduce employee engagement levels. Successful leadership and supervision, including evaluation, is essential. Regular performance reviews support professional development and motivation by enabling employees to recognize their strengths and areas for development. Overall, Employee Engagement is an important focus in efforts to improve the performance and success of public organizations. By understanding the factors that influence employee engagement and implementing the right strategies, public organizations can achieve excellence in delivering quality public services and meeting the needs of the community.

Previous studies explore various factors that influence the level of Employee Engagement in public organizations. In a study by Brown et al. (2020), it was found that effective

leadership, open two-way communication, and career development opportunities are important factors in increasing employee engagement. In addition, support for work-life balance and recognition of employee contributions also contribute to high levels of engagement. The appraisal of managers and supervisors holds considerable importance as a reliable measure of employee engagement, as supported by prior research conducted in the domains of organizational psychology and management (Pati & Kumar, 2010). Another study highlights the significance of perceived managerial support in predicting employee engagement (Jagannathan, 2014). The provision of effective evaluation and assistance by supervisors fosters a conducive work environment, wherein employees experience a sense of worth and active involvement.

Other studies also emphasize teamwork as a critical element in enhancing employee engagement (Pati & Kumar, 2010; Mendonca & Riana, 2020; Costa et.al, 2014). Collaborative work environments facilitate increased levels of involvement among individuals. Employees who demonstrate strong interpersonal skills and effectively collaborate with their colleagues are more likely to experience higher levels of job satisfaction. This can be attributed to the positive impact of collaboration, which not only fosters a sense of belonging but also contributes to overall job satisfaction.

Previous research in the field of organizational psychology and employee performance has provided support for the notion that growth opportunities play a crucial role in determining employee engagement within public organizations (Jagannathan, 2014; Khusanova et al., 2021; Sypniewska, et al., 2023). The provision of opportunities for employees to enhance their skills and progress in their careers is of utmost importance. The provision of learning and advancement opportunities not only enhances employee engagement but also serves as evidence of an organization's dedication to fostering employee development (Khusanova et al., 2021; Sypniewska, et al., 2023). Employees are more likely to exhibit higher levels of engagement and commitment toward their work when they think that their organization provides them with opportunities for skill development and career advancement (Jagannathan, 2014).

Another aspect of employee engagement that warrants consideration is the concept of achieving a healthy equilibrium between work and personal life commitments (Jaharuddin & Zainol, 2019; Žnidaršič et.al, 2020). Prior research has established a positive correlation between employee engagement and work-life balance (Iqbal et.al, 2017). When employees possess the perception that they are capable of efficiently handling their professional obligations while also maintaining a balance between their personal and familial commitments, it is more probable that they will exhibit higher levels of engagement in their work. It is imperative to maintain a harmonious equilibrium between professional and personal spheres. When employees can effectively balance their tasks while still maintaining their personal lives, they are more inclined to sustain high levels of engagement and prevent experiencing burnout (Žnidaršič et.al, 2020).

Additional research has also examined the impact of behavioral fairness on employee engagement (Saks, 2006; Alnuami, 2022; Liu, et al., 2022). The phenomenon frequently relies on ideas derived from social exchange theory, which posits that employees are more likely to actively participate when they perceive equitable treatment in their contacts with the organization. Previous research has conducted empirical investigations on employee engagement models grounded in social exchange theory, emphasizing the significance of fairness in fostering employee engagement (Saks, 2006). Research investigations have also assessed the influence of workplace variables on employee

engagement within the public sector (Alnuami, 2022). The overarching influence in the context of public organizations, where the preservation of public trust relies heavily on the principles of fairness and equity, the impact of behavioral fairness on employee engagement is of utmost importance. When employees possess a perception of fairness in the processes of decision-making, promotions, and treatment, it is more probable that they will exhibit higher levels of engagement and commitment toward the vision and goals of the organization.

The final crucial component of employee engagement pertains to the efficacy of communication. Numerous studies have repeatedly demonstrated that there exists a substantial correlation between employee communication and levels of employee engagement (Khrisnan & Wesley, 2013; Pongton & Suntrayuth, 2019; Sulaiman, et al., 2023). For example, a study by Krishnan & Wesley (2013) examines the correlation between employee communication and engagement, revealing that effective and purposeful communication promotes increased levels of engagement among employees. Another research of Pongton & Suntrayuth (2019) also investigates the association between communication satisfaction and employee engagement which shows that employees who experience satisfaction in their communication are more inclined to exhibit higher levels of work engagement and organizational commitment. Within the realm of public organizations, where the utmost importance is placed on clarity, transparency, and trust, the efficacy of communication plays a pivotal role in gauging the level of employee engagement (Sahetapy & Jesajas, 2023). Employees who perceive themselves as being listened to, well-informed, and appreciated through various communication channels are more inclined to exhibit higher levels of engagement, resulting in enhanced performance and a stronger dedication to the provision of public service.

Hence, this study examines the concept of employee engagement based on the above studies as follows: manager/supervisor evaluation, teamwork, growth opportunities, work-life balance, behavioral fairness, and effective communication. By integrating these indicators into a comprehensive conceptual framework, we offer a new and holistic approach to understanding employee engagement in public organizations. Combining these indicators can help in gaining a more comprehensive understanding of the factors that influence employee engagement in the context of public organizations.

RESEARCH METHODS

This research uses a quantitative approach. The research was conducted using a survey method by distributing questionnaire links to all agencies in the South Sulawesi Provincial Government. This research was conducted in South Sulawesi Province because it has the sixth most employees nationally and the second largest outside Java Island (BPS, 2013).

The population in this study was the State Civil Apparatus (ASN) of the South Sulawesi Provincial Government, totaling 22,957 people (BKD Prov. Sul-Sel, 2021). The sampling method of the study was carried out by the Slovin formula. The sample of this study used a confidence level of 99 percent and a sampling error of 2 percent so the minimum number of samples was 3,523 respondents. The study successfully achieved 3,799 respondents.

The study applied quantitative descriptive analysis to analyze data using the frequency table method which aims to analyze and then describe the data that has been collected. In quantitative terms, the data description is analyzed based on the frequency calculation of the value or score of each alternative answer contained in the questionnaire, then the percentage and average score of the answers given by the respondents of each indicator are obtained with the following interpretation interval:

1. Very high = 76% - 100%
2. High = 51% - 75%
3. Low = 26% - 50%
4. Very low = 0% - 25%

RESULTS AND DISCUSSIONS

1. Manager/Supervisor Evaluation Indicators

Table-1.
Indicators of Leadership Evaluation of Employees

No.	Statements in the Questionnaire	Average Score	Percentage	Average Percentage	Description
1	I accept suggestions and constructive criticism from my leaders.	3,57	89,15%	84,78%	Very High
2	I receive timely feedback from my leader when coordinating work.	3,41	85,17%		
3	The sector head knows my performance well	3,41	85,27%		
4	I feel that the employee evaluation process is fair	3,18	79,53%		

Source: primary data processed 2023

In the Manager or Supervisor Evaluation indicator, as seen in Table 1, the acceptance of constructive suggestions and criticism from leaders can contribute to employee engagement. When staff receive input from leaders with an open attitude, this indicates a positive and supportive work culture in the organization. High employee engagement tends to have a positive impact on individual performance and job satisfaction (89.15%). The results of this study are supported by previous research by Saks (2006): This study found that constructive feedback and support provided by superiors can influence employees' perceptions of the quality of their relationships with their superiors and the organization as a whole. Employees who feel supported by their superiors tend to have higher employee engagement in their work.

In statement number 2 of the table-1 above, it has been accumulated in a percentage result of 85.17%. This shows that the majority of staff are satisfied with the speed of feedback provided by their leaders. When superiors provide timely feedback, this shows the attention and support given by leaders to staff which can increase their emotional attachment to the organization. The results of this study are reinforced by the research of Harter et al. (2002). The study showed that employees who receive positive feedback from their superiors tend to have higher levels of engagement. Receiving timely feedback can create a positive and supportive work environment, which contributes to employee engagement.

The third question item shows that the majority of staff feel that their supervisors are well-informed about their performance. A high level of employee engagement can contribute to a positive relationship between employees and their leaders. When leaders know the

performance of staff well, this can reflect good communication and support from leaders, which can increase employees' sense of involvement and commitment to the organization. The results of this study are reinforced by research by Bakker and Demerouti (2008): In the study, the researchers found that positive relationships between superiors and subordinates, including superiors' understanding of employee performance, are closely related to higher levels of employee engagement.

The average respondent's answer on the Manager/Supervisor variable shows that the majority of respondents have a high level of acceptance of their manager or supervisor. With the majority of respondents strongly agreeing on answers, this shows that employees feel they have positive experiences in relationships with their superiors. These experiences include receiving constructive suggestions and criticism, timely feedback, recognition of performance, and supervisor knowledge of their performance.

The results showed that the majority of respondents strongly agreed with the items related to the evaluation of their manager or supervisor. This reflects a positive relationship between leaders and staff, where leaders provide positive support and acceptance of staff, including providing suggestions and constructive criticism and feedback. A positive relationship between staff and leaders in terms of evaluation and recognition can contribute to employee engagement. When employees feel supported, and valued and receive constructive feedback from superiors, they tend to feel more engaged with their work and perform better. Overall, the results of this study indicate a positive relationship between employees and their managers or supervisors. High engagement in these relationships can contribute to better employee engagement and impact employee motivation, job satisfaction, and performance.

2. Teamwork Indicator

Table-2.
Indicators of Work Within the Organization

No .	Statements in the Questionnaire	Average Score	Percentage	Average Percentage	Description
1	My coworkers in one field/sub-section always participate and provide support in completing work	3,38	84,46%	83,67%	Very High
2	I feel that there is good teamwork in my organization.	3,35	83,79%		
3	My coworkers support and help me achieve my performance.	3,37	84,29%		
4	My coworkers are always happy when I give them advice about their work.	3,29	82,16%		

Source: primary data processed 2023

In table 2 about teamwork, from several indicators of the questions above, it can be seen that in the teamwork item, the majority of respondents showed a good level of involvement in teamwork at work. The majority of staff feel that teamwork in their agency is going well, where their coworkers always participate and provide support in completing work (83.67%). This reflects a positive level of engagement between coworkers, where they feel they are always supported and actively participate in completing work together. Good teamwork and active

participation of coworkers can contribute to employee engagement. When employees feel like they are working in a collaborative and supportive work environment, they tend to feel more engaged and motivated to achieve team goals. The results of this study are reinforced by Demerouti et al. (2001): In this study, the researchers found that support from coworkers in terms of resources, information, and emotional support was associated with higher levels of employee engagement.

3. Growth Opportunities Indicator

Table-3.
Indicators of Employee Development Prospects/Opportunities

No.	Statements in the Questionnaire	Average Score	Percentage	Average Percentage	Description
1	I see a promising career pattern in my current position.	3,13	78,18%	80,60%	Very High
2	When there are new things or new policies to be implemented, I get the opportunity to attend training or deepen the policy.	3,19	79,72%		
3	I get suggestions from coworkers to improve my performance.	3,29	82,27%		
4	My leadership always appreciates the efforts or innovations we have made so far.	3,29	82,23%		

Source: primary data processed 2023

Based on the research results in the table-3 above, it can be seen that the answers to each indicator in this study show an average percentage of 80.60% about growth opportunities in the context of Employee Engagement at the South Sulawesi Provincial Government. The level of employee confidence in the existence of growth opportunities in the work environment can be categorized as "very high". This means that the majority of employees believe there are opportunities to develop skills and careers in the organization. The "very high" category indicates a strong level of belief from employees in the existence of good opportunities to develop themselves and achieve growth in their work. With a very high level of belief in growth opportunities, employees tend to feel motivated and excited to contribute more actively to their work. This can have a positive impact on overall Employee Engagement, as employees feel supported and have the opportunity to grow and develop within the work environment.

The results of this study provide a positive picture of the level of Employee Engagement in the South Sulawesi Provincial Government, which shows awareness and attention to the importance of providing growth opportunities for employees. This can be a reference for policy-making and further efforts to increase employee engagement and encourage professional growth and development within the public organization. This is in line with research conducted by Bakker and Schaufeli (2008) and Harta and Diana (2017), which suggests that opportunities for growth and career development are associated with higher levels of employee engagement.

4. Work-Life Balance Indicators

The results of the above research show a percentage of 72.84% which is interpreted as being in the "high" category. In the context of Employee Engagement, it shows the level of positive and good involvement of employees in the South Sulawesi Provincial Government. The South

Sulawesi Provincial Government can feel encouraged to continue to be committed to improving employee welfare and engagement, to create a more productive work environment, and to have a positive impact on the people served by the organization. However, the percentage of statement number 3 shows very low results (49.85%) in the "low" category compared to other items. This indicates that employees in the South Sulawesi Government have excessive workloads that affect their family life.

Table-4.
Indicators of Employee Work-Life Balance

No .	Statements in the Questionnaire	Average Score	Percentage	Average Percentage	Description
1	There is always a comfortable working atmosphere in my institution.	3,28	82,02%	72,84%	High
2	I feel that the work given is by my duties and functions.	3,29	82,13%		
3	My workload has been excessive, causing conflicts with family interests.	1,99	49,85%		
4	I have enough free time with my family	3,10	77,39%		

Source: primary data processed 2023

In the context of Employee Engagement, the statements in the Work-Life Balance indicator contained in Table 4 above can be divided into 3 groups, namely Work Environment (group 1); Job Suitability (group 2); and Workload and Balance (group 3).

Statements number 1 and 2 reflect aspects of the work environment and job suitability, which can have an impact on employee engagement in their work. A comfortable work environment and work that is by the duties and responsibilities of employees can increase Employee Engagement.

Statements number 3 and 4 highlight aspects of Work-Life Balance, specifically the balance between workload and personal life, especially family interests. Excessive workload can lead to conflicts between work responsibilities and time that can be spent with family. Conversely, having sufficient free time with family can help achieve a healthy balance between work and personal life, which in turn can improve Employee Engagement.

This is to research conducted by Septiani & Saputra (2020) which suggests that at work one of the most important factors is a sense of comfort because the comfort an employee has will increase the sensory nerves and also the psychology of an employee to arouse the enthusiasm of employee performance. Comfort at work is an indicator of the success of a job, according to Tasema (2018), comfort shows significant results between comfort and job satisfaction in employees. Where high comfort results in low-stress levels and vice versa when low comfort will result in a person's stress level.

5. Indicators of Behavioral Fairness

Table-5.
Indicators of Justice obtained by employees at work

No.	Statement in the Questionnaire	Average Score	Percentage	Average Percentage	Description
1	My leader is friendly and professional when communicating with me	3,33	83,26%	74,61%	High
2	I am satisfied with the Agency's policy of rewarding and recognizing work achievements.	3,16	78,99%		
3	Leadership's treatment of "Golden Child" employees is not a problem in my agency.	2,26	56,43%		
4	I feel that agency leaders treat all employees equally.	3,19	79,76%		

Source: primary data processed 2023

Of the four statements given to respondents to measure the Behavioral Fairness indicator in the context of Employee Engagement in the South Sulawesi Provincial Government, the analysis results show an average percentage of 74.61% which is in the "high" category. The results of a very high percentage (83.26%) in statement number 1 show that the majority of respondents feel that their leaders are friendly and professional in communicating. Good and polite communication from leaders or superiors creates a positive work environment and helps build good relationships between superiors and subordinates. Friendly and professional leaders can increase employee confidence in management and provide comfort in interacting in the work environment. The percentage results on statement number 2 (78.99%) show that the majority of employees are satisfied with the existing policies, and they feel appreciated for their contributions and work achievements. Fair and transparent policies in providing rewards and recognition can motivate employees to continue to excel.

However, things are different in statement number 3 about the leader's treatment of employees who are considered "Golden Children" in the office (56.43%). This statement shows employees' views on the possibility of different or special treatment from leaders towards some employees, who are often called "Golden Children". The lower percentage level indicates that some employees have concerns about such treatment. This shows the importance of maintaining fairness and equality in the treatment of all employees. Statement number 4 with a percentage result of 79.76%. This result shows that the majority of employees feel that leaders treat all employees equally and equally. Fair and consistent treatment from leaders creates an inclusive work environment and builds trust among employees.

Overall, the results of the analysis show that the majority of employees in the South Sulawesi Provincial Government feel there is fairness in behavior in the work environment. This high percentage indicates that management has successfully implemented the principles of fairness and maintained good relationships with employees. This fair and inclusive work environment can contribute to higher employee engagement and increase employee motivation and commitment to achieving organizational goals. However, keep in mind that continuous improvements and enhancements must be made to maintain and improve behavioral justice to keep the work environment positive and productive.

6. Indicators of Effective Communication

Table-6.
Indicators of effective communication in the work environment

No .	Statement in the Questionnaire	Average Score	Percentage	Average Percentage	Description
1	I feel that all employees receive information if there are changes in policies and procedures.	3,21	80,29%	80,26%	Very High
2	So far, my agency has implemented two-way communication (dialog/discussion)	3,19	79,74%		
3	The coordination system between leaders and employees in my institution is clear.	3,20	79,94%		
4	My agency's leaders are open to providing information to employees	3,24	81,06%		

Source: primary data processed 2023

The research results with an average percentage of 80.26% and a "very high" category in the employee survey at the South Sulawesi Provincial Government show that the majority of employees in the local government have a very positive perception of the Effective Communication indicator. Based on the four statements submitted in the survey, the majority of respondents agreed or gave positive responses to the effectiveness of communication in their work environment. The first statement, with a percentage result of 80.29%, shows that the majority of employees feel that information about changes in policies and procedures is well conveyed to all employees so that they can follow these changes appropriately. The second statement, with a percentage result of 79.74%, shows that the majority of employees feel that communication in their agency is two-way, where employees can actively participate in the communication process and provide feedback or opinions. The third statement, with a percentage result of 79.94%, indicates that the majority of employees feel that the coordination system between leaders and employees in their organization runs well and clearly. The fourth statement, with a percentage result of 81.06%, indicates that the majority of employees feel that leaders in their agency are open and provide information transparently to employees.

The results of this study indicate that communication in the work environment of the South Sulawesi Provincial Government is running very well and effectively. This "very high" level of Effective Communication indicator can be an important factor that supports Employee Engagement and overall organizational performance. Effective communication plays a key role in creating a collaborative, transparent, and productive work environment, which in turn can contribute to improving the quality of public services and achieving organizational goals. By maintaining and continuously improving effective communication practices, the South Sulawesi Provincial Government can strengthen bonds with employees and create a positive, high-performing work environment.

RESULTS AND DISCUSSIONS

The conclusion of the research results covered six indicators of Employee Engagement at the South Sulawesi Provincial Government, which showed an average percentage of 79.46% with a "very high" category as seen in Table 7 below. This research article reveals that Employee Engagement has a very important role and has a positive impact on the performance and success

of public sector organizations. The results show that by understanding and improving the main indicators of employee engagement, such as manager/supervisor evaluation, teamwork, growth opportunities, work-life balance, behavioral fairness, and effective communication, public sector organizations can "unlock" or "optimize" the potential of Employee Engagement to achieve excellence in public services.

Table-7.
Average Presentation of Employee Engagement Results at the South Sulawesi Provincial Government

No.	Indicator	Percentage	Average Percentage	Description
1	Manager/Supervisor Evaluation	84,78%	79,46%	Very High
2	Teamwork	83,67%		
3	Growth Opportunities	80,60%		
4	Work-Life Balance	72,84%		
5	Behavioral Fairness	74,61%		
6	Effective Communication	80,26%		

Source: primary data processed 2023

In the context of the South Sulawesi Provincial Government, high Employee Engagement indicators indicate that the organization has succeeded in creating a conducive and motivating work environment for employees. The existence of a "very high" level of Employee Engagement reflects a high level of employee satisfaction, commitment, and involvement in achieving organizational goals. By exploring and revealing key indicators of Employee Engagement, local governments, and public sector organizations can improve efforts to better empower and engage employees. More careful implementation of strategies to successfully manage Employee Engagement indicators will provide long-term benefits, including improved public service quality, productivity, and customer satisfaction. As such, this research provides valuable insights into how to "unlock the potential" of Employee Engagement in the public sector and guides local governments and other public sector organizations to improve performance and achieve excellence in public service delivery by focusing attention on relevant key indicators of Employee Engagement.

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