

## **Abstrak**

*Penelitian ini dilaksanakan untuk memperoleh gambaran mengenai employee engagement behaviors pada pegawai Dinas Pelayanan Pajak Kota Bandung. Pemilihan sampel menggunakan metode propotionate stratified random sampling dan sampel dalam penelitian ini berjumlah 78 responden. Rancangan yang digunakan dalam penelitian ini adalah rancangan penelitian deskriptif.*

*Alat ukur yang digunakan merupakan kuesioner yang disusun oleh peneliti berdasarkan teori employee engagement dari William Macey dkk. (2009) yang terdiri dari 33 item. Berdasarkan uji validitas dan reliabilitas, diperoleh hasil validitas sebesar 0,34 sampai dengan 0,92 dan diperoleh hasil reliabilitas sebesar 0,955. Data yang diperoleh diolah secara deskriptif melalui distribusi frekuensi dan tabulasi silang dengan feelings of engagement, dengan menggunakan bantuan IBM SPSS 20.0.*

*Berdasarkan hasil pengolahan data didapatkan bahwa sebanyak 50% pegawai tergolong engaged dan 50% pegawai tergolong disengaged. Kesimpulan yang diperoleh adalah pegawai yang tergolong engaged memiliki derajat yang tinggi terutama aspek adaptability dan persistence. Pegawai yang tergolong disengaged memiliki derajat yang rendah terutama aspek proactivity dan persistence.*

*Peneliti mengajukan saran agar peneliti lain menggunakan pendekatan distribusi normal sebagai kriteria penentu engaged atau disengaged. Selain itu, peneliti juga mengajukan saran kepada Dinas Pelayanan Pajak Kota Bandung untuk memberikan reward kepada pegawai yang disengaged.*

## **Abstract**

*This research was conducted to obtain an overview of employee engagement behavior on employee Tax Services Department Bandung. Selection of the sample using proportionate stratified random sampling method and sample in this study is 78 respondents. The design used in this study was a descriptive research design.*

*The instrument that being used to collect data is a questionnaire that prepared by the researcher based on the theory of employee engagement of William Macey et al. (2009), which consists of 33 items. Based on test validity and reliability, the validity of the results up to 0,34 – 0.92 and the reliability of the results obtained 0.955. The data obtained were processed by descriptive through frequency distribution and cross tabulation with feelings of engagement, by using the help of IBM SPSS 20.0.*

*Based on the results of processing data found 50% of employees is relatively engaged and 50% relatively disengaged. The conclusion is the employees that classified as engaged have a high degree of adaptability and persistence aspects. Employees that classified as disengaged had a low degree of proactivity and persistence aspects.*

*Researchers propose suggestions for other researchers to use the normal distribution approach as a determinant criterion engaged or disengaged. In addition, researchers also propose suggestions to Tax Services Department Bandung to give rewards to employees who are disengaged.*

## DAFTAR ISI

|                                               |      |
|-----------------------------------------------|------|
| HALAMAN JUDUL .....                           | i    |
| HALAMAN PENGESAHAN .....                      | ii   |
| HALAMAN ORISINALITAS LAPORAN PENELITIAN ..... | iii  |
| HALAMAN PUBLIKASI LAPORAN PENELITIAN .....    | iv   |
| KATA PENGANTAR .....                          | v    |
| ABSTRAK .....                                 | viii |
| ABSTRACT .....                                | ix   |
| DAFTAR ISI .....                              | x    |
| DAFTAR BAGAN .....                            | xiv  |
| DAFTAR TABEL .....                            | xv   |
| DAFTAR LAMPIRAN.....                          | xvi  |

## BAB I PENDAHULUAN

|                                        |    |
|----------------------------------------|----|
| 1.1 Latar Belakang Masalah .....       | 1  |
| 1.2 Identifikasi Masalah .....         | 13 |
| 1.3 Maksud dan Tujuan Penelitian ..... | 13 |
| 1.3.1 Maksud Penelitian .....          | 13 |
| 1.3.2 Tujuan Penelitian.....           | 13 |
| 1.4 Kegunaan Penelitian .....          | 14 |

|       |                          |    |
|-------|--------------------------|----|
| 1.4.1 | Kegunaan Teoritis .....  | 14 |
| 1.4.2 | Kegunaan Praktis.....    | 14 |
| 1.5   | Kerangka Pemikiran ..... | 14 |
| 1.6   | Asumsi .....             | 25 |

## **BAB II TINJAUAN PUSTAKA**

|       |                                                            |    |
|-------|------------------------------------------------------------|----|
| 2.1   | <i>Employee Engagement</i> .....                           | 26 |
| 2.1.1 | Pengertian <i>Employee Engagement</i> .....                | 26 |
| 2.1.2 | Faktor-faktor Pembentuk <i>Employee Engagement</i> .....   | 26 |
| 2.1.3 | <i>Engagement</i> Sebagai Energi Psikis di Dalam Diri..... | 29 |
| 2.1.4 | <i>Engagement</i> Sebagai Energi dalam Berperilaku .....   | 29 |
| 2.1.5 | <i>Employee Engagement Feelings</i> .....                  | 30 |
| 2.1.6 | <i>Employee Engagement Behaviors</i> .....                 | 32 |

## **BAB III METODE PENELITIAN**

|       |                                                   |    |
|-------|---------------------------------------------------|----|
| 3.1   | Rancangan dan Prosedur Penelitian .....           | 35 |
| 3.2   | Bagan Prosedur Penelitian.....                    | 35 |
| 3.3   | Variabel Penelitian dan Definisi Operasional..... | 35 |
| 3.3.1 | Definisi Konseptual.....                          | 35 |
| 3.3.2 | Definisi Operasional.....                         | 36 |
| 3.4   | Alat Ukur .....                                   | 37 |

|       |                                           |    |
|-------|-------------------------------------------|----|
| 3.4.1 | Kuesioner .....                           | 37 |
| 3.4.2 | Data Pribadi dan Data Penunjang.....      | 40 |
| 3.5   | Validitas dan Reliabilitas Alat Ukur..... | 40 |
| 3.5.1 | Validitas .....                           | 40 |
| 3.5.2 | Reliabilitas.....                         | 41 |
| 3.6   | Populasi .....                            | 42 |
| 3.6.1 | Populasi Sasaran.....                     | 42 |
| 3.6.2 | Karakteristik Sampel .....                | 42 |
| 3.6.3 | Teknik Penarikan Sampel.....              | 42 |
| 3.7   | Teknik Analisis Data .....                | 43 |

#### **BAB IV HASIL PENELITIAN DAN PEMBAHASAN**

|       |                                                                 |    |
|-------|-----------------------------------------------------------------|----|
| 4.1   | Gambaran Umum Responden.....                                    | 44 |
| 4.1.1 | Gambaran Responden Berdasarkan Jenis Kelamin.....               | 44 |
| 4.1.2 | Gambaran Responden Berdasarkan Pendidikan.....                  | 45 |
| 4.1.3 | Gambaran Responden Berdasarkan Bidang.....                      | 45 |
| 4.1.4 | Gambaran Responden Berdasarkan Jabatan .....                    | 46 |
| 4.1.5 | Gambaran Responden Berdasarkan Lama Bekerja.....                | 47 |
| 4.2   | Hasil Penelitian.....                                           | 47 |
| 4.2.1 | Distribusi Frekuensi <i>Employee Engagement Behaviors</i> ..... | 47 |

|                                   |                                                                                                                      |    |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------|----|
| 4.2.2                             | Tabulasi Silang antara <i>Employee Engagement Behaviors</i> dengan<br>Aspek- Aspek <i>Engagement Behaviors</i> ..... | 48 |
| 4.3                               | Pembahasan .....                                                                                                     | 51 |
| <b>BAB V KESIMPULAN DAN SARAN</b> |                                                                                                                      |    |
| 5.1                               | Kesimpulan.....                                                                                                      | 61 |
| 5.2                               | Saran.....                                                                                                           | 63 |
| 5.2.1                             | Saran Teoritis .....                                                                                                 | 63 |
| 5.2.1                             | Saran Praktis.....                                                                                                   | 63 |
| DAFTAR PUSTAKA .....              |                                                                                                                      | 64 |
| DAFTAR RUJUKAN .....              |                                                                                                                      | 66 |
| LAMPIRAN                          |                                                                                                                      |    |

## **DAFTAR BAGAN**

|           |                           |    |
|-----------|---------------------------|----|
| Bagan 1.1 | Kerangka Pemikiran .....  | 24 |
| Bagan 3.1 | Prosedur Penelitian ..... | 35 |

## DAFTAR TABEL

|            |                                                                             |    |
|------------|-----------------------------------------------------------------------------|----|
| Tabel 3.1  | Alat ukur <i>Employee Engagement Behaviors</i> .....                        | 38 |
| Table 3.2  | Skor Jawaban .....                                                          | 39 |
| Tabel 3.3  | Kriteria <i>Engage</i> atau <i>Disengage</i> .....                          | 40 |
| Tabel 3.4  | Kriteria Validitas.....                                                     | 41 |
| Tabel 4.1  | Gambaran Responden Berdasarkan Jenis Kelamin .....                          | 44 |
| Tabel 4.2  | Gambaran Responden Berdasarkan Pendidikan .....                             | 45 |
| Tabel 4.3  | Gambaran Responden Berdasarkan Bidang.....                                  | 45 |
| Tabel 4.4  | Gambaran Responden Berdasarkan Jabatan .....                                | 46 |
| Tabel 4.5  | Gambaran Responden Berdasarkan Lama Bekerja.....                            | 47 |
| Tabel 4.6  | Tabel Distribusi Frekuensi <i>Employee Engagement Behaviors</i> .....       | 47 |
| Tabel 4.7  | Tabulasi Silang antara <i>Engaged</i> dengan <i>Persistence</i> .....       | 48 |
| Tabel 4.8  | Tabulasi Silang antara <i>Disengaged</i> dengan <i>Persistence</i> .....    | 48 |
| Tabel 4.9  | Tabulasi Silang antara <i>Engaged</i> dengan <i>Proactivity</i> .....       | 49 |
| Tabel 4.10 | Tabulasi Silang antara <i>Disengaged</i> dengan <i>Proactivity</i> .....    | 49 |
| Tabel 4.11 | Tabulasi Silang antara <i>Engaged</i> dengan <i>Role Expansion</i> .....    | 49 |
| Tabel 4.12 | Tabulasi Silang antara <i>Disengaged</i> dengan <i>Role Expansion</i> ..... | 50 |
| Tabel 4.13 | Tabulasi Silang antara <i>Engaged</i> dengan <i>Adaptability</i> .....      | 50 |
| Tabel 4.14 | Tabulasi Silang antara <i>Disengaged</i> dengan <i>Adaptability</i> .....   | 50 |

## DAFTAR LAMPIRAN

- Lampiran I : Alat Ukur *Employee Engagement Behaviors* dan Alat Ukur  
*Employee Engagement Feelings*
- Lampiran II : *Letter of Consent*
- Lampiran III : Izin Penggunaan Nama Instansi
- Lampiran IV : Profil Dinas Pelayanan Pajak Kota Bandung
- Lampiran V : Hasil Pembobotan
- Lampiran VI : Analisis Item
- Lampiran VII : Hasil Pengolahan Statistik
- Lampiran VIII : Tabulasi Silang antara *Employee Engagement Feelings* dengan  
*Employee Engagement Behaviors*
- Lampiran IX : Tabulasi Silang antara *Feelings of Engagement* dengan Aspek  
*Employee Engagement Behaviors*
- Lampiran X : Hasil dari Setiap Aspek EEB, EEF dan Data Pribadi Seluruh  
Responden
- Lampiran XI : Biodata Peneliti