

Measurement of Employee Engagement at Air Traffic Control Companies (ATC Cos.) in Indonesia: An Examination of Drivers

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Abstract

Employee engagement is one of the success factors of a company by having an impact on the performance of a business. Air Traffic Control Companies (ATC Cos.) are service providers that regulate air traffic for flights. The ATC profession is known as a stressful job because of the work characteristics and the great responsibilities that are borne by its employees. Employees are the most important capital in the sustainability of an organization, so increasing employee engagement is one of the main keys in achieving the organization's future goals. This study aims to measure the level of employee engagement by examining the drivers that influence it at the ATC Cos. in Indonesia. This study uses a quantitative method with a causal approach to examine the relationship between variables. The survey was conducted at ATC Cos. in all branches in Indonesia using purposive sampling technique. A total of 1,540 ATCers (Air Traffic Controllers) participated in filling out the questionnaire. Statistical analysis used multiple regression models to predict and estimate the relationship. ATC Cos. is an air traffic control service company, the ATC profession has a large workload because it is responsible for the safety of airplane passengers. This study found that ATC Cos. in Indonesia can increase employee engagement by considering organizational culture, quality of work life, recognition and rewards, and remuneration/income. Managing performance, career and development, and work facilities were found to have no significant relationship with employee engagement.

Keywords: Career development, Compensation, Employee engagement, Organizational culture, Work-life balance