

Orientation Activities Structural Model to Construce Petrochemical Company

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Abstract

Petrochemical company contend disruption of talent war to retain best talents. Employee Experience (EX) concept following the success of Customer Experience. Positive EX likely will give more benefits and engaged thus company wants to implement. Structured activities of orientation as one of important aspects in HR management to begin implementing EX. Identify structured model of orientation activities that construct Employee Experience. Methodology: Statistic analysis using SmartPLS Program to result activities model that construct Employee Experience. Only in the first month's feedback has no positive and significant impact on orientation activities that construct EX, but the activities still needed based on survey feedback. Structured orientation activities to construct Employee Experience obtained through descriptive approach and associative analysis using the SmartPLS version 3.0 with the results of orientation preparation, first day of work, first week activities, feedback and evaluation and evaluation of orientation activities has a positive and significant impact on Employees Experience only in the first month's feedback has no positive and significant impact.

Keywords

employee engagement;
employee experiences;
onboarding; orientation; human
resource management



I. Introduction

The author takes research at one of the largest Petrochemical companies in Indonesia, has a priority on customer satisfaction, making the company a growth leader in its industry in recent decades. Business-wise, the company is committed to invest in human capital and implementing a fair corporate responsibility program which is an integral part of the company's business. The company is also building a second petrochemical complex, with this expansion, the company aims to maintain its leadership in the market and also contribute to Indonesia's economic growth and improve the trade balance. The company's vision is to become a leading and preferred Indonesian petrochemical company and the company's mission is to continue to grow and strengthen the Company's leadership position through sustainable integration, human resource development and selected partnerships that will contribute to Indonesia's growth. Seeing the vision and mission, the company is developing its human resource management to become the preferred workplace, an attractive place and a place to develop for employees so that the company can maintain its human resources. The current state of talent competition (Talent War) has become increasingly complex (Rizky Alika Editor: Ekarina, 2020). Retention of potential talent that fill critical positions is very important. Based on survey data conducted in 2020 on katadata.co.id (Rizky Alika Editor: Ekarina, 2020) and in 2021 issued by job2go.net (Wendiyanto Saputro, 2021), petrochemical companies did not make it into the top 10 companies that were sought after by job seekers. Seeing this reality, it becomes a challenge

for the company to be able to develop strategies, programs and human resource activities that are able to retain employees and the increasingly complex (Purusottama A Ardianto, 2019) and in an effort to attract and retain the best employees with potential, companies must move beyond just employers and provide work facilities to adapt to being able to be closer to employees, become part of employees' lives so that employees are committed, satisfied, and motivated at work. The shift in approach from needs and desires causes companies to move from providing facilities to creating Employee Experience so that employees always engage with the company. Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

The Company wants to implement the new concept of Employee Experience to have an impact on Employee Engagement where Employee Engagement is one of the company's targets to support growth and wants to make employees an important part of the company whose contribution is related to the company growth, creating innovations for the company so that the company can maintain the sustainability and grow its business in accordance with the tag line "your growth partner". Employee Experience (EX) is a new concept, from the literature obtained, this concept has attracted the attention of many companies and consultants and has become very important for most of the companies. Seeing the success of Customer Experience (CX) if the company pays attention to its employees, the employees will pay attention to the company's customers (Morgan, J, 2017). The company realizes the role of Employee Experience as a facilitator for Employee Engagement. Employee Engagement is very different from Employee Experience, Employee Engagement can be both a result and a control for Employee Experience (Tucker E, 2020). For example, when an employee has an outstanding experience during orientation or on career development, or the selection process or in any other aspect, this will lead to a higher level of Engagement. Unlike the Employee Engagement program, where surveys are conducted every 1 year or 2 years, it takes a long time to get input and respond to improvements needed by the company, while Employee Experience is faster to get input from employees from every interaction, employee moments on company activities so that improvements can be made so that in the next activity employees will experience better, more pleasant, comfortable interaction with the company's human resource processes, have a positive impact on Employee Experience. Also, Employee Engagement is only done to see the response from employees who have been working in the company for more than 1 year and does not measure the entirety of the employee journey map in the company. Seeing the importance of creating a positive Employee Experience from the starting point of the Employee Journey Map (Kharchenko V, 2020), the researcher wants to know how the strategies, program models and models of structured orientation activities that construct Employee Experience. It is hoped that this research can provide a new discourse and feedback for the company, especially to management and the human resources department that it is important and useful to have a structured orientation that constructs Employee Experience and also apply EX at other employee journey map points in the company's human resource processes to increase the value of the company, brand. companies in competing in the era of disruption and talent wars so that every employee's moment forms engagement in the company.

II. Review of Literature

Employee Experience is distinct from Employee Engagement. According to management control over the chain of command and employee satisfaction with the company's policies and procedures, engagement emerged from the top-down approach era. What the Employee Engagement Survey essentially asks is: "This is what management has decided to do, how satisfied are the employees with this decision?" Employee engagement surveys frequently consist of a large list of quantitative questions selected by management. The company will also only do it two years at most, and if it is a "Bad Year," it will postpone the survey because it recognizes that customers are dissatisfied with the business. Imagine the results if you regularly solicit client input and only act on the information once you are certain that they are satisfied. The employee experience is defined as "the meeting between the expectations, needs, and wishes of employees and what the organization developed to suit those expectations, needs, and desires" by certain practitioners and experts. People's feelings and answers based on their experiences with our organization during the employee journey map (Morgan, J., 2017); A collection of all the perceptions that employees have about their interactions with the company they work for (Morgan, J., 2017); People's feelings and responses based on their interactions with our organization during the employee journey map." (Nelson, E, 2017); Borrowing the idea from Disney that 'Every frame counts' in telling stories to employees. Cisco holds regular hackathons where employees provide input on the People process (Nelson, E, 2017); Enable our employees to do the best work of their lives through meaningful moments (Network, EX Leader, 2020).

Based on Mercer's research, on exceptional employee experience (Lauren Mason & Mary Ann Sardone, 2022) who conducted a global survey in all industries found that the Employee Experience expected or felt by employees at the company were; Enriching - assisting staff in learning and developing, and ensuring their job has an effect on the business. Employees aspire to accomplish more challenging objectives and find significance in their work. Aligning work with larger corporate goals enables employees to see the bigger picture and gives them a sense of progress and impact. Efficient - Employees want their task completed quickly and with minimal disruption to the surroundings. Employees seek tools and resources that will enable them to complete their work more quickly and effectively. ensuring that employees use the same degree of technology that consumers use, as well as firm procedures and regulations that give them the authority to carry out their duties, so decreasing conflict and irritability in the course of daily work. Embracing - Workers want to take ownership of their job and commit to it. Employees seek a sense of commitment and belonging, as well as a work environment that supports them. Employees can rapidly feel linked to their coworkers and the business through initiatives like orientation, mentoring, and social events. Empathy - Employees desire assistance in order to take care of and give attention to the things that are significant in their lives. The distinction between work and home has become hazier thanks to technology, since employees are always connected. However, they want to be understood and encouraged when it comes to their personal lives, so there is a two- way flexibility.

Based on Jacob Morgan's book (Morgan, J, 2017), Employee Experience as a whole is formed through 3 environments within a company, namely:

1. Working Culture Environment. This environment determines how strong an employee's emotional bond with the company is. In this case the employee's feelings include factors such as; Corporate culture; Leadership; Company structure. This means integrating the company's brand into the human resource strategy. Having culture as a focus, even from

the very beginning of the hiring process, can help improve this environment as there will be a clear understanding of values, attitudes and actions.

2. Technological Environment. Everything in this environment includes the tools employees use to do their best work. In this case, managers help decide which tools are important and necessary, and should base their decisions on these factors, Ease of communication, Transparent flow of information; Project management; Technology understanding. Basically, it doesn't always have to be the newest and most flashy technology. Some teams still like to communicate via email, and this is perfect for them, what companies need to do is incorporate that feedback into the tool selection process.
3. Physical Environment. This physical environment will have a direct impact on employees' ability to concentrate on their work, be inspired by what is around them, and to stay on task and be fully productive. This means that anything that stimulates their senses such as seeing, smelling, tasting, touching, or hearing them is part of the physical environment, for example, a coffee machine or a comfortable chair.



Figure 1. Employee Experience Equation

Employee Journey Map

The Employee Journey Map is the moments where employees interact with the company, so many moments that if we make a simple analogy like the human life cycle, where a human being is born, a baby, a child, grows into an adult, gets old and finally dies. So, talents or employees in a company also experience the same thing, undergoing the Employee Journal Map in a company. According to Yohn, D. (2016) there are ten stages of the employee journey map points in the company (Employee Journey Map):

1. Selection and Recruiting,
2. Orientation / Pre-boarding,
3. Onboarding and initial training,
4. Compensation and Benefits,
5. Learning and Development,
6. Engagement, communication, and community involvement,
7. Rewards and Recognition,
8. Performance planning, feedback and review,
9. Career Advancement,
10. Retirement, termination and resignation

In the Employee Journey Map, the stages of employ recruitment/selection point and then joining the company will enter a new point, namely the orientation point, some companies are also called the onboarding stage. This is where a person's transition stage from previous activities, social and cultural environments changes. Why is it called a transition because an employee will change his time habits of at least 8 hours a day and approximately 40 hours a week in his life, interacting, entering a new work environment as “the starting point that pushes from a state of certainty to uncertainty; from knowing to ignorance, from familiar to unknown”. Seeing these things, the transition condition of a candidate to become a new employee is important to pay attention to in the adaptation process, so it is necessary to prepare orientation activities by the company as well as possible. According to Gary Dessler (2010) employee orientation is a procedure for providing basic information about the company to new employees. According to Decenzo & Robbins (2010) orientation is an activity that involves introducing new employees to the organization and their work units. In other words, orientation activities help new employees adjust, adapt to the social aspects of work so as to encourage them to work productively and contribute to the company in accordance with company goals. K. Nalband,

P. Jadhav, and G. Salunke (2017) stated that orientation activities can be regarded as a socialization effort which is a process for new employees to gain knowledge and skills that support them so that they are able to work well and be successful in the company. So, it can be concluded that orientation is a collection of activities to welcome, provide information, introduce new employees to the physical, social, cultural, technological environment and provide an understanding of the demands of the role, competence and performance that are expected to contribute to achieving the company's targets.

Seeing the orientation stages that have been carried out by the company in line with many references in this study. Components in company orientation activities adapted from existing procedures are categorized as follows:

1. Human component. Humans here referred to in the company are those who play an important role in the implementation of the orientation so that it runs well. Here it is divided into several functions:
 - Human Resources (HR) function. Here the HR department acts as a facilitator, from preparation, implementation, facilitation, monitoring and evaluation of orientation activities according to standards.
 - The supervisor of the new employee. The supervisor of the new employee can be the highest official in the function or can be represented by a direct supervisor who also functions as a supervisor or mentor whose roles are as follows:
 - Ensure the readiness and availability of information, work support equipment
 - Delivering information related to work, for example: organizational structure, stakeholders, social environment, culture and technology or system used, job description and expected targets.
 - Provide feedback and evaluation of probationary assessments and orientation activities.
 - Buddy. Buddy is usually a co-worker in the function, who will play the following roles.
 - Helping social and cultural interactions both formal and non-formal in the company environment.
 - Helping adapt in the use of work facilities, work support facilities, use of systems, technology and access required for work.
 - Support functions (General Affairs, Information & Safety and Communication function). Here, all of these sections play a role in helping to prepare both the work

infrastructure (workspace, work tools, safety equipment, etc.) based on the demand for the work needs of new employees, as well as communication, collaboration, facilitation, implementation of orientation activities according to standards.

2. Tools, System or Technology component

Tools, systems or technology here are those used by the company in the preparation, implementation, monitoring and evaluation of orientation. Currently, companies use simple information technology tools with electronic mail, a simple application for implementing, monitoring and evaluating activities. Several companies have developed systems using application technology to automate the process of preparation, implementation, monitoring and evaluation of orientation.

3. Orientation activities

The orientation activity here refers to the company's activities from the preparation, implementation and evaluation stages of the orientation which refers to the reference of Divya Joseph, P. & Sandhya Sridevi. (2015) International Journal in Management and Science. The following is an adaptation of company procedures related to the orientation stages that will be examined as variable X. There are 6 stages so that there are 6 variables or X1, X2, X3, X4, X5, X6 and their relationship to 1 variable Y (Employee Experience):

1. X1: Orientation Preparation (Pre-boarding). This activity stage begins after the candidate receives a job offer and is willing to join the company or company until the first day of entering activities in the new company or company.
2. X2: First Day of Work, Company internalization. At this stage, employees attend the first day in the company and are ready to start adapting to the social and cultural environment of the company or the company in general and learn to be able to perform according to the demands of their roles and positions.
3. X3: First week activities, function internalization. At this stage, within 1 week, employees undergo a deeper introduction to the functions that exist in the company as well as an introduction to the social, cultural and technological environment in the work area.
4. X4: First month feedback. At this stage is the immediate supervisor provides feedback on the understanding and learning of new employees to be able to achieve the performance target standards required as part of the probationary graduation assessment.
5. X5: Feedback and Evaluation. At this stage is the immediate supervisor provides feedback and evaluates the adaptation, learning and contribution of performance in accordance with the demands of roles and responsibilities as part of the probationary graduation assessment.
6. X6: Orientation Activities Evaluation. Evaluation of orientation activities is carried out by new employees, mentors or direct supervisors and companions (buddy) in preparation for orientation to evaluation of probationary graduation.
7. Y: Employee Experience. Things that are enriching - enriching, efficient - efficient, embracing - embracing and empathic so construct employee experience.

The following is a description of how created study variables w activity model's conceptual framework:

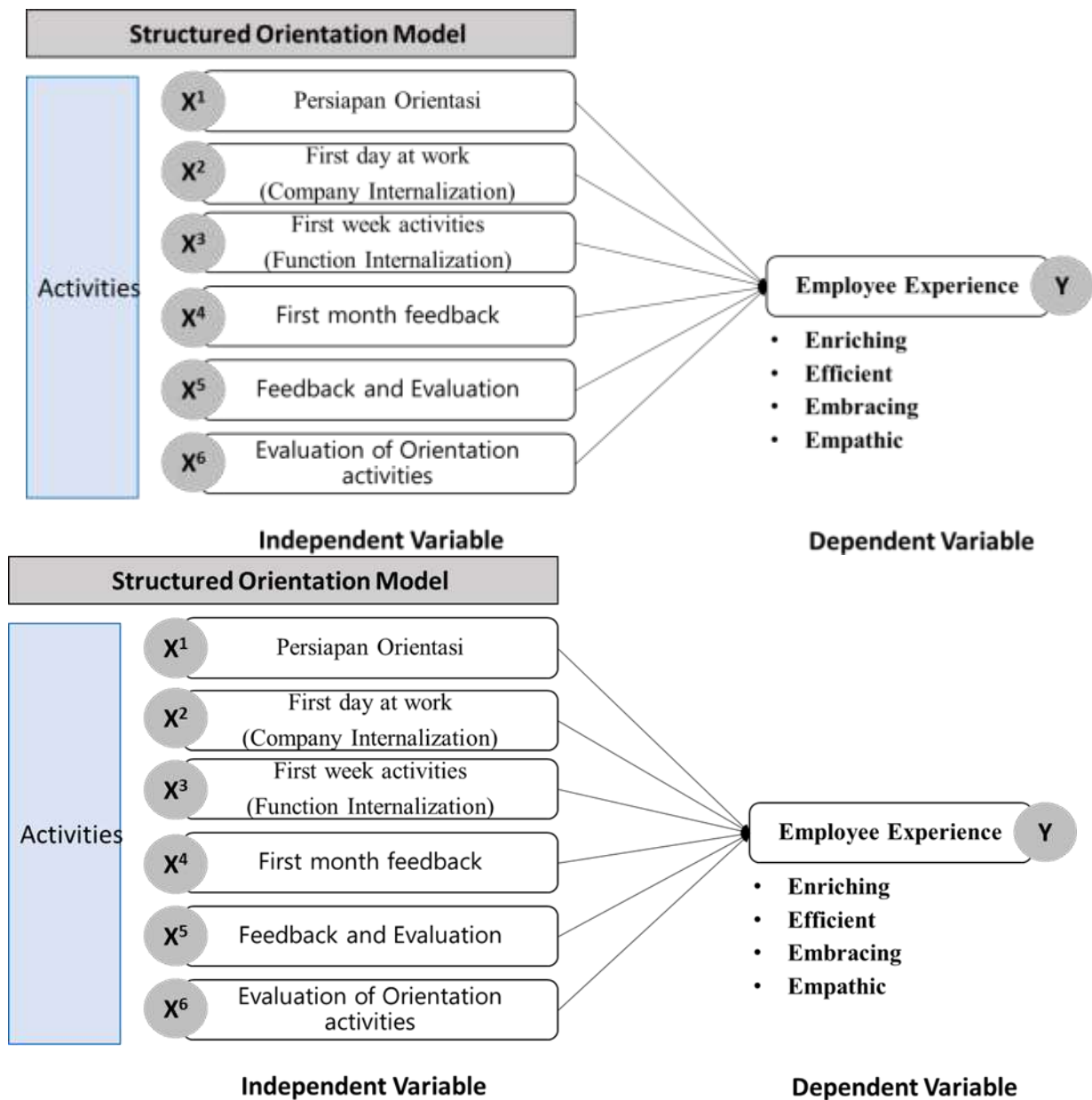


Figure 1. Independent and dependent variable

III. Research Method

This research carried out at petrochemical company with factory located in Cilegon and head office in Jakarta will take place during April-June 2022 used quantitative research. It analyzes the statistical data with deeper contextualized insights. Study utilized a quantitative methodology and 40 samples in its statistical analysis. Due to the pandemic conditions, the company's growth was hampered so that the recruitment of new permanent employees who have just joined the company and have attended orientation activities in full totaling 40 employees during 2021 and 2022. So that researchers will take data from the entire population. The data was collected using online questionnaires to respondents via google form. Starting with a validity and reliability check of the study instrument. To

be able to formulate a model of orientation activities that construct employee experience in statistical processing, used PLS as a powerful analytical method which often called soft modeling because it eliminates OLS (Ordinary Least Square) regression assumptions, such as data that must be normally distributed multivariate and there are no problems. multicollinearity between independent variables, according to Ghazali, Imam and Latan, (2015). The PLS used consists of sub-models, namely the measurement model (outer model) and structural model (inner model). The outer model proves the work of the manifest variable representing the measured latent variable, on the contrary the inner model proves the strength of the estimate between latent variables or constructs. Here are the steps for testing a PLS-based model with SmartPLS software.

IV. Result and Discussion

In this study, researchers will use two types of variables, namely the independent variable and the dependent variable. Independent variable is a variable that affects or will be a change or emergence of the dependent variable. In this study, the independent variables are:

X1 : Orientation Preparation

X2 : First Day of Work (Company Internalization) X3 : First Week Activity, (Function Internalization) X4 : First Month Feedback

X5 : Feedback and Evaluation

X6 : Evaluation of Orientation activities The dependent variable is:

Y : Employee Experience

According to Sugiyono (2017) Operational Definition is the determination of the construct or trait to be studied so that it becomes a variable that can be measured. Operational definitions of the variables in this study are:

Table 1. Variables definition

No	Variable	Definition	Indicator	Item
1	Orientation Preparation	Welcoming and meeting environmental information needs for new employees	Caring/empathy and embracing new employees	2
2	First Day of Work (Company Internalization)	The first day as a new employee, greeted and introduced to superiors, colleagues, history, socio-culture, areas and technology of the company in general.	Comfort, caring, embracing and meeting the needs of new employees	4
3	First Week Activities, (Function Internalization)	New employees are welcomed and introduced to colleagues, socio-cultural, area and technology in their function areas and explained the roles of responsibilities and meaningful performance targets, in line with company goals.	Comfort, attention, embracing and meeting the needs of new employees and achieving roles and targets	4

4	First Month Feedback	New employees convey their adaptation to the environment, learning outcomes, understanding of roles and performance and superiors provide feedback and if needed support.	Comfort, attention, embracing and meeting employee needs (satisfaction).	4
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Characteristics of respondents who participated in the survey questionnaire were new employees who had gone through a complete orientation process at petrochemical company, with the following profile:

Table 2

Criteria	Frequency	Percentage
Gender		
Male	22	55%
Female	18	45%
Total	40	100%
Age		
< 30 years	31	77.5%
31-40 years	5	12.5%
> 40 years	4	10%
Total	40	100%
Education		
DIPLOMA	7	17.5%
S1 (bachelor Degree)	28	70%
S2 (Master Degree)	5	7.5%
Total	40	100%
Year of experience		
> 5 years	25	62.5%
5 - 10 years	12	30%
> 10 years	3	7.5%
Total	40	100%
Position level		
Non-Staff Criteria Staff Manager Total	7	17.5%

Source: Primary data 2022

The descriptive statistical analysis begins by testing the validity and reliability of the research instrument (questionnaire). An instrument is confirmed to be valid if it is able to measure what is desired so that it can reveal data from the variables studied appropriately. This test is carried out to find out if the data can be trusted to be true in accordance with reality. According to Sugiyono (2017), "Valid instruments mean that the measuring instrument used to obtain data (measure) is valid." Validity testing in this study was carried out using the SPSS program.

Table 3. Questionnaire validity result

Indicator	r count	r table 5%	Remark
X1.1	0.988	0.388	valid
X1.2	0.989	0.388	valid
X2.1	0.944	0.388	valid
X2.2	0.930	0.388	valid
X2.3	0.919	0.388	valid
X2.4	0.917	0.388	valid
X3.1	0.914	0.388	valid
X3.2	0.924	0.388	valid
X3.3	0.901	0.388	valid
X3.4	0.865	0.388	valid
X4.1	0.866	0.388	valid
X4.2	0.915	0.388	valid
X4.3	0.944	0.388	valid
X4.4	0.887	0.388	valid
X5.1	0.834	0.388	valid
X5.2	0.871	0.388	valid
X5.3	0.811	0.388	valid
X5.4	0.862	0.388	valid
X6.1	0.911	0.388	valid
X6.2	0.935	0.388	valid
X6.3	0.895	0.388	valid

The results of instrument reliability tests carried out with SPSS version 20 software are shown in below:

Table 4. Questionnaire reliability result

Variable	Cronbach's Alpha	Min Limit	Remark
Orientation Preparation	0,977	0,600	Reliable
First Day of Work (Company Internalization)	0,945	0,600	Reliable
First Week Activities, (Function Internalization)	0,921	0,600	Reliable
First Month Feedback	0,923	0,600	Reliable
Feedback and Evaluation	0,858	0,600	Reliable
Evaluation of Orientation activities	0,929	0,600	Reliable
Employee Experience	0,950	0,600	Reliable

Table 5. Research variable description

Variable	Questionnaire number	Answer Score					N	Score	Average
		1	2	3	4	5			
Orientation Preparation (X1)	1	3	0	2	13	22	40	171	4,28
	2	3	0	2	11	24	40	173	4,33
First Day of Work - Company Internalization(X2)	1	3	0	4	20	13	40	160	4,00
	2	3	0	4	19	14	40	161	4,03
	3	0	3	4	19	14	40	164	4,10
	4	0	3	4	19	14	40	164	4,10

After testing the outer model that has met, the next step is testing the inner model (structural model). The inner model can be evaluated by looking at the r-square (reliability indicator) for the endogenous construct and the t-statistical value of the path coefficient test. The higher the r-square value, the better the prediction model of the proposed research model. The path coefficients value indicates the level of significance in hypothesis testing.

Analysis of Variant (R2) or Determination Test, which is to determine the effect of the exogenous construct on the endogenous construct, the value of the coefficient of determination from variable Employee Experience is 0,966. Based on the r-square value, Orientation Preparation (X1), First Day of Work (X2), First Week Activities (X3), First Month Feedback (X4), Feedback and Evaluation (X5), and Evaluation of Orientation activities (X6) is able to explain the Employee Experience construct of 96.6%, while the remaining 3.4% is in examined in this study.

The hypothesis testing of this research was carried out with the help of the SmartPLS (Partial Least Square) 3.0 software. The rule of thumb used in this study is t-statistic > 2.032, with a significance level of p-value of 0.05 (5%) and a positive beta coefficient. The results of hypothesis testing with the bootstrapping method can be seen in below:

Table 6. Result from SmartPLS 3.0 2022

Hypothesis		Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Description
H1	First Week Activities -> Employee Experience	0.155	0.156	0.053	2.898	0.004	Significant
H2	Evaluation of Orientation activities -> Employee Experience	0.102	0.095	0.043	2.348	0.019	Significant
H3	First Day of Work -> Employee Experience	0.177	0.174	0.063	2.835	0.005	Significant
H4	Orientation Preparation -> Employee Experience	0.332	0.329	0.057	5.812	0.000	Significant
H5	First Month Feedback -> Employee Experience	0.072	0.075	0.060	1.202	0.230	Not Significant
H6	Feedback and Evaluation -> Employee Experience	0.349	0.352	0.077	4.544	0.000	Significant

Based on table above, orientation preparation has a significant effect on employee experience at the Company (p value of 0.000 < 0.05), first day of work has a significant effect on employee experience (p value of 0.005 < 0.05), first week's activity has a significant effect on employee experience (p value of 0.004 < 0.05), feedback and evaluation has a significant effect on employee experience (p value of 0.000 < 0.05), evaluating orientation activities has a significant effect on employee experience (p value of 0.019 < 0.05), only first month feedback has a no significant effect on employee experience (p value of 0.230 > 0.05).

The results of hypothesis testing with the bootstrapping method can be seen in can be seen in figure 2.

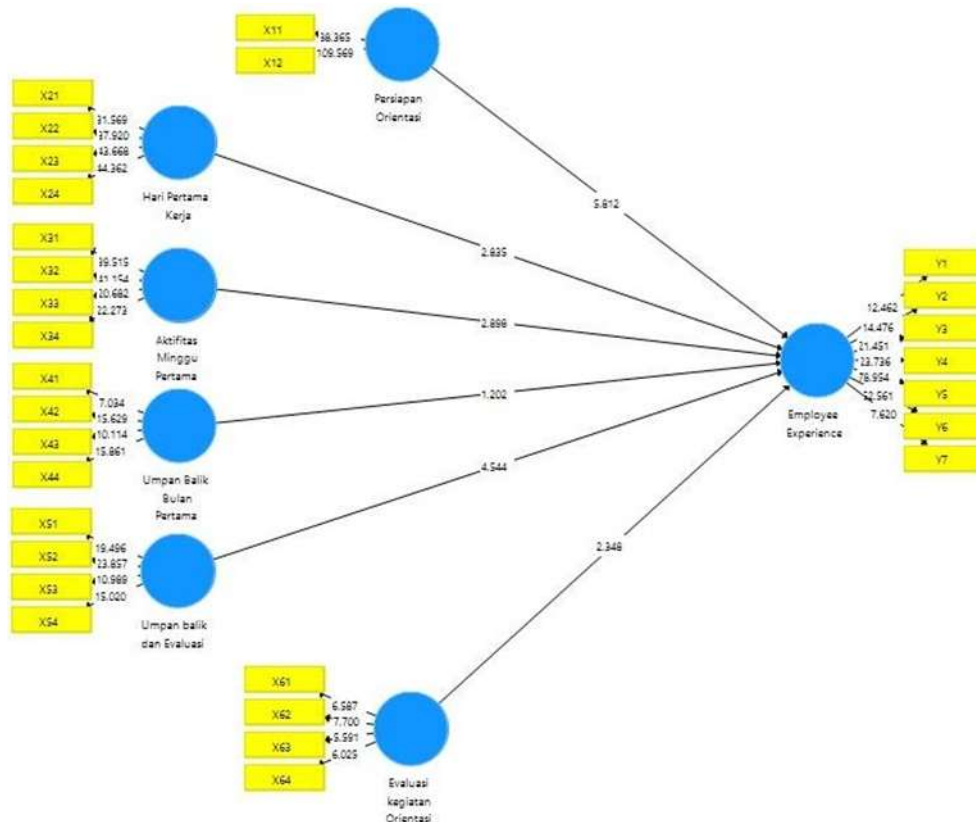


Figure 2. Model of structured orientation activities to construct Employee Experience

V. Conclusion

The research has been conducted based on data from interviews and surveys to obtain the results discussed in the previous chapter, it can be concluded as follows:

The following research results are to obtain an orientation activity model that construct EX using quantitative methods with a descriptive approach and associative analysis using the SmartPLS Version 3.0 analysis tool. Based on the results of the research and studies that have been described, the following conclusions can be drawn:

- i. Orientation preparation has a positive and significant impact on the Employee Experience.
- ii. The first day of work (company internalization) has a positive and significant impact on the Employee Experience.
- iii. The first week of activity has a positive and significant impact on the Employee Experience.
- iv. The first month's feedback has no positive and significant impact on the Employee Experience. Even though activity of first month's feedback evaluation was no positive and significant impact, the activities still need to be carried o to be still useful and still needed based on respondent, what need to improve is in terms of monitoring and standardizing with the use of technology and socialization/training provide for the resources involve.
- v. Feedback and evaluation have a positive and significant impact on the Employee Experience.
- vi. Evaluation of orientation activities has a positive and significant impact on the Employee Experience.

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