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**MARKETING INTERNATIONAL SEMINARS
AND THE 4th INTERNATIONAL CONFERENCE
ON BUSINESS AND BANKING INNOVATIONS**

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The 4th ICOBBI

*The Strategy of Digital in Business
for Gaining Competitive Advantages after Pandemic*



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**Proceeding Book of
The 4th International Conference on Business and Banking Innovations
(ICOBBI) 2022
“The Strategy of Digitalization in Business for Gaining Competitive
Advantages after Pandemic”**

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FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 4th International Conference on Business and Banking Innovations (ICOBBI) with the topic “The Strategy of Digitalization in Business for Gaining Competitive Advantages after Pandemic”. This proceeding contains several researches articles from many fields in Business & Marketing, Banking & Sharia Banking, Accounting & Financial Management, Human Resources Management, Operations Management, Investasi, Insurance & Capital Market, Strategic Management, Technology Management, and Information System.

The 4th International Conference on Business and Banking Innovations was held on 29th January 2022 by virtual (online) zoom meeting and organized by the Master Management Study Program of Universitas Hayam Wuruk Perbanas in Collaboration with five Higher Education Institutions in Indonesia and three Universities from Asia countries. Keynote speakers in this conference were: Chonlatis Darawong, P.hD (Sripatum University, Thailand), Associate Prof. Dr. Elisha Nasrudin (University of Science, Malaysia), Dr. Sanju Kumar Singh (Postdoctoral Fellowship in Universitas Airlangga, Tribhuvan University Nepal) and Prof. Dr. Abdul Mongid, MA., P.hD (Universitas Hayam Wuruk Perbanas, Indonesia).

I would like to give high appreciation to the Rector of Universitas Hayam Wuruk Perbanas for his support at this event. Acknowledgments and thank you to all the steering and organizing committees of the ICOBBI for the extra ordinary effort during the conference until this proceeding published. Thank you very much to all presenter and delegates from various Universities. Beside it, I would like to express our gratitude to the three universities, namely Universitas 17 Agustus Surabaya, STIE YKPN Yogyakarta, Universitas Negeri Gorontalo, Universitas Surabaya and Universitas Muhammadiyah Surakarta which has been the co-host of this event.

Hopefully, the proceeding will become a reference for academics and practitioners, especially the business and banking industry to get benefit from the various results of the research field of Business and Banking associated with Information Technology. Proceedings also can be accessed online on the website <http://eprints.perbanas.ac.id/>

Chair of the Master Management Study Program
Universitas Hayam Wuruk Perbanas

Prof. Dr. Tatik Suryani, M.M.



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THE EFFECT OF EMPLOYEE ENGAGEMENT, MOTIVATION, AND ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE DURING THE COVID19 PANDEMIC

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ABSTRACT

In 2020, many companies effort hard for maintaining their performance. One of key success factors for determining their performance is employee performance. How to enhance employee performance has been studied in many previously research, but less of them focus on employee engagement, motivation, and organizational culture. This research is systematic theoretical review designed based on theories in human resource management and organizational theory and many previous researches related with employee engagement, motivation, organizational culture and employee performance. Triangulation method among theory and empirical research finding is applied for assuring the propositions formulated. Based on the theoretical review, the research formulates propositions: (1) Employee Engagement has a significant positive effect on employee performance during the Covid 19 Pandemic; (2) Motivation has a significant positive effect on employee performance during the Covid 19 Pandemic; and (3) Organizational Culture has a significant positive effect on employee performance.

Keywords: *Employee Engagement, Motivation, Organizational Culture, Employee Performance.*

1. INTRODUCTION

The World Health Organization (WHO) announced the Covid-19 outbreak as a public health threat of global concern (Mahase, 2020). After this announcement, a lot of country make a regulation such as physical distancing and social distancing which is disturbing company activities. In 2020, many companies effort hard for maintaining their performance during the pandemic. How to enhance employee performance has been studied in many previously research, but less of them focus on employee engagement, motivation, and organizational culture.

Ahmed, T., Shahid Khan, M., Thitivesa, D., Siraphatthada, Y., & Phumdara, T. (2020) stated that due to current coronavirus pandemic employee engagement may have dropped, this might affect the organization productivity as well, but it's one of the most important initiatives to keep at the forefront to be successful through engaging employees at home effectively. Employee engagement is a key vital duty that drives employee performance, achievement, and consistent improvement

throughout the entire year (Adhitama and Riyanto, 2020). Employee engagement has an evident connection to organizations that enhance achievement. All organizations will absolutely bend over backward to rectify the shape and improve the quality of employee performance with the good management of human resources (Riyanto et al., 2017). Employee engagement is important for the success and sustainability of the business. Many organizations realize that employees are the greatest asset as they can compete with internal and external organizations in their sectors.

The great employees is the one who has strong motivation in work. The more motivated the employee in doing the work, the higher the employee's work productivity. Otherwise, if employees are not motivated in a job, the productivity of employee performance will be low. Motivation is essential to achieve optimal performance. Work motivation is defined as the

engagement according to Scheimann (2011:224) the objectives of employee engagement are as follows:

- 1) Growth and development, companies must provide opportunities for their employees to grow and develop so that they can make a big difference in terms of maintaining their best talents.
- 2) Recognition, acknowledging the existence of an employee can increase his enthusiasm at work. It's important to reward employees who have achieved important goals.
- 3) Involvement, employees will feel bound to the company where they work if they are involved in it. This form of involvement can come from the roles assigned to each individual.
- 4) Supervisors, supervisors or leaders play an important role in employee engagement. Supervisors or leaders can determine the level of engagement in a team or even destroy it. Supervisors can be a strong inspiration for their employees and can encourage their employees.

The proposed hypothesis is as follows:

H1 : Employee Engagement has a significant positive effect on employee performance.

4. MOTIVATION

Motivation is the power generated from a person to satisfy and fulfill his needs. Motivation can be interpreted as providing the driving force that creates one's work enthusiasm so that they want to work together, work and be integrated with all their efforts to achieve satisfaction (Hasibuan, 2007). Mangkunegara (2015: 93) argues that motivation is a condition that can encourage employees to continue to move more optimally so that they are able to support the goals of their motives. Thus, employees will be more ready to accept and implement changes, including technology transfer and skill transfer, both in the technical and organizational fields.

From various motivation theories, employee motivation can be classified into three dimensions (Osteraker, 1999). The first dimension is the social dimension which is closely related to communication within the organization, employee solidarity in the organization, and interaction in interaction. The second dimension is the mental dimension which is closely related to the discipline applied in the organization, interest in work, and career promotion. While the third dimension is the physical dimension related to compensation, security at work, and to the work done. According to George and Jones (2005) indicators contained in motivation are enthusiastic in doing work, not desperate to complete and complete work challenges, persevering in work (work done in earnest, and continuously trying to push company goals.

The proposed hypothesis is as follows:

H2 : Motivation has a significant positive effect on employee performance.

5. ORGANIZATIONAL CULTURE

Organizational culture is a value shared by all employees in an organization. Where every employee must understand the characteristics of organizational culture in the company, the characteristics of an organization to support employee performance so that the benefits of organizational culture as a constructive factor of a company or organization in improving performance because they feel comfortable at work (Marta, 2016).

According to Robbins (2002:279), organizational culture refers to a system of shared understanding held by members of an organization that distinguishes the organization from other organizations. Meanwhile, according to Kreitner and Kinicki (2005:79), organizational culture is a form of opinion or stigma that is owned, accepted implicitly by the group and determines how the group feels, thinks, and reacts to diverse environments.

Research by Robbins and Judge (2008:256) shows that there are seven main characteristics or indicators that are overall a sign of organizational culture:

- 1) Innovation and the courage to take risks.
The extent to which employees are encouraged to be innovative and take risks.
- 2) Attention to details.
The degree to which employees are expected to exercise precision, analysis and attention to detail.
- 3) Result orientation.
The extent to which the focus is on results rather than the techniques and processes used to achieve those results.
- 4) People Orientation.
The degree to which management decisions take into account the effects of those results on people in the organization.
- 5) Team orientation.
The degree to which work activities are organized in teams rather than individuals.
- 6) Aggressiveness.
The degree to which people are aggressive and competitive rather than casual.
- 7) Stability.
The degree to which organizational activities emphasize maintaining the status quo in comparison to growth.

The proposed hypothesis is as follows:

H3 : Organizational culture has a significant positive effect on employee performance.

tendency of traits found in a person arousing encouragement and directs his behavior towards achieving the organizational goals (Muizu, W. O. Z., & Sari, D, 2019).

Another factor to boost employee performance is organizational culture. According to Sinha et al (2010) culture in the company will affect the way employees think thus affecting the company's performance. Culture organization impact on performance in the long term, perhaps even the most important factor in determining organizational success and failure (Tan, 2002:21 in Wibowo, 2012:487).

Based on the above background, the authors formulate the problem as follows:

1. Does Employee Engagement affect Employee Performance during the Covid19 pandemic?
2. Does Motivation Affect employee performance at during the Covid19 pandemic?
3. Does Organizational Culture affect Employee Performance during the Covid19 pandemic?

2. RESEARCH METHODOLOGY

This research is systematic theoretical review designed based on theories in human resource management and organizational theory and many previous researches related with employee engagement, motivation, organizational culture and employee performance. Triangulation method among theory and empirical research finding is applied for assuring the propositions formulated. Theory triangulation uses different theories to analyse and interpret data. With this type of triangulation, different theories or hypotheses can assist the researcher in supporting or refuting findings (Carter et. al, 2014).

3. LITERATURE REVIEW DISCUSSION

3.1. Employee Performance

Performance is the relationship between organizational goals and the results of the work they get, such as in terms of efficiency, quality, and other criteria of effectiveness. According to Rivai, Basri (2005:14) in Sinambela (2012:6) that performance is a person's success on the results obtained or overall during a certain period in carrying out tasks compared to the various possibilities, such as criteria, goals or targets or standard results. work that has been discussed and determined in advance and has obtained a mutual agreement. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities he has given (Mangkunegara, 2009).

Simanjuntak (2010:10), the performance of each person is influenced by many factors that can

be classified into three groups, namely Individual Competence in the form of work ethic, organizational support in the form of organizational culture and organizational climate in the form of organizational culture and organizational climate and management support in the form of Leadership or exemplary Leadership Behavior. Performance Indicators Veitzel Rivai 2004: 309 in yuliawan (2012), namely: (1) work ability, (2) work quality, (3) work creativity, (4) work discipline, (5) honesty level, (6) attitude, (7) Loyalty to work, (8) Motivation, (9) Compensation, (10) Work environment, and (11) Salary.

3.2. Employee Engagement

Employee Engagement is involvement, enthusiasm and commitment to the work and the place where employees work (Gallup Consulting, 2017). According to Schaufeli and Bakker in Albrecht (2010:312), "Engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". This means that engagement as a positive thing, something related to work that has the characteristics of vigor (spirit), dedication (dedication) and absorption (appreciation).

According to Marciano (2010:42) "a worker who feels bound will be committed to the goal, use all his abilities to complete the task, maintain his behavior while working, ensure that he has completed the task well in accordance with the objectives and is willing to take corrective or evaluation steps if it is necessary or needed". According to Schiemann (2011:11) "Employees who have an engagement, work more than satisfied employees or are simply committed to an organization or person".

Employee engagement deals with exercises and occasions. Employee engagement urges performances. Engaged employees see the entire of organization and comprehend their objective, where, and how they fit in. This encourages employees to have great problem-solving and better decision-making techniques. Companies with engaged workforce defeat their opposition. They have a higher winning for each offer and recuperate more rapidly after downturns and financial setbacks. To better comprehend the necessity of individuals association, managing employee engagement is key (Adhitama, J., & Riyanto, S., 2020).

Based on the opinions of the experts described above, it can be concluded that employee engagement is attachment or involvement and enthusiasm for work and workplace. With high employee engagement, employees will have a higher sense of loyalty and contribute more to the company. There are several objectives of employee

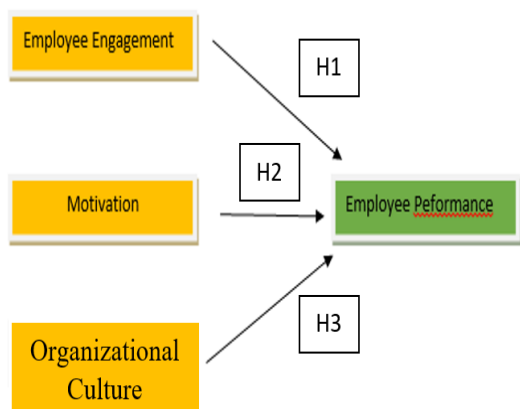


Figure 1.1
RESEARCHER'S FRAMEWORK

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