



Research Paper

## Maintaining Employee Engagement and Employee Performance during Covid-19 Pandemic at PT Koexim Mandiri Finance

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**ABSTRACT:** Most of companies have concentrated on scenario planning and significant operational reactions to guarantee business congruity during the ongoing worldwide pandemic of Coronavirus Disease (Covid-19). The huge effect of Covid-19 pandemic on employees' private and work lives is prompting employee anxiety, frustration, and burnout. At the point when left unattended, these emotions can influence employee engagement and employee performance, resulting in poor work quality, mistakes, and in the long run affecting a company's capacity to survive in these troublesome occasions. This research is the advancement of existing study on the influence of work environment on employee engagement and employee motivation at PT Koexim Mandiri Finance. Two objectives are to achieve under close scrutiny in this research, namely maintaining employee engagement and maintaining employee performance during Covid-19 pandemic at PT Koexim Mandiri Finance. This research applies virtual face-to-face interview methods with qualitative approaches.

**KEYWORDS:** Employee engagement, employee performance, Covid-19 pandemic, work from home.

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### I. INTRODUCTION

With defensive measures proceeding to be taken on a worldwide level with an end goal to fight the outbreak of Covid-19, numerous companies end up in the unexpected situation of going "completely remote" for the first time. While remote work is in no way a novel concept in 2020, the rapidity with which the Covid-19 crisis has requested social and physical distancing has gotten both businesses and governments off guard. Since a significant part of the nation has balanced onsite work and settled a Work from Home (WFH) daily schedule, it is significant for leaders to effectively cultivate engagement and performance in the day by day lives of employees.

The Covid-19 outbreak in China is a worldwide well-being threat (Wang et al., 2020). The outbreak was first uncovered in late December 2019 when bunches of pneumonia instances of obscure etiology were seen as related to epidemiologically connected exposure to a seafood market and untraced exposures in the city of Wuhan of Hubei Province (Nishiura, 2020). From that point forward, the quantity of cases has kept on raising exponentially inside and outside Wuhan, spreading to all 34 regions of China by 30 January 2020. Around the same time, the World Health Organization (WHO) announced the Covid-19 outbreak as a public health threat of global concern (Mahase, 2020).

President Joko Widodo reported on March 2, 2020, that two Indonesians had been tested positive for the COVID-19 and turned into the primary affirmed case in Indonesia. The two were being dealt with at the Sulianti Saroso Infectious Disease Hospital in the capital. The two patients had been in touch with a Japanese national who had been tested positive in Malaysia in the wake of leaving Indonesia. Identified with this issue, the Health Minister, Terawan Agus Putranto further stated that the two are in good condition and do not have genuine breathing troubles (Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2020). The Ministry of Health (MoH) of the Republic of Indonesia had taken instantaneous actions and careful steps to improve readiness for COVID-19 in Indonesia, in connection with WHO interim guidance on the COVID-19.

Managers have to perceive indications of misery among their employees, both directly through discussion and indirectly through observation. Understanding that the vast majority are probably going to adjust any number of genuine concerns in regards to well-being and safety while working during their stay at home quarantines, giving employees positive engagement opportunities is the key to enduring and flourishing in these questionable occasions. Engagement and performance can be influenced by social union, feeling upheld by

one's supervisor, information sharing, shared objectives and vision, communication, and trust. Employees need to feel esteemed and regarded, and they need to realize that their work is important and their thoughts are heard. Exceptionally engaged employees are increasingly profitable and focused on the companies in which they work.

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 is not only a catchphrase - it has an evident connection to organizations that enhance achievement. Efficiency and productivity are essentials for progress with exceptionally close market rivalry (Riyanto et al., 2019). 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).

In some research conducted by Riyanto et al. (2019) and Setiyani et al. (2019), it is stated that most psychology and human resource research concentrated on discovering how office laborers endeavor to have work-life balance in normal regular schedule, while others concentrated on assessing how intermittent work from home can improve work-life balance, as work-life-balance and adaptable working hours are two most factors that are capable of improving employee engagement. Meanwhile, in the present study, Covid-19 pandemic raises various conditions to surface for both work from home and work-life balance, while it moves from now and again to routine, following the social and physical distancing period in Indonesia. This research intends to advance the existing study on the influence of work environment on employee engagement and employee motivation at PT Koexim Mandiri Finance.

In simple terms, employee engagement is an individual's emotional and cognitive, that is, rational focus on various job-related goals. It is in a way an emotional involvement in, commitment to and satisfaction with work. It is thought of as, "getting carried away" with the work or "doing anything as the job demands with full heart."

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## **II. LITERATURE REVIEW**

This part embodies the review of related studies which discuss other related studies on the same topics previously done by other researchers and the review of related theories which elaborate relevant theories applied in this research.

### ***Employee Engagement***

Employee engagement is the tackling of company members' selves to their work performances; in engagement, individuals employ and communicate physically, cognitively, and emotionally during job performances. The cognitive facet of employee engagement involves employees' convictions about the company, its leaders and working situations. The emotional facet involves how employees feel about every one

of those three components and whether they have positive or negative perspectives toward the company and its leaders. The physical facet of employee engagement involves the physical energies applied by people to achieve their roles.

According to Adhitama and Riyanto (2020), employee engagement is defined as one of the essential issues that each association endeavors to keep up among their workers and to ensure that workers put their hundred percent of effort in their duties. On the other hand, as opined by Baumruk (2004), Shaw (2005), and Frank et al. (2004), regularly employee engagement has been interpreted as enthusiastic and intellectual commitment to the association, or the measure of optional exertion displayed by employees in their work. In spite of the fact that it is recognized and acknowledged that employee engagement is a multi-faceted construct, as formerly proposed by Kahn (1990), Truss et al. (2006) views employee engagement basically as 'passion for work', a mental state which supposedly encompasses the three components of engagement talked about by Kahn (1990), and catches the normal topic going through every one of these definitions.

To sum up, 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.

### ***Employee Performance***

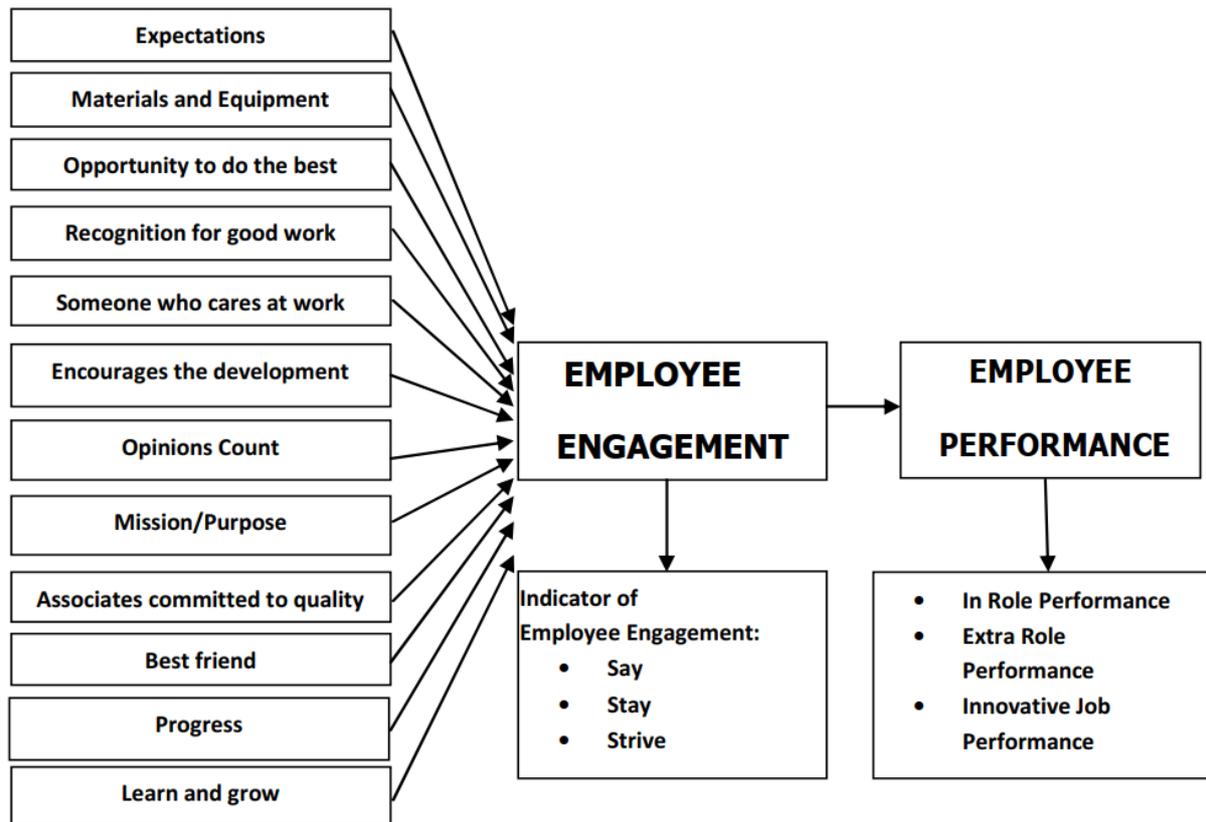
Employee performance relates to how laborers act in the work environment and how well they play out the work obligations that companies have obliged to them. Organizations regularly arrange performance targets for individual employees and the organizations as a whole with the expectation that their business offers great value to clients, lessens waste and works proficiently. For an individual employee, performance may relate to job effectiveness, quality and proficiency at the duty level.

Performance is affected by factors related with the job which incorporates a role-conflict stress and work/non-work (Riyanto, 2002 and Jayaweera, 2015). An individual's presentation is a blend of abilities, businesses, and chances that can be decided from their job (Handayani, 2015). Performance of people can be influenced by the effort, capacity and the environmental condition (Riyanto, 2016). Another comprehension in regards to performance as suggested by Riyanto et al. (2017) is that the performance is an outcome accomplished by an individual under the assessment which is applied to the work concerned. Riyanto et al. opines that the performance is a record out-come produced from a certain employee capacity or activities done during a particular time phase.

In summary, each employee provides an individual contribution to the performance of the hierarchical unit and in this manner to the whole company. On the off chance that the performance of a hierarchical unit or individual worker falls behind for a really long time, this will prompt reorganization or redundancy. At the point when utilized as a reason for decision-making, employee performance evaluations can be very valuable. In any case, if these are to be dependable, they should be exact, impartial, and otherwise reasonable and productively catch the key parameters of employee performance.

### ***Employee Engagement and Employee Performance Relationship***

Previous studies over a range of areas have discovered different performance based results of engagement. Bakker et al. (2004) examine that engagement is connected to both in-role and extra-role performance in a multi-area Dutch sample, a discovery replicated by Schaufeli et al. (2006). Halbesleben and Wheeler (2008) discover comparable outcomes for in-role performance and turnover intentions in a multi-area US sample. A meta-analysis of about 8,000 business units in 36 organizations states that engagement is additionally connected to business unit performance (Harter et al., 2002), and connections have likewise been discovered with customer fulfillment in administration settings (Salanova et al., 2005). Numerous different examinations have discovered connections among engagement and performance results (Bakker et al., 2008). Below is the conceptual model framework done by the previous researchers to find the influence of employee engagement to employee performance at PT Telkom Bandung (Azizah and Gustomo, 2015).



### III. RESEARCH METHODOLOGY

In line with the framework, two objectives are to achieve under close scrutiny in this research, namely maintaining employee engagement and maintaining employee performance during Covid-19 pandemic at PT Koexim Mandiri Finance. The total samples of this research are 30 employees.

PT Koexim Mandiri Finance is one of the prominent multi-finance companies, and it is a subsidiary of the Korea Export-Import Bank (holder 85% of shares) and PT Bank Mandiri (Persero) Tbk (holder of 15% shares). The company was established in Indonesia on June 1, 1992. Its customers (around 90%) are mostly coming from foreign investment companies (PMA) originating from South Korea, the rest (15%) of customers consists of purely local companies (Indonesia).

This research applied virtual face-to-face interview methods with qualitative approaches. Nevertheless, because of the social and physical distancing program, this research could not be proceeded with direct face-to-face interview. As a consequence, a virtual meeting media program was utilized as a substitute. The interview was performed from May 11, 2020 to May 14, 2020, with a 1-hour interview time for each employee.

To obtain the data source, the subjects were reached by email and phone for their time accessibility and willingness to share their experiences as the employees of PT Koexim Mandiri Finance during Covid-19 pandemic isolation. Since the research method was qualitative to obtain any potentially various results from the subjects, there was no Statistical Package for the Social Sciences (SPSS) nor answer scoring from the utilization to scrutinize the answers to the questions. After the answers were scrutinized, the researcher summarized the results to obtain comprehensive evaluations of maintaining employee engagement and employee performance during Covid-19 pandemic. Finally, the researcher drew a conclusion.

### IV. CONCLUSION

Provided the level of interruption that the employees of PT Koexim Mandiri Finance are encountering at home, managers should be adaptable around working hours and productivity. By working from home, it means that numerous employees must share living room, bedroom, or even bedroom with family members, and not to mention they have to deal with children and pets, while additionally attempting to organize live video calls.

It is proven that engagement and performance can be influenced by social union, feeling upheld by one's manager or supervisor, information sharing, shared objectives and vision, communication, and trust. Mostly, the employees of PT Koexim Mandiri Finance have felt esteemed and regarded, and they have realized

that their work is important and their thoughts are heard by their manager or supervisor. Exceptionally engaged employees are increasingly profitable and focused on the companies in the company.

Based on this research, , the employees of PT Koexim Mandiri Finance ought to grow more abilities, knowledge, and skills so as to contribute in the activities that the company arranges for them. They need to discover solutions to utilize all the abilities, knowledge, and skills that they have so as to make positive involvement to the accomplishment of the company. Meanwhile, employers need to comprehend their employees' needs and wants. Moreover, employers ought to likewise feature the uniqueness of the work environment to sustain their employee engagement and performance as well as motivate the employees to work more earnestly and draw in new employees to their company.

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