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The 2<sup>nd</sup> International Conference on Business and Banking Innovations  
(ICOBBI) 2020  
“Nurturing Business and Banking Sustainability”  
Surabaya, 14 - 15<sup>th</sup> August 2020**

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# The 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI)

## “Nurturing Business and Banking Sustainability”

Surabaya, 14<sup>th</sup> - 15<sup>th</sup> August 2020

### FOREWORD

Alhamdulillah, praise be to Allah Subhanahu Wa Ta'ala for granting us the opportunity to organize and publish the proceedings of the 2<sup>nd</sup> International Conference on Business and Banking Innovations (ICOBBI) with the topic “*Nurturing Business and Banking Sustainability*”. This proceeding contains several researches articles from many fields in Marketing, Management Technology, Finance, Banking, Human Resources Management, Information System Management, and Islamic Economics.

The 2<sup>nd</sup> International Conference on Business and Banking Innovations was held on 14<sup>th</sup> – 15<sup>th</sup> August 2020 by virtual (online) meeting and organized by the Master Management Study Program of STIE PERBANAS Surabaya in Collaboration with six Higher Education Institutions in Indonesia and five Universities from Asia countries. Keynote speakers in this conference were: Prof. Angelica M..Baylon, Ph.D (Director of the Maritime Academy of Asia and the Pacific, Philippines), Chonlatis Darawong, Ph.D. (Head of the Master of Business Program Sripatum Chonburi University - SPU Graduate School Bangkok, Thailand), Prof. Madya Dr. Reevany Bustami (Director of Centre for Policy Research and International Studies Universiti Sains Malaysia), Associate Prof. Dr. Elisha Nasruddin (Graduate School of Business Universiti Sains Malaysia), Associate Prof. Pallavi Pathak Ph.D. (School of Management Sciences, Varanasi, India) and Prof. Dr. Tatik Suryani (Head of the Master of Management Study Program of STIE Perbanas Surabaya, Indonesia).

I would like to give high appreciation to the Rector of STIE Perbanas Surabaya 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 six universities, namely Universitas 17 Agustus Surabaya, Universitas Surabaya, Universitas Dr. Soetemo Universitas Dian Nuswantoro Semarang, STIE 66 Kendari, Institut Institut Bisnis dan Keuangan Nitro Makassar 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 <https://pascasarjana.perbanas.ac.id>.

Chair of the Master Management Study Program  
STIE Perbanas Surabaya

**Prof. Dr. Tatik Suryani, M.M.**

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# Workability and Self Awareness on Employee Engagement in Indonesian Manufacturing Industries

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## ABSTRACT

The purpose of this study was to analyze the role of Work ability and Self Awareness on Employee Engagement of the manufacturing Industries. Respondents of this study is the employees from manufacturing industries with a sample of 80 taken randomly from 6 companies in Surabaya Indonesia, the source of data used in this research are primary data taken by survey techniques with questionnaire as a instruments that have been tested for validity and reliability. The analysis technique used in this study is multiple linear regression analysis, multiple correlation, t-test and F-test. The Results of this study shows that work ability has a significant effect on Employee Engagement, as well as Self Awareness has a significant effect on employee Engagement, the implication of this study is that to increase employee Engagement can be done by providing support to employees on improving work capability and employee self awareness in the company, because there are many research which states that employee engagement can improve the employee performance.

## 1. INTRODUCTION

Human resources are the main component in a company because it has the abilities, talents, energy, desires, knowledge, feelings, and creativity that support the company's achievements. One vital role in determining a company's success is human resources with quality and creativity in achieving high performance. Expected human resources are those who have productive contributions to the achievement of organizational goals more effectively and efficiently. In attaining organizational goals, companies must be able to create situations and conditions, such as encouraging and enabling employees to develop work skills and build self-awareness to have attachments to the company so that employees can work according to what is targeted by the company.

The success of a company depends on the behavior of human resources owned by the company. One of them is employee engagement, a situation where every employee has a strong commitment to their work, company goals, and the company's value. In general, employees who have strong engagement will look enthusiastic and earnestly work because they are paid, but because they want to give something to the company (Maderendika, 2018). Employee engagement is an emotional and intellectual relationship possessed by employees towards their work, organization, manager, or coworkers that gives effect to increase discretionary effort in their work (Hughes, 2008). Employee engagement is employee enthusiasm in work that occurs because employees direct their energy to work in harmony with the company's strategic priorities. This enthusiasm is formed because employees feel engaged (feel engaged) so that the potential to display involved behavior. Behavior that engages has a positive impact on the organization by increasing revenue (Nurofia, 2005). Employee engagement can be measured through 3 (three) indicators: Vigor, Dedication, and Absorption (Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, 2008) And according to some researchers stated that who have a strong engagement with the organization will be able to perform better (Agnes Wahyu Handoyo and Roy Setiawan, 2017).

## 2. THEORETICAL FRAMEWORK AND HYPOTHESES

Employee engagement will bring employees more committed to the organization; employees become loyal, have a sense of pride in the company. Employees who engage with the company are those who feel happy to work at the company, and happy employees can improve performance higher (www.sodexo

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.co.id, 2011). It is supported by the results of research that states that employee engagement has a positive and significant effect on employee performance (Yudi Muliawan, Badia Perizade, 2017). Given the importance of employee engagement in achieving employee performance, this study intends to determine whether employee capabilities and employee self-awareness affect employee engagement.

Several factors affect employee engagement, including work environment, leadership, team and colleague relations, training and career development, compensation, organizational policies, and workplace welfare (Anitha, 2014). Other researchers also found that the factors that influence employee engagement are leadership, work environment, compensation, training, and teamwork (Fredy Susanto, Gabrielle Suryamarchia, 2016). The driving force behind the high level of employee engagement is training and career development, in addition to the Supportive Leadership Factor and well-being in the workplace and Organizational Policies and the most dominant variables influencing team and colleague relationships (Aisyah Geovani Suryaningrum, 2018). Likewise, employee engagement can be measured through 3 (three) indicators: Vigor, Dedication, and Absorption (Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, 2008).

Based on several theoretical and empirical studies of employee engagement above. There are several factors influence employee engagement. But in this study take different variables, namely Workability and self-awareness. This Variable is determined by considering that employees who have a high ability tend to find themselves easier to get a job in a company or organization, so in these conditions, whether they have a sense of attachment to the company. Likewise, employees who have high self-awareness will be more loyal to the company.

Workability is the result of work achieved by a person carrying out the tasks assigned to him based on skills, experience and sincerity, and time (Hasibuan, 2013). Ability is one element related to knowledge or qualifications obtained from education, training, or experience (Thoha. Miftah., 2010). Capability is also a trait that is carried from birth or learned that enables a person to complete his task the ability to show one's potential to do a task or job (Gibson, 2005). Workability can also be interpreted as one of the elements in maturity related to knowledge or skills obtained from education, training, or experience (Thoha. Miftah., 2010). Workability can be measured through 2 (two) dimensions: physical abilities and intellectual abilities (Robbins, Stephen P dan Judge, 2013).

Companies need to develop employees' ability to work better so that each employee can produce something directly related to the company's targets. Workability is an individual's capacity to carry out various tasks (Robbins, Stephen P dan Judge, 2013), with adequate abilities, employees can carry out work well. Employees who have sufficient skills will be able to complete their work correctly by the time or target set, happens because employees can devote all their abilities to carrying out the tasks they are responsible (Kreitner, Robert, and Kinicki, 2003). Workability significantly influences employee performance, Workability can be seen from Workability can be demonstrated by the skills, knowledge, and work experience of employees, by having these three dimensions, employees can achieve higher performance (Ketut Muliharta, 2015), this shows that if the Workability is getting better, then the employee's performance will be higher because the Workability of employees has a significant effect on employee performance (E Rachmawati, S Mujanah, 2018). Employee ability is one of the characteristics of competence and employees who have work ability affects employee engagement (Laila Meiliyandrie Indah Wardani, 2020).

In addition to work skills, Self-Awareness is also essential to foster employee engagement and employee performance. Self-awareness is a way of thinking of a person towards himself, his authority, responsibility, and targets in solving a problem so that the task and the problem can be solved. That is why someone's awareness will significantly affect employee performance (Prabowo, 2014). A person's self-awareness begins with looking at the terminology of personal terms that means, alone or independently. From there is an understanding of self-awareness that is with the mind possessed, humans, know what will be done and why to do it. When individuals have good Self Awareness, they can control themselves, which can read social situations in understanding others and understand others about him (Putra, Febri Arin, 2016). Several studies have shown that Self-awareness has a significant effect on employee performance (Demetriou A., S. Kazi, 2020). Employees who have a high level of awareness to achieve better performance will also achieve higher performance (Sastrawinata, 2011). However, each individual has an appreciation of himself and their knowledge of the surrounding environment, such as awareness of his thoughts, feelings, memories, and intensity (Feist, 2013). It means that each employee has self-awareness at different levels in completing work. To achieve what the company has targeted or achieved the performance that has been set.

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Self-awareness can be measured by 3 (three) leading indicators, namely Identifying Self-Emotions and their effects, Accurate Self-Confession of their knowledge, capabilities, and personal limitations; and Confidence, namely a keen awareness of self-esteem and self-ability (Goleman, 2015).

Based on the phenomena above, the problem in this study can be formulated as to whether Workability affects employee performance? And does self-awareness affect employee performance?

Based on the theoretical and empirical study, the conceptual framework in this study can be described as can be seen in Figure 1.

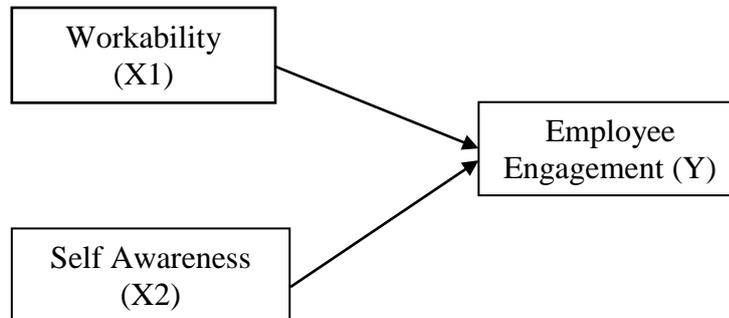


Figure 1: Conceptual Framework

Figure 1 is a conceptual framework that shows the relationship between variables, so it can be formulated in a hypothesis as follows:

1. Workability has a significant effect on employee engagement
2. Self-awareness has a significant impact on employee engagement

**3. RESEARCH METHOD**

This research was conducted using the explorative, descriptive method by testing the hypothesis; the population in this study were employees of several manufacturing companies in Indonesia with a sample of 85 taken incidental sampling. This study's data source is the primer made through the survey method with a questionnaire as an instrument of this study. The question items in the device were prepared using a Likert scale. The measurement scale used in the survey measure respondents' attitudes, opinions, and perceptions about the variables studied by rating them from very positive to very negative by giving a certain weight to each answer to the question asked. After the questionnaire has been tested for its validity and reliability, the data analysis is performed using the Regression analysis technique to determine the magnitude of the effect of Workability and self-awareness on employee engagement. At the same time, the F-test and T-test are conducted to test the hypothesis.

**4. DATA ANALYSIS AND DISCUSSION**

**Data Analysis**

The results of the descriptive analysis in this study show that employee workability gets responses with an average of 4.56 or Very high. Likewise, for self-awareness variables, get an average value of 4.64 (Very high), and performance employees are also included in the very high category (4.54). Thus, it can be said that the employees in this study have very high Workability and self-awareness, and their performance is also very high. It is indeed a company's target that employees must have an optimal performance by rewarding employees who have excess work results that exceed the targeted work.

To see the effect of workability and employee self-awareness on employee engagement, multiple regression analysis was carried out. Regression analysis can be done if the data obtained has fulfilled several classical assumptions. And its consisting of normality, multicollinearity, heteroscedasticity, and homoscedasticity.

The normality analysis results in this study meet the standard requirements because the probability plot results have fulfilled the normality assumption. (normal distribution). It means that the data in this study come from populations that are normality distributed. The second requirement is the multicollinearity test; the result of the multicollinearity test shown that there are no multicollinearity symptoms because the tolerance value of each Variable shows the number 0.1 and the VIF value below 10. So that it can be said

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that the independent variables tested do not occur correlation between independent variables, and the third requirement is the Heteroscedasticity Test, which is to find out whether in the regression model there is an unequal variance in the residuals of one observation to another.

After the questionnaire has been tested for its validity and reliability, the data analysis is performed using the Regression analysis technique to determine the magnitude of the effect of Workability and self-awareness on employee engagement. At the same time, the F-test and T-test are conducted to test the hypothesis.

The results of the descriptive analysis in this study show that employee workability gets responses with an average of 4.56 or in the category of Very high. Likewise, for self-awareness variables, get an average value of 4.64 (Very high), and performance employees are also included in the very high category (4.54). Thus, it can be said that the employees in this study have very high Workability and self-awareness, and their performance is also very high. It is indeed a company's target that employees must have an optimal performance by rewarding employees who have excess work results that exceed the targeted work.

Regression analysis can be done if the data obtained has fulfilled several classical assumptions. And its consisting of normality, multicollinearity, heteroscedasticity, and homoscedasticity.

The normality analysis results in this study meet the standard requirements because the probability plot results have fulfilled the normality assumption. (normal distribution). It means that the data in this study come from populations that are normality distributed. The second requirement is the multicollinearity test; the multicollinearity test results show that there are no multicollinearity symptoms because the tolerance value of each Variable shows the number 0.1 and the VIF value below 10. So that it can be said that the independent variables tested do not occur correlation between independent variables, and the third requirement is the Heteroscedasticity Test, which is to find out whether in the regression model there is an unequal variance in the residuals of one observation to another.

The data in this study indicate that the plot points have spread evenly and meet the test requirements so that it can be said that the data used in this study did not occur. Therefore, the data in this study can be further analyzed by using regression analysis.

Table 1  
Multiple Linear Regression Analysis

Model		Coefficient Regresi				
		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.
	B			Beta		
1	(Constant)	15.231	3.512		4.337	.000
	totalX1	.280	.104	.336	2.687	.009
	totalx2	.197	.080	.308	2.462	.017

a. Dependent Variable: totally

Table 1 shows the regression coefficient values, so that if written in the equation are as follows:

$$Y = 15.231 + 0.280(X1) + 0.197(X2)$$

The multiple linear regression equation shows that a constant value of 15,231 means that employee engagement will get a value of 15,231 without being accompanied by Workability and employee self-awareness. However, if employees have workability, employee engagement will increase by 0.280, and if employees have self-awareness, employees will be able to increase employee engagement by 0.197, this means that the effect of workability and self ability on employee engagement improvement is not significant, although it still remains must be considered in increasing employee engagement which in turn can improve employee performance

The coefficient of determination in this study is used because it can explain the regression model's goodness in predicting the dependent variable. The coefficient determination essentially measures how far the model's ability to explain the variation of independent variables. The coefficient value is located between no and one (0 <R2 <1) (Ghozali, 2015).

Table 2  
Determination Coefficient Analysis (R<sup>2</sup>)

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**Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.552 <sup>a</sup>	.304	.280	2.138

a. Predictors: (Constant), totalx2, totalX1

This study intends to determine whether Workability and self-awareness have a role in increasing employee engagement. Table 2 shows the results of the R analysis. The score of R is 0.552, which means that Workability and self-awareness are positively related to employee Engagement, indicating that increased Workability and self-awareness will impact employee Engagement.

The value of R- square of 0.304 indicates that the role of workability and self-awareness variables towards employee engagement is 30.4%. The remaining 69.6% is impact by other variables such as compensation, competencies, motivation and others..

Hypothesis testing in this research is conducted by t-test analysis to prove whether Workability has a significant effect on employee engagement and self-awareness has a significant impact on employee engagement or not. T-test results can be seen in table 3.

**Table 3**  
**The Results of t-test Analysis**

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	15.231	3.512		4.337	.000
	Workability	.280	.104	.336	2.687	.009
	Self Awareness	.197	.080	.308	2.462	.017

a. Dependent Variable: totally

Table 3 shows that the t-test analysis results showed that the impact of workability to employee engagement getting the value of 2,687 and significant probability is 0.009, which means that a significant value indicates a number smaller than the alpha value set at 0.05. Therefore the first hypothesis stating that workability has a significant effect on employee engagement is accepted. Whereas self-awareness shows an value of 2,462 with a significant value of 0.017, which is smaller than 0.05. Therefore the second hypothesis stating that self-awareness has a significant effect on employee engagement is also accepted.

To find out whether workability and self-awareness simultaneously have a significant effect on employee engagement can be seen from the F-Test, as can be seen in table 4.

**Table 4**  
**The Results of F-test Analysis: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.009	2	57.004	12.469	.000 <sup>b</sup>
	Residual	260.591	57	4.572		
	Total	374.600	59			

a. Dependent Variable: totally

b. Predictors: (Constant), totalx2, totalX1

Table 4 shows that value of F-test is 12.469 with a significant value of 0.000, meaning that the significance value indicates the number is smaller than the alpha that we specified. Thus the hypothesis is accepted, which means that Workability and self-awareness have a significant simultaneous effect on employee engagement.

**Discussion**

This study's results indicate that employees who become respondents in this study have very high Workability. It means that the company has recruited employees appropriately, has very high work skills, or has provided training through coaching from more senior friends, so they have very high performance.

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Likewise, for self-awareness, employees already have high self-awareness. It shows that employees in companies in the Industrial area have positive psychology through very high self-awareness so that it has an impact on engagement behavior that is very high as well so that they can improve their performance.

Employee engagement in this study is determined by 2 (two) variables, namely work ability and self-awareness, this is what makes this study different from previous studies, most previous researchers determined that the factors that influence employee engagement are work environment, leadership, team relationships. and colleagues, training and career development, compensation, organizational policies, and welfare in the workplace, so this research is different from previous studies, but the results show that workability and self-awareness have a significant effect on employee engagement both partially and simultaneously.

Workability of employees in industrial companies who were respondents in this study had 2 dimensions of workability as stated by Robbins, (2009). Employees who are respondents in this study can be said to have had abilities consisting of intellectual abilities such as numeric intelligence, verbal comprehension, perceptual speed, inductive reasoning, deductive reasoning, and memory, where each indicator has been assessed; and the ability of Physical Ability which includes the flexibility of extending and dynamic flexibility, besides that it also has the ability to coordinate between limbs, has balance, and high stamina.

Employees in industrial companies also have self-awareness in a very high category, this means that employees who are respondents in this study already have self-emotions, self-recognition; as well as self-confidence that is regulated in such a way as to make positive psychology the basis for behavior, and it turns out that employees who have self-awareness can make themselves have employee engagement in the company organization. And this according to some employee researchers who have a strong engagement with the organization will be able to perform better (Agnes Wahyu Handoyo and Roy Setiawan, 2017)

### 5. CONCLUSION, IMPLICATION, SUGGESTION, AND LIMITATIONS

Based on the results of data analysis and discussion in this study, several conclusions can be drawn, namely that employees who work in manufacturing industrial companies have very high work abilities and self awareness as well as seen from their employee engagement is very high, therefore the hypothesis that states that the ability of employees has a significant effect on employee engagement, as well as the hypothesis which states that self-awareness has a significant effect on employee engagement in manufacturing companies in Indonesia.

Therefore, the implication of this study shows that improving employee engagement can be done through developing employee capabilities and self-awareness so that employees have higher performance. Because many studies have stated that employees who have high employee engagement can realize their performance very well.

Based on the above conclusions, several suggestions were given, including for companies engaged in the manufacturing industry, they need to increase engagement with their employees, because with strong employee engagement, employees are more committed to the organization, loyal, have a sense of pride in the company, feel happy and happy to work. in the company, thus increasing the performance even higher. One of the ways to increase employee engagement with employees is by increasing workability and self awareness because high workability and self awareness will foster employee engagement with employees.

This research still has some limitations, such as the lack of a sample due to the difficulty of finding respondents during the covid 19 period so that respondents did not provide extension services in the Indonesian territory, it is possible that the results of this study will be different if it is carried out in small companies and not in the capital city. In addition, another limitation that must be fixed is the inclusion of other variables that affect employee management, so this is a suggestion for other researchers to use other variables in finding variables that affect employee engagement.

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