

## Human resources analysis related to employee engagement in Rizza Embroidery, Probolinggo City

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### KEYWORDS

Employee Engagement  
Employee Role  
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**ABSTRACT** Reliable and productive human resources have an essential role for organisations or companies, especially in the 4.0 era and digitalisation in the business world, especially in employee engagement, where employees are the company's spearhead. This study aimed to see how Employee Engagement at Rizza Embroidery Probolinggo. This research used the descriptive qualitative research method. The result of the research in terms of human resources shows that Rizza Embroidery was very qualified because of the many employees who work all are experts (professionals) for many years. However, this can be a weak point for similar SMEs, especially Rizza Embroidery, because these expert workforces will be very prone to come out if there is something that might not make them comfortable being there. Some results related to Employee Engagement are; Vigor: that the policy made by the management (Mrs Yunan) to rest their employees during the day is an aspiration from the employee's proposal; of course, this is welcomed so that during effective hours they can carry out their activities optimally. Dedication is a strong relationship between workers and what they do. Rizza Embroidery, with 12 employees, has a strong dedication to their work; this happens because, indeed, Embroidery Craft is a series of embroidery activities that experts can do, so the average employee there is very dedicated. Absorption is existing work activities at Rizza Embroidery often exceed the time limit determined by the management, starting at 7 am-5 pm. Sometimes workers can arrive at night while doing work; this is certainly a note for the management because, after all, work must be appropriately assessed.

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### 1. INTRODUCTION

Human resources, which are reliable and productive, have an important role for organisations or companies, especially in the 4.0 era and digitalisation in the business world. Therefore companies need individuals who are energetic and have high initiation to have responsibility for the development of their industry and career. Not only that, but companies also really need workers who have high energy and dedication (engagement) in carrying out all activities or work in the company (Sun & Bunchapattanasakda, 2019; Tensay & Singh, 2020).

Human resources in the embroidery industry are needed where they are the spearhead of this business, so the attachment of these workers is very necessary. This is in the form of active participation in various activities carried out by organisations or companies, while in the embroidery industry, the employees are a team of experts who have an obligation to design, shape, and make patterns to give colouring to the fabrics they will embroider, so that the managers retain those who have been trained so as not to move to other places or create their own industry is a challenge that is not easy (Iddagoda & Opatha, 2020; Sandhya & Sulphay, 2021).

*Employee engagement* is a fundamental concept in an effort to understand and describe qualitatively or quantitatively a condition when workers/employees are enthusiastic, passionate, energetic, and have a commitment in their work, and this refers to individuals who are involved and have satisfaction in work, have similarities enthusiastically in doing work (Sun & Bunchapattanasakda, 2019; Madison et al., 2021). Human resources are closely related to employee engagement, where this role mediates various activities in the company, such as training, competence and recruitment (Kerdpitak & Jermisittiparset, 2020; Nienaber & Martins, 2020).

The involvement of employees in various roles within the organisation and company will increase engagement so that they have more motivation and close attachment to the workplace and have positive implications in the various businesses they are involved (Ogueyungbo et al., 2020; Wasilowski, 2018; Christy & Duraismy, 2020; Mujiasih, 2015).

The embroidery industry sector is one of the leading sectors where initially, in the city there was an embroidery industry centre (Walikota Probolinggo, 2017; Yuliana et al., 2020), but since the crisis that hit Indonesia in 1998, some craftsmen were unable to maintain their production due to rising raw materials and the lack of sales transactions.

The economic crisis that hit Indonesia in 1998 was a severe blow to the embroidery industry where all handicraft materials increased, and their handicrafts did not sell, so many of them shifted their industry to new businesses such as batik, stamps and various handicrafts.

According to preliminary research, it shows that the embroidery industry, in general, is an individual company because the business model that is managed is small, all existing assets are private ownership and tend to be managed by family members only. There are various problems that are actually small, but because they are not managed properly, the result in limping management and finances (Muji-asih, 2015).

Based on the results of preliminary research activities, it is shown that Probolinggo city still has several Embroidery Businesses that are still operating today, including the following:

Table 1. Processed, 2021

Business	Type Name	Owner	District
1. TB	Embroidery	Towila	Wonoasih
2. NC	Embroidery	Purwatiningsih	Kanigaran
3. PSS	Embroidery	R. Jethanan	Kanigaran
4. RB	Embroidery	Greece	Kanigaran
5. K	Embroidery	S. Fatimah	Kanigaran
6. UDB	Batik Embroidery	A. Hasan S	Wonoasih
7. SD	Embroidery	Goddess Ana M	Kanigaran

Description: TB: Towila Embroidery NC: NSP Collection PSW: PD Sojera Swajaya RB: Rizza Embroidery K: Amethyst UDB: UD Dhea Embroidery SD: Sari Dewi

The embroidery industry in Probolinggo City has sharp, firm and elegant characters and patterns so that the motives displayed in their models are very clear. This characteristic is only owned by Rizza embroidery. If it was viewed from the potential for industrial development, this type of business managed by several businesses in Probolinggo, East Java, Indonesia, has the potential to become partners of various other industries so that in the future, they will develop and support each other. Other industries whose business is as follows:

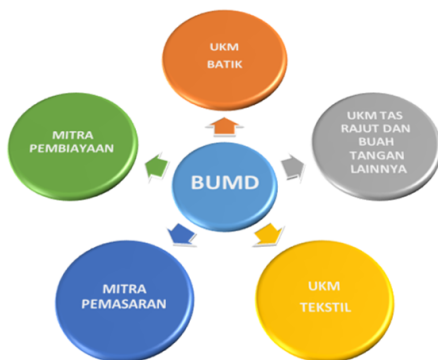


Figure 1. Probolinggo Embroidery Craft Partner

Rizza Embroidery Probolinggo City was assisted by 12 employees (4 people have worked for ten years, three people for 15 years and the rest have worked at Rizzaborder

for 25 years) from different backgrounds. They have an important role in improving business during the pandemic, which occurred in February 2020 until now, it is proof of the commitment and contribution of employees (Yuliana et al., 2020). The pandemic became a turning point, where the existing workers were required to maintain loyalty and the economic crash and increasing spending, especially to maintain the body's immunity.

Embroidery work cannot be done by just anyone. They are art workers and have special skills and extraordinary patience, for one small embroidery painting measuring 500cm x 1m they take one month, while for embroidery clothes and others it takes time one week, this work cannot be done by just anyone, only those who have patience, patience and high skills so that they can complete the work.

Rizza embroidery is the only one in Probolinggo City that still maintains Karawangan embroidery, where this motif is the hallmark of the city of Probolinggo. Surviving with the old model and combined with fashion today is not easy, the combination of colors and models determines the acceptance of embroidery rizza products in the community. This Karawangan motif starts from drawing a pattern, then pasting it to the desired area, then embroidering using a sewing machine, then burning to make the embroidery motif clearer and transparent, this activity is carried out by one employee with special expertise in burning. Because of the slightest error, the item will automatically be considered damaged and rework will be carried out from the beginning (Yuliana et al., 2020; Hamdan & Borchers, 2018; Hidayati & Kiranantika, 2019).

Therefore, the presence of Rizzaborder, which still exists until now and continues to produce, is a blessing for the city of Probolinggo as iconic, because not all regions have this motive. So it needs to be preserved, developed and supported both in terms of marketing, resources and performance so that later on, many people look at this business and participate in maintaining the sustainability of this industry.

From the various phenomena that have been conveyed by the author, the purpose of this research is to see how Human Resources and their Relationship with Employee Engagement at Rizza Embroidery Probolinggo.

## 2. LITERATURE REVIEW

### 2.1 Human Resource Management (HRM)

Human resources (HR) are the main capital in an organization, in addition to capital/money, technology, strategy and so on. For that, we need a tool to be able to manage these resources called Human Resource Management (HRM) which is a process that contains various regulations (policy).

Human Resource Management (HRM) can be interpreted as a process to be able to help the organization/company to get the desired goals (Part of the process that helps the organisation achieve its objectives).

Human Resource Management are :

HRM is an acknowledgement of the importance of the workforce in an organisation as a vital, contributing human resource, and the company or organisation must ensure that they function effectively and fairly for the benefit of the company, individuals and society (Kerdipitak & Jerm-sittiparset, 2020; Rameshkumar, 2020).

Human resources in a company or organisation are very important, where a higher level of knowledge will have an impact on the results they do. This is in line with what managers aspire to in the company. (Wasilowski, 2018; Rasool et al., 2021).

Overall, the average resource at Rizza Embroidery is the *Baby Boomer generation* born after World War II from 1946 to 1964, while the Generation born between 1960-1980 called Generation X where they are people who are familiar with the use of PC (Personal Computer), video games, cable tv, and internet. Data storage using floppy disks or diskettes.

## 2.2 Employee Engagement

*Employee engagement* is a fundamental concept in an effort to understand and describe qualitatively or quantitatively a condition when workers/employees are enthusiastic, passionate, energetic, and have a commitment to their work, this refers to individuals who are involved and have satisfaction in work, have similarities enthusiastically in doing work (Reeves, 2021; Christy & Duraisamy, 2020)(Reeves et al., 2021)(Christy & Duraisamy, 2020).

*Engagement* can be interpreted as an employee's sense of belonging to the environment or place where he works. This means that a condition where the employee has a close bond with the place he works so that an employee with all his abilities will voluntarily do various things to be able to advance the organisation/place where he works. engagement is a reflection of self-satisfaction with the company or organisation where he works (Zhghoul & Al-Haddad, 2020; Pukkeeree et al., 2020).

It can be concluded that *employee engagement* is the attitude or perception of the workforce in groups and has a positive attitude and high performance, is committed and has loyalty to values and achievements, the success achieved by the company or industry.

Employee engagement here is about how an employee can feel proud and loyal in his work for the organisation, be part of a company ready to handle clients, users, and consumers, and always give more in completing each job. Employers hope that employee engagement can provoke a deeper commitment from employees so that fewer people are always absent, lazy, have work accidents, and cause conflicts at work. The ultimate goal is, of course, to increase the company's productivity by consistently taking action to achieve company value.

In the view of employees, employees want more opportunities for self-development and feel appreciation for what they do. Plus, making employees feel involved in the movement of the company's business will also boost their self-confidence. Employees will be aware of their role in the company and will always be eager to help achieve company goals (Afsar et al., 2020; Tiwari & Lenka, 2020). There are no more stories about delaying work because of being lazy, complaining about the workload, and so on. Employee engagement also makes employees clearly know and understand what the company's goals are, and how this changes them to be able to work better and are willing to contribute in the form of ideas or work that will affect the running of the company.

## 3. METHOD

This research used the descriptive qualitative research method. This method was chosen so that the researchers can obtain information about the phenomena that occur in *handmade products* in Probolinggo City and Human Resource Management Strategies related to employee engagement. The qualitative method can be interpreted as a method for conducting research that is dynamic, open to changes that occur in the field, and is carried out by interview and then a focus group discussion (FGD) is carried out to get the desired conclusion (Sujoko, 2021; Sugiyono, 2017). The focus of this research is to see the Human Resources phenomenon that occurs at Rizza Embroidery and to see in detail the *employee engagement* at the Embroidery Company.

The data collection used to see employee engagement in this research was used structured and in-depth interview techniques, observations were written based on direct observations, record all events based on actual activities. Documentation.

To analyse the relationship between employee engagement at Rizzaborder in Probolinggo City using data triangulation techniques, this was used to combine various data collection techniques from various sources that have been obtained by researchers, conduct in-depth checks on sources, and draw conclusions. This model will provide very accurate conclusions because the researcher sees information from various sources and then checks the similarity of the information obtained.

## 4. RESULTS AND DISCUSSION

### 4.1 Human Resources at Rizza Embroidery

The number of permanent employees of Partners is 13 people and two people in the administration; this number of employees will be added if the order is large and requires a short processing time. Regarding human resources, only one of the 13 people has an undergraduate education level.

Rizza Embroidery has several achievements inscribed since 2000, including 3rd Place, Best Fashion Designer in East Java in 2000, 1st Place Best Small Businessman in Probolinggo City in 2011 and 3rd Place Best Medium Entrepreneur in Probolinggo City in 2012.

Rizza Embroidery also collaborates with related agencies to participate in creating and developing new similar businesses by holding activities in the form of Embroidery training (covering drawing techniques, manual embroidery techniques, machine embroidery techniques, etc.).

Based on the results of a survey with partners, there were several things that need to be explained, as follows:

First from the management side: Rizza Embroidery is a family company managed with closed management, so the company does not have a professional management system. This system makes Rizza Embroidery at the top management level can only be filled by family members, while outstanding employees who are not family members will not be able to reach high positions in company management.

Secondly, in terms of Rizza Embroidery's financial management, it is unclear because Mrs Yunan/ Afiva T, apart from being a director and treasurer, makes the turnover and profit received unclear because they are mixed with family interests.

*Third*, in terms of the market and IT team: so far, Rizza embroidery has only relied on traditional markets and the average domestic consumer. So it requires a new market that is more consistent and able to reach the selling value offered. One of the cornerstones for marketing activities at Rizza Embroidery is the Inacraf International exhibition in Jakarta, but the activity, which usually takes place in June, cannot be carried out due to the pandemic, so entering the online market requires an IT team that does not yet exist to upload, recap and service transactions on the Blog and IG pages so that they run optimally and have an impact on increasing orders.

*Fourth* from the side of workers: this happens because embroidery work by some workers is considered a difficult job and requires a high level of concentration, so the owner must choose employees carefully. Based on the results of the study, it was stated that employees who had been trained for years until they finally had good and professional embroidery skills, a small part of them went out to make their own business, so Rizza embroidery made a special strategy to overcome this. So far, Rizza Embroidery treats the employees like partners, even like family, so emotional attachment is considered the most effective way that these professional workers will continue to cooperate and give their best.

Regarding the Worker, Mrs Yunan as the owner also said that:

"The workers at Rizzaembroidery already have the basics of sewing and are trained, educated to be able to do embroidery work, step by step so that they become professional. My strategy does give freedom to employees to make designs and create a family atmosphere in this industry."

The expression conveyed by the owner in line with who was conveyed by a worker who has worked at Rizzaborder 20 years ago, he said:

"Indeed, at first, I was able to sew, and then I worked here and was taught again for the embroidery process until I could. I feel at home working here because here everything is like family."

To ensure the truth of the information, the researcher also saw that the designs at Rizzaborder were not all from the owner, but employees also made designs independently and submitted it to Mrs Yunan as the owner. If the design is approved, it will be done and marketed through outlets and online media owned by Rizzaborder, and researchers also saw the harmony that occurred in the company because usually, the workers would rest (sleep) at noon together in one room if there was a problem that was immediately resolved as a family.

*Fifth*, in terms of art and security: The products produced by Rizza embroidery are *handmade products* with a complicated level of workmanship and high artistic value, but this kind of artwork is very prone to be copied (imitated) by other products. This is a problem. This is separate for similar SMEs, because if the product is patented, the *cost of the product will* definitely increase, and many patents will be produced from the product have no guarantee that consumers will purchase if the price is added to the management of the Pater.

## 4.2 Human Resources Relation to Employee Engagement

Employee engagement is a fundamental concept in an effort to understand and describe qualitatively or quantitatively a condition when workers/employees are enthusiastic, passionate, energetic, and have commitment in their work, this refers to individuals who are involved and have satisfaction in work, have similarities enthusiastically in doing work.

Some important elements of Employee Engagement are:

### 4.2.1 Vigor

Vigor is related to joy and willingness to work, meaning that the workers or employees at Rizza Embroidery feel comfortable working and carrying out activities at the company.

Based on research conducted on the 12 employees at Rizza Embroidery, they have different/varied levels of comfort; this is reasonable because, after all, in carrying out activities at Rizza Embroidery, the employees are given the opportunity to take a break from 12 to 14 hours, this opportunity is taken advantage of by employees for prayer breaks and meals and naps. The policy made by the management (Mrs Yunan) to rest their employees during the day is an aspiration from the employee's proposal, of course, this is welcomed so that during effective hours they can carry out their activities optimally.

In this regard, Ms Yunan said that:

"Indeed, I deliberately gave freedom to express my opinion and make innovations, Mas, because the embroidery job is not only a skill but also talent, with the knowledge they get from imagination and comfort when working they look more enthusiastic, happy and friendly and their knowledge continues to grow from time to time, year to year."

In relation to what the owner has said, the researcher also see clearly that the workers in Rizzaborder have a strong bond between workers because the results of their work are one unit, and they look happy in doing the work, which is also similar to what was said by a worker as follows:

"I work here like working in my own company because the all people here are good, then Mrs Yunan treats us like family, so I feel from year to year my work is getting better."

The policies carried out at Rizzaborder can improve the performance of employees. This happens because of work motivation that allows employees to continue to have enthusiasm so that work optimisation is maintained. (Ariyanto, 1969; Teuber et al., 2021).

### 4.2.2 Dedication

Dedication is a strong relationship between workers and what they do. Rizza Embroidery, with 12 employees, has a strong dedication to their work; this is because the Embroidery Craft is a series of embroidery activities that can be done by experts, so the average employee there is very dedicated.

The relationship between workers and what they do can be seen with the naked eye from the design results

at Rizzaborder, which have different styles and models in terms of design. This happens because the workers make their own designs which are approved by the owner so that there are many variations that can be made and chosen by consumers. In this way, the owner can freely determine what products to work on and prepare more because at a certain time, usually, consumers or customers will place orders according to the design.

With many design models available at Rizzaborder, the hallmark of Karawangan remains an icon that is not abandoned because this model is a cultural heritage that is still preserved. This high dedication also makes the management feel deluded. On the one hand, the management wants all of its employees to have equal and professional abilities while the wages they receive are not optimal (Uljanati et al., 2021; Ariyanto, 1969; Reed, 2017).

To overcome this problem, the management applies a cultural model in the employee approach so that the production house seems to be an independent workplace. As stated by one of the employees that "...I feel at home and work for myself while at Rizza Embroidery".

With a high dedication to work, of course, the quality of work and skills possessed by employees at Rizzaborder are very qualified so that the quality of the work they do is no longer in doubt. This is the reason for the management to sell their products above the average because of export quality; international exhibitions are the best event for this company to reap big profits because consumers who attend from abroad or domestic are happy with handmade products.

#### 4.2.3 Absorption

Absorption is related to the condition of employees who feel that time is running fast when working, this can increase a sense of comfort at work and can improve performance (Taştan, 2014; Gani et al., 2018; Saputra, 2018). The results show that employees at Rizza Embroidery have the assumption that this industry is their home, so the existing work activities often pass the time limit determined by the management starting at 7 am to 5 pm. Sometimes the workers can arrive at night when doing work; this is certainly a record for the management because, after all, work must be assessed properly.

Feeling comfortable in working and doing activities to the point of forgetting time, as well as a good environment and management will create an attachment between employees and the company; a high sense of belonging, and selflessness in work has become an inherent culture in this company. The researcher also saw that at the beginning of the year, the owner wanted to make a small banner that would be distributed at various points in Probolinggo City, without being asked the male employee had agreed to install the banner without asking for additional road fees and so on.

Based on the results of interviews with employees, it was concluded that the management had actually banned workers from doing embroidery activities beyond the specified limit, but this activity continued. As time goes by, this joint overtime activity has subsided since last year's pandemic, this happened because orders at Rizza Embroidery decreased drastically.

## 5. CONCLUSIONS

When viewed from the side of Human Resources at the production level, Rizza Embroidery is very qualified because of the many employees who work all are experts (professionals) because they have worked for many years, but this is a weak point for similar SMEs, especially Rizza Embroidery because however, these experts will be very vulnerable to exit if there is something that might not make them comfortable being there. Lack of knowledge about online business with the average employee being the Baby Boomer generation and Generation X with all their devices is the most difficult part of this business because they will be forced to make transactions online as long as this pandemic is not over, on the other hand, Rizza Embroidery has to pay a high cost, not a small amount for employee salaries while the products produced cannot be sold.

When viewed from the element of Employee Engagement (Vigor, Dedication, and Absorption) shows that Based on research conducted on the 12 employees at Rizza Embroidery, they have different/varied levels of comfort. This is reasonable because after all, in carrying out activities at Rizza Embroidery, the employees are given the opportunity to take a break from 12 to 14 hours. This opportunity is taken advantage of by employees for prayer breaks and meals and naps.

The policy made by the management (Mrs Yunan) to rest their employees during the day is an aspiration from the employee's proposal, of course, this is welcomed so that during effective hours they can carry out their activities optimally.

Dedication is a strong relationship between workers and what they do. Rizza Embroidery, with 12 employees, has a strong dedication to their work; this is because the Embroidery Craft is a series of embroidery activities that can be done by experts, so the average employee there is very dedicated.

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