TECHNIUM
SOCIAL SCIENCES JOURNAL

Vol. 14, 2020

A new decade for social changes

www.techniumscience.com

ISSN 2668-7798

Technium Social Sciences Journal
Vol. 14, 363-375, December, 2020
ISSN: 2668-7798
www.techniumscience.com

Analysis of work engagement measurement at work from home due to the effect of Covid-19 pandemic

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Abstract. The first research objective is to examine and analyze the effect of flexible work arrangements (FWA) on lecturer work involvement. The second one is to test and analyze the influence of social media on lecturer work involvement. The third one is to test and analyze the effect of self-efficacy on job involvement. The population in this research was those who work at home during a pandemic. The sample size in this study was 55 samples. The analysis technique used Partial Least Square (PLS). The results of this study was that Flexible work arrangements have no effect on employee work engagement. Social media have no effect on employee work engagement. Self-efficacy has a positive effect on employee work engagement. Employee work life balance has a positive effect on employee work engagement. Self-efficacy does not affect work engagement through the level of work life balance of employees. The limitation in this research is that employees work for home because of the pandemic and they live in Indonesia. Keyword: Flexible Working Arrangement, social media, self-efficacy, work-life balance, work engagement, pandemic, work for home.

Keywords. Flexible Working Arrangement, social media, self-efficacy, work-life balance, work engagement, pandemic, work for home

1. Introduction

An important signal for management that the organization is functioning well in terms of communication, supporting and meeting employee expectations is the presence of work involvement among workers (Saks 2006; Schaufeli 2004). Schaufeli and Bakker (2003), explain that job involvement and self-efficacy lead to increased performance. Job involvement has been described as a condition of fulfilling continuous positive motivational feelings characterized by a high level of involvement and enthusiasm about one's job (Bakker & Leiter, 2010; Maslach, Schaufeli, & Leiter, 2001). Employees who are engaged in their work feel energized, they experience pride in what they do, time at work flies by and they have a sense of personal fulfillment (Biggs, Brough and Barbour 2013; Ryan and Deci 2001; Saks 2006).
However, someone's life inevitably goes beyond their job, most employees have other responsibilities that must be considered and for that they must be present psychologically, such as dependence for children and / or other family problems, household chores, and sports (Timms et al., 2014). This triggers a conflict between the psychological fulfillment of the family and

Technium Social Sciences Journal
Vol. 14, 363-375, December, 2020
ISSN: 2668-7798
www.techniumscience.com

work obligations. One way to support wellbeing is to offer job resources in the form of flexible work arrangements (FWA) that allow employees to manage when, where and how jobs are accomplished (Hill et al., 2008). Evidence shows that offering employees flexibility to manage their work environment through FWA can be a valuable human resource management strategy. For employees, FWA has been associated with improved employee health and well-being (Grzywacz, Carlson, & Shulkin, 2008; Grzywacz, Casey, & Jones, 2007) and improved work conflict management and family roles (Jang, 2009). For organizations, FWA can encourage increased employee engagement, commitment, and attachment results and decreased absenteeism (Ng et al., 2006; Richman et al., 2008; Casey & Grzywacz, 2008). The flexible work arrangement (FWA) has been defined by Hill et al. (2008, p. 152) as "the ability of workers to make choices that influence when, where, and for how long they are engaged in work-related tasks." Engagement is very important in relation to flexibility in the workplace because the aim of the FWA is to achieve a balance between work obligations and personal obligations in which employees can stay and engage in their work (Pitt-Catsouphes & Matz-Costs, 2008).

Based on the results of research conducted by Ivanauskaite (2015), it is suggested that flexible work arrangements have a positive effect on employee engagement. It is supported by research from Ugargol & Patrick (2018) which states that flexible work arrangements are positively related to employee engagement.

Meanwhile, different results put forward by Rudolph and Baltes (2016) suggest that flexibility can affect work engagement and is positively related, but when flexibility is mediated by employee health, it has a negative effect on work engagement.

There are many ways that companies can do to increase work engagement among workers, one of them is through social media networks. Online social networking platforms are becoming an increasingly important tool for companies not only to promote their products or services online but also to support social processes that occur within organizations (Leonardi et al., 2013). Employee connectivity to the online environment affects organizational processes such as internal communication and employee social welfare (Rai, 2012). As social welfare is becoming an increasingly important element in employee engagement (Watson, 2011), it is worth examining how organizations can influence employee engagement through online social networking technologies.

Social media includes a class of online applications, which offer incredible capabilities for interactivity, openness, visibility, and the potential to amplify communities in realtime mode. This enables social media to enhance knowledge sharing, networking, internal communication, building relationships and in turn collaborating (Holtzblatt et al., 2013).

According to Haddud et al (2016), the greater the use of self-reported usage of internal social media, the greater the level of self-reported employee engagement, which means social media has a significant positive effect on employee engagement. This is in line with research conducted by Naim and Lenka (2017) which shows that social media has a significant positive effect on collaboration, which leads to perceived learning that is felt by Gen Y employees, and will also have an impact on Gen Y employee engagement.

However, other results are stated in research conducted by Breg (2017), it is concluded from the results of this study that the independent variables (information gathering, social media as a technical solution, creative offensive content, time theft, multitasking) have no effect on the dependent variable on employee engagement. .

In addition, there are two factors that influence work engagement according to Bakker and Demerouti (2008) and can be explained as follows: (1) Job resources, including social support from colleagues and supervisors, feedback on performance, variation expertise, autonomy, and

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ISSN: 2668-7798
www.techniumscience.com

learning opportunities. (2) Personal resources, including optimism, self-efficacy, self-esteem, resilience, and active coping styles that can help employees control and have an impact on success in the work environment and achieving career success.

Confidence / belief in their own capacity that they are able to do something or what is known as self-efficacy (Kilapong, 2013). Chaudhary et al (2012) stated that the HRD climate and self-efficacy positively affect work involvement, either directly or indirectly through other influences, in this study using work-life balance. Supported by the results by Dagher et al (2015), three factors for employee involvement are significantly positively influenced by self-efficacy. Another result is stated in the study of Yanti et al (2018) which concluded that self-efficacy has no effect on the work involvement of hospital nurses. This is proven to reject the hypothesis of the study.

Self-efficacy can be a catalyst for the development of other resources, while low self-efficacy can use up existing resources (Chan et al., 2017). This is consistent with the findings of a number of studies (eg Demerouti et al., 2004; Xanthopoulou et al., 2009) that potential initial resources tend to lead to future resource gains, while resource losses tend to lead to future losses. will come. Resources that are considered to be the main thing by employees are resources related to survival (eg health) so that individuals tend to acquire these primary resources instinctively (Hobfoll, 2001). Self-efficacy (to regulate work and life) is examined as an antecedent of work-life balance because constructs not only influence people's feelings and actions, but also how they perceive situational characteristics such as job and family demands (Bandura, 1986). Thus, WLB becomes a mediator between self-efficacy and work engagement.

2. Material and Method

2.1. FWA (Flexible Working Arrangement)

The flexible work arrangement (FWA) has been defined by Hill et al. (2008, p. 152) as “the ability of workers to make choices that influence when, where, and for how long they are engaged in work-related tasks.” Engagement is very important in relation to flexibility in the workplace because the goal of FWA is to achieve a balance between work obligations and personal obligations in which employees can stay and be involved in their work (Pitt-Catsouphes & Matz-Costs, 2008)

Flexible work options (FWO) have also been referred to as FWA and flexible work schedules in the literature and we refer to them here as FWA (Richman, Civian, Shannon, JeffreyHill, & Brennan, 2008). The essence of these terms with respect to organization is the same and is used to denote dimensions of work flexibility in organizational settings.

FWA has been associated with improved employee health and well-being (Grzywacz, Carlson, & Shulkin, 2008; Grzywacz, Casey, & Jones, 2007) and improved work conflict management and family roles (Jang, 2009). For organizations, FWA can encourage increased employee engagement, commitment, and attachment results and decreased absenteeism (Ng et al., 2006; Richman et al., 2008; Casey & Grzywacz, 2008).

Masuda et al. (2012) mention four types of flexible work arrangements: overtime, compressed workweek, telecommuting (also known as flexplace) and part-time jobs. Flextime refers to a “policy whereby the traditional fixed time employees start and finish the work day is replaced by a framework or set of rules that allows employees the freedom to choose the start and stop times”. To measure the impact of flexibility in an organization, the FWO questionnaire (FWOQ; version 2) was developed by Albion (2004).

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2.2. Social Media

Someone's life inevitably goes beyond their job, most employees have other responsibilities that must be considered and for that, they must be present psychologically, such as dependence for children and / or other family problems, household duties, and sports (Timms et al. ., 2014). This triggers a conflict between the psychological fulfillment of the family and work obligations.

Social media consists of a set of tools that allow users to become aware of and react to real-time information and evolving content. Kaplane and Haenlein (2010, p.61) describe this scenario as "a group of internet-based applications built on the ideological foundation and web 2.0 technology and enable the creation and exchange of user-generated content." Social media consists of online communication channels such as social networking sites (Facebook, Linkedin, Myspace, Twitter), blogs, content sharing sites (Youtube, Flickr), internal networking tools (Yammer) and Communities of practice (CoP).

In addition, there are two factors that affect work engagement according to Bakker and Demerouti (2008) and can be explained as follows: (1) Job resources, including social support from colleagues and supervisors, feedback on performance, variation expertise, autonomy, and learning opportunities. (2) Personal resources, including optimism, self-efficacy, self-esteem, resilience, and active coping styles that can help employees control and have an impact on success in the work environment and achieving career success.

In addition, Shuck and Wollard (2010, p. 103) define the term employee engagement as "the cognitive, emotional, and behavioral states of individual employees directed toward desired organizational outcomes". Work involvement is a form of participation in individuals to do their best to achieve high commitment to the organization (Aryaningtyas and Lieli Suharti, 2013).

2.5. Work-life Balance (WLB)

WLB is defined as an individual's perception that working and non-working activities promote growth in accordance with one's current life priorities (Kalliath and Brough, 2008, p. 326). This definition emphasizes the management of subjective expectations and perceptions, and recognizes that these perceptions may develop over time in response to changing life priorities. Meanwhile, Kirchmeyer (2000) defines WLB as achieving satisfying experiences in all areas of life. Kirchmeyer also stated that the characteristics of WLB require personal resources such as energy, time, and commitment to be good that are distributed across all domains of life.

2.6. The relationship between Flexible Working Arrangement and Work Engagement

Based on the results of research conducted by Ivanauskaite (2015), it is suggested that flexible work arrangements have a positive effect on employee engagement. Supported by research from Ugargol & Patrick (2018) which states that flexible work arrangements are positively related to employee engagement. Meanwhile, different results are presented by Rudolph and Baltes (2016) suggest that flexibility can affect work engagement and has a positive relationship, but when flexibility is mediated by employee health, it has a negative effect on work engagement.

2.7. The relationship between social media and work engagement

According to Haddud et al. (2016) that the greater the use of self-reported usage of internal social media, the greater the level of self-reported employee engagement, which means that social media has a significant positive effect on employee engagement. This is in line with research conducted by Naim and Lenka (2017) which shows that social media has a significant positive effect on collaboration, which leads to perceived learning that is felt by Gen Y

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employees, and will also have an impact on Gen Y employee engagement. Another stated in a study conducted by Reg (2017), it is concluded from the results of this study that the independent variables (information gathering, social media as a technical solution, creative offensive content, time theft, multitasking) have no effect on the dependent variable on employee engagement.
In line with research conducted by Korzynski (2013) the results show that employee engagement is positively related to the time the leader spends on social media platforms (internal online networks), online network code of conduct, and the existence of an open organizational culture.

2.8 Relationship between Self-efficacy and Work Engagement
A significant relationship was found by Chaudhary et al (2012) between all variables in his study, where the HRD climate was found to partially mediate the relationship between job self-efficacy and job involvement. Interestingly, the HRD climate and self-efficacy positively influence job involvement, both directly and indirectly through other influences. Supported by the results by Dagheretal (2015), namely the three factors of employee involvement are significantly positively influenced by self-efficacy. Other results are stated in the study of Yanti et al (2018) which concluded that the research hypothesis was rejected, the research hypothesis was that self-efficacy training had an effect on increasing work engagement. a regional general hospital nurse in a district in South Sulawesi. Where the results stated that self-efficacy had no effect on the work involvement of hospital nurses. In addition, research conducted by Sari and Suwandana (2016) also concluded that self-efficacy has a positive and significant effect on job involvement.

2.9. WLB mediates the effect of self-efficacy on work engagement
Self-efficacy can be a catalyst for the development of other resources, while low self-efficacy can use up existing resources (Chan et al., 2017). This is consistent with the findings of a number of studies (eg Demerouti et al., 2004; Xanthopoulou et al., 2009) that potential initial resources tend to lead to future resource gains, while resource losses tend to lead to future losses.
Resources that are considered to be the main thing by employees are resources related to survival (eg health) so that individuals tend to acquire these primary resources instinctively (Hobfoll, 2001). Self-efficacy (to regulate work and life) is examined as an antecedent of work-life balance because constructs not only influence people's feelings and actions, but also how they perceive situational characteristics such as the demands of work and family (Bandura, 1986). Thus, WLB becomes a mediator between self-efficacy and work engagement.

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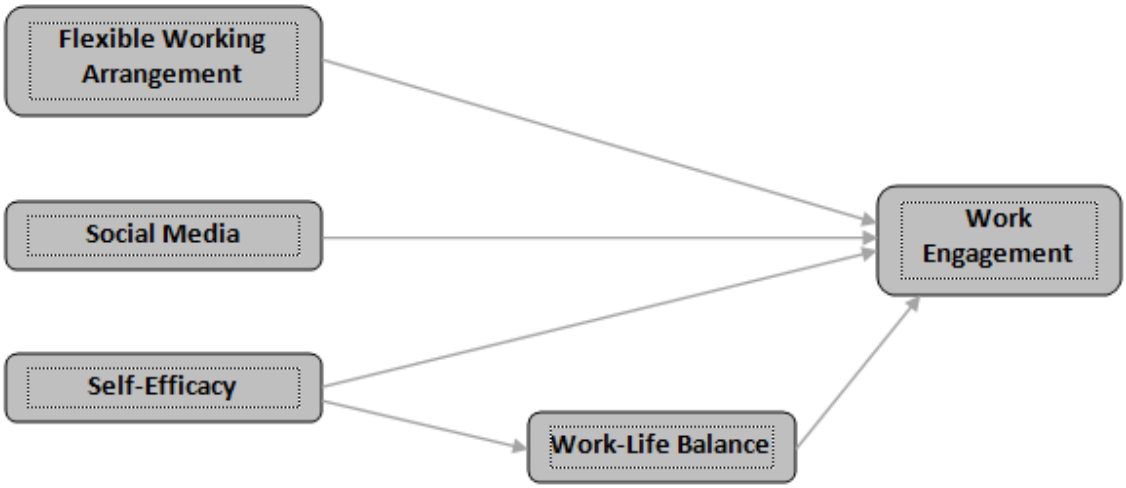

Figure 1. Research Model

This study used non-probability sampling techniques, with a type of purposive sampling, approach through judgment sampling. Assessment sampling involves the choice of the most advantageously placed subject or in the best position to provide the required information (Sekaran & Bougie, 2016: 248). Sekaran & Bougie (2016: 264) propose the following rule of thumb for determining sample size, i.e. sample sizes greater than 30 and less than 500 are appropriate for most studies.
The population of this research was employees / lecturers / employees who have been affected by the COVID-19 pandemic and apply flexible work arrangements in their place of work. The sample size in this study was 55 respondents. Data analysis used the Structural Equation Model (SEM) approach with Partial Least Square (PLS) supported by the Smart-PLS 3.0 computer software program, and SPSS 23.0 for demographic statistical analysis of respondent characteristics and descriptive analysis of variables.

3. Result

The inner model is used to see the relationship between constructs and the significance value in the path coefficients table as shown in table 15 below:

Table 1 Results of Path Coefficients

Variable	Original Sample	T-Statistics	Conclusion
Flexible Work Arrangements → Work Engagement	-0,080	0,543	Hypothesis Rejected
Social Media → Work Engagement	0,148	1,034	Hypothesis Rejected
Self-efficacy → Work Engagement	0,475	3,234	Hypothesis not Rejected
Self-efficacy → Work Life Balance	0,432	4,283	Hypothesis not Rejected
Work Life Balance → Work Engagement	0,346	2,190	Hypothesis not Rejected

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The amount of t-statistics value of the effect of flexible work arrangements on work engagement is 0.543 <1.96. This shows that there is no influence between flexible work arrangements on work engagement. The coefficient estimate is -0.080, where the value is negative. It can be explained from these results that the flexible work management implemented by a company does not have any effect on the work engagement of each employee, even though the coefficient value is negative, it will not have any impact on the work employee's employee, as well as when the estimate coefficient value is positive.

Likewise, the value of t-statistics on the influence of social media on work engagement is 1.034 <1.96. This shows that there is no influence between social media variables on work engagement. The coefficient estimate is 0.148, where the value is negative. It can be explained from these results that the use of social media does not have any effect on the work engagement of each employee, even though the coefficient value is negative, this will not have any impact on the work employee of each employee, this also applies when the estimate coefficient value is positive. The value of t-statistics, the effect of self-efficacy on work engagement is 3.234> 1.96. This shows that the self-efficacy variable has an effect on work engagement. The coefficient estimate is 0.475, where the value is positive. This means that the better the level of self-efficacy an employee has, the better the work engagement of an employee will be.

The value of t-statistics, the effect of self-efficacy on work life balance, is 4.283> 1.96. This shows that the self-efficacy variable has an effect on work life balance. The coefficient estimate is 0.432, where the value is positive. This means that the better the level of self-efficacy an employee has, the better the work life balance of an employee will be.

As well as the magnitude of the t-statistics value, the effect of work life balance on work engagement is 2.190> 1.96. This shows that the work life balance variable affects work engagement. The coefficient estimate is 0.346, where the value is positive. This means that the better the work life balance of an employee, the better the work engagement of an employee will be.

Table 2. Direct and Indirect Effects

Variable	Original Sample	T-Statistics	Conclusion
Self-efficacy → Work Engagement	0,475	3,234	Hypothesis not Rejected
Self-efficacy → Work Life Balance → Work Engagement	0,149	1,786	Hypothesis Rejected

Source: Smart PLS 3.0 output

From table 16, it is known that the coefficient of direct effect of self-efficacy on work engagement is 0.475 and the t-statistic value is 3.234, which is greater than 1.96 which means significant. The indirect effect of self-efficacy on work engagement through work life balance is 0.149 and the t-statistic value is 1.786, which is less than 1.96 which means it is not significant. It can be seen that self-efficacy has a direct effect on work engagement, but work life balance cannot mediate the effect of self-efficacy on work engagement

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4. Discussion

4.1. The Effect of Flexible Work Arrangements on Work Engagement

From the test results, it can be seen that flexible work management has no effect on work engagement. This result is not in line with previous research, namely research conducted by

Ivanauskaite (2015) and Ugargol & Patrick (2018) which states that flexible work arrangements have a positive effect on employee work engagement.
It is statistically proven that flexible work arrangements have no effect on employee work involvement. This can be seen from the respondent's answer to the assessment of the flexible work arrangements, the value of the variable assessment in the medium category. Based on the results of the statement item, the item “flexible work choices is not suitable for me because it tends to make me feel disconnected from work” has the lowest category score. From these results, it is proven that flexible work arrangements due to WFH regulations that are applied to where employees work tend to make individuals not animate in doing something, so that it does not affect an individual's work involvement. In addition, with regard to the effects of the Covid-19 pandemic, even though the workplace facilitates flexible work arrangements, this does not have any impact on the work involvement of each individual, that is because employees tend to think more about aspects of their own health than having to interact frequently. to his co-workers.

4.2. The Influence of Social Media on Work Engagement

From the test results, it can be seen that social media has no effect on work engagement. This result is not in line with previous research, namely research conducted by Haddud et al., (2016) and Naim & Lenka (2017) which states that the higher the use of social media from an individual, it will tend to lead to an increase in employee work engagement. . However, these results are in line with research conducted by Breg (2017), in which the results of social media variables have no effect on employee work engagement. This can happen because employees do not use their working hours by using social networks and even using their cell phones.
It is statistically proven that social media has no effect on employee work involvement. This can be seen from the respondents' answers to the assessment of social media variables, although the mean variables are in the high category, the category values tend to be weak. This is reflected in the item stating "I ask for help from people on social media when I have trouble solving problems at work", which has a moderate value which means that when every employee experiences difficulties, employees tend to take the initiative to solve the problem themselves, this can be because an individual is not confident / does not dare to ask, because it will show the inability of an individual in terms of technology. So that it provides information that social media is proven to have no effect on the work involvement of every employee.

4.3. The Effect of Self-efficacy on Work Engagement

From the test results, it can be seen that self-efficacy has a positive effect on work engagement. These results are in line with research conducted by Chaudhary et al., (2012) and Dagher et al., (2015), which state that self-efficacy positively affects job involvement, both directly and indirectly through other influences.
Based on the results of statistical analysis, it is proven that self-efficacy has a positive effect on employee work involvement, this can be seen from the category value of the self-efficacy variable from the respondents' answers in the high category. In theory, self-efficacy is "the belief or belief that a person can successfully carry out the behavior needed to produce certain results". Based on the results of the statement item, the item “I believe in continuous improvement in my performance” had the highest category score. From these results it is evident that belief in continuous improvement in one's performance will make an individual involved in every activity that exists for the success of the organization.

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Vol. 14, 363-375, December, 2020
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4.4. The Effect of Self-efficacy on Work Life Balance

From the test results, it can be seen that self-efficacy has a positive effect on work life balance. These results are in line with research conducted by Seong (2016) and Chan et al. (2017) in their research found that self-efficacy has a positive effect on work life balance.

Based on the results of statistical analysis, it is proven that self-efficacy has a positive effect on the level of work life balance of each individual, this can be seen from the value of the category of self-efficacy and work life balance variables from the respondents' answers in the high category. Based on the results of the statement item, the item “I believe in continuous improvement in my performance” had the highest category score. From these results it is evident that belief in continuous improvement in one's performance will make an individual involved in every activity that exists for the success of the organization. And this is evident in the statement items belonging to the high category, namely "where I work provides job opportunities using telecommunication tools (eg having the flexibility to work from home using a computer)", this explains the difference in concept between variable flexible work arrangements with work life balance. It can be interpreted that in the context of flexible work arrangements, employees only allow flexibility of “work arrangements”, but employees must still go to their place of work. From this, it can be explained that the better the level of self-confidence that employees have, the more committed employees will be to a balance pattern between their personal life and work.

4.5. The Effect of Work Life Balance on Work Engagement

From the test results, it can be seen that work life balance has a positive effect on work engagement. These results are in line with research conducted by Chan et al. (2017) which states that work life balance has a positive effect on work engagement.

Based on the results of statistical analysis, it is proven that work life balance has a positive effect on employee work involvement, this can be seen from the category value of the work life balance variable from the respondents' answers in the high category. In addition, this is reflected in the celebration item in the high category, namely "I enjoy it when I work". This provides information that the pattern of balance between personal life and work that is owned by each individual is very good, and this is evident in the positive implementation of work involvement in the workplace which is stated in the statement "I am enthusiastic about my job".

4.6. The Effect of Self-efficacy on Work Engagement through Work Life Balance

From the test results, it can be seen that self-efficacy has no effect on work engagement through work life balance. This can occur because statistically self-efficacy can have a direct effect on the work involvement of each employee. When employees feel confident and confident in their ability to complete assigned tasks, this will naturally encourage employees to be involved in every activity that exists without or with a balance between their personal life and work.

5. Conclusion

Flexible work arrangements have no effect on employee work engagement. It can be explained from these results that the flexible work management implemented by a company does not have any effect on the work engagement of each employee, even though the coefficient value is negative, it will not have any impact on the work employee's employee, as well as when the estimate coefficient value is positive.

Social media has no effect on employee work engagement. It can be explained from these results that the use of social media does not have any effect on the work engagement of each employee, even though the coefficient value is negative, this will not have any impact on the

work employee of each employee, this also applies when the estimate coefficient value is positive.

Self-efficacy has a positive effect on employee work engagement. This means that the better the level of self-efficacy an employee has, the better the work engagement of an employee will be. Self-efficacy has a positive effect on the level of work life balance of employees. This means that the better the level of self-efficacy an employee has, the better the work engagement of an employee will be. This means that the better the level of self-efficacy an employee has, the better the work life balance of an employee will be.

Employee work life balance has a positive effect on employee work engagement. This means that the better the work life balance of an employee, the better the work engagement of an employee will be

Self-efficacy does not affect work engagement through the level of work life balance of employees. It can be seen that self-efficacy has a direct effect on work engagement, but work life balance cannot mediate the effect of self-efficacy on work engagement.

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