



Study of Factor Influencing Work Engagement During Covid-19 Pandemic (Empirical Study on Employees from Various Sectors in Indonesia)

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Abstract. The COVID-19 Pandemic has changed the way people live. Social restrictions caused significant changes to the communication and work methods for employees by implementing a hybrid system in the form of working from home and working from the office. Working online without work-life balance can have a negative effect on the mental and physical health of employees. This study examines several factors related to work engagement, such as work-life balance and social support. Data were collected from 633 respondents who are workers in Indonesia with a minimum of one year of service in their current workplace and have direct supervisors and coworkers, but only 603 respondents met the sample criteria. The data was processed using the AMOS application's Structural Equation Modeling (SEM) method. SEM results show that work-life balance fully mediates the relationship between supervisor support, coworker support, and family support with work engagement. Thus, companies need to pay attention to the quality of life of employees' work lives to increase work engagement.

Keywords: Work-Life Balance · Social Support · Work Engagement

1 Introduction

The COVID-19 pandemic has impacted the health sector, economic growth, and social life because several activities have changed during the pandemic [1]. One of the policies implemented during the COVID-19 pandemic is working from home (WFH) because it is a way for people to work productively, and this policy can be enforced until the post-pandemic [2]. The efficiency level of WFH can reach more than 80%, especially for those who can do their work via video conferencing, telephone, and email [3]. An individual who has achieved a high work-life balance can show the same investment of time and commitment to work and non-work life [4].

Data from the Central Statistics Agency (2020) stated that 39.09% of workers had implemented WFH since the beginning of the pandemic, and 34.76% had carried out a hybrid system or a combination of WFH and WFO. The existence of WFH changes working hours. Working from home without being accompanied by a work-life balance

can have a negative effect on the mental and physical health of employees [5]. A survey conducted by Blind (2020) stated that 68% of mental fatigue is easier to feel when WFH compared to working from the office (WFO). This is due to two roles being carried out simultaneously [6]. Role conflict causes feelings of helplessness, hopelessness, and feelings of being trapped in work so that they are not comfortable at work [7]. Discomfort at work is one of the causes of stress at work and has a negative effect on individual performance, and can reduce work engagement [8].

Work Engagement is positive energy, feeling excited and enthusiastic when working [9]. Previous research on employees in the telecommunications industry found that there was a relationship between quality of work life and work engagement [10]. Quality of work life has four dimensions, including work-life balance [11]. On the other hand, social support consisting of coworker support, supervisor support, and family support is essential, especially in a pandemic condition which is full of uncertainty, drastic changes in conditions, and limited space for movement because some activities are limited, and interaction with the family is getting higher [11]. Motivation, assistance, and cooperation help employees face an imbalance to fulfill roles in the workplace environment, inspire employees at work, make employees more energetic when working, and motivate employees to achieve [12]. Previous research stated that work-family balance has a role in mediating the contribution of social support to work and family harmony [13]. Work-life balance can be studied further than work-family balance [14].

Based on the description of previous research, the researcher is interested in examining several factors related to work engagement, such as work-life balance, supervisor support, coworker support, and family support.

2 Method

This study applied a descriptive method with a quantitative approach. The descriptive method aims to explain systematically and accurately based on social phenomena that occur and the facts studied [15]. This research was conducted in a single cross-sectional where the researcher collected information only in a certain period. This study uses a Likert scale as a measurement scale. This study used a 7-item Likert scale due to 7-item Likert scale will result in lower errors when compared to a 5-item Likert scale [16]. In addition, participants have more choices, so they are freer to choose the option considered the closest [17]. The meaning of the 7-item Likert scale used in this study is 1 = Strongly Disagree, and 7 = Strongly Agree.

A sample is part of the population [18]. In this study, the calculation of the sample used will refer to the rules of Structural Equation Modeling with a calculation of $5 \times n$ (n = number of indicators). The indicators in this study amounted to 79 indicators, so the minimum number of samples was 395 people. The sample criteria in this study are employees who work in various sectors in Indonesia, have direct supervisors and coworkers, and have worked for at least one year in the current work unit. The questionnaire was online and distributed using google form. Data were collected from 633 respondents, but only 603 respondents met the sample criteria. The data was processed using Structural Equation Modeling (SEM) method using AMOS.

Based on these studies, the hypotheses are as follows:

H1: Coworker Support has a positive influence on Work-Life Balance

H2: Coworker support will relate positively to work engagement as mediated by work-life balance

H3: Supervisor Support has a positive influence on Work-Life Balance

H4: Supervisor support will relate positively to work engagement as mediated by work-life balance

H5: Family Support has a positive influence on Work-Life Balance

H6: Family support will relate positively to work engagement as mediated by work-life balance

H7: Work-life balance has a positive influence on work engagement

3 Result and Discussion

Based on the results of descriptive data processing, most respondents were females (441; 73,1%), with the Respondent's age range between 20 and 29 years old (336; 55,7%). For marital status, most respondents are single (304; 50,4%), while in background education, they must hold a bachelor's degree (389; 64,5%). Regarding working setups, most respondents have been working hybrid these past years (318; 53,2%). Most respondents work in services industries (254; 42,1%); see Table 1.

Based on the results, 5 match sizes have good fit indications, including RMSEA with a value of 0.053, ECVI, AIC, CAIC, and "Critical N" (CN). According to [17], the results of the model fit test do not have to have all the Goodness of Fit criteria. It only needs to meet 4 to 5 goodness of fit criteria is considered sufficient to assess the suitability of a model. Thus, the research model can be stated as good and appropriate to measure its variables and the relationship between variables. After testing the overall fit model and meeting the goodness of fit, the test is continued by testing the causality relationship on the entire research model. In this study, the researcher conducted a one-tailed significance test with a value of 5% so that the p-value was < 0.05 and the t-value was less than -1.645 and greater than 1.645 [18].

The results of hypothesis testing in this study indicate that coworker support has a positive and significant effect on work-life balance, with a very significant p-value (p-value = ***) and a positive CR of 7.283. In addition, supervisor support has a positive and significant effect on work-life balance, with a very significant p-value (p-value = ***) and a positive cr of 9.947. With a p-value < 0.05 and CR value > 1.645 , it can be concluded that the proposed hypothesis is accepted. The level of support from the supervisor will encourage the achievement of work-life balance for workers. The higher the level of support provided by the supervisors will impact higher opportunities for workers to balance their work life and personal life. This research shows that family support has a positive and significant effect on work-life balance, with a very significant p-value (p-value = ***), so the proposed hypothesis is accepted. This shows that the level of family support will encourage the achievement of work-life balance for workers. These results are in line with previous research that supports from a partner or family has a positive effect on achieving work-life balance [19]. Supervisors will impact higher opportunities for workers to balance their work life and personal life. This research

Table 1. Demographic of respondents

Items	Frequency	(%)
<i>Gender</i>		
Female	441	73,1%
Male	162	26,9%
<i>Age</i>		
20–29 years old	336	55,7%
30–39 years old	229	38,0%
40–49 years old	29	4,8%
'>50 years old	9	1,5%
<i>Marital Status</i>		
Single	304	50,4%
Married	258	42,8%
<i>Education</i>		
High school/Vocational	60	10,0%
Diploma	51	8,5%
Bachelor	389	64,5%
Master Degree	103	17%
<i>Industries</i>		
Services	254	42,1%
Government	30	5,0%
Retail	140	23,2%
Communication	73	12,1%
Finance	106	17,6%
<i>Working method</i>		
Work from home	56	9,3%
Work from office	229	37,5%
Hybrid	318	53,2%

shows that family support has a positive and significant effect on work-life balance, with a very significant p-value (p-value = ***), so the proposed hypothesis is accepted. This shows that the level of family support will encourage the achievement of work-life balance for workers [20].

stated that receiving support from a partner is one of the most important instruments to balance emotions and facilitate the achievement of a quality life

This research shows that work-life balance has a positive and significant effect on work engagement with a very significant p-value (p-value = 0.003) and a positive CR

of 2.937. This shows that when workers feel they have achieved work-life balance in their current workplace, it will increase employee engagement with the company [21]. Another previous research stated that work-life balance has a vital role in contributing to increasing work engagement in addition to career advancement and benefits provided by the company [22]. In addition, this study shows that work-life balance mediates the relationship between coworker support and work engagement.

The mediation test used the Sobel test and showed a t -value > 1.645 and p -value < 0.05 . This indicates that the hypothesis is accepted. Support from coworkers can be in the form of psychological support that can make the work environment comfortable. Employees get help from coworkers to deal with work-related problems to fulfill their job requirements [23]. In addition, the results of the Sobel test show t -value > 1.645 and p -value < 0.05 , this indicates that the accepted hypothesis that the supervisor support relationship has a positive effect on work engagement mediated by work-life balance. Supervisor support can be in the form of psychological support, motivation, or employee freedom to get flexible working time to allow an employee to achieve total success in both work and non-job responsibilities [24].

The results of this study prove that coworker support, supervisor support, and family support have a significant and positive relationship to work-life balance [25]. The form of support from colleagues, supervisors, and family influences workers to be able to balance work life and life outside of work, in this case, the family. The greater the support provided by colleagues, supervisors, and family, the higher the degree of work-life balance that can be achieved by workers [26]. Workers can still focus on work while in the work environment because the family supports this by trying to understand the working conditions, and workers can still enjoy other activities outside of work because colleagues and supervisors respect the boundaries set by workers. Coworkers who are professional and understand the concept of work-life balance can support the achievement of work-life balance.

On the other hand, the results of this research prove that there is a significant positive effect between work-life balance and work engagement. These results indicate that the higher the ability of workers to achieve work-life balance, the higher the work engagement of workers with the company. This shows that the company cares about the interests of workers outside of work. Companies that prioritize the concept of work-life balance can indirectly increase employee work engagement with the company, and employees who feel engaged with the company will be more enthusiastic about achieving shared goals [27].

The results of this study prove that work-life balance fully mediates the relationship between family support, supervisor support, and family support variables on work engagement. This shows that when workers get support from colleagues and supervisors to achieve work-life balance, it will indirectly increase work engagement with the company, and workers will feel their rights are fulfilled and comfortable in the company. On the other hand, when workers get support from other parties. Families being able to focus when working time allows workers to complete their work on time so that it does not interfere with the time allocated for other activities outside work. This can indirectly increase worker engagement with the company. However, if tested directly, work-life balance has a positive effect on work engagement.

Meanwhile, work-life balance is a variable that mediates the relationship between coworker support, supervisor support, and family support on work engagement. Social support is divided into coworker support, supervisor support, and family support. Coworker support and supervisor support are obtained in the work environment, while family support is the support from the family environment. Social support in the workplace can prevent a high workload so that employees have time to be still able to carry out non-work activities outside of working hours [12]. The existence of superior support and coworkers support helps employees feel valued so that they are treated fairly in the company [23]. In addition, support from family or partners can minimize the occurrence of work-family conflicts with the support received by employees both from the environment of work and non-work. It will make it easier for employees to balance their roles and responsibilities in each domain [19].

4 Conclusion

Based on the results of the study, work-life balance has a significant positive effect on work engagement, so companies need to continue to provide opportunities for employees to achieve work-life balance. A harmonious relationship between work and personal life is vital for workers. Workers are expected to be able to maintain a level of engagement in the aspects of emotionally, physically, and cognitively engaging. Future research is expected to use a balanced sample for gender so that a more in-depth analysis of similar topics can be carried out by looking at the preferences of gender. Further research can be carried out longitudinally or within a certain period in order to be able to understand a particular behavior or certain variables better. Further research can consider measuring the career identity variable as a variable that mediates the work-life balance and work engagement variables.

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