

WILL YOU BE ENGAGED IN PANDEMIC AFFECTED COMPANY? THE RELATIONSHIP BETWEEN JOB DEMANDS, WORK ENGAGEMENT, AND RESILIENCE

Badai Widyastuti Prasthari¹, P. Tommy Y.S. Suyasa² & Raja Oloan Tumanggor³

¹Faculty of Psychology, University Tarumanagara Jakarta
Email: badai.707211001@stu.untar.ac.id

²Faculty of Psychology, University Tarumanagara Jakarta
Email: tommys@fpsi.untar.ac.id

³Faculty of Psychology, University Tarumanagara Jakarta
Email: rajat@fpsi.untar.ac.id

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ABSTRACT

COVID -19 pandemic negatively impacted the companies in Indonesia. In order to survive financially, some companies conducted massive restructuring including lay-offs and benefit reduction. In the difficult situation how employee stay engaged in work within pandemic impacted companies? The intent of this study was to examine the relationship between job demands with work engagement, and the moderating role of resilience in the relationship between job demands and work engagement. Study toward 287 employees from private companies impacted by pandemic in Indonesia with MRA (Moderated Regression Analysis). The study showed that generally job demands will negatively impacted work engagement. Resilience had positive relationship toward work engagement, but not act as moderator in the relationship between job demands with work engagement.

Keywords: Job demands, work engagement, resilience, personal resources, COVID-19.

1. PREFACE

The pandemic that has occurred since March 2020 has disrupted the Indonesian economy, a survey by the Manpower Office found that 88% of companies in Indonesia were affected by the pandemic, most of them experienced losses. To survive during a pandemic, companies must made efficiencies, for example by imposing termination of employment (17.8%), laying off workers (25.6%) and 10% doing both (Santia, 2020).

The efficiency carried out by the company certainly has an impact on employees, in the form of greater job demands or reduced employee benefits. This, as indicated by a survey conducted by Mercer Marsh Benefit (MMB), has caused 2 out of 5 employees in Indonesia experienced stress due to work during the pandemic (Halidi, 2021). Another survey conducted by Jobstreet showed that 33% of employees reported that their quality of life had decreased during the pandemic, these employees felt they were unhappy even though they still had jobs (Zhafira, 2021). Challenges faced by workers during the pandemic caused some employees to experience burnout (Tim, 2021) they were unable to be productive at work, or even decided to resign from the company (Tim, 2021).

Some employees remain productive even though they face the same challenges, they worked longer hours because they were so immersed, even when they work from home (Bayu, 2020). These employees worked harder to help the company survive in an uncertain situation when they were also facing job demands and personal challenges as a result of the pandemic. One of private telecommunications company made special video advertisements to appreciate their employees who have worked hard during the pandemic (Purba, 2021).

Phenomena in which people who worked hard, stayed focus, and overcame work challenges, and are proud of their work are called work engagement. Work engagement defined as a positive, work-related state of mind that is characterized by vigor, dedication and absorption (Schaufeli et al., 2002). Vigor refers to high level of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties; dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride and challenge; and absorption refers to being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

Work engagement is important for the companies. According to Borst et al. (2019) the most significant outcomes of work engagement in private sector can be categorized in three categories: (a) attitudinal; it can affect organizational commitment and job satisfaction. The higher the work engagement, the higher the organizational commitment and job satisfaction; during a pandemic, employees who have high work engagement will have a high commitment to the organization and remain satisfied with their work, even though job demands increased or work facilities decreased. (b) performance; both in role performance and extra role performance. The higher the work engagement, the higher performance can be expected; employees with higher work engagement will devote their attention, time and effort so that their performance results will be relatively higher than employees with lower levels of work engagement and (c) behavioral; it can reduce the work-life conflict, and reduce the turnover intention. Work life conflict is a form of inter-role conflict in which work and family demands are mutually incompatible so that meeting demands in one domain makes it difficult to meet demands in the other. The higher work engagement, the lower work-life conflict, since people with high work engagement have high level of energy and mental resilience to meet demands from work and life. The higher the work engagement, the lower a person's intention to resign. Employees with high work engagement devote high energy, spend more time, and have higher job satisfaction and less incentive to look for another job so the intention to resign becomes lower.

Chen (2021) stated that work engagement is negatively predicted by job demands. The higher the job demands, the lower the work engagement. This also consistent with more recent study during pandemic in Indonesia, the job demands correlated negatively with work engagement (Christiana, Suyasa, & Tumanggor, 2022). Job demands account for the physical, psychological, social, or organizational aspects of a job that require sustained physical and/or psychological effort and therefore associated with certain psychological and/or psychological cost (Demerouti et al., 2001).

Chen (2021) further proves that the negative influence of job demands can be moderated by Personal Resources. Personal Resources is defined as a positive self-evaluation that are linked to resilience and that refer to individual's sense of their own ability to successfully control and impact their environment (Hobfoll, Johnson, Ennis, & Jackson, 2003). The research combined social cognitive theory (SCT; Bandura, 1986) with conservation of resources theory (Hobfoll, 1986, 2002) to elucidate the effect of interrelationship between job demands and personal resources on work engagement. SCT stated that human functioning is a product of the interplay of intrapersonal influences, individual behavior and environment influences that imposed on them. The strength of intrapersonal effect may shape how individual perceive the impact of environmental influences on them (Bandura, 1986).

Chen (2021) studied a group of frontline employees (N=58) from different branches of four international fast-food chains based in Ireland and Taiwan. They employed a diary design on job

demands, work engagement, and personal resources for seven days, with the assumption that job demands may fluctuate over time and thus affect personal resources and work engagement. The result showed that personal resources may serve as moderator that may minimize the detrimental effect of job demands on work engagement. Employee with significant personal resources can minimize the impact of job demands on their work engagement.

Chen's research (2021) shows that personal resources act as a buffer in weakening the negative impact of job demands on work engagement. This supports previous research and supports the assumption of buffering by resources in the JD-R model (Schaufeli & Bakker, 2004). Previous research showed that job resources are the only buffers in the JD-R model. Chen's research (2021) supports that individuals with significant personal resources are more likely to reduce the impact of job demands on work engagement.

Although Chen (2021) has researched the role of personal resources as a moderator in the relationship between job demands and work engagement, he was not measured resilience as part of personal resources. Resilience is defined as a person's capacity to cope positively with opportunities, challenges, frustrations and threats from the environment by maintaining internal integration (Garmezy & Masten, 1986). People with high resilience have the ability to face negative life challenges positively. For example, in the face of a pandemic, where a person may lose a family member or experience COVID, a person with a high level of resilience will be able to overcome their difficulties, and be able to carry out their role as an employee effectively and remain high-performing, even though the job demands and personal demands that they face were high.

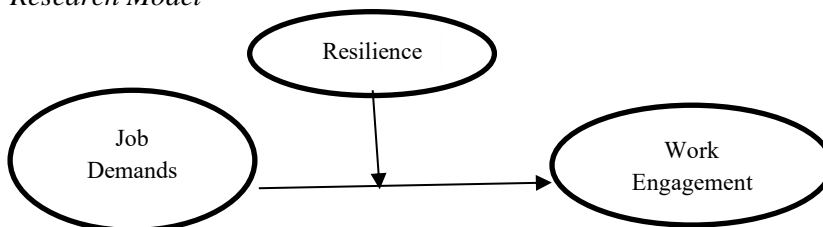
In previous research, for example Bakker and Van Wingerden (2021) said that resilience is one of the best personal resource variables in predicting work engagement, more over it was also found that resilience contributes significant influence on work engagement (Zulhasmi et al., 2021). This study conducted to understand the role of resilience as a moderator between job demands and work engagement in companies affected by the pandemic, therefore the hypotheses were as follows:

H₁: There is positive correlation between resilience and work engagement

H₂: Job Demands has negative correlation with work engagement

H₃: Resilience has moderating role in the relationship between job demands and work engagement.

Figure 1
Research Model



2. RESEARCH METHOD

This chapter will discuss research participants, research design, location settings, research instruments, validation of research variables, testing the validity and reliability of test equipment, research implementation procedures and data processing techniques. The research design uses quantitative and non-experimental research, where no manipulation was carried out on the independent variable (IV) and will only examine the sample as it is. The variables to be examined

are work engagement, job demands and resilience. The dependent variable in this study is work engagement, job demands are the independent variable, while resilience is the moderator variable of job demands and work engagement. The sampling method used in this study is by distributing Google form questionnaires to companies affected by the pandemic.

This sub-chapter will describe the classification of research participants based on the company, the impact of the pandemic experienced in the company, age, last education and gender. This questionnaire was distributed to companies that were indicated to be affected by the pandemic. The company is categorized into two categories of goods and services companies. The total number of respondents who filled out the questionnaire completely was 287.

Table 1
Characteristics of Participants

| Items | Category | Frequency | Percentage |
|----------------------|--|-----------|------------|
| Business Sector | Goods (Retail, B2C, B2B, wholesale) | 152 | 53% |
| | Services (Health, Hospitality, Education Transportation, Financial/Leasing, Restaurant, Media/Communication, Technology) | 135 | 47% |
| Position | GM / Director | 13 | 5% |
| | Manager | 77 | 27% |
| | Staff | 118 | 41% |
| | Supervisor/ Assistant Manager | 79 | 28% |
| Location | Branch Office | 53 | 18% |
| | Head Office | 234 | 82% |
| Years of Employment | 1-2 years | 118 | 41% |
| | 3-5 years | 81 | 28% |
| | 6-10 years | 52 | 18% |
| | >10 years | 36 | 13% |
| Education Background | High School | 13 | 5% |
| | Diploma | 24 | 8% |
| | Bachelor Degree | 221 | 77% |
| | Master Degree | 29 | 10% |
| Gender | Male | 143 | 49,80% |
| | Female | 144 | 50,20% |
| Marital Status | Unmarried | 131 | 46% |
| | Married | 156 | 54% |

Based on Tabel 1, participants were equal in business sector, gender and marital status. Most participants were in staff level (41%), worked in Head Office (82%), had been working for 1-2 years (41%) with 77% hold bachelor degree.

From initial interview, the impact experienced by the employees were either organization restructuring and benefit or income reduction. Based on the survey, 13% of respondents, whilst affected by the pandemic, did not experience restructuring or a reduction in income or benefits,

39% experienced restructuring and 13% experienced income or benefit reduction and 43% experienced both.

Measures

In this study the measuring instrument used was a questionnaire. The questionnaire will consist of several parts, namely: (a) Preface. The preface will explain the identity of the researcher, the aims and objectives of the research; (b) Informed Consent, containing consent forms for research participants to collect their data based on the terms and conditions stated in this research; (c) Participants demographic data, which consists of age, gender, education level and other personal data that may be needed in research; (d) Instructions for filling in, containing how to fill in and the time used to answer questions; (d) Work engagement questionnaire; (e) Job demands questionnaire; (f) Resilience questionnaire.

Work engagement. Measurement of work engagement used a self-report questionnaire. The measuring instrument used is the Indonesian version of UWES 9. It is an extension of version 17 developed by Schaufeli et al. (2006) and adapted to Indonesian by Kristiana, Fajrianthi, and Purwono (2018). This tool measures an individual's perception of how much he or she feels engaged/engrossed in his work as indicated by the emergence of vigor, dedication and absorption. UWES-17 reliability is 0.92 which is very good. This scale consists of 17 questions that measure three dimensions, namely vigor, dedication and absorption. How to answer questions with a Likert scale of 7 points from 0 (never up to 6 Every day. Example items: "I am always excited to go to work every day" (vigor), "I feel the work I do has clear meaning and benefits" (dedication), and "When I work, I feel that time flies so fast" (absorption).

Job demands. Measurement of job demands used a self-report questionnaire, namely The Job Demands-Resources Questionnaire (Bakker adapted by Lestari, 2014). This scale consists of five subscales that measure job demands, namely cognitive demands, work pressures, emotional demands, role conflicts and hassles. The scale uses a 5-point Likert scale from 1 ("never") to 5 ("always"). Examples of job demands: "My job demands emotion" and "I have to work quickly". The Job Demands reliability test is 0.91 which is classified as very good.

Resilience. In this study, the measurement of resilience variables was carried out using the Connor-Davidson Resilience Scale (Connor & Davidson, 2003). The Connor-Davidson Resilience Scale (CD-RISC) consists of 25 items that measure a person's ability to deal with adversity. This measuring instrument has a unidimensional structure based on the latest research. Examples of the points "I can adapt when changes occur" and "I tend to be able to bounce back after experiencing failure". The reliability test result is 0.90 which is classified as very good.

Procedure

Before carrying out data collection, researchers previously mapped companies affected by the pandemic. Data collection was carried out by sending a Google form link to company employees affected by the pandemic. Data collection was carried out for 3 weeks. The results of the research were then analyzed and tested for normality and linearity, processing descriptive statistics using SPSS, and measuring moderation using MRA (Moderated Regression Analysis).

3. RESULT AND DISCUSSION

This chapter will describe research variables and discuss the results of the research.

Description of Research Variables

Job demands use a scale of 1 – 5, with an empirical mean of 3.31 which is higher than the theoretical mean, while Resilience uses a scale of 1-4 with an empirical mean of 3.23, higher than the theoretical mean and Work engagement uses a scale of 1-6 with an empirical mean of 4.78 in which higher than the theoretical mean.

Figure 2

Description of Variable Data

| | Min | Max | Mean | SD |
|-----------------------|------|------|------|------|
| 1. Work Engagement | 2,00 | 6,00 | 4,78 | 0,83 |
| 2. Vigor | 2,00 | 6,00 | 4,78 | 0,83 |
| 3. Absorption | 2,00 | 6,00 | 4,56 | 0,78 |
| 4. Dedication | 2,00 | 6,00 | 5,00 | 0,88 |
| 5. Job Demands | 1,74 | 5,00 | 3,31 | 0,58 |
| 6. Challenge | 2,00 | 5,00 | 4,10 | 0,59 |
| 7. Cognitive Demands | 3,00 | 5,00 | 4,13 | 0,60 |
| 8. Work Pressures | 2,00 | 5,00 | 4,15 | 0,68 |
| 9. Hindrance | 1,00 | 5,00 | 2,90 | 0,79 |
| 10. Emotional Demands | 1,00 | 5,00 | 3,06 | 0,89 |
| 11. Role Conflict | 1,00 | 5,00 | 2,72 | 0,93 |
| 12. Hasle | 1,00 | 5,00 | 3,12 | 0,91 |
| 13. Resilience | 1,19 | 4,00 | 3,23 | 0,40 |

Hypothesis Testing

The researcher conducted a normality test using the One-Sample Komologrov-Smirnov Test with the Monte-Carlo technique. Based on Monte Carlo test it is known that all the research variables have a normal distribution.

The purpose of the linearity test is to determine whether the data obtained is linear or the relationship between the research variables forms a straight line. The results of the linearity test obtained a Deviation from Linearity value of 5464.334 with a significance of $0.967 > 0.05$, so that a straight line was not found between the independent variables and the dependent variable.

Figure 3

Matrix Corelation Between Research Variables

| | Mean | SD | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 |
|-----------------------|------|------|---------|---------|---------|---------|--------|--------|--------|--------|--------|--------|--------|---------|----|
| 1. Work Engagement | 4,78 | 0,83 | 1 | | | | | | | | | | | | |
| 2. Vigor | 4,78 | 0,83 | 1.000** | 1 | | | | | | | | | | | |
| 3. Absorption | 4,56 | 0,78 | .685** | .685** | 1 | | | | | | | | | | |
| 4. Dedication | 5,00 | 0,88 | .729** | .729** | .652** | 1 | | | | | | | | | |
| 5. Job Demands | 3,31 | 0,58 | -.125* | -.125* | -.100 | -.121* | 1 | | | | | | | | |
| 6. Challenge | 4,10 | 0,59 | .166** | .166** | .243** | .205** | .591** | 1 | | | | | | | |
| 7. Cognitive Demands | 4,13 | 0,60 | .169** | .169** | .227** | .237** | .430** | .664** | 1 | | | | | | |
| 8. Work Pressures | 4,15 | 0,68 | .163** | .163** | .193** | .207** | .545** | .798** | .426** | 1 | | | | | |
| 9. Hindrance | 2,90 | 0,79 | -.156** | -.156** | -.177** | -.198** | .896** | .359** | .208** | .315** | 1 | | | | |
| 10. Emotional Demands | 3,06 | 0,89 | -.178** | -.178** | -.112 | -.190** | .817** | .333** | .205** | .308** | .776** | 1 | | | |
| 11. Role Conflict | 2,72 | 0,93 | -.117* | -.117* | -.173** | -.160** | .745** | .231** | .148* | .190** | .774** | .580** | 1 | | |
| 12. Hasle | 3,12 | 0,91 | -.251** | -.251** | -.245** | -.244** | .789** | .335** | .200** | .327** | .737** | .555** | .532** | 1 | |
| 13. Resilience | 3,23 | 0,40 | .543** | .543** | .423** | .434** | -.085 | .083 | .043 | .141* | -.127* | -.088 | -.095 | -.205** | 1 |

*Note. $p < .05$; ** $p < .01$; *** $p < .001$.

The relationship between job demands and work engagement is negative and significant. This means that the higher the job demands, the lower the work engagement. A negative and significant

relationship with work engagement appears in all job demands classified as hindrance, with the greatest value in hassle.

Resilience is significantly related to work engagement and all dimensions of work engagement, especially vigor. Resilience has a negative and significant relationship with job demands variables which are hindrance and hassle.

Moderation test using Moderator Regression Analysis (MRA) with the interaction method. The interaction test is carried out by multiplying the hypothesized variables as moderating variables with the independent variables. If the variable resulting from the multiplication of the independent variable and the variable that is hypothesized as a significant moderating variable, it can be concluded that the variable that is hypothesized as a moderator really moderates the relationship between the independent variable and the dependent variable.

Figure 4
Regression Coefficient

| Model | | Unstandardized B | Coefficients Std. Error | Standardized Coefficient Beta | t | Sig. | Dependent Variable |
|-------|-------------|------------------|-------------------------|-------------------------------|--------|-------|--------------------|
| 1 | (Constant) | 83.428 | 3.970 | | 21.017 | <.001 | Work Engagement |
| | Job Demands | -2.504 | 1.180 | -.125 | -2.123 | .035 | |
| 2 | (Constant) | 28.297 | 5.921 | | 4.779 | <.001 | Work Engagement |
| | Job Demands | -1.557 | .987 | -.078 | -1.578 | .116 | |
| | Resilience | 16.053 | 1.430 | .552 | 11.228 | <.001 | |
| 3 | (Constant) | 29.534 | 21.948 | | 1.346 | .179 | Work Engagement |
| | Job Demands | -1.910 | 6.109 | -.095 | -.313 | .755 | |
| | Resilience | 15.676 | 6.603 | .539 | 2.374 | .018 | |
| | Interaction | .108 | 1.841 | .021 | .059 | .953 | |

Model 1 showed the output of the regression equation between job demands and work engagement, the regression coefficient for job demands is -0.254 with a significant value. Amounting to 0.035 <0.05, job demands have a negative and significant role on work engagement.

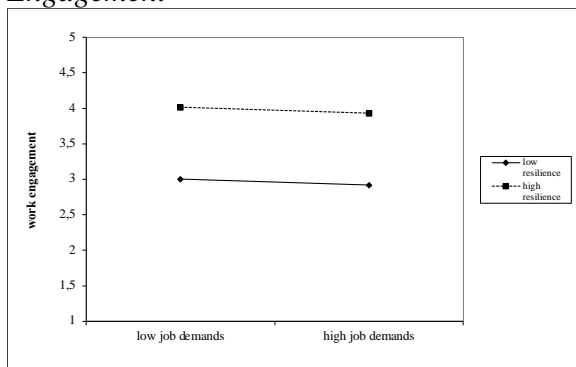
Model 2 showed output of the second regression equation, an efficiency regression coefficient of 16,053 is obtained with a significant value of 0.001 <0.05, so the resilience variable has a positive and significant effect on work engagement.

Model 3 showed the output of the third regression equation, the regression coefficient of the interaction variable is 0.108 with a significant value of 0.953 > 0.05, so the interaction variable has no effect on the work engagement variable. From the calculation of the three regression equations, we can conclude that (a) resilience in the second regression equation without including interaction variables affects work engagement; (b) In the third regression equation, the interaction has no effect on work engagement; so that (c) Resilience is a predictor variable between job demands and work engagement. This means that this resilience only acts as an independent variable in the relationship model formed, thus the second hypothesis is rejected.

An illustration of the role of resilience as a moderator of work engagement in the form of a simple slope can be seen in Figure 1 below.

Figure 5

The Moderating Effect of Resilience in the Relationship Between Job Demands and Work Engagement



The job demands reported in this study were higher than Chen's research (2021), with the highest type of job demands being work pressure (Mean 0.44), this could be because the respondents were employees from companies affected by COVID with 87% of them experiencing reorganization or reduction of benefits and 39% experienced both

Job demands have a negative and significant relationship to work engagement, meaning that the higher the job demands faced, the lower the work engagement. This is in line with the findings of Chen (2021), which shows a relationship between job demands and work engagement (-0.27^*), while in this study the relationship between job demands and work engagement is lower (-0.12^{**}). This may be because not all types of job demands are negatively related to work engagement. Only hindrance job demands, such as hassle, emotional demands, and role conflicts, were negatively and significantly related to work engagement, while challenging job demands, both in the form of cognitive demands and work pressures, actually had a positive relationship with job demands.

The role of resilience is not significant as a moderator between job demands and work engagement. Resilience acts more as an independent variable for work engagement. This is different from the role of personal resources which can inhibit the negative effects of job demands on Chen's research (2021). Thus, resilience is not enough to replace personal resources as a buffer that can overcome the negative impact of job demands.

The work engagement obtained in this study (Mean = 4.68) is higher than Chen's study (Mean = 3.58). Researchers suspect this is due to differences in sample characteristics and data collection methods. In Chen's research, the samples were frontline fast food restaurant workers, while in this study most of the samples were white collars employees. Data collection in Chen's research used daily surveys, while researchers only used one time data collection.

4. CONCLUSIONS AND RECOMMENDATIONS

From the results of this study it can be concluded that:

1. There is positive correlation between resilience and work engagement
2. Job Demands has negative correlation with work engagement
3. Resilience does not act as a moderator in the relationship between job demands and work engagement.

Resilience cannot be a substitute for personal resources as a moderator in the relationship between job demands and work engagement. Therefore, it is recommended to add other personal resources to be moderating variables in subsequent studies.

Practical advice from this research is that in dealing with high job demands, companies not only increase resilience but also intervene to increase other personal resources, so that they can maintain and increase work engagement even though job demands continue to increase.

Where possible the company may control the job demands which impacted negatively toward work engagement, which categorized as hindrance, such as emotional demands, role conflict and hassle, by providing job clarity, emotional support or stress management intervention and reducing beurocracy. Enabling leaders to perform flexible leadership may also moderate the effect of job demands as shown in recent research by Mulyana et al (2020).

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