

EFFECT OF RESILIENCE AND QUALITY OF WORK LIFE ON WORK ENGAGEMENT ON EMPLOYEES WHO WORK IN THE ERA OF THE COVID-19 PANDEMIC

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Latar Belakang: Resiliensi dapat diartikan sebagai kapasitas untuk bangkit kembali dari kesulitan dan dapat menjadi lebih pandai dan lebih kuat. Mengatakan bahwa resiliensi merupakan sebuah proses aktif dari ketahanan, perbaikan diri, dan pertumbuhan diri dalam merespon krisis dan tantangan.

Tujuan: bertujuan untuk menguji secara empirik pengaruh resiliensi dan *quality of work life* terhadap *work engagement* pada karyawan yang bekerja di era pandemi covid-19.

Metode: menggunakan teknik *purposive sampling* dengan sampel yang digunakan adalah karyawan pria dan wanita yang bekerja di era pandemi covid-19 dengan karakteristik berusia 23 sampai 57 tahun, di perusahaan yang memberlakukan *work from home* dan *work from office*.

Hasil: Uji hipotesis yang telah dilakukan memperoleh signifikansi sebesar 0,000 ($p < 0,05$), yang menunjukkan bahwa terdapat pengaruh yang signifikan antara resiliensi dan *quality of work life* terhadap *work engagement* pada karyawan yang bekerja di era pandemi covid-19.

Kesimpulan: Berdasarkan hasil analisa yang telah dilakukan pada penelitian ini, diketahuibahwa seluruh hipotesis yang diajukan dalam penelitian ini dapat diterima. Maka dapat disimpulkan bahwa terdapat pengaruh signifikan resiliensi terhadap *work engagement* karena memiliki nilai signifikansi sebesar 0,000 ($<0,05$), terdapat pengaruh signifikan antara

quality of work life terhadap work engagement karena memiliki nilai signifikansi 0,000 (<0,01), serta terdapat pengaruh signifikan antara resiliensi dan quality of work life terhadap work engagement karena memiliki nilai signifikansi 0,000 (<0,01).

Kata kunci: Resiliensi, Quality of Work Life, Work Engagement, Karyawan, Pandemi COVID-19

Abstract (English)

Background: Resilience can be defined as the capacity to bounce back from adversity and become smarter and stronger. Saying that resilience is an active process of resilience, self-improvement, and self-growth in response to crises and challenges.

Objective: aims to empirically examine the effect of resilience and quality of work life on work engagement for employees who work in the era of the covid-19 pandemic.

Methods: using a purposive sampling technique with the samples used are male and female employees who work in the era of the covid-19 pandemic with characteristics aged 23 to 57 years, in companies that apply work from home and work from office.

Results: The hypothesis test that has been carried out has a significance of 0.000 ($p < 0.05$), which shows that there is a significant effect between resilience and quality of work life on work engagement for employees who work in the era of the covid-19 pandemic.

Conclusion: Based on the results of the analysis that has been carried out in this study, it is known that all the hypotheses proposed in this study can be accepted. So it can be concluded that there is a significant effect of resilience on work engagement because it has a significance value of 0.000 (<0.05), there is a significant influence between quality of work life on work engagement because it has a significance value of 0.000 (<0.01), and there is a significant effect on work engagement. significant

relationship between resilience and quality of work life on work engagement because it has a significance value of 0.000 (<0.01).

Keywords: Resilience; Quality of Work Life; Work Engagement; Employees;;COVID-19 Pandemic

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INTRODUCTION

According to Law no. 13 of 2003 chapter I article 1 paragraph 2, labor (human capital) is anyone who is able to do work to produce goods or services both to meet their own needs and for the community (UUD RI, 2003) (Alexander 2019). According to Tambunan (2000), labor is a group of people of working age who are able to work or carry out economic activities in producing goods and services to meet the needs of the community. Labor also means human labor, both physical and spiritual (Athota, Budhwar, & Malik, 2020), which is used in the production process, which is also known as human resources (Avianto, 2019). This workforce works on natural production resources. Humans not only use physical energy, but also spiritual energy. Physical labor is labor that relies on physical or physical in the production process. While spiritual labor is labor that requires the mind to carry out production process activities (Azwar, 2014).

In companies and industry organizations often refer to workers as employees (Azwar, 1999). Employees are a very valuable asset that is currently owned by many companies (Bakker, Schaufeli, Leiter, & Taris, 2008), employees who used to be only resources for industry and organizations, now employees are important capital. for an industry and an organization. Employees themselves have an important role for the company because employees who run, develop (Bakker & Albrecht, 2018), and achieve the goals of the company to be able to achieve optimal results. The positive attitude that employees have towards the organization where they work and the values possessed by the organization is called work engagement. Thus, in the concept of work engagement, there is a two-way relationship between employees and the company (Bonanno, 2005). Schaufeli and Bakker (2004) define work engagement as a positive, satisfying state of mind (Chen & Bonanno, 2020), an attitude of view related to work. Engagement refers to the condition of genuine and consistent feelings and thoughts that do not only focus on certain objects, events, individuals or behaviors (Chanana, 2021).

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Based on the literature review in previous research, it is known that the work engagement of workers is the focal point of the organization because it is considered the best predictor in explaining the results obtained by workers (Flippo, 2011), teams, and organizations (Bakker and Albrecht, 2018); increase organizational productivity and profits, financial performance, customer satisfaction (Sugarman & Wester II, 2014), and can contribute 112% stock returns (Grotberg, 1995). However, the actual reality on the ground shows the low number of workers who are tied to their work, namely only 31% of workers worldwide who have high work engagement and only 8% of Indonesian workers who are fully engaged with their work, and workers experience a decrease in the level of engagement. 28% due to the COVID-19 pandemic with more than half triggered by feelings of anxiety when returning to the office (Harter, Schmidt, & Hayes, 2002). In fact, workers who have high work engagement will show goal-oriented behavior, while workers who have low work engagement will show a less caring attitude towards work and tend to use work time by doing things that are less productive and will lead to loss of work. company profits due to decreased work performance (Pri & Zamralita, 2017; Muslim, et al., 2018)(Harter et al., 2002).

The Corona Virus Disease (COVID-19) outbreak was officially declared a pandemic by the World Health Organization (WHO, 2020). This epidemic has become a global disease that has spread to every country and is a new disaster that has never happened before in human history (Chen & Bonanno, 2020). The COVID-19 pandemic has not only had an impact on physical health but also mental health. The community is faced with significant changes in the order of

social life such as social restrictions, cutting the number of employees, policies to work from home, to teaching children online schools. These various things are the cause of many people experiencing mental health problems such as increased anxiety and stress which have an effect on unproductive behavior. Not only that, many people are forced to adapt to a new reality that is dominated by fear of the spread and transmission of the virus. Among them are workers and employees who must continue to work to meet their respective needs in the midst of an outbreak (Putri, 2020).

COVID-19 also has a significant impact in various sectors, one of which is the economy which also affects business development globally. Some companies are even forced to lay off their employees. This then causes turnover intention in the company. Basically, employee turnover in the company is a natural thing within certain limits and amounts. However, the turnover rate during COVID-19 can certainly decrease if employees are engaged in their work. Work engagement is one of the variables that can reduce the level of turnover intention. When employees are engaged with the company, the likelihood of employees leaving the company will be small (Lu, 2016).

The spread of the COVID-19 virus, which is still occurring in various regions until now, cannot be denied has had an impact on all levels of society, including employees. Employees who are still lucky to survive in their jobs are required to be able to adapt to the new conditions that are currently happening. In addition, employees must always be vigilant in carrying out their work in the midst of a pandemic. Various demands to adapt and the constant state of alert and anxiety experienced by employees can cause stress. The stress experienced can have a negative effect on the organization because it involves aspects of the health and work performance of employees in an organization (Putri, 2020). Psychological consequences of stress experienced by employees are the emergence of negative feelings such as feeling depressed, depressed, bored, and decreased self-confidence. Physiological consequences are the effects of stress that make employees have difficulty making decisions at work and become more sensitive due to disturbed physiological conditions. In addition, the stress experienced by employees also causes behavioral consequences, namely when employees feel stressed, it can cause employees to experience hormonal changes and increase the risk of getting disease which will have an impact on performance decline, decreased attendance, and can cause work accidents. (Putri, 2020).

The COVID-19 pandemic not only has an impact on health, but also changes the order of life, including the world of work. The existence of the corona virus has forced workers to no longer work from the office, but to work from home aka work from home (WFH). On the one hand, working from home can protect themselves from the corona virus and make workers not have to

spend time on the road in traffic jams. However, on the other hand, WFH actually increases the burnout phenomenon in employees. Burnout is a condition when a person experiences a prolonged feeling of fatigue due to severe stress from work. Based on a poll conducted on CNNIndonesia.com social media, the majority of workers or 77.3 percent claimed to have experienced burnout.

The quality of good human resources will make individuals have good resilience as well. Resilience is an individual's ability to be able to survive or overcome difficulties at work or unpleasant events, be able to control emotions, adapt to changes in the workplace and find meaning and purpose in work (McEwen, 2011). Individuals who have good resilience will consider everything that happens in their work environment as a strength, perform dedication to their work and always concentrate highly in carrying out their duties. Reivich and Shatte (2002) explain resilience is the ability to cope and adapt to severe events or problems that occur in life. Survive under stress and even deal with adversity or trauma experienced in life. People who have resilience will be able to regulate their social environment. The results of Verold's (2008) research on resilience found that people who can survive or continue in the company will have a high level of satisfaction with the factors forming resilience.

Referring to research (Bakker & Demerouti, 2008) which explains the causes of work engagement, namely job resources and personal resources. Job resources are aspects that originate from work which are defined as things that include environmental conditions around individuals such as the social environment or work (Bakker & Demerouti, 2008). Meanwhile, personal resources are positive self-evaluations, such as self-efficacy, optimism, hope and resilience that show an individual's ability to predict how his goals, motivation, performance, work and life satisfaction, and desired outcomes will be (Bakker & Demerouti, 2008). Personal resources owned by an employee, especially resilience are very useful for increasing work engagement at work (Sweetman & Luthans, 2010). Based on research conducted by Santoso and Jatmika, (2017) relating to resilience and work engagement revealed, an employee with high resilience also has high work engagement, this shows that employees persist or overcome difficulties from unpleasant events and successfully adapt with change and uncertainty as well as having dedication and enthusiasm in carrying out their work. This study also reveals that resilience and work engagement are related to each other. Another study conducted by Steven and Prihatsanti (2017) found that an individual who has high resilience is followed by high work engagement and shows that there is a positive relationship.

The results of the analysis conducted by Siliyah and Hadi (2021), found that the resilience variable has an influence on the work engagement variable, this

is because the individual's level of resilience can predict and describe 18.9% work engagement intentions. In line with Ojo et al. (2021) who conducted research on the importance of resilience in supporting individuals to overcome and bounce back from crises and unexpected situations such as the COVID-19 pandemic. This study reveals that there is a significant impact of resilience on employee work engagement. Astika and Saptoto (2016) also found the same thing, that there was an influence between the two variables. Individuals with high resilience show how to adapt to changing situations and this results in good work performance.

In terms of explaining work engagement, it is not only resilience that affects employee work engagement, it turns out that there are other things that can be seen, one of them from the employee's side, namely the quality of work life. Quality of work life is considered to have a significant influence in the process of creating and strengthening the level of work engagement (Nurendra & Purnamasari, 2017; Avianto, et al., 2019). Work engagement is known to be one of the aspects that is influenced and cannot be separated from the construct of quality of work life. This construct is considered as one of the most important factors for companies in achieving the goal of obtaining organizational effectiveness, because increasing engagement at the individual level is known to be achieved through increasing the implementation of quality of work life (Sahni, 2019). The application of quality of work life was also identified as important in maintaining the happiness felt by workers (Butt et al., 2019). Workers who feel happy are known to be more loyal and tend to work harder, which will result in better work performance (Alexander, 2019). This is directly a causal mechanism that causes various positive conditions in the workplace and leads workers to be more engaged with their work, in line with previous research (Hempfling, 2015; Claypool, 2017; Alexander, 2019).

Quality of work life is a term to describe environmental and human principles, it also refers to a strategy undertaken by an organization to improve working conditions and benefits for both the organization and the workers (Walton, 1980). Based on the data analysis conducted by Nugraha and Suhariadi (2021), it is known that the quality of work life has a positive correlation and has a significant effect on work engagement. That is, when the level of quality of work life felt by workers is higher, the level of work engagement they have will also be higher, this is because when the level of quality of work life felt by workers is higher, the level of work engagement they have will also be higher. . In line with the results of Sahni's research (2019) which explains that improving the quality of work life will increase the level of work engagement owned by workers. In addition, in Avianto, et al. (2019) also mentions that the quality of work life has an influence in the process of creating

and strengthening the level of work engagement. Based on the results of the correlation analysis conducted by Dewi, Utami & Ahmad (2020), it is proven that there is a positive relationship between work engagement and the quality of work life for private university lecturers in the Yogyakarta area. In line with the results of research conducted by Irmawati and Wulandari (2017) which states that the quality of work of life has a significant effect on work engagement.

This research is important to do to reveal the effect of resilience and quality of work life on work engagement for employees who work in the era of the covid-19 pandemic, although currently several companies have re-implemented work from office policies and the mobility of many employees has returned to work outside the home. . Based on the background that the researcher has described above, the researchers are interested in testing whether there is an effect of resilience and quality of work life on work engagement for employees who work in the era of the covid-19 pandemic?

RESEARCH METHODS

Population and Research Sample According to Siyoto and Sodik (2015) population is a generalization area consisting of objects or subjects that have certain quantities and characteristics determined by researchers to be studied and then drawn conclusions. In this study, the population is employees who work in the era of the covid-19 pandemic. According to Azwar (2014) the sample is part of the population. The samples in this study were male and female employees with characteristics aged 23 to 57 years and took a sample of 103 employees who worked in the era of the COVID-19 pandemic in companies that enforce work from home and work from office. The sampling method in this study uses a non-probability sampling method, namely sampling by not providing equal opportunities for each member of the population. This research uses purposive sampling technique. Purposive sampling is a technique that takes data samples with certain considerations (Sugiyono, 2012). The specific criteria in this study are employees who work for at least 1 year in companies that apply work from home and work from office.

Data Collection Techniques Data collection techniques are a method used by a researcher to obtain data from the community so that researchers can explain their research problems. The data in this study were collected using a questionnaire method. The questionnaire contains data on the subject's self-identity, work engagement, resilience scale, quality of work life scale. The scale used in the measurement in this study is a Likert scale. The Likert scale is a scale that measures a person's agreement or disagreement with a series of statements relating to beliefs or behavior about a particular object (Hermawan, 2005). The scale provides five alternative response responses consisting of statements favorable (support) and unfavorable (do not support) the attitude of the object.

Data Analysis Techniques Data analysis techniques that will be used in this study to determine the effect of resilience and quality of work life on work engagement for employees working in the COVID-19 pandemic era using multiple regression techniques. Data analysis was carried out using the Statistical Package for Social Science (SPSS) version 24.0 for Windows 10 program.

RESULTS AND DISCUSSION

Based on the data analysis that has been done, the results of this study can be described as follows: Effect of Resilience on Work Engagement; Based on the hypothesis test of the effect of resilience on work engagement, a significance value of 0.000 was obtained ($p < 0.05$). The test results state the conclusion that resilience has a significant effect on work engagement. So the first hypothesis is accepted. The results of the contribution analysis show that the R^2 value obtained is 0.791, which means that resilience contributes 79.1% influence on work engagement. While the remaining 20.9% is influenced by other variables outside the study.

Effect of Quality of Work Life on Work Engagement; The results of the analysis in Table 4.9 show that in the hypothesis test the effect of quality of work life on work engagement obtained a significance value of 0.000 ($p < 0.05$), which means that it can be concluded that quality of work life has a significant effect on work engagement. So the second hypothesis is accepted. The results of the contribution analysis show that the R^2 value obtained is 0.777, which means that the quality of work life contributes 77.7% to work engagement. While the remaining 22.3% is influenced by other variables outside the study.

Effect of Resilience and Quality of Work Life on Work Engagement; The results of the analysis in Table 4.9 show that in the hypothesis test of the effect of resilience and quality of work life on work engagement, a significance value of 0.000 ($p < 0.01$) is obtained, which means that it is concluded that resilience and quality of work life have a significant effect on work engagement. So the third hypothesis is accepted. The results of the contribution analysis show that the R^2 value obtained is 0.821, which means that resilience and quality of work life contribute 82.1% of the effect on work engagement. While the remaining 17.9% is influenced by other variables outside the study. The results of the analysis in this study indicate that all proposed hypotheses can be accepted, namely there is a significant effect of resilience on work engagement because it has a significance value of 0.000 (< 0.05), there is a significant effect of quality of work life on work engagement because it has a significance value of 0.000 (< 0.05), and there is a significant effect between resilience and quality of work life on work engagement because it has a significance value of 0.000 (< 0.05). This means that the more resilience and quality of work life, the higher the work engagement. It can be seen that based on the calculation of the hypothetical

mean and empirical mean, the hypothetical mean (MH) value is 51 and the empirical mean (ME) is 51.19 which is included in the "Medium" category. So it can be seen that employees who work for at least 1 year in companies that apply work from home and work from office have moderate work engagement with related companies.

Based on the description of the subject, employees who worked in the era of the covid-19 pandemic, in this study were classified into several category descriptions, namely the description of the category of Gender, Length of Work, Age, Marital Status, Domicile, and Salary. Based on the gender description 37.86% of male participants with an average engagement of 56.6 are in the "Medium" category. The rest, as much as 62.14% are female subjects with an average work engagement of 47.9 which is in the "Medium" category. The results of this study are in line with the research of Mufarrikhah et al., (2020) which also states that gender differences affect the level of work engagement, where the level of work engagement of women is higher than that of men.

Based on the description of the subject related to the length of work, each group of years of service has a medium empirical mean. However, for the range of 5-6 years of service, it has a high empirical mean. This indicates that the longer an employee works in the company, the more engaged they will be with the company. According to Fahmi, (2016), employees who are already engaged have a tendency to survive because they already feel comfortable with being an integral part of the company. Based on the description of related subjects by age, each age group has a moderate level of work engagement. This indicates that there is no difference in work engagement based on age. However, among the three age ranges 21-25 years, 26-30 years and 31-35 years, the age range >35 years has the highest empirical mean value of the three, namely 69. This is in line with research conducted by Handayani (2016) which states that respondents aged around >35 years have higher work engagement behavior (Handayani, 2017).

Next is the description of respondents based on the lowest average work engagement owned by the group of respondents with single marital status, which is 50.6 which is included in the "Medium" category. While the highest average work engagement is owned by the group of respondents with married marital status, which is 57 which is included in the "Medium" category. The results of this study are in line with (Susilo & Prahara, 2019) which states that the highest work engagement is owned by a group of respondents with married marital status. Next is the description of the respondents based on the domicile the lowest average work engagement is owned by the group of respondents who live in Pontianak, namely with a value of 17 or included in the "very low" category. While the highest average value of work engagement is owned by the group of respondents

who live in Central Jakarta, which is 65.6 which is included in the "high" category. The results of this study are in line with research by Rizky et al., (2021) which states that employees who work in DKI Jakarta have a high level of work engagement. Next is the description of the respondent's salary and the results obtained are employee work engagement values for employees who work in the era of the covid-19 pandemic, the lowest average work engagement is owned by the respondent group with a salary of 3,000,000.00 which is 39.1 or belongs to the work category. low engagement. While the highest average work engagement is owned by respondents with a salary of 6,000,000.00 which is 64.6 or is included in the category of having high work engagement. It can be said that employees who have higher salaries will have high work engagement. Mathis and Jackson, (2011) explain that salary is an important factor that influences how and why people work in an organization and not in other organizations. The results of this study are in line with Maharani & Endah Mujiasih, S. Psi., (2019) which shows that the perception of basic salary compensation is the way a person makes an assessment and interprets the salary received by an employee as a form of remuneration for the work that has been done by individuals while working. which means that the higher the salary, the higher the work engagement.

CONCLUSION

Based on the results of the analysis that has been carried out in this study, it is known that all the hypotheses proposed in this study can be accepted. So it can be concluded that there is a significant effect of resilience on work engagement because it has a significance value of 0.000 (<0.05), there is a significant influence between quality of work life on work engagement because it has a significance value of 0.000 (<0.01), and there is a significant effect on work engagement. significant relationship between resilience and quality of work life on work engagement because it has a significance value of 0.000 (<0.01). The results of hypothesis testing in this study indicate that the effect of resilience and quality of work life is 82.1% on work engagement. While the remaining 17.9% is influenced by other variables outside the study. Based on the calculation of categorization on the work engagement scale, resilience scale and quality of work life scale, it shows that the respondents in this study have work engagement, resilience and quality of work life which are in the medium category. This means that if the resilience and quality of work life are moderate, then work engagement will be moderate. It is hoped that through this research employees can realize their role in the company, so they can continue to feel passionate about their work and contribute to the collective goals of the company. Companies are expected to be able to carry out supportive management in a way that even if they do not meet team members due to differences in WFH schedules, HR and management can take a supportive approach. Researchers also suggest expanding the reach and increasing the

population and adding sufficient time to provide questionnaires to the subjects to be studied so that the research results obtained are more leverage.

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