

The Influence of New Ways of Work on Employee Engagement with Flexibility and Digital Tools as Moderating Variables Post the Covid-19 Pandemic

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ABSTRACT

The Covid-19 pandemic has left major life changes, especially in post-pandemic work. New ways of work present work practices that focus on employee welfare in carrying out work through digitalization and remote work. Now, employees are the determinants of the company's sustainability. Optimal employee engagement conditions can encourage increased commitment and motivation of employees when carrying out work, increasing company productivity in a better direction. This research used a quantitative approach which was carried out by distributing questionnaires with a total sampling technique which was distributed to 105 permanent employees of PT Guarantee Kredit Indonesia, Jakarta Regional Office. The data in this study was processed using IBM SPSS 20 and SmartPLS 4 software, where data analysis was carried out using SEM-PLS (Structural Equation Modeling-Partial Least Square). The results of this research show that new ways of work have a positive and significant impact on employee engagement. The relationship between new ways of work which is moderated by the moderating variable flexibility and digital tools has a negative moderating influence on employee engagement.

Keywords: new ways of work; employee engagement; flexibility; digital tools

INTRODUCTION

The State of the Global Workplace 2023 Report survey released by Gallup (2023) shows that the average level of employee engagement in best-practice organizations in the world is at 72% in 2022. Meanwhile, employee engagement surveys conducted in country Indonesia got a score of 24%. Thus, employee engagement in Indonesia needs to be developed further and one of the efforts to increase employee engagement is through the implementation of new ways of work. Renard et al (2021) stated that new ways of work are a form of work that utilizes information and communication technology so that workers can choose when and where they work. The implementation of new ways of work utilizes electronic networks to maintain work relationships and implement flexible workspaces, and technological interaction processes whose success depends on the mediating role of changes in organizational culture or practices (Kingma, 2019). Burnett and Lisk (2019) stated that organizational and management practices related to new ways of work focus on increasing employee engagement and improving performance by focusing on welfare, digitalization, and remote work carried out by employees. The implementation of new ways of work carried out by organizations needs to ensure that all employees, especially those who are working

remotely, have adequate digital tools to carry out their work without any obstacles such as communication technology such as video conferencing or productive applications in creating and receiving information in the work environment so that Employees will continue to feel engaged in their work activities (Harvard Business Review, 2021).

The survey "EY 2021 Work Reimagined Employee Survey" conducted by EY on 1,037 respondents from Singapore, Malaysia, Indonesia, and the Philippines showed that employees had a preference of 32% for work anywhere, 29% for remote work overall, and 23% for the combination of working in the office and remote work. As many as 67% of survey respondents from Indonesia said that their work culture had improved based on the implementation of this new method.

Digital tools in the application of new ways of work are defined as means that influence work experience based on the creation and improvement of workspace in physical and virtual environments (Farmer and Mengis, 2021). Zapata et al., (2023) stated that the implementation of digital tools carried out during the Covid-19 crisis has had a positive impact on employee

performance by increasing motivation, work engagement, task autonomy, and improving employee work-life balance. The application of digital tools in new ways of work is useful for providing the same benefits to teams in office locations by combining technology with natural human ways of working and helping to make decisions at work (Taskin et al., 2017).

Analytical services survey research on 379 respondents by Harvard Business Review (2020) states that 91% of employees have hopes regarding technology that is easier to use compared to 10 years ago and 82% of employees feel a significant influence on happiness at work with technological developments. presented to employees. The development of new technology has offered various opportunities for organizing and managing work, such as collaborative innovation that can be carried out with the help of digital tools (Faraj, Jarvenpaa, & Majchrzak, 2011). Remote work and working from home have helped organizations and employees through new ways of work by providing flexibility, the help of digital tools, and organizational practices have helped create better performance for many employees and organizations to overcome the Covid-19 Pandemic and accelerate virtual implementation work (Aroles et al., 2021).

The scope of flexibility in new ways of work is described as organizational practices starting with flexibility related to space and time in self-management to more democratic procedures in organizational management through a series of broad organizational practices (Taskin et al., 2017). Flexibility practices were initially an alternative to rigid work practices and employment regulations that were developed in the 1980s. Currently, the whole world has the potential to become a workplace (Aroles et al., 2021). The presence of flexibility in work can help an organization attract the best talent while retaining existing individuals by creating a motivated and productive workforce by increasing their engagement and satisfaction (BCG, 2019).

The experience of new ways of work is reflected and contributed to by digitalization, flexibility, and virtualization in organizational practices which are supported by the application of digital tools such as document-sharing tools, cloud-based computing, and video conferencing (Aroles et al., 2021). In the office environment, changes in new ways of work have created a new wave regarding the implementation of virtual collaboration so that the work carried out has the potential to be more productive and reduce the need for travel related to business trips for meetings or meeting clients by using new communication channels (McKinsey, 2021).

This research will aim to discuss the effect of implementing new ways of work in credit guarantee companies on employee engagement which is moderated by flexibility and digital tools for the company's permanent employees.

REVIEW OF LITERATURE

New Ways of Work

New ways of work and innovations related to ways of working for organizations are created in the fields of human resource administration and management (Hendrickx, 2018). Slagter (2011) states that new ways of work consist of four aspects, namely working without being bound by time and location, independent production management, access to organizational knowledge, and flexibility in work relationships. Employees who share a workplace feel the benefits of such provisions are the transfer of experience, as well as the support and mutual assistance they receive from their colleagues (Kossek and Lee, 2008).

Employee Engagement

Employee engagement is a positive psychological state of being active and engaged at work with cognitive, emotional, and behavioral intensity and energy (Shuck et al., 2016). Employee engagement can be created by providing reciprocal benefits in facilitating the same values based on the benefits they receive based on their work role and a supportive work environment (Gupta et al., 2017). Renard et al (2021) state that autonomy and well-being are things needed by employees who can motivate them to do their best. Another thing that can support the creation of employee engagement is giving individuals autonomy to contribute and be meaningful regarding the decisions they make within the organization.

Flexibility

Work flexibility or flex work was first developed in the 1980s as an alternative to rigid work practices and employment regulations. The term work flexibility refers to the incorporation of flexibility in time and location, such as working from home, open space, or a shared office into work practices. Work flexibility can have a good impact on balancing life at home and work for employees (Ajzen and Taskin, 2021). Many diverse workplaces, including work-from-home, coworking workspaces, and on-the-go. The whole world has the potential to become a workplace (Aroles et al., 2021).

Digital Tools

Digital tools have become a means of influencing the new workplace experience by increasing the variety of workspaces in virtual environments that provide benefits or burdens in work for employees and managers both inside, outside, and outside the organization (Petani and Mengis, 2021). The use of digital tools has become increasingly massive with the existence of smartphones, online communication, and collaborative tools that are easy to connect anywhere (Ajzen, 2021). Taskin et al (2017) stated that a talented remote team can provide as much value as a team located in one place by combining technology with human working methods and can help guide someone in making decisions with supporting digital tools.

METHODOLOGY

Researchers used a cross-sectional quantitative approach. Neuman (2014) aims to test objective theories to test the relationship between the variables Creswell & Creswell (2018) new ways of work, employee engagement, flexibility, and digital tools.

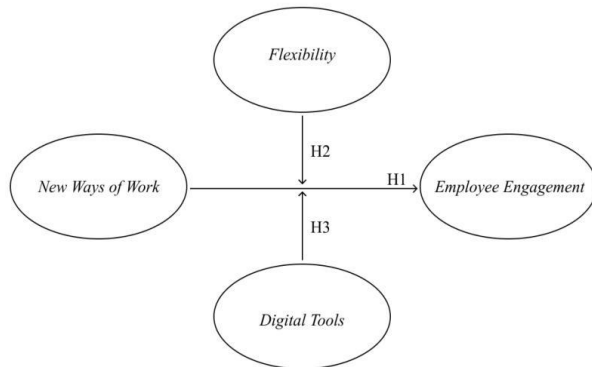


FIGURE 1: Research Model.

Population and sample

The sampling technique used was total sampling, where the sample selected in this study was all employees who worked at credit guarantee companies, totaling 105 respondents. The basis for determining the sample refers to Neuman (2014) who explains that the minimum sample size required for a study is between 100 and 5,000 respondents.

RESULTS

TABLE 2: Research Variable Reliability and Validity Test Results (n=30).

No	Dimensions	Cronbach Alpha (>0.600)	Average Variance Extracted AVE (≥0.500)	Information
1	New Ways of Work	0.955	0.613	Very Reliable
2	Employee Engagement	0.968	0.788	Very Reliable
3	Flexibility	0.778	0.762	Reliable
4	Digital Tools	0.898	0.814	Very Reliable

Based on Table 2, the Cronbach's Alpha and composite reliability values of each variable have reached >0.700. Therefore, all variables can be concluded to be reliable.

Instrument

This research instrument uses a Likert scale with interval-type measurement levels to see the magnitude, number, and level of measuring variables, and to measure the level of agreement or disagreement with the various questions provided in the research. The questionnaire was distributed and distributed online. via Google Forms. The use of Google Forms was chosen for reasons of ease of display that is easy to understand for respondents and ease of data collection. This research uses a Likert scale which has positive statements. The Likert scale can be described through the following Table 1

TABLE 1: Alternative Answer Score.

Statement	Score
Strongly agree	5
Agree	4
Disagree	3
Don't agree	2
Strongly Disagree	1

Data Analysis

This research used SEM analysis with a Partial Least Square (PLS) approach also called PLS path modeling (Hair et al., 2020). This research also uses descriptive analysis techniques to describe the characteristics of respondents using IBM SPSS 20 software. Validity and reliability tests use Pearson Correlation and Cronbach's Alpha.

Based on the table above, the loading value for each AVE (≥0.500) is greater than the values in other constructs. Thus, all research indicators can be concluded to be valid.

TABLE 3: Hypothesis Testing Results.

	Original Sample (O)	T Statistics (O/STDEV)	P Values	interpretation	Information
New Ways of Work -> Employee Engagement	0.465	4,390	0,000	Positive, Significant	Accepted
New Ways of Work -> Flexibility -> Employee Engagement	-0.077	0.990	0.322	Negative, Not Significant	Rejected
New Ways of Work -> Digital Tools -> Employee Engagement	-0.058	0.637	0.524	Negative, Not Significant	Rejected

The results of testing the first hypothesis show that the original sample estimate value is 0.465, which shows that the relationship between the new ways of work variable and employee engagement is positive. Furthermore, the influence of new ways of work on employee engagement shows a T statistics value of 4.390 or significant. Based on this, it can be concluded that the new ways of work variable have a significant influence on the post-pandemic employee engagement variable.

The results of testing the second hypothesis show that the original sample estimate value is -0.077, which shows that the relationship between the new ways of work variable and employee engagement which is moderated by flexibility is negative. Furthermore, the influence of new ways of work on employee engagement shows a T statistics value of 0.990 or not significant. Based on this, it can be concluded that the flexibility variable has an insignificant negative influence on the employee engagement variable after the Covid-19 pandemic.

The results of testing the third hypothesis show that the original sample estimate value is -0.058, which shows that the relationship between the new ways of work variable and employee engagement which is moderated by digital tools is negative. Furthermore, the influence of new ways of work on employee engagement shows a T statistics value of 0.637 or not significant. Based on this, it can be concluded that the digital tools variable has an insignificant negative influence on the employee engagement variable after the Covid-19 pandemic.

DISCUSSION

The influence of the new ways of work variable on employee engagement

The research results show that the *new ways of work variable* have a significant influence on the *employee engagement variable* after the COVID-19 pandemic in credit guarantee companies. The results of this research are by research conducted by Zapata et al., (2022), that new ways of work have a positive and significant influence on employee engagement, the existence of new management practices for employees based on employee welfare in maximizing productivity, innovation, and change.

This is also reinforced by the statement on the *new ways of working* variable which consists of three dimensions, namely *self-description*, *space and interaction*, and *sense of belonging and privacy*. Based on the calculation of the average value, it can be seen that the highest *mean value* of the three dimensions is the *self-description* dimension with a *mean value* of 4.279. In this dimension, the indicator that has the highest average or *mean value* corresponds to the statement " *I am not easily distracted when carrying out my work* ". This can happen because the *credit company* has created a good working atmosphere so that the work carried out by each employee can run well. The dimension that has the lowest *mean value* is the dimension of *sense of belonging and privacy*. The indicator with the lowest *mean score* in this dimension is the statement " *Because I have to change*

places of work every day, I don't feel like I've lost my sense of belonging to the company. "

employee engagement conditions can create various benefits for the company and employees by increasing the happiness of each employee which encourages employee commitment and motivation in developing the company where they work (Gupta et al. 2017). Therefore, implementing *new ways of work* is one management practice that can be used and continued to continue to develop the company and each employee at the credit guarantee company. Indonesian credit guarantee companies can pay attention to the physical environment of employees when carrying out work activities. This is done to maintain a sense of ownership of the company and employee privacy when carrying out work to maintain the company's *employee engagement level*. This includes being able to provide more *feedback* to employees who have provided the best work results for the company. This is done to increase employee *behavioral engagement when carrying out work assigned by the company*.

The influence of the new ways of work variable on employee engagement is moderated by the flexibility variable

The research results show that the flexibility variable has an insignificant negative influence on the employee engagement variable after the COVID-19 pandemic in credit companies. The results of this study are by research conducted by Menezes and Kelliher (2011), that flexibility practices can reduce potential stress, but can also create stress. With the flexibility of not commuting to work, employee social interactions can be reduced and conflicting demands on employee time and energy can be created. Research conducted by Kingma (2019) states that flexibility in carrying out work has created a paradox related to the tendency to increase the empowerment of workers who are responsible for productivity and work processes with flexibility in carrying out work which is related to employee engagement.

Considering the variable *flexibility*, it has an average or *mean value* of 3.644. For the indicator with the highest *mean value* of the *flexibility variable*, the statement " *The organization where I work provides a communication technology platform such as chat and video conference services to carry out virtual remote work.* " This happens because the *credit company* has good communication between teams at work. Communication between credit guarantee company offices and customers is not a problem with the presence of a communication technology *platform* in its business operations. The indicator with the lowest *mean value* of the *flexibility variable* is in the statement " *The organization where I work applies flexible working hours* ". This is because the credit guarantee company has set rules regarding employee working hours.

This research has significant implications for leaders of credit guarantee companies regarding the influence of *new ways of work* that can have a positive influence on *employee engagement* which is moderated by

flexibility and *digital tools*. Burnett and Lisk (2019) stated that *new ways of work* are organizational and management practices that focus on increasing *employee engagement* and company performance based on employee welfare, digitalization, and remote work.

The influence of the new ways of work variable on employee engagement is moderated by the digital tools variable

The research results show that the digital tools variable has an insignificant negative influence on the employee engagement variable after the COVID-19 pandemic in credit companies. The results of this research are research conducted by Zapata-Cantu (2022), that digital tools make communication between employees easier. getting faster. However, organizations need to pay attention to the balance between the physical environment and the digital environment. The lack of balance in these two things creates a negative influence on employees which triggers a feeling of fatigue due to the high use of digital tools while working. Research conducted by Renard et al., (2021) states that the use of digital tools has the potential to reduce work motivation by creating feelings of isolation, minimal social interaction and organizational support, and erratic working hours which can cause fatigue and stress for employees.

digital tools variable indicator has an average or *mean value* of 4.341. The indicator with the highest *mean value* of the *flexibility* variable is the statement "In my work, technology platforms for sending messages such as WhatsApp are used as an informal synchronous tool for connecting with colleagues". This happens because the majority of employees from *credit guarantee companies* use the WhatsApp platform as a communication medium, especially in providing or receiving informal communication between colleagues. For the indicator with the lowest *mean value* of the *digital tools* variable in the statement " In my work, Social Media is used as an informal asynchronous tool to obtain information about conditions occurring in my organization ." This is because PT Guarantee Kredit Indonesia Jakarta Regional Office has not routinely provided *updates* regarding activities carried out in the company via *social media* platforms to parties outside the company.

CONCLUSIONS

The results of this research show that new ways of work have a positive and significant impact on employee engagement. The relationship between new ways of work which is moderated by the moderating variable flexibility and digital tools has a negative moderating influence on employee engagement. In the future, companies should pay attention to the physical environment for employees, maintain a sense of ownership, and give more feedback to employees who have provided the best work results for the company and employee privacy to maintain the company's employee engagement level.

Declaration of Conflicting Interests

The author(s) declared no potential conflicts of interest concerning the research, authorship, and/or publication of this article.

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