ANALYSIS EMPLOYEE ENGAGEMENT TO EMPLOYEE PERFORMANCE IN THE CITY OF SEMARANG, CENTRAL JAVA, INDONESIA

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ABSTRACT

At the time of the Covid-19 Pandemic, employee performance experienced dynamics, Employee Engagement was needed to deal with employee performance. Employee Engagement is carried out in totality, both physically, enthusiastically and emotionally according to their job responsibilities. The study was conducted on employees in the city of Semarang, using non-probability sampling with purposive sampling technique taken as many as 100 employees. The study was conducted using SPSS and Amos 22 software. The results found that employee engagement had a significant effect on employee performance. Likewise, work flexibility, work culture and employee engagement have a joint effect on employee performance. This study proves that employee engagement moderates work culture and work flexibility on employee performance.

Keywords: Work Flexibility, Work Culture, Employee Engagement, and Employee Performance

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1. INTRODUCTION

Employee performance experiences dynamics due to the turbulent external environment, especially during the covid 19 pandemic. Employee performance is followed by the Work From Home (WFH) rule, which fosters work flexibility resulting in changes in work behavior and work culture. The era of the Covid 19 Pandemic coupled with advances in information technology resulted in environmental conditions changing very quickly. Companies must adapt to these changes, namely by utilizing employee engagement to improve employee performance. At the same time, there is a change in the work culture and the flexibility of employees' work, the aim is to maintain and improve employee performance.

Employee engagement starts from the concept (Khan, W.A; 1990), how to make all members of the organization bound and play a role in the organization physically, cognitively and emotionally. Employee engagement is a positive attitude of employees who are consciously bound in organizational performance, usually this attachment is characterized by enthusiasm, dedication, enthusiasm, energy, absorption, total involvement to do the best for the organization; (Men, L.R, 2015). Employee engagement is shown by a positive attitude towards their work. Employee engagement shows that employees work harder to exceed the requirements desired by the company and their work expectations.

(Kotter and Heskett, 1992) work are values that are believed to be shared so as to shape employee behavior towards the goals and objectives of the organization. Work culture as a direction for each employee to achieve organizational goals. (Deal, T.E, & Kennedy, A. A.; 1982) suggests that there is a relationship between culture and employee performance. Corporate strategy that is consistent with the cultural values in the company leads to organizational success. During a pandemic like this, a strong work culture is needed so that employees have the same pattern of behavior in dealing with unusual conditions. In emergency conditions, namely the pandemic era plus technological disruption, it demands a change in culture, changes in work in the workplace that were previously carried out with discipline are slowly turning into work flexibility

Work Flexibility, is a more flexible work pattern due to the WFH rules so that it can be done anywhere, the main thing is that the work is completed on time. Workers are asked to take personal responsibility with their ideals required to be able to complete the responsibilities of the work that is their duty; (Harvey G et al, 2017). Work flexibility refers to working time, workplace, work arrangements of each individual, as well as the division of labor in accordance with the agreement with the employer (Sussanna Shagvaliyeva, Rashad Yazdanifard, 2014).

Employee performance is the result obtained from the work that has been expanded, (Pushpakumari, 2008). Employee performance means productivity and work results as a result of employee development. Employee performance will ultimately affect the effectiveness of the organization; (Hameed & Waheed; 2011). Employee performance becomes employee result in accordance with the duties and responsibilities carried out. The two main criteria for measuring work performance are quantity and quality of work.

Employee performance gaps occur when an employee is able to perform his/her job duties properly and on time, but on the other hand, there are still employees who are unable to perform their duties and are not on time. Performance is a multicomponent concept and a person at a basic level can distinguish aspects of the work process, namely behavioral engagement with expected results (Borman, W.C. and Motowidlo, S.J. 1993). In this study the main objective is to analyze employee engagement to improve employee performance through work culture and work flexibility.

2. LITERATURE REVIEW

2.1. Employee Performance

Work performance is defined as an employee's work behavior that produces the expected overall value during a certain time limit. Work performance in question is the activity of employees who have the ability to complete the tasks assigned to them successfully, with certain limitations by utilizing available resources (Dar, et al, 2011). Employees at work are expected to work according to the vision of the organization, as well as adapting to changes in the environment that are very fast (turbulence). The ability of employees to work efficiently in handling turbulent environmental conditions is very much needed (Baard, et.al, 2014), for example, technological transformation, changes in core work tasks, organizational

restructuring, including the COVID-19 pandemic. For this reason, employees are required to learn new knowledge and adapt with technology that continues to develop so that it can grow and work more efficiently (Griffin, et.al, 2010). Adopting research (Conway, 1999) performance is behavior that appears to include job duties that are the responsibility of employees so that they become part of their job descriptions. Employee performance includes performance, namely cognitive ability to facilitate task knowledge, task skills, task habits, indirectly employees fully appreciate their work so that it requires employee engagement.

2.2. Employee Engagement

Employee engagement as part of the organization both physically, cognitively and emotionally, according to its role. Every worker who is bound in his life spends more than a third of his time working (Van Zyl, et.al, 2010). Job engagement is defined as a 'positive, satisfying, work-related state of mind' characterized by passion, dedication and absorption (Schaufeli & Bakker, 2010). In everyday life, "attachment" refers to involvement, commitment, passion, enthusiasm, absorption, focused effort, and energy (Wilmar B. Schaufeli, 2012). Saks (2006) describes work engagement as the reciprocal interdependence of economic and socio-emotional resources between an employee and an organization. Engagement represents the main outcome in the work domain because it has a positive relationship with organizational performance (Schaufeli, et.al, 2008).

2.3. Work Culture

Culture is a concept that is still vague but can be interpreted as an integrated behavior pattern that becomes a habit. Robbin (2002) provides a definition of behavior patterns that have attitudes, values, utilize instruments, language, work systems and technology. Organizational culture is the beliefs, feelings, behaviors, and symbols that characterize an organization. More specifically, organizational culture is defined as shared philosophies, ideologies, beliefs, feelings, assumptions, expectations, attitudes, norms, and values (Schein, 2011). Work culture is a combination of work habits in the workplace that are carried out as daily habits how workers interact, work together, help each other and complement each other based on procedures and policies that apply in the workplace. Thus work culture means work activities that have meaning attached to work that apply to be the norm and apply in the workplace. Work culture can be defined as shared values, beliefs, assumptions and norms that influence the way people and groups in organizations interact with one another; (Ju Li Ng 1 2014). Work culture is considered as an unwritten rule in the workplace but workers already understand what to do. Organizational culture is a direction for each employee to achieve organizational goals to contribute to what, how to achieve it, as well as mutually supportive goals so as to provide a comprehensive understanding of the company. Hosftede (1980) organizational culture as a collective thought process so that it can distinguish organizational thinking from other groups.

2.4. Work Flexibility

The practice of work flexibility facilitates work-life balance, involves flexible working hours and benefits not only employees but also employers (Sussanna Shagvaliyeva, Rashad Yazdanifard, 2014). Work flexibility at this time has shifted with the advancement of information technology, regarding location flexibility, flexibility of working time (Possenried and J.Plantenga, 2011); Work flexibility does not reduce working hours, offering convenience in work planning. Work flexibility is the ability to control the duration of working time as well as the work location, the ability to schedule work if desired by the employer (Atkinson and Hall, 2011). Work flexibility will benefit employers, as well as employees. Flexible work practices are beneficial for employers, as flexibility is instilled in order to give employees the option to choose at what time, when and from where to work. The advantage for employees is

the work balance for the family, especially the working hours in the family can be arranged in addition to working at the workplace or company. Workplace Flexibility means the ability of workers to make choices that affect when, where, and for how long they are engaged in work-related tasks. Work flexibility balances professional work life with personal life, which provides job satisfaction and high performance as well as overall improvement of the organization. Work flexibility is very important in today's digital era, with technological advances and improvements in digital technology, employees can continue their work wherever they are, as long as they stay connected to the Internet. (Ana Maria et al; 2020).

3. HYPOTHESES

3.1. Work Culture Affects Employee Performance

Research (Khuzaeni et. al. 2014), the results of the analysis state that culture has a significant effect on employee performance. It is the same that organizational culture has a significant positive relationship with employee performance; (Weerarathna, Geeganage, 2014). These results are consistent with (Hofstede et al. 1990) who suggested that organizational culture variables are related to employee performance as well as organizational performance. (Mariama Z. et al, 2013); in his research found that all indicators and dimensions of work culture are positively related to performance. Analysis of bureaucratic culture has a high significant effect on employee performance, this result is higher than the supportive culture variable (Mohd Faizal Mohd Isa; et.al, 2016). The same results also show that the dimensions of organizational culture have an effect on employee performance; (Romi Ilham, 2018).

H1: Work culture has a positive and significant effect on employee performance.

3.2. Work Flexibility has an Effect on Employee Performance

Altidag E and Siller F (2014), in their research using a work flexibility model to improve the sustainability of employee performance. Research on work flexibility includes the accuracy of work flexibility, work loyalty, attitudes towards the flexibility of working hours, and its direct effect on employee performance. Research (Waseem John, 2017) shows that organizations can become more productive and efficient if FWH practices are applied at a strategic level and more importantly if consideration is given to employee preferences and needs. The results of the study (Uzochukwu, et al. 2019) concluded that flexible timing has a significant positive relationship with employee performance. Indowu's study found that flexible working hours increased employee performance, (Idowu, 2020); Flexible formal work arrangements were found to be negatively related to performance (Brenyah and Darko 2017). Sekhar et al (2017), Work flexibility has a positive effect on performance. Therefore, this study recommends that management should ensure that they make flexible work schedules for employees because it is recognized as having a positive contribution to employee performance (Sam, et al, 2020).

H2: Employee Work Flexibility has a positive and significant effect on employee performance.

3.3. Work Culture Affects Employee Engagement

The results of the study (Babu A.L. et al 2020) show a significant influence of work culture on employee engagement metrics. Organizational culture has a very positive and significant impact on employee engagement and effectiveness. Empowered employees who take advantage of organizational wisdom project a higher level of enthusiasm which is the hallmark of a truly engaged employee (Soni, S. 2019). A study was conducted by (Kalia N and Verma, Y.S. 2017), within the hospitality sector in Himachal Pradesh in India to evaluate organizational culture and employee engagement. Findings from their study revealed that organizational culture plays an integral role in increasing the overall level of employee engagement. Another study was

conducted by (Ilyasa et al. 2018), on 563 employees to assess the impact of organizational culture on employee engagement and effectiveness. Parents in their study positive work culture increases employee engagement and in certain cases leads to increased adaptability; (Parent, J. D., & Lovelace, K. J.; 2015). Other research findings show a statistically positive effect of organizational culture on all three dimensions of engagement; (Josephine et.al, 2018); Organizational culture has an effect on employee engagement; (Muhammad Abbas, 2017).

H3: Work culture has a positive and significant effect on employee engagement.

3.4. Work Flexibility Affects Employee Engagement

The study of Ugargo et. al. (2018) found that the availability of the FWA (flexibility work arrangement) option coincided with its utilization. What is still debatable is that only 7 percent of employees are “highly engaged”, 51 percent are unattached and 41 percent of employees are not tied to their current organization. FWA is positively related to employee engagement (EE). The results of his research found that the suitability of the FWA option leads to a better EE which warrants further exploration that can guide FWA policy. Another study found a positive relationship between FWA and employee engagement. It also reveals that FWA is positively associated with various constructs of employee engagement found in the literature, with the most prominent findings showing the positive influence of FWA on employee well-being; (Weideman, M., & Hofmeyr, K.B.; 2020). The results of another study showed no significant change in employee engagement based on the use of flexible work arrangements, but the trend that employees using flexible work arrangements showed a slight decrease in conflict in work life, and those who did not use flexible work arrangements reported a slight increase; (Victoria R. Brown, 2015).

H4: Work Flexibility has a positive and significant effect on employee engagement.

3.5. Employee Engagement Affects Employee Performance

Employee engagement has been conceptualized in different ways, for example, according to Men L.R. (2015), it is the positive attitude that employees have towards the organization and its values. An employee who is bound is aware of the business context and works with colleagues to improve performance in work for the benefit of the organization (Ologbo & Sofian, 2013). According to Men L.R (2015), engagement is characterized by energy, absorption, involvement, efficacy, passion, dedication, enthusiasm and a positive state which is described as a catalyst for employee performance. According to (Shantz, et.al, 2013), engaged employees have a positive attitude and have a working relationship the state of mind is characterized by enthusiasm, dedication, and absorption and this makes employees psychologically present in the workplace, which minimizes their chances of making related mistakes. Gichohi (2014) explains that there is a positive relationship between employee engagement and employee performance. The results of the study show that work engagement has a positive effect on performance (Christian, M. S et al 2011). Work engagement also has a positive and significant effect on work performance (Sekhar et al 2017).

H5: Employee Engagement has a positive and significant effect on Employee Performance.

4. RESEARCH FRAMEWORK

This research is described in one model, that employee engagement has a moderate positive effect between work culture and work flexibility on employee performance see Figure 1

Figure 1 Research Framework

5. METHOD

5.1. Population and Sample

The population of this research is all private and government employees who work in the area of Semarang City. The population of all employees in is not yet known, the condition of the covid 19 pandemic, in this study the questionnaire was distributed using the google form, therefore the sampling used non-random sampling with purposive sampling technique, namely using certain considerations, as well as certain characteristics according to the researcher's objectives; Sugiyono (2010). Characteristics of respondents according to the research objectives, namely employees who have worked for more than 3 years, have worked in government, state-owned enterprises or in the private sector, in companies or agencies applying flexible working hours or work from home, in the city of Semarang. The distribution of google forms is carried out from 15 June to 15 August 2021; Google forms that were filled out and returned and met the requirements to be processed as samples were 109, but 100 employees were used because 9 did not match the characteristics of the researcher. Previously, the questionnaire was distributed to 30 respondents and tested with validity and reliability and the test results showed no problems were identified. Of the 100 samples, the majority of respondents 89% were male respondents and 11% female respondents, of which the age of 21 to 30 years was 20%, 31 to 40 years was 32%, aged 41 to 50 years was 36% and the rest were above 50 year by 12%. The respondent's tenure of service is less than 5 years as much as 23%, 5 to 10 years of service as much as 55% and 22% of working period of more than 10 years. All data were analyzed and tabulated, then inputted using SPSS and AMOS 22. Answers to questions from each variable were measured on a Likert scale from 1 (strongly disagree) to 5 (strongly agree). In this study, the variable EP (Employee Performance) is measured by the Y1 indicator: Earning income; (Pushpakumari, 2008) Y2. : Following the progress of knowledge; and Y3. : adapt to technological advances; (Griffin, et.al, 2010) Y4 : Able to cope with a turbulent environment; (Baard, et.al, 2014). Research with EE (Employee Engagement) variable with indicators, z1: physically involved; and z2: engage with passion; (Khan ; 1990) z3: involved with dedication, and z4: involved in absorption; (Schaufeli et al. 2002). In the study of the WC (Work Culture) variable with indicators, X11: values that are believed together; and X12: Ability to Cooperate; (Ju Li Ng 1; 2014); X13: Work habits prevailing in the workplace; and ; X14 : Work according to the applicable rules; (Webster, 2007). In this study, the variable WF (Work Flexibility) with indicators, X21: Work-life balance; and X22:

Flexibility in the Workplace, and X23: Flexibility of working time; (Sussanna Shagvaliyeva, Rashad Yazdanifard, 2014). X24: Ability to schedule work (Atkinson and Hall, 2011).

6. RESULTS

To strengthen and explain the results of the SEM model in full, it can be shown from the final stage of the SEM suitability index, which is indicated by the limit value and calculation of the AMOS 22 value with the results shown in Table 1.

Table 1 Final SEM Conformity Index

Criteria	Cut off value	Result	Note
Chi- Square	small	117.182	Fit
Significance Probability	$\geq 0,05$	0.091	Fit
RMSEA	$\leq 0,08$	0.032	Fit
GFI	$\geq 0,90$	0.930	Fit
AGFI	$\geq 0,90$	0.902	Fit
CMIN/DF	$\leq 2,00$	1.196	Fit
TLI	$\geq 0,95$	0.977	Fit
CFI	$\geq 0,95$	0.981	Fit

Source: Primary Data, Processed 2021

Hypothesis testing shows a comparison of whether the hypothesis is accepted or rejected through a comparison of the probability (p) value with alpha (α) the value is set at 0.05. The probability that the p value is smaller than the alpha value ($\alpha = 0.05$), indicates that the hypothesis can be accepted. Likewise, if the probability of the p value is greater than the alpha value ($\alpha = 0.05$), then the hypothesis is rejected. The final results are shown in Table 2. Where WC has a positive effect with $p = 0.008$ and alpha value < 0.05 , the hypothesis is declared accepted. The same thing that WF has a positive effect with $p = 0.012 <$ smaller than alpha ($\alpha = 0.05$) thus proving that the hypothesis is accepted. Moderation effect is required if both have a positive effect, then both are tested further. Thus, in this study, employee engagement can be a moderating variable requirement.

Table 2 Hypothesis testing

			Coefficient Value	C.R	P	Confirmation
EE	←	WC	0.107	2.647	0.008	Significant
EE	←	WF	0.112	2.525	0.012	Significant
EP	←	EE	0.096	2.570	0.010	Significant
EP	←	WC	0.111	2.404	0.016	Significant
EP	←	WF	0.116	2.273	0.023	Significant

Sumber: Data Primer Di olah 2021

The statistical test that the effect of WC on EE found a coefficient of 0.107 and a critical ratio (C.R) of 2.674. This means that work culture has a significant positive effect on EE. According to research by Babu L.A. et al (2020) showed a significant influence of work culture on the employee engagement metrics used; It is recommended to improve organizational culture. A study conducted by (Kalia and Verma, 2017), the study findings reveal that organizational culture plays an integral role in increasing the overall level of employee engagement. The same thing was done by (Ilyasa et al. 2018), on 563 employees the research findings reveal the direct positive impact that organizational culture has on employee engagement. Work culture is empirically positively related to indicators of the ability to build cooperation or interact with employees (Ju Li Ng 1 ; 2014); Work Habits prevailing in the workplace; (Webster 2007).

Furthermore, testing the effect of work flexibility (WF) on employee engagement (EE) resulted in a coefficient value of 0.112 with a critical value of C.R. 2,525. This means that work flexibility has a positive and significant effect on EE. Here according to the study research (Ugargo et. al. 2018) FWA (Flexibility work arrangement) is positively related to EE (employee engagement). FWA is positively associated with various employee engagement constructs, (Weideman, M., & Hofmeyr, K.B.; 2020). Slightly different results from (Victoria R Brown 2015) The results showed no significant change in employee engagement based on the use of flexible work arrangements, but the trend that employees using flexible work arrangements showed a slight decrease in work-life conflict, and those who did not use flexible work reported a slight improvement. This opinion refers to the flexibility of work at work time, workplace, work arrangements of each individual, (Sussanna Shagvaliyeva, Rashad Yazdanifard, 2014).

Hypothesis test of work culture (WC) on employee performance (EP) shows the coefficient of 0.111 and C.R 2.404. this means that work culture has a positive and significant effect on EP. According to research (Mariama Z. et al; 2013); all indicators and dimensions of work culture are positively related to performance. Also according to Pushpakumarii's research with indicators of work results obtained by a worker (Pushpakumari, 2008);. Follow the progress of knowledge; (Griffin, et al, 2010). It also supports that the findings of organizational culture have a significant positive relationship with employee performance; (Weerathna, Geeganage, 2014). These results are consistent with (Hofstede et al. 1990) which suggests that organizational culture variables are related to employee performance as well as organizational performance.

The WF statistical test of work flexibility has an effect on EP resulting in a coefficient value of 0.116 with a C.R of 2.273, meaning that work flexibility has a significant positive effect on employee performance. This research is appropriate (Altidag and Siller 2014), work flexibility improves the sustainability of employee performance. The results of the research show that work flexibility includes the accuracy of work flexibility, work loyalty, attitudes towards working hours flexibility, and its direct effect on employee performance. Research findings (Waseem John, 2017) show that organizations become more productive and efficient if FWH practices are applied at a strategic level and with consideration of employee preferences and needs. Research (Uzochukwu, C. O. et al. 2019) concludes that flexible timing has a significant positive relationship with employee performance. Flexible working conditions seek to provide a win-win situation for employers and workers, employees can benefit from flexible working hours by taking charge of their day, allowing with flexibility to change their family and personal time;α (Coenen & Kok 2014). Indowu's study found that flexible working hours improved employee performance, (Idowu, A.S. 2020); Flexible formal work arrangements were found to be negatively related to performance (Brenyah S R and Darko 2017), (See Figure 2). Sekhar et al (2017), Work flexibility has a positive effect on performance.

Figure 1 Measurement Results of WC, WF, EE and EP Variables

The results of hypothesis testing on EE have an effect on EP with a coefficient of 0.096 with a CR of 2.570. Means that EE has a positive and significant effect on EP. An employee who is bound is aware of the business context and works with colleagues to improve performance in work for the benefit of the organization (Ologbo & Sofian, 2013). According to Men L.R. (2015), engagement is characterized by energy, absorption, involvement, efficacy, passion, dedication, enthusiasm and a positive state which is described as a catalyst for employee performance. According to Shantz, et al., (2013), engaged employees have a positive attitude and have a working relationship a state of mind characterized by enthusiasm, dedication, and absorption and this makes employees psychologically present at work, which minimizes their chances of make work-related errors and mistakes. Gichohi (2014) explains that there is a positive relationship between employee engagement and employee performance, employees who are engaged experience positive emotions that expand their thinking, making them more attentive and absorbed in their work (Shantz et al., 2013). The results of the study show that work engagement has a positive effect on performance. Christian, M. S et al (2011) work engagement also has a positive and significant effect on work performance. In other studies, work engagement also has a positive and significant effect on work performance (Sekhar et al 2017).

The test results of the moderating effect on EE on WC and WF on EP are shown in Table 2. The results showed that WC had a significant positive effect on EP with a value of $p = 0.16$ (smaller) than the alpha level value $\alpha = 0.05$. The same thing for WF has a positive effect on EP with a p value of 0.023 which is smaller than alpha $\alpha = 0.05$, so the hypothesis is accepted. Thus proving that EE moderates WC and WF to improve the performance of EP employees with a coefficient of 0.096 and a p value = 0.010 which is smaller than the alpha value $\alpha = 0.05$.

7. CONCLUSIONS

This study empirically examines Work Culture and Work Flexibility moderated by employee engagement to improve employee performance. These results prove that employee engagement moderates work culture and flexibility in its activities. Thus, a work culture is needed to improve employee engagement. Just like work flexibility is a challenge that is inevitable to adapt to rapid changes for employees, due to the COVID-19 pandemic conditions and the need to grow and develop for employees by increasing knowledge and adapting to information technology because this can improve employee performance. Employees can improve and improve their performance if they want to take advantage of work culture and work flexibility so as to increase employee engagement. Through employee engagement not only physically, but working in totality with passion, dedication and being able to absorb changes in knowledge and technology. What is very interesting is that the change in work from off line to online has a negative impact on employee performance. This proves that employees are not used to the new work culture due to rapidly developing technological advances, especially information technology, so that employees are still difficult to adjust quickly, thus work flexibility in the short term has not been able to improve performance. Furthermore, employee engagement is currently very much needed for employees due to very fast changes due to the COVID-19 pandemic which forces every employee to quickly master and apply information technology in their workplace. Due to the speed of this change, employees are forced and anticipated with the flexibility of employee work through information technology to immediately adjust to work with totality through employee engagement. Thus, employee performance will increase and be able to improve company performance.

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