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# Workplace Well Being and Psychological Resilience to Work Engagement on Employees

**Alimatus Sahrah, Ros Patriani Dewi**

Faculty of Psychology, Universitas Mercu Buana Yogyakarta, Yogyakarta, Indonesia

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## Abstract

Work engagement is interesting topic as it is believed to have a very large impact on the sustainability of the organization. In various situations and conditions, the role of workplace wellbeing and resilience is believed to play a very important role in the level of work engagement. The purpose of this research is to see the effect of workplace wellbeing and resilience on work engagement among employees. This study involved 183 employees as research subjects who had characteristics aged 20-50 years, and had working experience of more than 1 year. Data collection was carried out using a Likert scale with 4 alternative answers. The research scale is the workplace wellbeing scale, resilience scale, and work engagement scale. With the SMART-PLS analysis, it was concluded that all scales had convergent and discriminant validity with satisfactory former laker coefficient values. Chronbach's alpha and composite reliability coefficients are above 0.70 and 0.80. The results of the study show that there is an influence of resilience and workplace well being separately or together in influencing work engagement among employees. The contribution of workplace wellbeing and resilience to work engagement is 59.9%, while 41.1% is estimated to be influenced by variables other than those examined by this study.

**Keywords:** work engagement, workplace wellbeing, resilience, employees

## 1. INTRODUCTION

The subject of work engagement is frequently debated by scholars in the fields of work and business due to its crucial contribution to the effectiveness of a company (Osborne & Hammoud, 2017). Previous research literature has established that employee work engagement is central to organizational success as it predicts better results for workers, teams, and organizations (Bakker & Albrecht, 2018); This can lead to increased productivity, profits, financial performance, customer satisfaction, and can even result in up to a 112% increase in stock returns (Harter et al., 2002; Xanthopoulou et al., 2009). Nonetheless, it is evident that a significant number of workers worldwide do not demonstrate complete dedication towards their work. To be more specific, just 31% of workers worldwide exhibit high levels of work engagement, and in Indonesia, merely 8% of employees are entirely devoted to their job. The outbreak of COVID-19 has worsened the situation, as workers have reported a 28% reduction in their work engagement levels. Notably, many workers suffer from anxiety about going back to their workplace, which is a prominent factor behind their decreased engagement (Marojahan, 2016; Harter, 2020). It is crucial for employees to have high work engagement levels as it is associated with goal-oriented behavior, which is important for productivity. On the other hand, low levels of work engagement can lead to less productive work time and a decrease in profits due to poor work performance (Pri & Zamralita, 2018; Muslim et al., 2018).

In relation to the setting of the COVID-19 pandemic situation, it is stated that work engagement is related to increasing productivity, as well as increasing worker commitment to the organization and keeping workers motivated during times of crisis which are also difficult (Chanana & Sangeeta, 2021). Moreover, it is established that the degree of work involvement can influence the overall performance of the organization. This is because work engagement is closely linked to productivity, absenteeism, turnover rates, operational efficiency, and a rise in earnings per share (EPS) of the company (Rotenberg, 2021). Previous studies have also revealed that organizations face a significant challenge in retaining active work engagement among employees during the COVID-19 pandemic. This is because work engagement is known to drive superior performance, increase productivity, and promote employee well-being. (Nugraha & Suhariadi, 2021).

Related to organizational progress, Page, (2005) states that employee welfare in the work environment or commonly known as workplace wellbeing (WWB) has a major effect on organizational progress. Workplace wellbeing is the well-being that is obtained by employees from matters related to their work which consist of overall feelings (core affect) accompanied by satisfaction with intrinsic and extrinsic values from work (work values). Core affect can be interpreted as individual feelings in general where there is a feeling of comfort or discomfort and encouragement that affects one's activities. while work values refer to important aspects of work that make individuals enjoy their work (Page, 2005). Workplace wellbeing or employee welfare is one of the key factors in motivating employees towards organizational or company success through employee engagement. Therefore, it is important for companies to pay attention to employee welfare, where employee welfare will have an impact on employee health both physically and psychologically (Bennett et al., 2017). Healthy and prosperous employees can increase their valuable contribution to the organization to achieve higher organizational productivity (Avey et al., 2010).

Furthermore, organizations with employees who have high levels of well-being are reported to have several advantages, including obtaining higher customer satisfaction and loyalty, more productivity and lower turnover rates (Harter et al., 2002). The concept of Workplace wellbeing presented by Page (2005) is a construct that is parallel/equivalent to subjective well-being. Subjective wellbeing is happiness or what is described as a positive state of mind that encompasses one's entire life experience (Page & Brodrick, 2009). In general, the success that emerges from well-being can occur in various domains of life, including the world of work (Avey et al., 2010). A high level of individual well-being will make employees more engaged with their work, earn better income, have good relationships with superiors and co-workers, and make employees feel a sense of belonging to the organization (George & Brief, 1992 in Russell, 2008).

The achievement of welfare will affect all employee activities positively. As revealed by Boyd (in Kurniadewi, 2016) that health and welfare have an important role in work. Workplace wellbeing on the extrinsic dimension is also considered a factor that can make the level of employee engagement fade or not. Low welfare will result in low productivity levels, low quality of decision making and decreased contribution to the organization. Workplace well-being or welfare in the workplace which is suspected to be related to work engagement. The idea of the well-being of employees in the workplace pertains to the utilization of their personal satisfaction within the work environment. This involves the overall sentiments of the workers (core affect) and the external worth of their job (work value), resulting in a sense of success and contentment at work (Anwarsyah et al., 2012; Mangundjaya, 2016).

Research by Abun et al., (2020) in the academic environment in the Philippines found that there was a correlation between workplace well-being and work engagement among employees. As has been widely studied theoretically, the two are indeed closely related, but according to research notes from a business consulting firm from the United States, namely Gallup Inc., which uses the terms employee engagement and well-being, the two can be reciprocal, influencing each other. In 2020, based on experiences during the pandemic Gallup Inc. states that employee engagement and well-being are not connected to each other, and seek their own paths (Wigert & Agrawal, 2020).

Employee welfare is significantly influenced by workplace well-being, which is a crucial determinant for an organization's long-term sustainability (Murat et al., 2011). Furthermore, it has been established that workplace well-being positively impacts an organization's overall performance (Herwanto & Umami, 2017). Recently, a longitudinal study conducted an evaluation of both mental well-being and work engagement to determine their effect on work attitudes, and it was found that various predictors resulted in differing levels of engagement (Brokmeier et al., 2022). Hence, workplace well-being also plays a pivotal role in an organization's survival.

According to Schaufeli and Bakker (2004), work engagement can be impacted by personal and job resources. They define personal resources as positive self-evaluations that involve an individual's ability to control a situation and ultimately affect their surroundings. Furthermore, various scholars such as Sweetman et al. (2011) have characterized personal resources as self-efficacy, optimism, hope, and resilience. Individuals will use personal resources, one of which is resilience to be able to engage themselves in their work. Resilience will be a factor inhibiting individual stress in dealing with job demands. Low resilience will trigger high levels of stress high and lead to disengagement in individuals.

Defined as the capacity of an individual to conquer obstacles and face unfavorable circumstances, resilience involves adeptness in adapting to unpredictable changes (Mc Eween, 2011). An alternative explanation of resilience is the trait of individuals to persist in personal growth despite facing difficulties. Individuals with high resilience have characteristics, namely being able to see change or stress as a challenge, commitment, knowing control limits, receiving support from others, having close and safe relationships with other individuals, having personal and group goals, self-efficacy, use stress to strengthen self, involve past success, realistic control, sense of humor, action oriented, patient, tolerance of negative affect, adaptable to change, optimistic, and have faith in God.

In Othman et al.'s (2013) study, it was found that there is a direct link between resilience and strong job performance in a workplace. Similarly, research conducted by Ayangeawam et al. (2014) points to evidence of a positive connection between resilience and being engaged in one's work. The findings imply that individuals who possess high levels of resilience are more likely to display greater work engagement, as they are better equipped to navigate and overcome negative events in the workplace. Conversely, individuals with low resilience may be more susceptible to experiencing burnout at work (Ettings et al., 2015).

According to the information provided, we can create the following research hypothesis: (1) Resilience impacts employees' work engagement, (2) Workplace well-being has an impact on employees' work engagement, and (3) The combination of resilience and workplace well-being affects employees' work engagement.

## 2. METHOD

### 2.1. Research Instruments

This study uses a quantitative approach because the observed symptoms are converted into numbers that are analyzed using statistics. This type of research includes non-experimental research using measurements of the effect of independent variables on the dependent variable without giving special treatment to the dependent variable. This study uses a correlational research type because this research was conducted to see an overview of each variable, namely workplace wellbeing and resilience as independent variables while work engagement as the dependent variable on employees.

### 2.2. Research subject

For this research, the sampling performed was done by using purposive sampling methodology, with the aim of selecting individuals from the population that meet certain criteria. The study population consisted of employees who have been working for at least one year and fall between the ages of 20 to 50. The sample size chosen for the study was 183 individuals.

### 2.3. Research methods

In this study, the Likert model scale was the primary means of gathering data. The Utrecht Work Engagement Scale was used to assess work engagement, while workplace wellbeing and resilience were measured using the Workplace Wellbeing Scale and the Resilience Scale, respectively. Schaufeli and Bakker proposed the three components that compose the Work Engagement Scale: personal absorption, dedication, and vigor, while the Workplace Wellbeing Scale was established according to intrinsic and extrinsic factors identified by Page in 2005. The Resilience Scale was based on CD-RISC's hardiness and persistence components, which were developed by Connor and Davidson in 2003. Each of the scales had four response options, including highly appropriate, suitable, not appropriate, and highly incompatible.

### 2.4. Analysis Techniques

The information that was gathered underwent analysis through the Partial Least Square (PLS) technique, which is a part of Structural Equation Modeling (SEM). In order to measure the scale's credibility and dependability, the evaluation conducted an Outer Model assessment. This analyzed the reflective indicators' convergent and discriminant validity, along with the composite reliability of the indicator block. The evaluation followed Chin's guidelines, as presented in Ghazali and Latan (2012).

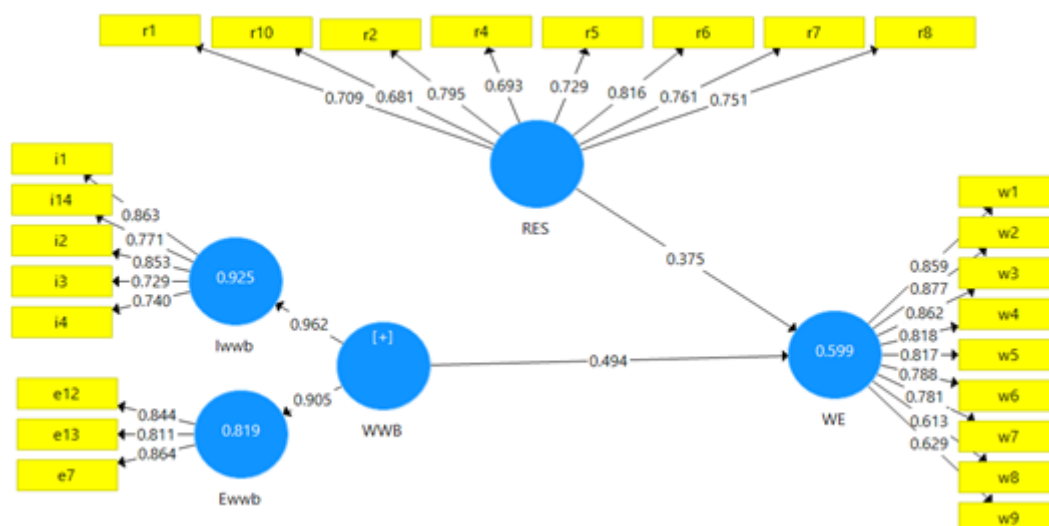


Figure 1. Theoretical Model

The results of the convergent validity test show that from the initial model of this study which has a work engagement construct with 9 indicators, resilience with 10 indicators and workplace wellbeing with intrinsic and extrinsic aspects each having 7 indicators, 1 indicator must be eliminated (r19) in the resilience construct. 2 indicators (i5 and i6) on the intrinsic aspect and 4 indicators (e8, e9, e10 and e11) on the external aspect of workplace wellbeing, in order to meet the requirements of convergent validity, namely that each indicator cannot have an outer loading coefficient value of less than 0.5 . The results of the outer loading test can be seen in Figure 1 that the outer loading coefficient moves from 0.613 to 0.877, and thus it can be stated that all the constructs are valid, even though there is an outer loading value of only 0.613 (no greater than 0.7). According to Ghozali & Latan (2012), this is still considered sufficient because the loading factor value is still above 0.5.

Table 1. Coefficient Reliability & Average Variance Extracted (AVE)

| Variables | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-----------|------------------|-------|-----------------------|----------------------------------|
| Ewwb      | 0.791            | 0.793 | 0.878                 | 0.705                            |
| Iwwb      | 0.851            | 0.856 | 0.894                 | 0.629                            |
| RES       | 0.883            | 0.887 | 0.908                 | 0.552                            |
| WE        | 0.922            | 0.934 | 0.936                 | 0.621                            |
| WWB       | 0.896            | 0.898 | 0.917                 | 0.580                            |

WE: Work Engagement; RES: Resilience; WWB: Workplace Well Being; Ewwb: External Workplace Well Being; Iwwb: Internal Workplace Well Being

For the discriminant validity of all the constructs in this study, it can be declared valid as well because all the AVE values are above 0.5, which ranges from .552 - .705. As can be seen in Table 1, it can also be seen from the loading value on the intended construct must be greater than the loading value of the intended construct with all other constructs. This can be seen in Table 2, namely the Fornell-Larcker Criterion test.

Table 2 Discriminant Validity: Fornell-Larcker Criterion

| Variables | Ewwb  | Iwwb  | RES   | WE    | WWB   |
|-----------|-------|-------|-------|-------|-------|
| Ewwb      | 0.840 |       |       |       |       |
| Iwwb      | 0.753 | 0.793 |       |       |       |
| RES       | 0.492 | 0.580 | 0.743 |       |       |
| WE        | 0.599 | 0.713 | 0.662 | 0.788 |       |
| WWB       | 0.905 | 0.962 | 0.581 | 0.711 | 0.761 |



WE: Work Engagement; RES: Resilience; WWB: Workplace Well Being; Ewwb: External Workplace Well Being; Iwwb: Internal Workplace Well Being

The instrument reliability test can be seen from the Composite reliability ( $\rho_c$ ) value and Cronbach's Alpha value. A latent variable can be said to have good reliability if the Composite reliability value is  $> 0.7$  and the Cronbach's Alpha value is  $> 0.6$ . (Ghozali, 2015). In table 1 it can be seen that the results of the Cronbach's Alpha reliability analysis range from 0.791 to 0.922, and the Composite reliability values range from 0.878 to 0.936. Thus, it can be stated that the value of all research constructs is reliable.

### 3. RESULTS

Table 3 displays the gender, age group, years of work experience, employment status, and educational background of the research participants, as seen through the scale provided in the Google Form.

Table 3 Distribution of research respondents

| Characteristics         | Amount | %    | Total |
|-------------------------|--------|------|-------|
| <b>Gender</b>           |        |      |       |
| Male                    | 88     | 48   | 183   |
| Female                  | 95     | 52   |       |
| <b>Age</b>              |        |      |       |
| < 30 years              | 74     | 40   | 183   |
| 31 – 39 Years           | 56     | 31   |       |
| > 40 years              | 53     | 29   |       |
| <b>Years of Service</b> |        |      |       |
| 1 year – 5 years        | 11172  | 6139 | 183   |
| > 5 years               |        |      |       |
| <b>Education</b>        |        |      |       |
| Senior High School      | 19     | 10   | 183   |
| Diploma                 | 110    | 60   |       |
| Undergraduate           | 10     | 5    |       |
| Graduate                | 2      | 3    |       |

PLS statistical analysis includes simulating each presumed relationship with the help of bootstrapping method on the given sample. This technique reduces the risk of flawed data. The outcomes of bootstrapping-based testing of the hypotheses, using SMART-PLS analysis, are stated in Figure 1 and Table 4. These findings affirm all three research hypotheses. It can be stated that H1: there is a resilience effect on work engagement of 0.375 with  $p < 0.01$ ; H2: there is an effect of workplace well being on work engagement of 0.494 with  $p < 0.01$ ; and H3: there is an effect of resilience and workplace well being on work engagement of 0.774 with  $p < 0.01$ . From table 5 it can be concluded that the contribution of resilience and workplace well-being variables to predicting work engagement is 59.9%, while external and internal aspects contribute to predicting workplace well-being respectively 81.9% and 92.5%.

Table 4. Inner Model of Constructs

| Variables   | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics ( O/STDEV ) | PValues |
|-------------|---------------------|-----------------|----------------------------|--------------------------|---------|
| RES -> WE   | 0.375               | 0.380           | 0.065                      | 5.799                    | 0.000   |
| WWB -> Ewwb | 0.905               | 0.907           | 0.015                      | 61.480                   | 0.000   |
| WWB -> Iwwb | 0.962               | 0.962           | 0.006                      | 163.414                  | 0.000   |
| WWB -> WE   | 0.494               | 0.492           | 0.069                      | 7.164                    | 0.000   |

WE: Work Engagement; RES: Resilience; WWB: Workplace Well Being; Ewwb: External Workplace Well

Being; Iwwb: Internal Workplace Well Being

Table 5: R square

| Variables | R Square | Percentage |
|-----------|----------|------------|
| Ewwb      | 0.819    | 81.9%      |
| Iwwb      | 0.925    | 92.5%      |
| WE        | 0.599    | 59.9%      |

WE: Work Engagement; RES: Resilience; WWB: Workplace Well Being; Ewwb: External Workplace Well Being; Iwwb: Internal Workplace Well Being

#### 4. DISCUSSION

The research concluded that employees' engagement at work is impacted by their workplace wellbeing. By looking into Abun et al.'s (2020) findings, the study confirmed that in the Ilocos region, Philippines, there is a positive correlation between workplace wellbeing and work engagement amongst employees. The study further explained that intrinsic and extrinsic factors, forming the workplace wellbeing, significantly influence employee work engagement and can be used as predictors of it. With higher workplace wellbeing, it will further increase employee work engagement (Kurniadewi, 2016).

George (in Russell, 2008) emphasized that a high level of workplace wellbeing will make employees more engaged. The achievement of wellbeing in the workplace will positively affect all employee activities. As revealed by Boyd (in Kurniadewi, 2016) that health and welfare have an important role in work. Workplace wellbeing on the extrinsic dimension is also considered a factor that can make the level of employee engagement fade or not. A low level of workplace wellbeing will result in a low level of productivity, low quality of decision making and a decrease in contribution to the organization.

In a study conducted by Mangundjaya (2016) it was found that employees in general (not specific to a particular company or specific field of work), workplace wellbeing has a significant positive relationship with work engagement ( $r=0.551$ ). Meanwhile, workplace wellbeing makes a very significant contribution (80.3%) to the emergence of work engagement. Harter et al. (2002) explained that workplace well-being is the mental health of employees which is characterized by personal growth, life goals, positive relationships with others, mastery of the environment, social integration, and social contributions. According to Osborne & Hammoud (2017) high workplace well-being makes a person feel satisfied in carrying out work, someone will try to develop their own potential, and continue to learn to master the work environment which in turn can lead to work engagement in employees because they are more tied to place. it works.

Azeem et al. (2013) stated that the presence of work engagement makes employees enthusiastic in facing various work demands, enthusiastic about completing work, focused on work, and will never leave the organization. Conversely, low workplace well-being makes it difficult for a person to feel well-being at work, it is difficult to show a willingness to develop self-potential, and is easily triggered by conflict at work, so that a person will experience disengaged or it can be said that his employee engagement is low due to dissatisfaction which results in avoidance. from his work role (Shuck & Reio, 2014). argues that someone who is disengaged will display some counterproductive behavior such as withdrawing from the organization, showing a desire to leave the organization and having an impact on decreasing company targets. The findings from Mangundjaya's study (2016) indicate that promoting well-being in the workplace can result in a significant increase of 31% in employee engagement.

In addition, research conducted by Slemp et al. (2015) also stated that workplace well-being is considered an important variable that can affect the success of an organization and can improve employee performance. Employees are one of the important assets that need to be considered by the company if the company wants to achieve its vision and mission or goals. Companies can achieve these goals if employees have good wishes and expectations at work. Therefore, to help companies achieve profits and increase employee productivity, companies need to pay attention to workplace well-being (Harter et al., 2002). The impact of the lack of welfare or workplace well-being felt by employees includes, among other things, decreased levels of job satisfaction, decreased employee productivity, higher turnover rates in the company, and stress on employees (Hudin & Budiani, 2021).

In addition to that, the research shows that employee work engagement is impacted by resilience. The findings are consistent with a study carried out by Villavicencio, Jurado, and Valencia in 2014, highlighting that companies with individuals possessing strong resilience will be better positioned to succeed in a worldwide environment. This happens because those who are resilient will be better able to cope, analyze and even respond appropriately to an environment full of challenges (Astika & Saptoto, 2016). In addition, previous studies also revealed the same thing, when individuals who have high resilience face adversity, they tend to be able to cope and adapt well. This will have an impact on the emergence of positive affect that can increase engagement. Engaged employees not only have a tendency not to practice absenteeism but they are also very open to experience (Xanthopoulou et al., 2009).

Employees who have high resilience will have resilience, the ability to solve problems, have a positive outlook on life, the ability to respond to signs of danger, the ability to adapt and deal with change (Anisman, 2015). Individuals with high resilience will have a high level of psychological adjustment and self-confidence which will ultimately have an impact on good work performance (Block & Kremen in Embury & Saklofske, 2013). This situation is an important provision in forming employees who are resilient when faced with changes that exist within the organization. It is undeniable that changes will continue, and the adaptability of employees is very important to pay attention to in order to continue to achieve productivity.

This study's drawback lies in its data collection technique employing a questionnaire or scale, which cannot be monitored by the researcher. This may entail the risk of subjects not adhering to the guidelines while filling in the scale. Also, the sample size of merely 183 individuals may not adequately reflect the actual state of affairs.

## 5. CONCLUSION

The results of this study conclude that separately the resilience variable has an effect on work engagement, workplace wellbeing has an effect on work engagement, and together the resilience and workplace wellbeing variables have a significant effect on work engagement. The contribution of resilience and workplace wellbeing in predicting high and low work engagement is 59.9%, while the remaining 40.1% is influenced by other variables not examined in this study. In this case, for example, the role and relationship of employees to leaders as stated by Oliver (2012) where leadership greatly influences employee engagement.

For future studies, it is recommended to increase the sample size in order to enhance the precision of the collected data. Additionally, it is suggested to conduct ongoing research to monitor any alterations in the respondents' behavior over time. Furthermore, it is optimistic that more variables will be included to explore their impact on the study.

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