

The Influence Of Work Flexibility, Self-Efficacy, And Job Satisfaction On Employees Work Engagement PT. XXX

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Article Info

Keywords:

Work Flexibility
self-efficacy,
Job Satisfaction,

ABSTRACT

Employees at PT XXX found several problems, namely indications of a lack of employee work engagement with the company. There is employee rotation/mutation in line with changes in the organizational structure, whether they like it or not, employees have to accept it and there are delays in employee promotions because they have to meet new requirements in accordance with new regulations. This problem is due to changes in organizational culture which means the company is in a period of adaptation. This phenomenon is also supported by the low sense of enthusiasm for work and the low enthusiasm that makes people want to be involved in company activities. The aim of this research is to determine and analyze the influence of flexibility, self-efficacy and job satisfaction on the work engagement of PT XXX employees. The population in this study numbered under 100 people, namely 85 people, so the entire population will be used as a saturated sample. The results of this research are 1) Work flexibility partially has a positive and significant effect on work engagement of PT XXX employees. 2) Self-efficacy partially has a positive and significant effect on work engagement of PT XXX employees. 3) Job satisfaction partially has a positive and significant effect on the work engagement of PT XXX employees. 3) Work flexibility, self-efficacy and job satisfaction simultaneously influence employee work engagement.

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INTRODUCTION

Human resources have a very big role in achieving company goals and it cannot be denied that human resources are one of the main factors in supporting this (Hasibuan M., 2016). Therefore, the company hopes that its employees will have good performance. Employees will receive compensation if they achieve good performance. According to Schaufeli et al. (2002), work engagement is an activity full of enthusiasm for work which is characterized by the characteristics of enthusiasm, dedication, and also absorption in work. Passion refers to energy, resilience and effort in carrying out work.

PT. XXX is one of the companies that pays attention to work engagement in its employees. PT. XXX is a company operating in the banking sector which is a State-Owned Enterprise (BUMN) in Indonesia. Employees at PT. XXX found several problems, namely indications of a lack of employee work engagement with the company. There is employee

rotation/mutation in line with changes in the organizational structure, whether they want it or not, employees have to accept it and there are delays in employee promotions because they have to meet new requirements in accordance with new regulations. This problem is due to changes in organizational culture which means the company is in a period of adaptation. This phenomenon is also supported by a low sense of enthusiasm for work and low enthusiasm which makes people want to be involved in company activities (Tohardi, A., 2002). This is also supported by the presence of employees who do not support the company's overall goals. To confirm the phenomenon of employee work engagement problems, a pre-survey was conducted on 20 employees at PT. XXX. The results of the respondents' assessment of their own work engagement are as follows:

Table 1. Pre-Survey Results Regarding Work Engagement at PT. XXX

No.	Statement	Yes		No		Number of Employees
		F	%	F	%	
1.	I feel connected and committed to responsibility.	19	95%	1	5%	20
2.	I'm loyal to the company so I'm attached.	12	60%	8	40%	20
3.	I understand my job and responsibilities well.	20	100%	0	0%	20
4.	I feel satisfied with the results of my work.	13	65%	7	35%	20
5.	I am always enthusiastic and enthusiastic about doing my work.	14	70%	6	30%	20
6.	I feel that my work has meaning and is important to me emotionally.	13	65%	7	35%	20

Based on the data in Table 1, it is known that the work engagement of employees at PT. XXX shows a fairly low percentage. The table states that 40% of respondents were disloyal, 35% of respondents stated they were dissatisfied and did not have a strong emotional bond with their work, where this aspect greatly influences employee work engagement. Work that is routinely carried out by employees requires adjustments to new provisions or SOPs. This makes employees need time to learn it again. It is difficult for employees to learn to complete their work at once (Meyer & Allen, 1991).

Researchers conducted a survey to find out how job satisfaction PT employees have. XXX. The results of this survey will prove that work flexibility is related to an employee's work engagement (Casper et al, 2008) (Mangkunegara, 2009). The pre-survey results from respondents regarding work flexibility are as follows:

Table 2. Pre-Survey Results Regarding Work Flexibility at PT. XXX

No.	Statement	Yes		No		Number of Employees
		F	%	F	%	
1.	I am able to arrange work hours to suit individual preferences or family needs.	15	75%	5	25%	20
2.	I am able to work from locations other than the office, such as from home or an external	14	70%	6	30%	20

No.	Statement	Yes		No		Number of Employees
		F	%	F	%	
3.	location. I am able to choose or arrange the types of tasks to be carried out.	19	95%	1	5%	20

The results of the pre-survey conducted in Table 2. state that work flexibility among PT employees. XXX is classified as not very good because there are aspects where the percentage is low. 30% of respondents stated that they were unable to work from a location other than the office, 25% of respondents also stated that it was difficult to arrange working hours according to individual preferences or family needs. However, there is no problem in choosing or arranging the type of tasks to be carried out. Indirectly, this aspect shows the lack of employee work flexibility which directly affects work engagement (Shagvaliyeva & Yazdanifard, 2014).

Apart from work flexibility, self-efficacy also influences work engagement. Self-efficacy, or self-confidence in an individual's ability to achieve goals and overcome challenges, can have a significant relationship with work engagement (Bandura, 1997). Work engagement refers to the level of involvement and emotional connectedness that employees have towards their work and the organization where they work.

The following is data regarding self-efficacy at PT. XXX through a pre-survey conducted by researchers:

Table 3. Pre-Survey Results Regarding Employee Self-efficacy at PT. XXX

No.	Statement	Yes		No		Number of Employees
		F	%	F	%	
1.	I am confident in my ability to overcome all challenges and achieve all success.	17	85%	3	15%	20
2.	I have the specific skills necessary to be successful in a field	12	60%	8	40%	20
3.	I am confident in my ability to overcome all challenges.	18	90%	2	10%	20
4.	I am confident in my ability to interact and communicate well.	18	80%	2	10%	20
5.	I am confident in my ability to manage and overcome negative emotions such as anxiety or fear	11	55%	9	45%	20
6.	I am confident in my ability to achieve academic success.	15	75%	5	25%	20
7.	I am confident in my ability to succeed.	18	90%	2	10%	20
8.	I am confident that I can manage my health to stay fit	19	95%	1	5%	20

The results of the pre-survey conducted by researchers in Table 3. state that the self-efficacy of PT employees. XXX is quite low. 45% stated they were not confident in their ability to manage negative emotions such as anxiety or fear, then 40% of respondents did not have the special skills needed to be successful in a field and 25% of respondents did not feel confident they had the ability to achieve academic success. However, there are also five indicators that are not weakly stated in the table. This aspect really proves low self-efficacy which of course affects employee work engagement.

However, employees of PT. XXX expressed their dissatisfaction through several aspects that could influence work engagement. Due to changes in the company's organizational culture which had an impact on several things such as changes to SOPs, changes to organizational structure, and others, there was a delay in grade increases for promoted employees (Robbins S., 2002). The following is data regarding job satisfaction at PT. XXX Medan through a pre-survey conducted by researchers:

Table 4. Pre-Survey Results Regarding Employee Job Satisfaction at PT. XXX

No.	Statement	Yes		No		Number of Employees
		F	%	F	%	
1.	The work I do is quite challenging	18	90%	2	10%	20
2.	The salary I receive from the company is sufficient to meet my needs	12	60%	8	40%	20
3.	The promotion given to me has been fair	12	60%	8	40%	20
4.	Leaders always motivate me to work better.	16	80%	4	20%	20
5.	I have friendly coworkers	18	90%	2	10%	20

The pre-survey results in Table 4. state that job satisfaction among PT employees. XXX is not considered very good, because there are several aspects where the percentage is low. As many as 40% of respondents stated that the salary they received was not enough to meet their needs and with the same percentage, promotions in the company were not given fairly. There were 20% of respondents who stated that leaders did not always motivate them to work better. However, in the table, there are also three indicators that are stated to be not weak. This aspect is very important and influences employee job satisfaction which indirectly also influences employee work engagement (Davis & Newstrom, 1996) (Luthans, 2006).

Although a pre-survey has been conducted on each of these factors separately, there is still a need to understand how the three interact with each other and contribute to work engagement as well as understand the dynamics of the relationship between these factors in the context of an ever-changing work environment (Carlson, et al, 2010). Therefore, this study aims to examine "The Influence of Work Flexibility, Self-efficacy, and Job Satisfaction on Work Engagement of PT Employees. XXX".

Based on the background of the problem above, the formulation of the problem that will be examined is: Does work flexibility have a positive and significant effect on the work engagement of PT XXX employees?, Does self-efficacy have a positive and significant effect on the work engagement of PT XXX employees?, Does job satisfaction have a positive effect and significant to the work engagement of PT XXX employees? Do work flexibility, self-efficacy and job satisfaction have a positive and significant effect on the work engagement of PT XXX employees?

The purpose of this research is to determine and analyze the influence of work flexibility on the work engagement of PT XXX employees, to determine and analyze the influence of self-efficacy on the work engagement of PT XXX employees, to determine and analyze the influence of job satisfaction on the work engagement of PT XXX employees, to find out and analyze the influence of work flexibility, self-efficacy and job satisfaction on the work engagement of PT XXX employees.

METHODS

This research uses associative research, where this research aims to determine and analyze the influence of work flexibility, self-efficacy and job satisfaction on the work engagement of PT employees. XXX. The measurement scale used in this research is the Likert scale. The Likert scale is a scale used to measure attitudes, opinions and perceptions of a person or group of people about social phenomena. (Sugiyono, 2012). Population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions (Sugiyono, 2019). Employees at PT. XXX in this study were 85 permanent employees and 83 non-permanent employees who were placed in the PT office. XXX. However, the population in this study will be 85 permanent employees at PT. XXX.

The sample is part of the number and characteristics of the population. Meanwhile, sample size is a step to determine the size of the sample taken in carrying out research (Sugiyono, 2019). If researchers conduct research on a large population, while the researcher wants to research that population and the researcher has limited funds, energy and time, then the researcher uses sampling techniques, so that it can generalize to the population being studied. However, because the number of permanent employees as a population in this study is under 100 people, namely 85 people, the entire population will be used as a saturated sample. Saturated sampling is a sample selection technique when all members of the population are sampled (Sugiyono, 2019). The sampling technique in this study used the Saturated Sampling Technique, where all the population in this study was sampled. This research uses two types of data sources, namely Primary Data and Secondary Data. The primary data used in this research is data obtained based on answers to questionnaires distributed to all respondents at PT XXX. Secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents.

This research requires correct and reliable data and information. Therefore, the data collection methods used by researchers in this research were questionnaires and

documentation studies obtained from PT. XXX. For data processing, Validity and Reliability Tests, Classical Assumption Tests, and hypothesis tests were carried out (Situmorang & Lutfi, 2014). The data analysis technique uses the Descriptive Analysis Method and the Multiple Linear Regression Analysis Method

RESULTS AND DISCUSSION

Result

Multiple Linear Analysis

The results of multiple linear analysis in this research can be seen in Table 5 below:

Table 5. Multiple Linear Regression Analysis

Model	Coefficients ^a				
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.398	4.140		.821	.414
FLEKSIBILITAS KERJA	1.389	.245	.494	5.670	.000
<i>SELF EFFICACY</i>	.285	.123	.204	2.323	.023
KEPUASAN KERJA	.100	.042	.205	2.387	.019

a Dependent Variable: KETERIKATAN KERJA

Coefficient of Determination Test (R_2)

The statistical test results show that the R Square coefficient value is 0.481, this means that the independent variables work flexibility, self efficacy and job satisfaction are able to explain variations in changes that occur in the work engagement variable by 48.1%, the remaining 51.9% is the factor others outside the model that influence employee performance.

Table 6. Coefficient of Determination Test Results (R_2)

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.707 ^a	.500	.481	2.716

a. Predictors: (Constant), KEPUASAN KERJA, FLEKSIBILITAS KERJA, *SELF EFFICACY*
b. Dependent Variable: KETERIKATAN KERJA

Simultaneous Significant Test (F Test)

The F-test aims to test the influence of the independent variable simultaneously on the dependent variable. In this study, it is known that the number of samples (n) is 100 and the number of independent variables (k) is 3, so we get $df_1 = k - 1 = 3 - 1 = 2$; $df_2 = n - k = 85 - 3 = 82$. Thus, at $\alpha = 0.05$, we get $F_{table} = 3.108$. Based on Table 4.13, it is known that the

value of F_{count} (26.968) > F_{table} (3.108) and significance (0.000) < α (0.05). Thus the independent variables (Work Flexibility, Self-efficacy and Job Satisfaction) simultaneously have a significant effect on the work engagement of PT employees. XXX.

Table 7. Simultaneous Significance Test Results (F-Test)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	596.848	3	198.949	26.968	.000b
	Residual	597.552	81	7.377		
	Total	1.194.400	84			

a Dependent Variable: KETERIKATAN KERJA
b Predictors: (Constant), KEPUASAN KERJA, FLEKSIBILITAS KERJA, *SELF EFFICACY*

Partial Significant Test (T-Test)

Partial test results in table 4.8 with sample size (n) = 85, number of independent variables (k) = 3, (df) = (n - k - 1) = 85 - 3 - 1 = 81 and error rate (α) = 5% obtained ttable = 1.989.

Table 8. Results of Partial Significance Test (t-Test)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.398	4.140		.821	.414
	FLEKSIBILITAS KERJA	1.389	.245	.494	5.670	.000
	<i>SELF EFFICACY</i>	.285	.123	.204	2.323	.023
	KEPUASAN KERJA	.100	.042	.205	2.387	.019

a. Dependent Variable: KETERIKATAN KERJA

Based on the table it can be seen that:

- The coefficient value of the Work Flexibility variable (X1) is 1.389 > 0 with a value of tcount (5.670) > ttable (1.989) and a significance value of (0.000) < 0.05. Thus, the Work Flexibility variable partially has a positive and significant effect on work engagement. This means that if the work flexibility variable (an indicator namely being able to modify working hours, being able to regulate working hours and being able to arrange work location) increases, then work engagement (indicators namely emotional

attachment, cognitive attachment and normative attachment) will increase, and vice versa.

- b. The coefficient value of the Self efficacy variable (X_2) is $0.285 > 0$ with a value of $t_{count} (2.323) > t_{table} (1.989)$ and a significance value of $(0.023) < 0.05$. Thus, the Self-efficacy variable partially has a positive and significant effect on work engagement. This means that if the self-efficacy variable (indicators namely Persuasiveness, Vicarious, Mastery & Emotional Arousal) increases, then work engagement (indicators namely emotional attachment, cognitive attachment and normative attachment) will increase, and vice versa.
- c. The coefficient value of the Job Satisfaction variable (X_3) is $0.100 > 0$ with a value of $t_{count} (2.387) > t_{table} (1.989)$ and a significance value of $(0.019) < 0.05$. Thus, the Job Satisfaction variable partially has a positive and significant effect on work engagement. This means that if the job satisfaction variable (indicators namely fair salary and incentives, meeting needs and on time, as well as promotion according to achievement, fair and appropriate and also the superior's ability to motivate, provide assistance and supervise) increases, then work engagement (an indicator namely emotional attachment, cognitive attachment and normative attachment) will increase, and vice versa.

Discussion

The Effect of Work Flexibility on Work Engagement

Work flexibility partially has a positive and significant effect on work engagement. Several studies show that work flexibility influences work engagement. Not just an influence, but a positive influence on the employee's work engagement. Through this case, it can be concluded that work flexibility, namely being able to manage time in carrying out work, managing time for yourself and being able to arrange wherever you work can have a positive influence and figure for employees and the company. So there is a need for a proper policy for work flexibility in order to achieve company goals so that it always has a positive impact on employees and the company. The results of this research are in line with the research and results of Shaumi Annisa Ishak (2023) and Adinda Siska Aprilizayanti Putri, et al (2022).

The Influence of Self-efficacy on Work Engagement

Self-efficacy partially has a positive and significant effect on work engagement. The influence of self-efficacy on work engagement has become an important research subject recently. Self-efficacy, which refers to an individual's belief in their ability to complete tasks and overcome challenges, has a significant impact on an individual's level of engagement with their work. Individuals who are confident in their abilities tend to be more motivated to pursue given goals and achieve desired results in their work. High levels of self-efficacy also provide individuals with greater resilience in facing obstacles and obstacles in the work environment, which in turn can increase their engagement with work. Additionally, high self-efficacy is often associated with improved job performance, giving individuals the opportunity to achieve better results and feel satisfied with their contributions. In interactions with superiors and coworkers, individuals with high self-efficacy tend to be more confident and able to build strong relationships, which can also strengthen their attachment to work. In conclusion, self-

efficacy plays an important role in shaping work engagement because it influences an individual's motivation, resilience, performance, social relationships, and job satisfaction in the context of their work. The results of this research are in line with the research and results of Gregarius Virgi Pramudhita & Umi Anugerah Izzati (2022), Rima Febrianti & Ugung Dwi Ario Wibowo (2022) and Afdaliza (2015).

The Effect of Job Satisfaction on Work Engagement

Self-efficacy partially has a positive and significant effect on work engagement. The influence of job satisfaction on work engagement is a topic that is always in the spotlight in every organization. Job satisfaction, as a measure of the degree to which individuals feel satisfied with aspects of their jobs, has a significant impact on their level of engagement with work. When individuals feel satisfied with their jobs, they tend to be more engaged and committed to the organizations where they work. High job satisfaction can encourage individuals to feel that their work has important value and significance, strengthening their emotional attachment to work. In addition, individuals who feel satisfied with their work tend to have high motivation to stay involved in their work and strive to achieve better results. This creates an environment where individuals feel bound to stay with the organization, reducing the likelihood of them seeking opportunities elsewhere. High job satisfaction can also strengthen relationships between individuals and superiors and co-workers, creating social support and stronger bonds within work teams. Thus, job satisfaction can act as a powerful driver in forming work engagement, increasing individual motivation, commitment and involvement in their organizational context. The results of this research are in line with the research and research results of Raissa Yulian Nafis, Fatya Nur Safitri & Rizqi Zulfa Qatrunnada (2023), Herio Rizki Dewinda, Djamaludin Ancok & Nilam Widyarini (2020)

CONCLUSION

Based on the analysis that has been obtained, it can be concluded that work flexibility partially has a positive and significant effect on the work engagement of PT XXX employees; Self-efficacy partially has a positive and significant effect on work engagement of PT XXX employees; Job satisfaction partially has a positive and significant effect on work engagement of PT XXX employees; Work flexibility, self-efficacy and job satisfaction simultaneously influence employee work engagement.

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