

Research Article

Factors Affecting Generation-Y Employee Engagement During a Pandemic: A Study from the Private Sector in Indonesia

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Abstract.

It is important to assess the relationship between employees and the company they work for in order to build trust between both parties. This can lead to an increase in employee productivity. This study aimed to determine the effect of organizational trust, personal resources and work-life balance on employee engagement. The sample used in this study were workers belonging to Generation-Y with 190 respondents using a purposive sampling. Data collection was done through an online questionnaire. The SPSS application was used to analyze the data through research instrument testing with validity and reliability tests, multiple regression analysis, coefficient of determination and hypothesis testing. It is concluded that organizational trust, personal resources, and work-life balance have a significant effect on employee engagement.

Keywords: organizational trust, personal resource, work-life balance, employee engagement.

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1. INTRODUCTION

In carrying out the current Work from Home work system, many companies need to form emotional relationships because there is no direct meeting with employees [1]. Emotional relationships will be reduced to affect employee engagement with the company [2]. This condition shows that the role of employee engagement is something that is very valuable and becomes a challenge for companies or organizations to continue to be able to foster and improve employee engagement so that employees are still able to have enthusiasm and motivation at work [3]. Employee engagement is described as a person's emotional commitment to the company and its objectives [4]. Employees with this level of emotional engagement really care about their jobs and the business they work for [5]. Employee engagement is a workplace strategy that creates the appropriate circumstances for all employees to give their best every

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day, to be dedicated to the company's objectives and values, and to be driven to contribute to the company's success while being aware of the advantages to themselves [6]. Employee engagement is the most important and valuable part that describes how much enthusiasm and dedication the employees have in the company, not only in completing work, but also helping to achieve company goals with wholehearted awareness and motivated to contribute to the company's success with an awareness of the benefits for oneself [7]. Employee engagement is the most important and valuable part that describes how much enthusiasm and dedication the employees have in the company, not only in completing work, but also helping to achieve company goals with wholehearted awareness and motivated to contribute to the company's success with an awareness of the benefits for oneself [8]. Employee engagement is the most important and valuable part that describes how much enthusiasm and dedication the employees have in the company, not only in completing work, but also helping to achieve company goals with wholehearted awareness [1]. Therefore, to encourage high awareness of employee engagement, company management needs to pay attention to aspects that influence it.

In the organizational context, trust is defined as a reciprocal relationship between two or more factors that influence it [9]. Manifestation of trust is a picture of the assessment of trust in each other in adjusting their behavior in the organization [10]. Representative trust depends on behavior on evaluating the trust of others within the organization [11]. Similar to [12], which highlights the role of willingness to act on the decisions of others within the organization is the assumption of solid trust across organizational lines. Reflects behavior that refers to the individual's anticipation of the positive intentions. Some researchers conclude that if the company builds organizational trust well to employees, this will impact employee involvement in implementing and succeeding the company's vision and mission [13]. Therefore, the optimal application of organizational trust will affect employee engagement [14];[15].

One of the factors that have an important role in encouraging employee involvement is called personal resource. Manifestations of personal resources tend to influence a person's behavior through goals and aspirations, orientation to results, affective states and opportunities in the social environment [16]. Personal resources can serve as an important predictor of job engagement, because the more significant the personal resources, the more intrinsically motivated individuals are to pursue their goals in the hope of generating higher performance [1]. Personal resources have a direct positive effect on employee engagement in work and creativity in carrying out work. For example, employees who have good self-efficacy will feel competent, confident,

and motivated. This condition will impact strong work tendencies and expose their involvement in the work they do [17]. When personal resources are high and individuals believe they can control their environment effectively, they are more likely to be self-controlled to engage more in organizational activities over a long period [18]. This impacts the behavior of individuals to engage in their tasks and strive to show good performance [6]

Work-life balance is a way of working without neglecting all aspects of work-life, personal, family, spiritual, and social [19]. Work-life balance is an individual's perception of the assessment of work and non-work is compatible and encourages development in a person according to his own [20]. The achievement describes the interpretation of employees who have a work-life balance by employees of a balanced satisfaction between work-related and non-work-related activities and other activities and interests [21]. In developing employees to grow more productively, a balance of life related to work activities is needed. This balance can be owned by a person when he already has enough time and energy to do all the important aspects in his life [22]. Of course, balance in life will impact health, well-being, pleasure, and personal growth for the better [23]. By having a work-life balance, employees will be productive in carrying out their work to create high employee involvement in doing the work [24].

This research explores the contribution of organizational trust, personal resources, and work-life balance to employee engagement, especially for Generation Y workers during the Pandemic. We believe that very few studies have combined the research variables that we used together to predict employee engagement. Correspondingly, this study focuses on the role that personal resources play in predicting job engagement. In addition to competent personal resources, we believe organizational trust and a balanced work balance are also needed to meet increasingly complex work demands for employees. On the other hand, the novelty of this research is to use generation Y as the object of research. Generally, Generation Y is known to have a great passion and is very creative to make their passion a source of livelihood. They love work, are adventurous and passionate about doing their job better. This of course will encourage their involvement in carrying out work within the company, so that in the end it will be able to encourage better work productivity. The main purpose of this study was to determine the magnitude of the effect of organizational trust, personal resources and work-life balance on employee engagement in generation Y workers. It is hoped that this finding can provide additional information for company managers in managing an organizational trust, personal resources and work-life balance in employees. to be better.

2. METHOD

The research design oriented to the quantitative approach is used in this study. The data used in this study used primary data by collecting through online questionnaires. The research population is workers in the private sector belonging to Generation Y in Indonesia. Due to the unknown number of the population, the sampling used the purposive sampling technique. according to [25], if the population is not known ideally, the size of the representative respondents depends on the sum of all indicators in the variable multiplied by 5-10. This study has 19 indicators, so the minimum number of respondents is $19 \times 10 = 190$ respondents. This number is considered representative to be observed as a representative of the population because it has met the minimum sample threshold. Testing the questionnaire data using a validity test, where if rcount 0.3 with 95% significance it is declared valid[26] and the rebiability test, where a variable is said to be reliable, if it has a Cronbach alpha value > 0.60 [27]. Furthermore, multiple regression tests were carried out, hypothesis testing with simultaneous and partial methods and correlation tests with the coefficient of determination.

3. RESULT

TABLE 1: General Profile of Respondents.

Category	Details	Amount	Percentage (%)
Gender	Men	112	58.95
	woman	78	41.05
Age (years)	25-30	41	21.58
	31-35	59	31.05
	36-40	90	47.37
Level of education	High School	100	52.64
	Bachelor	75	39.47
	Master	15	7.89
Length of work (years)	< 1	15	7.89
	1-5	35	18.43
	5-9	98	51.58
	> 10	42	22.10
Income level (in rupiah)	< 1 million	18	9.47
	1-5 million	92	48.42
	5-10 million	55	28.95
	> 10 million	25	13.16

3.1. Validity and Reliability Test

TABLE 2: Validity Test Results.

Variable	Corrected item-Total correlation	N of Items	Test results
Organizational Trust	0.376	2	Valid
Personal Resources	0.374	4	Valid
Work Life Balance	0.445	3	Valid
Employee Engagement	0.486	10	Valid

Based on the validity test of table 1 above, it is concluded that all indicators in the study have a value above 0.30, the measurement items used in this research are valid. Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables. A questionnaire is reliable if a person’s response to a question does not change or is normal from time to time.

TABLE 3: Reliability Test Results.

Variable	Cronbach's Alpha	N of Items	Test results
Organizational Trust	0.928	2	Valid
Personal Resources	0.786	4	Valid
Work-Life Balance	0.808	3	Valid
Employee Engagement	0.743	10	Valid

Based on the results of the reliability experiment shown in table 2 above, it proves that all indicators have a Cronbach alpha value for each instrument > 0.60, so it can be concluded that all instruments used are reliable.

3.2. Multiple Regression Test

TABLE 4: Multiple Regression Test Results.

Model	Unstandardized Coefficients		Standardized Coefficients	tcount	Sig.
	B	Std. Error			
1 (Constant)	20.065	2,850		7,039	.000
Organizational Trust	,739	,196	.251	3,773	.000
Personal Resources	,390	,133	.199	2,939	.004
Work Life Balance	,644	,181	.245	3.552	.000

a. Dependent Variables:Employee engagement

The results of the multiple linear regression above, obtained the equation model: = 20.065 + 0.739 X1+ 0.390 X2 + 0.644X3, which means that organizational trust, personal resources and work-life balance have a positive effect on employee engagement. Based on these equations, it can be explained as follows:

1. The constant value of 20,065 can be interpreted if the organizational trust, personal resources and work-life balance variables are considered zero, then the value of employee engagement will be in the range of 20,065.
2. The value of the beta coefficient on the organizational trust variable is 0.739, which means that every change in the organizational trust variable by one unit will result in a change in employee engagement of 0.275 units with the assumption that the other variables are at a constant value.
3. The beta coefficient value on the personal resource variable is 0.390, which means that every change in the personal resource variable by one unit will result in a change in employee engagement of 0.390 units assuming the other variables are at a constant value.
4. The beta coefficient value on the work-life balance variable is 0.644, which means that every change in the work-life balance variable by one unit will change employee engagement by 0.644 units assuming the other variables are at a constant value.

3.3. Simultaneous and Partial Hypothesis Testing

To examine the variable binding simultaneously, experiment F is used. Simultaneous hypothesis testing is tried to determine whether organizational trust, personal resources and work-life balance variables affect employee engagement simultaneously.

TABLE 5: Simultaneous Test Results.

	Model	Sum Squares	of df	F	Sig.
1	Regression	382,904	3	20,172	.000b
	Residual	1176,890	186		
	Total	1559,759	189		

Based on the results of the simultaneous test analysis in table 5, the Fcount value is 20,172 > from Ftable with (0.05; 3 vs 186) of 2.65 or with a significant 0.000 < 0.05, it can be interpreted that organizational trust, personal resources and work-life balance affects employee engagement in the same way. Subsequently, a partial test was conducted to

determine the relationship between organizational trust, personal resources, and work-life balance variables that partially tried to influence employee engagement. Based on the results of data analysis in table 4, it can be explained the results of the t test as follows:

1. Organizational trust obtained a significant level of 0.000 0.05, meaning that organizational trust significantly affects employee engagement.
2. Personal resources obtained a significant level of 0.004 0.05, meaning that personal resources significantly affect employee engagement.
3. Work-life balance has a significant level of 0.000 0.05, meaning that work-life balance significantly affects employee engagement.

3.4. Coefficient of Determination Test

The coefficient of determination is done to measure how far the ability of a model to explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 6 below:

TABLE 6: Coefficient of Determination Test Results.

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.495a	.245	.233	2,515

Based on the results of data analysis in table 6 above, the coefficient of determination is 0.245, which means that the level of employee engagement of 24.5% can be explained, meaning organizational trust, personal resources and work-life balance, while factors can explain the remaining 75.5% others not discussed in this study.

4. DISCUSSION

Based on the results of partial hypothesis testing (H1), organizational trust has a significant effect on employee engagement. Organizational trust is built as a reflection by other parties involved in taking actions related to their prospective self [28]. By earning the trust of employees and other stakeholders, the company can build breakthroughs and execute them to survive the crisis. Trust is a matter of skill and competence in certain fields and cannot be separated from the leadership maturity of the company owner (CEO). This, of course, will impact employee engagement to encourage the achievement of the company’s vision and mission quickly [29]. The acceleration of trust fostered by

the company and employees also encourages employee confidence to work, so that this condition creates high work productivity based on maximum employee engagement. Supervisors' ability, attention, and integrity at work and employees grow employees to have trust in supervisors. Building trust between supervisors and employees will foster employee engagement at work [12]. The results of the first hypothesis (H1) strengthen the results of the study of [11], who claims organizational trust has a significant effect on employee engagement

Based on the results of partial hypothesis testing (H2), personal resources have a significant effect on employee engagement. These results indicate that the dimensions of personal resources consisting of self-efficacy and optimism can strengthen work motivation in employees. On the other hand, the characteristics of Generation Y employees who consider work as one of the priorities, but not the main priority, prefer uncomplicated regulations, and expect transparency in their work to be their main pioneers to be further involved in all company activities. When employees have great resilience and confidence that they can control, manipulate, and impact the work environment in accordance with their wishes and abilities, of course, this will encourage increased work engagement [17]. When the company can engage all of its employees, employees will have high motivation, personal resources and commitment because they will gladly make every effort to maintain the company's progress [16]. This statement is supported by research results from [17], with the discussion results stating personal resources have a significant relationship and influence on employee engagement.

Based on the results of partial hypothesis testing (H3), work-life balance has a significant effect on employee engagement. Reflection of balance in work-life creates a quality work-life so that employees can increase their work productivity and gain satisfaction with the work environment [20]. Based on the calculation of the average value of work-life balance in terms of time balance, balance of involvement and balance of satisfaction, it is known that workers belonging to generation Y with a long duration of work over 10 years have a balance in regulating the rhythm of their work. This indicates that workers who have worked for a long time and subsequently have a good work-life balance tend to have higher work engagement than employees who work for less than 1 and 3 years. A long working period will make an employee feel more at home in working at the company, this is because they have adapted to their environment for a long time so that an employee will feel comfortable with his job [19]. By having a work-life balance, a person can be more productive in carrying out his work. This is because the conditions felt by the person are quite supportive and increase their satisfaction in doing work. With the satisfaction obtained from work, this will impact a

high level of employee engagement. The results of the third hypothesis (H3) strengthen the research of [21], which concludes that employees' ability to balance work-life has a significant effect on employee engagement.

5. CONCLUSION

The results of this study suggest that of the three hypotheses developed, all can be accepted. This shows that organizational trust, personal resources, and work-life balance significantly affect employee engagement. The results of this study also confirm that the trust presented by the company through emotional trust and cognitive trust causes employees to have more effective involvement in the company, have high dedication and absorption in their work. On the other hand, to improve work-life balance, company management needs to implement a sustainable quality of work life. This can be done by forming a partnership between managers and employees and requires a good commitment between the company management and all employees. Furthermore, companies need to pay attention to employee engagement and job satisfaction during the current pandemic. This aims to keep employees focused on company goals and strategies, because maintaining employee satisfaction levels will impact increasing motivation which will ultimately increase productivity. With high work productivity, direct employee involvement will be even better.

6. AUTHORS' CONTRIBUTIONS

Agustin Basriani as the first author to edit the manuscript and review the literature relevant to the research topic, **Elly Romy and Emi Wakhyuni** as the second and third authors who have compiled the research introduction chapter and revised the article, **Darwin Lie** as the fourth author who conducted data analysis and compiled research discussion, **Acai Sudirman** as the corresponding author who sent articles, carried out research, collected research data and revised articles.

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