

**THE ROLE OF JOB CHARACTERISTICS IN MODERATING THE INFLUENCE
OF FLEXIBLE WORK ARRANGEMENT AND SELF-EFFICACY ON
EMPLOYEE ENGAGEMENT**



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Abstract

This research examines the role of job characteristics in moderating the influence of flexible work arrangements and self-efficacy on employee engagement at PT Desa Wisata Indonesia which aims to provide a deeper understanding of maximizing employee engagement through the application of work flexibility, self-efficacy, and the role of job characteristics so that it can help the organization. in preparing ourselves to face the changes occurring in the world of work. This research uses a quantitative methodology using SPSS with the methodology used including a validity test, reliability test, classical assumption test, t-test, and F test to test the influence of the independent variable on the dependent variable. The research results show that the flexible work arrangement and self-efficacy variables have a positive and significant effect on employee engagement, and the job characteristics variables can moderate the influence of the flexible work arrangement and self-efficacy variables on employee engagement.

Keywords: FWA, Self-Efficacy, Employee Engagement, Job Characteristics

INTRODUCTION

The emergence of the COVID-19 pandemic in Indonesia in 2019 resulted in many companies adopting the implementation of Flexible Work Arrangements (FWA) as a result of adjustments to the regulations for the Implementation of Restrictions on Community Activities (PPKM). FWA is defined as an alternative provided by organizations to employees to determine work schedules and places with a focus on results rather than work procedures (Schaufeli et al., 2002). FWA can be implemented in various forms, such as telecommuting, flexible time, and job sharing, with telecommuting and flextime being commonly used options (Sarinah et al., 2018).

Implementing FWA has a positive effect on increasing employee productivity, which in turn can improve organizational performance. Apart from that, FWA can also increase job satisfaction, organizational commitment, and help create a balance between work and personal life of employees, encouraging them to give their best in their work (Baker et al., 2007). However, a number of studies have also noted that the impact of FWA implementation may vary depending on the country context, with positive impacts in developed countries and negative impacts in developing countries. This condition is exacerbated by global events such as the pandemic which can change the dynamics of work practices and trigger a shift to flexible forms of work that some regions may be less prepared to deal with. (Carlson et al., 2010). Therefore, it is important for each country to develop an FWA model that suits its contextual needs (Soga et al., 2022).

One of the companies that has started implementing FWA is PT Desa Wisata Indonesia, which is a hospitality business unit that operates in the tourism business sector. PT Desa Wisata Indonesia oversees one of the tourist attractions in Semarang Regency, Central Java, namely Dusun Semilir, which has started implementing FWA in the form of flextime for its managerial employees. Through this policy, the company gives employees the freedom to organize their working hours more freely while they are at the company, as long as their work can be completed on time. This allows employees to have more control over their time at work, so they can adapt their work schedule to their personal needs (Kartika et al., 2018).

Other research has shown that Flexible Work Arrangements (FWA) can have a positive impact on employee engagement, because they provide employees with flexibility in making work-related decisions (He et al., 2014). Gallup and Schmidt (2013) defines employee engagement as a close relationship between employees and the organization in which they are fully involved and have deep commitment. Research by Marumpe(2018)also explained that FWA has a positive and significant influence on employee engagement. However, other research has found that FWA use contributes to reduced employee engagement over time. Consistent with previous research, Baker (2007). In his research, it was revealed that the actual use of flexibility had no impact on employee engagement.

Apart from FWA, self-efficacy also has the potential to increase employee engagement levels. Self-efficacy is defined as an individual's belief in his or her ability to work well and achieve success (Putri Ardi et al., 2017). The existence of self-efficacy is very important for employees because increasing ability and confidence in completing tasks assigned by the company can improve employee performance and productivity. According to Bargsted (2019), high self-efficacy in employees will make employees more engaged because employees will become more enthusiastic, proud, enthusiastic, and satisfied with their work (Hutasuhut & Ahmadi, 2023).

Several previous studies carried out by Akbar (2018), Carlson (2010), and Sofiah (2019) show that there is a significant positive relationship between self-efficacy and the level of employee engagement. However, different research results were reported by Wahyuadianto (2021), Patrick (2018), and Sofiah (2019) which show that self-efficacy does not have a significant impact on employee engagement.

Job characteristics are also a factor that plays a role in employee engagement. Hackman and Oldham (1976) in his research developed a job characteristics model that consists of five main dimensions, namely skill diversity, task identity, task significance, autonomy, and feedback which can increase knowledge of work and job responsibilities so that results such as increasing employee engagement and reducing a person's turnover desire are obtained (Pratama et al., 2023). who are in line with the characteristics of the job will lead to increased engagement with the company.

Knowing that there are still several differences of opinion from previous studies and that there is still a lack of new literature discussing this topic, it is important to explore further the impact of implementing Flexible Work Arrangements and Self-efficacy on current Employee Engagement. Therefore, this research raises the topic, namely: "The Role of Job Characteristics in Moderating the Influence of Flexible Work Arrangement and Self Efficacy on Employee Engagement". The research questions that arise are based on the previous explanation, namely to test (1) Is there an influence of Flexible Work Arrangement on Employee Engagement? (2) Is there an influence of Self-efficacy on Employee Engagement? (3) Do Job Characteristics moderate the influence of Flexible Work Arrangements on Employee Engagement? (4) Do Job Characteristics moderate the influence of Self-efficacy on Employee Engagement?

REVIEW OF LITERATURE

Three articles constitute the literature of review which functions as material for comparison as well as comprehensive discussion. The first is an article from Negara in 2023 regarding Renewing Islamic Theological Discourse: A Study of Asghar Ali Engineer's Thoughts which was published in the Journal of Islamic Thought edition volume 3 number 1. Negara examines the Engineer's perspective on Islamic theology which has a distinctive style. Engineer's thought became a pioneer of Islamic reform thought in the contemporary era with strict characteristics. The main criticism of Engineer's thinking is that it was born from Islamic theological research which, in his opinion, is trapped by classical thinking so that it is unable to provide solutions to current problems (Negara, 2023).

Employee Engagement

According to Gallup (2013), employee engagement is the level of involvement of employees who have full commitment to work and the organization. Employee engagement is a work bond that fully involves employees and is truly involved in an organization. Employee engagement reflects the positive psychological attitude of employees which aims to increase the company's work effectiveness and productivity (Bateman, 2009). Employee engagement is a positive emotional state and motivation that lasts a long time, raises

enthusiasm for work, is ready to devote oneself to work at any time, and is accompanied by a pleasant, proud and encouraging experience during work. Employee engagement is considered a key factor in achieving organizational success (Chiemeké et al., 2018).

Employee engagement consists of three main dimensions, namely: (1) Vigor, including the level of mental strength and resilience at work, motivation to work hard, and perseverance in overcoming challenges. (2) Dedication, involving feelings of meaning and enthusiasm for work, inspiration, pride and a sense of challenge in carrying out tasks. (3) Absorption, which characterizes a deep level of concentration and interest in work, to the point that individuals feel immersed in their tasks and find it difficult to separate themselves from work (Schaufeli et al., 2002).

Employee engagement, namely a work bond that fully involves employees and is truly willing to be involved in an organization. Meanwhile, the dimensions and indicators used refer to the opinions of several academics, including vigor, dedication, and absorption (Surjanti et al., 2020).

Flexible Work Arrangement

Flexible Work Arrangement (FWA) is defined as an alternative provided by an organization to employees to determine their schedule and place of work, with a focus on results rather than work procedures (Setiyani et al., 2019). FWA can be implemented in various forms, such as telecommuting, flexible time, and job sharing, with telecommuting and flextime being commonly used options. Flexibility in scheduling refers to workers' ability to choose the place and time of work formally or informally, allowing them to determine how long (time flexibility), when (timing flexibility), and where (place flexibility) they work (Carlson et al., 2010).

Several dimensions of Flexible Working Arrangement mentioned by Robbins and Judge (2017) includes (1) Time Flexibility (Flextime), a company policy that allows employees to choose working hours through shifts determined by the company and allows them to arrange breaks and time for worship. (2) Job Sharing, an arrangement that allows two or more individuals to exchange working time without reducing leave or holiday rights and sharing work without reducing salary rights.

This research uses the definition of Flexible Working Arrangement from Purwaningtyas (2021) and Schaufeli (2002), namely alternatives provided by organizations to employees to determine schedules and places of work with a focus on results rather than work procedures. Meanwhile, the dimensions and indicators used refer to the opinions of Robbins and Judge (2017) including time flexibility (flextime) and job sharing.

Self Efficacy

Self-efficacy can be explained as an individual's assessment of his ability to plan and carry out actions aimed at achieving certain goals (Engin, 2020). According to Putri Ardi (2017), self-efficacy is an individual's belief in his or her ability to execute a task or job successfully. This is based on self-confidence in personal abilities. Akbar (2018) describes self-efficacy as an aspect of an individual that is related to self-resilience, the ability to control oneself, achieving goals, skills in facing challenges, and perseverance in facing obstacles. Employees with low levels of self-efficacy tend to feel that the tasks and problems they face at work are more difficult than what occurs in the field (Millette & Gagne, 2008).

According to Lunenburg (2011) There are four dimensions to measure self-efficacy, namely: (1) Experience of Success (Past Performance): Experience of success increases self-efficacy, while repeated failure can reduce it, especially if the failure occurs before self-efficacy is strongly formed. (2) Other Individual Experiences (Vicarious Experience): Seeing the success of other people in a particular field can increase an individual's self-efficacy in the same field. (3) Verbal Persuasion: Verbal persuasion is used to convince individuals that they have the abilities necessary to achieve their goals. (4) Physiological Conditions (Emotional Cues): Emotional fluctuations and physiological responses such as rapid heartbeat, cold sweat, and shaking can provide cues that the individual is facing a challenging situation.

This research uses Sofiah's definition of self-efficacy (2019), namely an individual's belief in his or her ability to execute a task or job successfully. Meanwhile, the dimensions and indicators used refer to Lunenburg's opinion (2011) include experiences of success (past performance), experiences of other individuals (vicarious experiences), verbal persuasion (verbal persuasion), and physiological states (emotional cues).

Job Characteristics

Job characteristics are internal aspects of a job that relate to what the job is and under what conditions the job is performed (Mahawati & Sulistiyani, 2021). Apart from that, Subyantoro (2009) defines job characteristics as the nature and tasks included in job responsibilities, the variety of types of tasks involved, and the level of satisfaction obtained from carrying out the job. Conradie (2019) also argues that job characteristics involve the individual attributes of workers, such as the level of responsibility, the type of tasks carried out, and the level of satisfaction felt from the job itself.

According to Hackman and Oldham (1976), the more diverse the activities involved in a job, the more significant the value of the job. On the other hand, monotonous and routine work tends to give rise to feelings of boredom and dissatisfaction. Giving workers freedom in determining how to complete their tasks can stimulate their initiative and effort in pursuing better results. Therefore, job design that allows for this level of autonomy becomes an important factor in worker motivation.

Pierce et al. (2009) and Robbins (2001), identified five main dimensional aspects of job characteristics, namely: (1) Skill Variety: The extent to which a job requires a variety of different types of activities so that the job utilizes a variety of skills and talents. (2) Task Identity: The extent to which work requires the completion of a whole set of tasks that can be recognized as a unit. (3) Task Significance: The extent to which the job has an important impact on the lives or work of other people. (4) Autonomy: The extent to which work provides freedom and independence to individuals in scheduling their work and determining the procedures used to complete the work. (5) Feedback: The extent to which carrying out work makes individuals gain knowledge.

This research uses the definition of job characteristics by Lai-fa H (2014) which defines job characteristics as the nature and tasks included in job responsibilities, the variety of types of tasks involved, and the level of satisfaction obtained from carrying out the job. Meanwhile, the dimensions and indicators used refer to the opinion of Pierce et al. (2009) and Robbins (2001) which include skill variety, task identity, task significance, autonomy, and feedback.

The Effect of Flexible Work Arrangement on Employee Engagement

Organizational policies that support employees, such as implementing flexible work arrangements, have the potential to increase employee engagement (Ugargol & Patrick, 2018). FWA has a positive and significant influence on employee engagement. In line with this, the study conducted by Conradie and de Klerk (2019) and Setiyani et al. (2019) also shows that flexible work arrangements have a positive impact on the level of employee engagement at work.

Ugargol and Patrick (2018) revealed that providing flexibility in managing work schedules can increase employee engagement and performance. When employees are given the freedom to organize their schedules more flexibly, they have more resources to achieve work goals and also have greater control over their work. This can increase the energy they put into their work, which in turn can affect their level of engagement with their work. Therefore, it can be concluded that when employees can exercise freedom in controlling their work, it can increase their engagement with work.

Supported by research conducted by Ratri (2016) which explains that FWA has a positive and significant influence on employee engagement, flexible work arrangements can be one of the factors that make employees feel support from the organization, and this can be a predictor of increased employee engagement. This level of engagement can encourage employees to give their best in their work because they feel valued, involved, and considered important by the organization (Candra, 2019).

H1: Flexible Work Arrangement influences Employee Engagement.

The Influence of Self-Efficacy on Employee Engagement

Self-efficacy is the level of confidence of each employee in solving problems in their work (Kartika et al., 2018). Chandra (2019) noted that self-efficacy has a positive impact on work engagement. Akbar and Sarinah (2018) also support these findings by stating that there is a positive relationship between self-efficacy and employee engagement in the workplace. This is because the higher the level of employee self-confidence, the more employees feel involved in their work, have active and efficient connections in carrying out tasks, and have strong mental resilience. An employee's belief in self-efficacy is a very important factor in

increasing productivity. This is because belief in one's own abilities has the potential to shape the character and intellectual capacity of employees in carrying out their duties and roles (Mahawati & Sulistiyani, 2021). The greater the level of employee self-efficacy, the higher the level of employee work engagement towards their company. Conversely, if the employee's level of self-efficacy is low, then the employee's level of work involvement with the company also tends to be low (Sofiah & Kurniawan, 2019).

The existence of self-efficacy is very important for employees because increasing ability and confidence in completing tasks assigned by the company can improve employee performance and productivity. According to Bargsted (2019), high self-efficacy in employees will make employees more engaged because employees will become more enthusiastic, proud, enthusiastic, and satisfied with their work. Several previous studies conducted by Akbar and Sarinah (2018) show that there is a significant positive relationship between self-efficacy and the level of employee engagement. Employees will also be more confident in their work, the higher the perception of organizational support, the higher the employee's self-efficacy and engagement (Purwaningtyas & Septyarini, 2021). Results of research conducted by Hayuningtyas and Helmi (2016) also show that self-efficacy has a significant relationship with employee work engagement.

H2: Self-Efficacy Influences Employee Engagement.

The Role of Job Characteristics as a Moderating Relationship Between Flexible Work Arrangement and Employee Engagement

Tasrin et al.'s research (2021) states that four factors influence the running of the Flexible Working Arrangement, such as organizational factors, fate-determining factors, IT factors, and demographic factors. Organizational factors include type of work, distractions, work hours at home, frequency of commuting to and from work, and the timing of such commuting. Self-determination factors include work speed, individual control over work, ability to relate to superiors, and satisfaction in working at home. IT factors include the availability of computers and internet networks. Meanwhile, household demographic factors involve household income, home ownership, number of children, marital status, age, gender, education, and length of time with family.

Furthermore, Baker et al. (2007) show that in terms of job satisfaction and performance, organizational factors and job characteristics have a more significant influence. For companies or organizations that want to implement a Flexible Work Arrangements (FWA) policy, factors related to the organization and job characteristics are easier to regulate through human resources (HR) policies rather than changing individual work styles.

The conclusion based on the explanation above provides the meaning that job characteristics have a role in increasing the effectiveness of implementing flexible working arrangements which then influences employee engagement. Previous research by Tasrin et al. (2021) also strengthens this argument by stating that each job position in each department has its job characteristics that influence work style, performance perceptions, benefits, and challenges during the implementation of the FWA policy. This research uses job characteristics as a moderating variable, so the hypothesis built in this research is:

H3: Job Characteristics moderate the influence of Flexible Work Arrangements on Employee Engagement.

Role Job Characteristics As a Moderator of the Relationship between Self-Efficacy and Employee Engagement

Krishnan et al. (2018) in their research stated that employee perceptions about their job characteristics and self-efficacy are important in the workplace, especially concerning increasing their level of engagement in their work. His research shows that employees who find work motivation will be actively involved in their work if they have high self-efficacy. Specifically, his research found a significant interaction between perceived task identity and self-efficacy in predicting employee engagement among employees. In line with this, Lai-fa and Chung-Ming's research findings (2014) found that job characteristics, including variety, autonomy, identity, feedback, cooperation, and friendship, have a positive and significant effect on job satisfaction which can then create employee engagement.

The conclusion that can be drawn from various research that has been conducted is that job characteristics have a role in strengthening self-efficacy in individual employees which ultimately influences employee engagement. Previous research by Millette and Gagne

(2008) also strengthens this argument by stating that job characteristics contribute positively and significantly to employees' positive attitudes towards their work, including job satisfaction which ultimately encourages engagement in their work. Therefore, the hypothesis built in this research is:

H4: Job Characteristics moderate the influence of Self Efficacy on Employee Engagement.

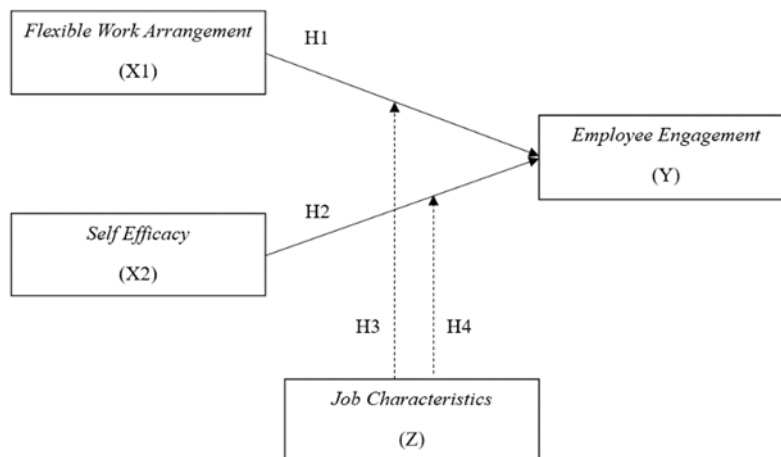


Figure 1.
Conceptual Framework

RESEARCH METHOD

The sampling method used in this research is the saturated sampling method. Saturated sampling is a data collection technique where all members of the population are used as samples. This technique is suitable for use when the population is relatively small (Ulfa, 2021). The researcher chose to take PT Desa Wisata Indonesia employees in the managerial section, consisting of 70 employees, as research samples because PT Desa Wisata Indonesia employees were only given FWA regulations in the managerial section. According to Arikunto (2010), when the population exceeds 100, a sample of 10-15% or 20-25% of the population can be taken. However, because the population in this study was less than 100, the entire population, namely 70 respondents, was taken as the research sample using the saturated sampling method.

Data was obtained through distributing questionnaires containing closed questions using a Likert measurement scale. The first stage of analysis includes validity tests and reliability tests to test the quality of the data received. The second analysis stage includes the classic assumption test consisting of (1) a normality test, (2) a multicollinearity test, and (3) heteroscedasticity test. This research also uses the MRA (Moderated Regression Analysis) method which is used to determine the relationship between two variables that are influenced by a third variable or moderating variable.

RESULTS AND DISCUSSION

Validity Test

The validity test is used to see the extent to which a measuring instrument can measure what it wants to measure. To see whether the data is valid or not, the column you look at is the Pearson Correlation column. It is said to be valid if $r_{count} > r_{table}$. The validity tests that have been carried out in this research are listed in the following table:

Table 2
Respondents Based on Class Strata

Variables	Items	r Count	Information
Flexible Work Arrangement (X1)	X1.1	0.771	Valid
	X1.2	0.752	Valid
	X1.3	0.729	Valid
	X1.4	0.829	Valid
	X1.5	0.637	Valid
Self-Efficacy (X2)	X2.1	0.554	Valid
	X2.2	0.631	Valid
	X2.3	0.671	Valid
	X2.4	0.613	Valid
	X2.5	0.638	Valid

	X2.6	0.694	Valid
	X2.7	0.614	Valid
	X2.8	0.411	Valid
Employee Engagement (Y)	Y1	0.619	Valid
	Y2	0.599	Valid
	Y3	0.641	Valid
	Y4	0.702	Valid
	Y5	0.651	Valid
	Y6	0.663	Valid
	Y7	0.639	Valid
	Y8	0.678	Valid
	Y9	0.567	Valid
Job Characteristics (Z)	Z1	0.682	Valid
	Z2	0.807	Valid
	Z3	0.501	Valid
	Z4	0.709	Valid
	Z5	0.715	Valid
	Z6	0.546	Valid
	Z7	0.755	Valid
	Z8	0.598	Valid

Source: Processed Primary Data by SPSS, 2023

Testing the indicators on the data shows that all calculated r values are greater than the table r value (0.2352) so it can be said that all question items in this research are valid and can be used for further tests.

Table 2.

Reliability Test

Variables	Cronbach Alpha	r critical	Information
Flexible work arrangement	0.857	0.60	Reliable
Self-efficacy	0.765	0.60	Reliable

Employee engagement	0.764	0.60	Reliable
Job Characteristics	0.787	0.60	Reliable

Source: Processed Primary Data, 2023

Items in the data are said to be reliable if they have a Cronbach alpha value > 0.6, but if the Cronbach alpha value < 0.6 then the item is not reliable. The results listed in the table above show that all Cronbach Alpha (r alpha) values are > 0.60, so it can be said that all research instruments are reliable and can be used for further tests.

Normality Test

The normality test was carried out using the Kolmogorov-Smirnov test with the following hypothesis:

H0: Residuals are normally distributed

H1: Residuals are not normally distributed

The test criteria used are to reject H0 if the significance value < α value (error level). In this test, an α value of 5% is used. If the Kolmogorov-Smirnov significance value is > 0.05, it can be concluded that the data is normally distributed. The normality test in this study is listed in the following table:

Table 3.
Normality Test

Unstandardized Residuals	
Kolmogorov-Smirnov Z	0.099
Significance Value	0.083

Source: Processed Primary Data by SPSS, 2023

Based on the output results, the Kolmogorov-Smirnov significance value was 0.083 or 8.3%. Because the significance value is more than 5%, it can be concluded that the residuals are normally distributed.

Multiple Linear Regression Analysis

The multicollinearity test aims to see whether there are similarities between variables. If the results show a correlation, it is said that the model that has been built has a multicollinearity problem.

Table 4.
Multicollinearity Test

Variables	Tolerance	VIF	Variables	Tolerance
Flexible work arrangement	0.744	1,345	Flexible work arrangement	0.744
Self-efficacy	0.540	1,853	Self-efficacy	0.540
Employee engagement	0.570	1,754	Employee engagement	0.570
a.	Dependent Variable: Employee engagement		a.	Dependent Variable: Employee engagement

Source: Processed Primary Data by SPSS, 2023

Multicollinearity is carried out by looking at the Tolerance and Variance Inflation Factor (VIF) values. It is said that there is no multicollinearity if the tolerance value is > 0.1 or $VIF < 10$. The data above shows that all existing independent variable tolerance values are > 0.1 and all VIF values are < 10 , which means that there is no multicollinearity in all variables.

Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model, there is an inequality of variance from the residuals of one observation to another. If the variance from the residual from one observation to another observation is constant, then it is called homoscedasticity, and if different is called heteroscedasticity. This test uses the Glejser test on the basis that the significant coefficient (probability value) is greater than the predetermined level of technical significance, namely 0.05, so it can be concluded that

heteroscedasticity does not occur. The heteroscedasticity test in this study is shown in the following table:

Table 1.
Heteroscedasticity Test

Variable	Sig.Value	Sig.	Information
Flexible work arrangement	0,844	0,05	Heteroscedasticity does not occur
Self-efficacy	0,453	0,05	Heteroscedasticity does not occur
Job Characteristics	0,472	0,05	Heteroscedasticity does not occur

Source: Processed Primary Data by SPSS, 2023

The results of the heteroscedasticity test in the table above prove that there are no symptoms of heteroscedasticity in the regression model. This is because all variables have a probability value that is greater than the alpha value (sig. > 0.05).

t-Test

Testing at this stage aims to test the influence between the independent variable and the dependent variable partially. The t-test is carried out by looking at the comparison between the calculated t and the t table. The results of this stage of testing will be useful to see whether the hypothesis that has been developed is accepted or rejected. The basis for making the decision is determined by seeing if the calculated t value > t table and the probability < 0.05 then the alternative hypothesis (Ha) is accepted. The t-test in this study is shown in the following table:

Table 2.
t-Test

Variables	sig. Value	α
Flexible work arrangement	0.028	0.05
Self-efficacy	0,000	0.05

Source: Processed Primary Data, 2023

The values listed in the t table were obtained using testing criteria, namely looking at the sig value compared with α (0.05). The results on the flexible work arrangement variable

state that the sig value is < 0.05 , so the first hypothesis in this research is accepted, namely that flexible working arrangements affect employee engagement. The second variable in this research also shows the same results, namely a sig value < 0.05 so the second hypothesis in this research is accepted, namely that self-efficacy influences employee engagement.

F Test

The F test, also known as the Simultaneous Test, aims to see how much influence all the independent variables, in this case, the flexible working arrangement (X1) and the self-efficacy variable (X2), have on employee engagement (dependent). The results of the F Test in this research can be seen in the table below.

Table 3.
F Test

	Sum of Squares	Df	F	Sig.
Regression	576,417	2	35,844	0,000
Residual	538,725	67		
Total	1115,143	69		
a. Dependent Variable: Employee engagement				
b. Predictors: (Constant), self-efficacy, flexible work arrangement				

Source: Processed Primary Data by SPSS, 2023

The table above shows that the calculated F value processed using SPSS is 35,844 with a significance value of 0.000. Thus, it can be said that the sig value. = $0.000 < 0.05$. This means that the variable flexible working arrangement (X1) and the variable self-efficacy (X2) have a significant effect on employee performance simultaneously.

Moderated Regression Analysis (MRA) Test

The testing stage using the MRA model aims to determine the causal relationship between the independent variable and the dependent variable which is weakened or strengthened by the presence of a moderating variable. The basis for the decision taken to see the effect is based on a significance level of < 0.05 , which means that if the test results

show a value of <0.05 then the initial hypothesis (H_a) is accepted. These results are listed in the table below:

Table 4.
MRA Test

Variables	Sig. Value Results	Sig.	R Square
FWA*Job Characteristics	0,000	0.05	0.433
Self Efficacy*Job Characteristics	0,000	0.05	0.577

Source: Processed Primary Data by SPSS, 2023

The test results on moderating variable 1 are variables that have been included with flexible working arrangement (FWA) variables on job characteristics. The test results show a sig value of $0.000 < 0.05$, which means the initial hypothesis (H_a) is accepted with an R square value of 0.433, which means contribution. The influence of the flexible work arrangement variable on the employee engagement variable after the job characteristics moderating variable is 43.3%. Meanwhile, the test results on moderating variable 2 are variables that have been included with the self-efficacy variable on job characteristics. The test results show a sig value of $0.000 < 0.05$, which means the initial hypothesis (H_a) is accepted with an R square value of 0.577, which means the contribution of the influence of the self variable. efficacy on the employee engagement variable after the job characteristics moderating variable was 57.7%.

The Effect of Flexible Work Arrangement on Employee Engagement

The results of statistical tests that have been carried out show that there is an influence between flexible working arrangements on employee engagement. This conclusion was obtained from the statistical results of the regression test with a calculated t-value of 0.028, where this value is smaller than 0.05 ($0.028 < 0.05$), so the first hypothesis in this research states that flexible work arrangements affect employee engagement. accepted. The implementation of flexible work arrangements carried out by PT Desa Wisata Indonesia can increase employee engagement.

The results of this research are in line with research conducted by Marumpe (2018) which explains that FWA has a positive and significant influence on employee engagement. Ugargol and Patrick (2018) revealed that providing flexibility in managing work schedules can increase employee engagement and performance. When employees are given the freedom to organize their schedules more flexibly, they have more resources to achieve work goals and also have greater control over their work. This can increase the energy they put into their work, which in turn can affect their level of engagement with their work. Therefore, it can be concluded that when employees can exercise freedom in controlling their work, it can increase their engagement with work.

The Influence of Self-Efficacy on Employee Engagement

The results of statistical tests that have been carried out show that there is an influence between self-efficacy and employee engagement. This conclusion was obtained from the statistical results of the regression test with the calculated t value which has a value of 0.00, where the value is smaller than 0.05 ($0.00 < 0.05$), so the second hypothesis in this research states that self-efficacy influences employee engagement is accepted. The self-efficacy of PT Desa Wisata Indonesia employees can increase employee engagement.

The results of this research are in line with the results of research conducted by Akbar and Sarinah (2018) which shows that there is a significant positive relationship between self-efficacy and the level of employee engagement. Self-efficacy is very necessary for individual employees because by increasing their ability and confidence in carrying out the tasks given by the company, the company will run optimally and employee performance will increase. Employees will also feel connected to their work because consciously and responsibly employees will give all their abilities for the progress of the company.

The Role of Job Characteristics as a Moderating Relationship Between Flexible Work Arrangement and Employee Engagement

The moderated regression analysis (MRA) test that has been carried out proves that job characteristics can moderate the influence of flexible work arrangements on increasing employee engagement. These results are proven by a sig value of $0.00 < 0.05$ and an R square value of 0.433 so that the third hypothesis in this study is accepted. The contribution of the

flexible work arrangement variable to the employee engagement variable after the job characteristics moderating variable is 43.3%.

These results are in line with Hackman and Oldham's research (1976) which states that the more diverse the activities involved in a job, the more significant the value of the job. On the other hand, monotonous and routine work tends to give rise to feelings of boredom and dissatisfaction. Research by Tasrin et al.(2021)also strengthens these results by stating that each job position in each department has its job characteristics that influence work style, performance perceptions, benefits, and challenges during the implementation of the FWA policy.

The Role of Job Characteristics as a Moderating Relationship Between Self-Efficacy and Employee Engagement

The moderated regression analysis (MRA) test that has been carried out proves that job characteristics moderate the influence of self-efficacy on increasing employee engagement. These results are proven by a sig value of $0.00 < 0.05$ so that the third hypothesis in this study is accepted with an R square value of 0.577, which means that the contribution of the influence of the self-efficacy variable to the employee engagement variable after the job characteristics moderating variable is 57.7%.

The results of this study are in line with Lai-fa and Chung-Ming's research findings (2014) who found that job characteristics play a role in job satisfaction which can then encourage employee engagement, considering that people with high self-efficacy are more likely to view their job characteristics positively and tend not to focus on negative information (Bargsted et al., 2019).

CONCLUSION

Flexible Work Arrangement Influence on Employee Engagement. When employees are given flexibility in organizing work, they have more resources to achieve work goals and have greater control over their work. This can increase the energy they put into their work. This will give rise to encouragement for employees to give their best in their work, because

they feel appreciated, involved, and considered important, thereby influencing their level of engagement with work.

Self-efficacy influence on employee engagement. Self-efficacy has a significant positive impact on employee engagement. When an employee feels confident in their abilities and skills to complete tasks and work, this can create an internal drive to give their best effort and achieve satisfactory results. This self-confidence influences a positive attitude towards work, increases motivation, and provides a sense of responsibility for the tasks at hand. Individuals with high levels of self-efficacy tend to face challenges better, overcome obstacles, and pursue their goals with determination. This not only increases productivity but also creates a more satisfying work experience. Employees who are confident in their abilities can experience personal accomplishment and career growth, which positively contributes to their level of engagement at work.

The role of job characteristics as a moderating variable can strengthen or moderate the influence of flexible work arrangements on increasing employee engagement. These results mean that the successful implementation of flexible work arrangements cannot be separated from the role of appropriate job characteristics so that they will be able to provide good output for individuals and companies in the form of increased employee engagement. Job characteristics that support flexibility, such as autonomy in managing time and responsibilities, can strengthen the positive impact of flexible work arrangements on employee engagement. When workers have more control over their work, work flexibility can become more meaningful. On the other hand, if job characteristics do not support flexibility, even if the company implements flexible work arrangements, the positive impact may be limited.

The role of job characteristics as a moderating variable can strengthen or moderate the influence of self-efficacy on increasing employee engagement. Job characteristics play a role as a moderating variable in the relationship between self-efficacy and employee engagement. When workers perceive motivating job characteristics, such as meaningful tasks and challenges that match their abilities, the influence of self-efficacy in increasing employee engagement increases because employees feel able to overcome and complete the tasks at hand. On the other hand, if job characteristics are less motivating, the influence of

self-efficacy in increasing employee engagement will not be optimal due to the lack of positive stimuli from the work environment that can provide encouragement and satisfaction to workers.

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