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REVIEW ARTICLE

A DESCRIPTIVE STUDY OF WORK ENGAGEMENT AMONG MANUFACTURING INDUSTRY EMPLOYEES WHO ADOPT WORK FROM OFFICE WORKING SYSTEM AT PT. X

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ABSTRACT

Coronavirus 2019 causes companies in the manufacturing sector to adopt work from office working system. With that, it requires agile, focused, and highly dedicated employees to sustain its business. This study aims to depict the employees' work engagement level at PT. X (one of the manufacturing companies in Riau, Indonesia). This study was a quantitative and non-experimental research which ran for three weeks in March 2022. Moreover, using a convenience sampling technique, this study managed to recruit 104 employees at PT. X to be its participants. Work engagement was then measured using Utrecht Work Engagement Scale with five points Likert Scale. The result indicated that the level of work engagement for employees at PT. X was high ($M = 3.87$). Furthermore, an independent t-test suggested that the employees who were born in the year 1965-1985 (generation X) significantly more engaged than generation Y (born in the year 1986-2000, $t = 2.363, p < 0.05$). This result aids the management of PT. X to think of various ways to maintain or even enhance their employees' work engagement.

KEYWORDS

Generation, Manufacturing, Work Engagement, Work From Office.

1. INTRODUCTION

The intense competition faced by companies raises the need for energetic and highly dedicated employees (Bakker and Leiter, 2010). This phenomenon shows that a company or organization must operate effectively and intelligently in maintaining its functional existence. According to a study, organizational effectiveness is the organization's ability to manage its internal activities by maximizing the internal and external environment (Sadq et al., 2020). It aims to produce scarce resources to achieve organizational goals. The most important factor in increasing the organization's effectiveness is the individuals within the organization, which can be called human resources (HR). HR management is the science or method of managing the relationship and the role of each individual's workforce effectively and efficiently so those common goals can be achieved as perfectly as possible (Ricardianto, 2018). Therefore, every company requires proper HR management to create organizational effectiveness to generate or maintain profits.

During the Coronavirus Disease 2019 (COVID-19) pandemic, Indonesia experienced an economic decline of 2.07% from the previous year (Kementerian Keuangan Republik Indonesia, 2021). In response to this problem, the Indonesian government has made various efforts and policies to stop the country's economic decline. One of the policies is to implement a hybrid work system or a combined system of the Work From Home (WFH) and Work From Office (WFO) methods. However, not all companies could implement such working work system due its nature of business.

One sector forced to operate on a WFO basis is the manufacturing industry sector because it requires employees to manage and process the raw materials for the products to be sold. The manufacturing industry sector

applies the WFO system, where several obligations and responsibilities must be considered by the company, one of which is the guarantee of workers' health rights (Rahmatullah, 2020). Quoting from the IDX Channel, Director of the Center of Economic and Law Studies (CELIOS), Bhima Yudhistira, assessed that the easing of the manufacturing sector for WFO had a positive impact on preventing negative economic growth from reoccurring (Ariesta, 2021). In addition, the Kementerian Perindustrian Republik Indonesia noted that the manufacturing industry contributed the largest to increasing Indonesia's economic growth, reaching 7.07% in the second quarter of 2021 (Kementerian Perindustrian Republik Indonesia, 2021). This means that the manufacturing industry is critical in Indonesia.

PT. X is a private company engaged in the Riau manufacturing industry sector. Looking to the speech of the Head of the Standardization and Industrial Services Policy Agency, industrial development in Riau Province can contribute to regional and national economic growth because there are abundant and varied human resources in Riau Province (Kementerian Perindustrian Republik Indonesia, 2021). Not only that, PT. X is still classified as a new company (startup) because it has only been operating functionally for four years. A startup is a type of company that was created to find business model innovation amid extreme uncertainty (Blank, 2014; Ries, 2011). One of the determining factors for the success of a startup is the quality of its human resources (Uzzaman, 2015). This shows the magnitude of the challenges faced by employees who work at PT. X on a WFO basis.

Improving the quality of HR can be demonstrated by the existence of an attachment between employees and their work (work engagement), so a company is strongly advised to pay considerable attention to HR (Ivancevich and Matteson, 2002). Quoting Koran Tempo, Director of Southeast Asia Talent Practice at PT Procter & Gamble Home Products

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Indonesia, said that employee engagement with work (work engagement) is challenging. Hence, employee engagement in their work is a major concern for many organizations because it is related to welfare and employee performance (Knight et al., 2016). Employees will have 20% higher productivity than other co-workers, leading to better performance and a positive impact on the company (Robertson and Markwick in Winasis, 2018). A group researchers stated that employees with high work engagement like to do things outside of their work, they work hard not for a strong inner urge but because for them the work they do is fun (Schaufeli et al., 2002).

In psychology, work engagement is defined as employees who are engaged with their work so that they can unite the goals of the company and employees. Schaufeli and Bakker describe work engagement as behavior in satisfying positive ideas and expressions related to work and pleasant experiences for employees accompanied by vigor, dedication, and absorption (Schaufeli and Bakker, 2004). Seeing the importance of work engagement for employees, companies need to anticipate things that can cause problems in work engagement, such as when employees do not understand their work, do not get feedback, and do not know how to contribute optimally to the company (Mewengkang and Panggabean, 2016). This serves as the basis for researchers to raise the topic of work engagement in research at PT. X.

This research is motivated by the research gap in several previous studies. Based on research in 2017, Zamralita has conducted research related to work engagement involving permanent lecturers at the best private universities in Indonesia. When compared with this study, there are differences in the characteristics of participants related to the type of work and domicile of the participants. Research conducted by Zamralita shows that the level of education and age factors significantly affect work engagement, in contrast to the study on active nurses in Spain (Allande-Cussó et al., 2021; Zamralita, 2017). A group researchers found that the age factor did not have a significant effect on work engagement (Allande-Cusso et al., 2021). Apart from the differences in the findings from previous studies, until now, there has been no research on work engagement among employees in startup companies in the Riau manufacturing industry sector.

Therefore, the researcher feels that PT. X, which is a startup company in the Riau manufacturing industry sector, is the right place to do research. This research was conducted with the hope of increasing the knowledge and insight of readers regarding industrial and organizational psychology, especially regarding work engagement. It is also hoped that the company's management will know the description of work engagement for employees and consider efforts to increase work engagement, such as creating employee consulting bureaus, seminars, and training.

2. LITERATURE REVIEW

Schaufeli and Bakker define work engagement as positive behavior related to work and can have a positive effect or feeling on employees who do it (Schaufeli and Bakker, 2004). Another definition from Saks stating that work engagement is an employee's emotional attachment to the work they do (Saks, 2006). Schaufeli and Bakker explained that work engagement could be characterized by three dimensions, namely (a) vigor, (b) dedication, and (c) absorption (Schaufeli and Bakker, 2004). According to vigor refers to a high level of mental energy and resilience when working, a willingness to work hard, and persistence in the face of adversity (Schaufeli et al., 2002). Dedication is defined as a feeling full of meaning, enthusiasm, inspiration, pride, and challenge. Absorption is characterized by full concentration and a deep interest in work in which time seems to pass so quickly, and it is difficult to get away from work.

According to the factors that influence work engagement are divided into two, namely internal and external factors (Schaufeli and Bakker, 2004). On internal factors, personal resources is a positive assessment that refers to the ability to control oneself and have an impact on the work environment, including self-efficacy, self-esteem, and optimism (Hobfoll et al., 2003). On the other hand, external factors include job resources such as physical, psychological, social, and organizational aspects. Participating in decision-making, social support, and flexible time are some examples of external factors. This can reduce job demand that serves to achieve job goals by providing support to employees for personal growth, learning, and development.

The impact of work engagement can be felt on an individual and organizational level. According to the impact of work engagement on an individual level can (a) foster job satisfaction because employees enjoy these duties and responsibilities and (b) raise the level of employees'

awareness related to work, provide behavior that believes in the company, has the desire to maximize performance, cares about the company context, is willing to sacrifice more time and energy, and increases the results of teamwork (Harter et al., 2002; Robinson et al., 2004). According to the impact of work engagement on the organizational level can be (a) improving work performance in the company's financial business and (b) lowering absenteeism and intention for doing turnover (Xanthopoulou et al., 2009).

After knowing the importance of work engagement and the factors that can influence it, there are more and more research is being conducted related to this work engagement variable. One of the latest research was conducted by Paramita and Sudhartio, showing that work engagement had a significant effect on employees' performance in a manufacturing company (Paramita and Sudhartio, 2022). This research showed the importance of exploring work engagement because it is related to employees' performance.

3. METHOD

This study involved 104 participants who are employees at PT. X and have undergone the WFO work system during COVID-19 for at least one year. The majority of participants consisted of men (81.7%), people aged 19-24 years (42.3%), people who had undergone the WFO work system for two years (53.8%), people who were single (60.6%), high school diploma (76%), and living in Dumai (94.2%). This study used a non-experimental quantitative method by collecting data through questionnaires distributed offline and online to employees. This research questionnaire consisted of five stages: opening, informed consent, questionnaire, personal information, and closing. At the initial stage, the participants read the opening words with an explanation of the questionnaire, then the participants proceed to the informed consent stage, if the participants have agreed to the informed consent, the participants proceed to the stage of filling out the questionnaire.

This questionnaire referred to one of the work engagement measuring tools, namely the UWES, which was designed by the researcher based on the theoretical concept (Schaufeli and Bakker, 2004). The questionnaire consisted of 17 positive statements, which are divided into three dimensions, namely six statements of the vigor dimension (1, 4, 8, 12, 15, & 17); five statements of the dedication dimension (2, 5, 7, 10, 13); and six statements of absorption dimension (3, 6, 9, 11, 14, 16). Examples of statements from the UWES questionnaire are "I feel very excited and energized doing my job" for the vigor dimension, "I am enthusiastic about my work" for the dedication dimension, and "I am focused on completing my work" for the absorption dimension. After the participants have filled out all the statement items, the participants proceed with filling in their identities, followed by a thank you from the researcher.

Participants who filled out each item had to answer each question with options that referred to a Likert scale, namely (1) Never, (2) Rarely, (3) Sometimes, (4) Often, and (5) Always. The higher the score on the scale, the higher the employees' work engagement. The statement items had a fairly high level of reliability with dimensions of vigor (Cronbach's = 0.806), dedication (Cronbach's = 0.773), and absorption (Cronbach's = 0.721). Based on the data processing results, a high Cronbach's Alpha coefficient indicated that all items have a high level of consistency as a measuring instrument. After all the data had been collected, this research conducted several tests for normality (Kolmogorov-Smirnov test method), reliability (generating the Cronbach's Alpha), and descriptiveness (looking for the mean, maximum, minimum score, and standard deviation).

4. RESULT

This study begins data analysis by conducting a normality test using the Kolmogorov-Smirnov test method, which aims to see the normality of the distribution graph of the data set that has been obtained. A data set can be said to be normally distributed if $p > .05$. Based on the results of the Kolmogorov-Smirnov test, it was found that $p = .991$ ($p > .05$), so it can be concluded that the data in this study were distributed normally. After knowing the normal distribution of data, the researcher continued to analyze the data by conducting a descriptive test which resulted in an average score on the work engagement of the employees of PT. X and details the average score per dimension. Based on the results of data processing (Table 1), it is known that the employees of PT. X has a fairly high average work engagement value, $M = 3.87$. This is due to the high average score of work engagement dimensions, such as (a) vigor ($M = 3.96$), (b) dedication ($M = 3.90$), and (c) absorption ($M = 3.75$).

Table 1: Description of Employees Work Engagement at PT. X

No.	Dimension	Mean	Std. Deviation	Note
1	Vigor	3.96	,64	High
2	Dedication	3.9	,72	High
3	Absorption	3.75	,66	High

Researchers processed demographic data consisting of (a) gender, (b) age, (c) marital status, (d) educational background, (e) length of service, (f) division, and (g) job title. However, the researchers grouped the data into two groups based on generation from all the existing data. This generation is divided into generations X and Y. According to Carnegie, Generation X are individuals born in the range of 1965-1985 (the estimated age per 2022 is 37-57 years), and Generation Y is an individual born between the years 1986 to 2000 (estimated age per the year 2022 is 22-36 years) (Carnegie, 2017).

Researchers conducted a descriptive test on both generations and produced a fairly high average score, namely generation X ($M = 4.39$) with an SD score of .40 and generation Y ($M = 3.82$) with an SD score of .61. Referring to the large difference in the average score, the researchers conducted a test using the Independent Sample T-Test method to see differences in work engagement between generations at PT. X. The data test results show a significant difference in work engagement between generations X and Y ($t = 2,363, p < 0.05$).

5. DISCUSSION

The results in this study indicate the level of work engagement of employees of PT. X is in the high category ($M = 3.8721$) referring to the average score calculation. Work engagement on employees of PT. X is high because employees desire to put all their energy into one job and feel that they are happy with their work. This is in line with research conducted by Wójcik-Karpacz regarding the description of high work engagement in employees causing employees to concentrate fully and be happy in completing their work (Wójcik-Karpacz, 2018).

The vigor dimension ($M = 3.9647$) is the highest level dimension shown by the employees of PT. X. Vigor is the highest dimension of work engagement because employees of PT. X has an enthusiastic desire to strive in carrying out his duties and responsibilities despite facing many difficulties, mentally the employees of PT. X is also tough at work. Dedication is the second-highest dimension. This is because employees of PT. X work with purpose and meaning, and their work inspires them, so they are willing to sacrifice time, energy, and thought to achieve company goals. This is also in line with research conducted by Shabrina and Mardianawati regarding the dimensions of high vigor and dedication to work engagement, showing employees have high enthusiasm and consider the work important (Shabrina and Mardianawati, 2017).

Generation Y ($M = 3,8211$) is the lowest category for the average work engagement grouped by birth generation. Generation X's average work engagement ($M = 4.3922$) is the highest category, which indicates a significant difference between generations. This is in line with the results of research conducted by Zamralita, which found a pattern of increasing work engagement as an employee ages (Zamralita, 2017). Research conducted by Zamralita regarding the description of work engagement on permanent lecturers shows that the higher the level of education and work position, the higher the lecturer's work engagement will be (Zamralita, 2017). These findings are different from the research on the description of work engagement at PT. X, which shows that there is no significant difference in work engagement in terms of education level and job position.

Employees of PT. X overall has a high level of work engagement. It can be concluded that the employees of PT. X will work more passionately, energetically, be more involved in company activities, and do positive things that benefit the company (Astuti et al., 2016; Widiasih, 2017). Seppala and Moeller state that employees or workers in all positions when they have work engagement, will be more productive, enthusiastic, and motivated without experiencing fatigue and having a negative impact (Seppala and Moeller, 2018). From this, generational differences in the workplace are natural and are an interesting topic to be researched. The first study on the concept of generational difference was carried out by Mannheim in 1952, who stated that the younger generation could not perfectly integrate with society because of the gap between the ideal values taught by the older generation and the current reality.

Based on data and research results that show a significant difference between generations in terms of year of birth, the younger generation is

more likely to have a low level of work engagement. Therefore, the company can focus more on efforts to increase work engagement in the younger generation by providing motivational support, performance appraisal, training, and rewards to provide comfort and enthusiasm during work, so that employee productivity increases and affects the level of employee work engagement at PT. X (Subrahmaniam in Budiarta, 2020).

At the time of carrying out this research, of course, there were some unavoidable limitations, one of which was social desirability. Social desirability is the tendency of participants to choose good or positive answers with the intention of projecting that they look good and can be accepted by society (Murphy and Davidshofer, 2001). This can lead to a tendency or bias in the data collected from participants (not following the actual situation). This research also only focuses on the description of work engagement at PT. X thus has a fairly narrow research scope. Based on this, further research is recommended for one population of research participants so that the results obtained are more valid, and broaden the picture of work engagement by linking it to other factors, such as paying attention to the suitability of the position and educational background with the work.

6. CONCLUSION

This study found the average work engagement and vigor at PT. X fits in the high category. In addition, the older the person, the higher the work engagement. These results were obtained through the questionnaire, which explained the enthusiasm felt by the participants as well as the appreciation for doing the tasks and responsibilities for their work. Based on the results of this study, it is expected that PT. X can maintain and improve work engagement because work engagement is critical for the company to achieve its goals effectively.

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