



Psychological Well Being and Work Engagement during COVID 19

Etik Darul Muslikah¹, Nur Lailatul Hidayah¹

¹Faculty of Psychology, Universitas of 17 Agustus 1945 Surabaya, Surabaya, Indonesia

*Corresponding Author: Etik Darul Muslikah. Email: etikdarul@untag-sby.ac.id

ABSTRACT

Work engagement is an issue that is currently being discussed. Talking about work engagement, there are many factors that affect a person's engagement. However, in the current COVID 19 pandemic, maintenance of workers' engagement is important. The psychological well-being of employees is an important part of maintaining employee engagement. This study aims to obtain data and determine the correlation between psychological well-being and work engagement. Two hundred and two permanent employees of Premier Surabaya Hospital completed psychological well-being and work engagement measures. Psychological well-being scale and work engagement scale in this study is a modification of The Scale of Psychological Well-Being (SPWB) and Utrecht Work Engagement Scale (UWES). Hypothesis testing with Pearson product moment correlation techniques obtained $r_{xy} = 0.378$ with $p = 0.000$ ($p < 0.05$), its mean there is a positive significant correlation between psychological well-being and work engagement.

Keywords: work engagement, psychological well being

Copyright © 2021: Etik Darul Muslikah, Nur Lailatul Hidayah

INTRODUCTION

The outbreak of COVID-19 (Corona Virus 2019) as a pandemic has caused mental stress and public panic. The virus was first reported in the Chinese city of Wuhan in December 2019 and within a short period of the time it spread around the world, thus resulting in acute infectious pneumonia outbreak (Bao, Sun, Meng, Shi, & Lu, 2020).

This pandemic has caused so many changes to various sectors, including the industrial sector. Many companies close, lay off their employees and limit various activities. During the pandemic, many countries have also implemented lockdowns so that employees have to work from home. From here, the challenge for companies, especially HR practitioners, is to be able to maintain employee engagement. The work from home situation became very different from working as before. Companies must be very extra controlling the performance of their employees with the existing limitations. In this COVID 19 pandemic, HR managers and practitioners are required to continue to innovate to maintain worker engagement.

According to the study, higher engagement levels are linked to improved productivity and a healthier bottom line. In good times or bad, worker engagement should be a top priority of organizations (Vickers, 2019). According to *The Guardian*, employee engagement helps to increase strong positive attitudes among people toward their work and their organization in difficult times.

Employees in a company have a very important role. Employees are the company's biggest investment. The success of the organization can be determined by how much the employee is performing. The company will develop if it has employees who are proactive, have high initiative and

have full responsibility. An understanding of the factors that can improve employee performance is crucial and essential.

Kahn (2017) describes the theory of attachments and correlations that arise cognitively, physically, and emotionally between individuals and their roles in work in the office. The cognitive aspect refers to employees' beliefs about the organization, leadership and working conditions. The emotional aspect refers to how employees feel, whether positive or negative about the organization and its leaders. Meanwhile, the physical aspect refers to the physical energy of employees who are exerted in carrying out their roles (Iqbal, Shabbir, Zameer, Khan, & Sandhu, 2017). Engagement means that employees take part in their work which inspires the employee to produce the best performance for a company. Employee engagement is seen as a level of individuals who have loyalty to a company, where it will ensure how the employee behaves and how long the employee is able to stay in his current position (Federman in Akbar, 2013).

According to BPS data in February 2019, the number of workers in Indonesia reached 136 million. In 2016, of the total number of workers in Indonesia, which reached 160 million, approximately 40% were included in the millennial generation with 62.5 million workers. In the next sequence, namely Generation X with a total of approximately 69 million. And the last number of 28.7 million is occupied by the Baby Boomers generation. In the survey "Employee Engagement Among Millennials" which involved 1,200 respondents consisting of approximately 600 millennials and 600 other generations in a number of big cities, namely Surabaya, Jakarta, Makassar, Bandung, Medan and Balikpapan. Dale Carnegie wanted to know the level of employee engagement or employee engagement, and the results of the survey stated that millennial generation workers only accounted for 25% of those who have full involvement with the company they live in (Carnegie, D, 2017).

The more developed the Indonesian economy, currently companies do not need employees who are only able to do work according to their job descriptions. This is in accordance with Bakker (2007) that companies not only choose prospective workers who have above average skills, but they also choose prospective workers who can fully involve themselves in their work, have high commitment and work proactively according to rejections. measure the quality of the performance of each company (in Indrianti & Hadi, 2012).

The reality is that in Indonesia there are still many employees who do not work wholeheartedly. They only demand their rights without completing their obligations properly. Many employees do not have a professional work attitude, lack discipline and do not have a culture of being on time. This is in accordance with what was conveyed by Imelda Freddy as a researcher at the Center for Indonesian Policy Studies (CIPS) in Kompas.com which was posted on July 29 2018, namely that there are still 80% of workers in Indonesia whose productivity tends to be low.

Premier Surabaya Hospital which will be the research site this time also conducted an employee engagement survey. This survey is held every 2 years. The data that the researchers obtained from the HR of Premier Surabaya Hospital showed that from 2014, 2016, and 2019 the work engagement of employees fluctuated, from 85% in 2014 to 78% in 2016 and increased again in 2019 to 87%.

Premier Surabaya Hospital is a private hospital in Surabaya. The philosophy of Premier Surabaya Hospital is "people caring for people". This means customer-focused, compassionate care provided by a dedicated staff committed to working towards the right outcomes for patients. Human Resources (HR) who work in it must have a strong serving spirit to realize company goals.

The average employee who works at Premier Surabaya Hospital has worked for more than 15 years. Approximately 53% of the total permanent and contract employees have a service life of more than 15 years. This is supported by the low employee turnover rate at Premier Hospital. This means that the average employee who works at Premier Surabaya Hospital is included in the category that is loyal to the company. Judging from the level of employee engagement at Premier Surabaya Hospital, it can be said that it is quite high compared to other Premier Hospitals in Indonesia. However, this is not worth



the contribution made. Frank & Taylor (2004) stated that work attachment shows a feeling of participation in terms of the employee's physical, cognitive and emotional during work, which can be seen in performance results.

Work engagement will appear in the enthusiasm of employees at work so that when employees work they will feel excited, full of enthusiasm and full concentration. However, for the employees of Premier Surabaya Hospital, the enthusiasm for work shown is lacking. This is based on the supervisor's report who entered the HRD that there were still several employees who left the work area several times during working hours. Some employees are less involved with their work so that they make employees work carelessly. Employee enthusiasm at work is felt to be lacking because employees at Premier Surabaya Hospital still have not met the expected job targets. Where it should be when employees have a high level of engagement, the employee will be enthusiastic, enthusiastic and focus on the work and work targets set.

Employees who have an attachment to their work will dedicate themselves to the work they are doing. Employee attachment also makes employees have positive energy at work. This is as stated by Hewitt (in Schaufeli & Bakker, 2010) that employees who have work attachments will always disclose good things that are felt during work, rarely or even never complain, do not disclose or badmouth the company. However, based on observations made by researchers on employees of Premier Surabaya Hospital, it is still found that employees often protest and complain about their work. One of the visible forms of protest is the union group which meets with management almost every month.

Employees with a high level of attachment can provide positive energy to their environment, feel that their work is very enjoyable so that employees enjoy the work they are doing. The impact is when employees do not have an attachment to their work, the work they are undertaking will feel heavy, they are not enthusiastic at work, and do not concentrate while working. So that the results of the work are not satisfactory. Affects the sustainability of the company's operational activities.

Work engagement is an employee condition where the employee has high dedication and positive energy so that the work produced is maximum. Employees can also fully contribute to the running of the organizational system in which they work. This is also conveyed by Schaufeli and Bakker (2010) that work attachment refers to a positive energy state and motivation combined with a high level of dedication and a strong focus on work (Bakker & Albrecht, 2018).

Companies today will really need employees who can be connected psychologically with their work, a condition in which the employee's soul is connected to his job. This was also conveyed by (Bakker, et al. 2011) that contemporary companies need employees who are able to fully invest themselves in carrying out their roles within the organization, employees who are proactive and committed to the resulting performance standards. These employees not only work carelessly but can be responsible for their work.

Working carelessly, for example doing tasks as long as they are finished without considering the results that are done, lazing around at work and always having negative thoughts among colleagues and even towards their superiors. This is one of the characteristics of employees who feel uncomfortable, unhappy and do not feel peaceful at work. So it is very important to have a comfortable and happy condition while working to produce optimal performance and increase company profits.

The psychological state of the employee can be seen when the employee is working. Feelings such as feeling comfortable, happy, content and peaceful can be interpreted as psychological well-being. Psychological well-being is very influential in human life. An employee with good psychological well-being will affect productivity, job satisfaction, loyalty, and work ethic where this will have an impact on the company's success. Employees with a good psychological condition will be able to align work matters with personal interests, not confusing work interests with personal interests. Not only able to sue the company but also provide good performance to the company. By creating a comfortable work environment, a harmonious and mutually beneficial work correlation will be built.

Psychological well-being consists of several dimensions, namely the extent to which individuals feel that their lives are meaningful and have goals and direction, whether individuals see themselves as living according to their own personal beliefs, the extent to which individuals use their personal talents and potentials, how well individuals manage their life situations, the depth of connection that individuals have in relation to significant others, as well as the knowledge and acceptance they have, including personal awareness and limitations (Ryff, 2014).

Employees who work in services must always maintain their positive energy in order to create good working conditions and provide maximum service so as not to disappoint customers. From this, the psychological condition of employees is very important to be maintained. The psychological well-being of employees must also be in good condition. If the employee's psychological condition is not good and has negative energy, it will affect customers who come. The objective of the study is to find out whether there is a correlation between psychological well-being and work engagement among employees of Premier Surabaya Hospital.

METHOD

The variables used in this study were the work engagement variable as the dependent variable and psychological well-being variable as the independent variable. Work engagement is a condition for employees who have an attachment to their work and are enthusiastic, enthusiastic and fully concentrate on their work. Employees who have a work attachment will always devote all their energy and thoughts to their work. They work sincerely and can arrange the time to complete work professionally. So that they will not feel burdened with the assigned tasks. The work engagement scale is measured using a modified Utrecht Work Engagement Scale (UWES) developed by Schaufeli and Bakker (2003), based on the development of work engagement aspects from Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002), namely: Aspects of enthusiasm (vigor), Aspects of dedication (dedication), and aspects of absorption (absorption). Currently there are 17 items.

Psychological well-being in this study is defined as the condition of a person who can accept himself with all his strengths and weaknesses, has a positive correlation with others, can make his own decisions and regulate his own behavior, can create and regulate a harmonious environment, have goals in his life and able to develop his potential continuously. The psychological well-being scale was measured using a modification of The Scale of Psychological Well-Being (SPWB) developed by Ryff & Keyes (1995) with a total of 18 items.

The population in this study used all employees of Premier Surabaya Hospital, both male employees and female employees. The number of samples used was 222 employees who were carried out to all departments or all sections in Premier Surabaya Hospital. This figure is obtained from the reference table krejcie with a population of 478. The research subjects have characteristics both male and female, aged 20 - 50 years and work in Premier Surabaya Hospital for at least 1 year.

The validity test in this study is stated empirically by the validity coefficient with the rule if it has a correlation item total score ≥ 0.3 then it is declared valid. Furthermore, the reliability test was carried out to see whether the measuring instrument used was able to show relatively the same measurement results when re-measured on the same subject. Azwar (2012) also explains that reliability is expressed by the reliability coefficient whose numbers are in the range of 0 to 1.00 the more the reliability coefficient is closer to 1.00, which means that the higher the level of reliability, but if the reliability coefficient is close to 0, it means the lower the level of reliability.

The next stage after testing the validity and reliability is the prerequisite test. The prerequisite test used is the normality test and linearity test. In this study, the normality test was carried out using the One-Sample Kolmogorov-Smirnov Test with the rule if $p > 0.05$ then the distribution was declared normal and if $p < 0.05$ then the distribution was declared abnormal. The results of the calculation of the



normality test using the Statistical Package for Social Science for Windows (SPSS) program 20. The calculation of the normality test for the distribution of the work engagement scale obtained a significance of $p = 0.20$ ($p > 0.05$), meaning that the data distribution is stated to have a normal distribution. Next, the linearity test is carried out in order to determine whether there is a linear correlation between the two variables. Based on the results of the linearity test between the psychological well-being variable and work engagement, it shows a significant value = 0.276 ($p > 0.05$), meaning that there is a linear correlation between the psychological well-being variables and work engagement.

After the prerequisite test is carried out, the next stage is the data analysis test. The method of analysis used in this study is to determine the correlation between psychological well-being and work engagement using the product moment correlation technique, which is to determine the correlation between two variables (Arikunto, 2002). Data analysis was carried out using the Statistical Package for Social Science for Windows (SPSS) 20 program.

RESULT

This study aims to find out the correlation between psychological well-being and work engagement during COVID-19. The results showed that the correlation coefficient of $r_{xy} = 0.378$ with $p = 0.000$ means that there is a very significant positive correlation between psychological well-being and work engagement.

Table 1. Product Moment Correlation Test Results

Pearson Correlation	0,378
Sig. (2-tailed)	0,000

Source : Output Statistic Program SPSS 20.

The result of the hypothesis test can be stated that "There is a correlation between psychological well-being and work engagement during COVID 19". This means that the research hypothesis is proven. Based on the results of the linear test, the value of $R^2 = 0.143$ was obtained, which means that the effective contribution of the psychological well-being variable to the work engagement variable was 14%. This indicates that there are other variables that affect the Y variable (work engagement) by 86% apart from the psychological well-being variable which was not carried out in this study. It is known that the work engagement of employees at Premier Surabaya Hospital has the highest percentage in the medium category (35%), the lowest percentage is in very low category (6%).

The level of psychological welfare of employees at Premier Surabaya Hospital shows the highest percentage is in the medium category with a value of 35%, and the lowest percentage is also in the very low category, namely 2%. This means that both work attachments and psychological well-being owned by employees of Premier Surabaya Hospital are in the medium category.

DISCUSSION

This study shows that there is a significant positive correlation between psychological well-being and work engagement. The higher the psychological well-being level, the higher the work engagement level of the employees. This is in line with research conducted by Robertson & Cooper (2010) that employees who have high psychological well-being will also have a high work attachment.

The results of this study are also in line with research conducted by Disya Nafisah Muhadi and Umi Anugerah Izzati (2020) which states that there is a correlation between psychological well-being and work engagement on inpatient installation nurses at X Hospital.

The category of work engagement for employees of Premier Surabaya Hospital can be said to be not too high but also not too low, namely in the medium category. The aspect of work engagement that the employees of Premier Surabaya Hospital has the highest is the aspect of dedication. Where this is in line with the condition of employees at Premier Surabaya Hospital who do not go in and out of many or have a low turnover rate. Based on the results of data collection, the subjects in this study were mostly filled with employees who had worked for more than 15 years.

Employees who have worked for a long time in a company indicate that the employee has long adapted to his work environment so that employees feel comfortable with their work and environment. Judging from the aspects of psychological well-being, which has the highest percentage in this study is the aspect of positive correlations with other people. This is evident from the fact that the employees of Premier Surabaya Hospital have had a long working period so that the employees have established a positive correlation with each other. This aspect of positive correlations with other people is proven to have the highest percentage compared to other aspects of psychological well-being.

Positive correlations with other people indicate that employees have good psychological well-being. Employees can be tied to their work because of one of the factors that influence it, namely having a positive correlation with colleagues, superiors and even customers in them. The correlations that exist between employees can make the work atmosphere more lively and harmonious. Judging from the length of tenure of employees of Premier Surabaya Hospital, it appears that the correlation between employees is well established so that employees can last quite a long time.

A good level of psychological well-being makes employees feel happy and comfortable at work. A good psychological condition makes employees less stressed and depressed at work. Employees will be able to cope with all job demands and work productively. As stated by Wright & Cropanzano (2000) that employee performance can also be predicted from the level of psychological well-being of employees. Employees who feel happy while working, the job is easy. Employees will appreciate the work they are doing and feel proud of their work.

A sense of pride and enthusiasm for this work indicates that employees have an attachment to their work. Where one aspect of work engagement is dedication, namely feeling proud, enthusiastic and considering the work being done is important. This will be different when an employee has poor psychological well-being. At work, employees will feel easily tired, uncomfortable and even stressed. Where this will make employees not excited and not concentrated at work.

Psychological well-being is one of the factors that can influence attachment, where a high level of well-being can help increase attachment. Likewise, a low level of welfare can lead to low attachment. The interaction between psychological well-being and work attachment to employees leads to the realization of a full engagement condition, so that the employee's psychological condition is healthy and also has a high level of attachment to last a long time.

Psychological well being is important to maintain employee engagement, especially hospital employees. Hospitals are the sector with the largest contribution during this pandemic. Hospital employees must continue to provide services in very risky conditions. Therefore, it is important to keep employees working with engaged. Based on the study results, psychological well being is proven to be one of the factors that can maintain employee engagement. Employees who have good psychological well being are employees who have the ability to choose and create an environment in accordance with their physical condition. In other words, he has the ability to deal with events outside himself.

CONCLUSIONS

Work engagement is a behavior that shows an employee's emotional and active attachment to his job so that it creates positive and pleasant feelings regarding his work and can even get involved in



work and generate more contributions to the company. Meanwhile psychological well-being is a condition in which a person has a positive attitude towards himself and others, can make his own decisions and regulate his own behavior, has a life purpose, can create and regulate a harmonious environment, and make life more meaningful and endeavor. improve and develop himself.

The results of data analysis in this study indicate that the resulting correlation coefficient is $r_{xy} = 0.378$ with $p = 0.000$, which means there is a positive significant correlation between psychological well-being and work engagement. This indicates that the higher the psychological well-being level of the employees, the higher the level of employee work engagement.

REFERENCE

- Akbar, M. R. (2013). Pengaruh Budaya Organisasi Terhadap Employee Engagement (Studi Pada Karyawan PT. Primatexco Indonesia Di Batang). *Journal of Sosial and Industrial Psychology*, 2(1), 64–68.
- Arikunto, S. (2002). *Prosedur Penelitian: Suatu Pendekatan Praktek*. Jakarta: PT Rineka Cipta.
- Azwar, S. (2012). *Penyusunan Skala Psikologi Edisi 2*. Yogyakarta: Pustaka Pelajar.
- Badan Pusat Statistik (2019). Februari 2019: Tingkat Pengangguran Terbuka (TPT) sebesar 5,01 persen. Diakses pada 02 April 2020, dari <https://www.bps.go.id/pressrelease/2019/05/06/1564/februari-2019--tingkat-pengangguran-terbuka--tpt--sebesar-5-01-persen.html>
- Bakker, A. B., Albrecht, S. L., & Leiter, M. P. (2011). *Key questions regarding work engagement*. *European journal of work and organizational psychology*, 20(1), 4-28.
- Bakker, A. B., & Albrecht, S. (2018). *Work engagement: current trends*. *Career Development International*.
- Carnegie, Dale. (2017). Hanya 25 persen Millennials yang Setia Kepada Perusahaan. Diakses pada 02 April 2020, dari <https://www.dalecarnegie.id/sumberdaya/media/media-coverage/hanya-25-persen-millennials-yang-setia-kepada-perusahaan/>
- Frank, F. D., Finnegan, R. P., & Taylor, C. R. (2004). *The race for talent: Retaining and engaging workers in the 21st century*. *Human resource planning*, 27(3).
- Indrianti, R., & Hadi, C. (2012). Hubungan Antara Modal Psikologis Dengan Keterikatan Kerja Pada Perawat Di Instalasi Rawat Inap Rumah Sakit Jiwa Menur Surabaya. *Jurnal Psikologi Industri Dan Organisasi*, 1(3), 120–125.
- Iqbal, M. J., Shabbir, D. M. S., Zameer, H., Khan, D. I. A., & Sandhu, D. M. A. (2017). *Antecedents and Consequences of Employee Engagement: Evidence from corporate sector of Pakistan*. 11(1), 78–86.
- Movanita, Ambaranie Nadia Kemala. (2018). Produktivitas Pekerja Indonesia Rendah, Ini Penyebabnya. Diakses pada 05 April 2020, dari <https://ekonomi.kompas.com/read/2018/07/29/064928426/produktivitas-pekerja-indonesia-rendah-ini-penyebabnya?page=all>.
- Nafisah Muhadi, D. I. S. Y. A., & Anugerah Izzati, U. M. I. (2020). Hubungan Antara *Psychological Well-Being* Dengan *Work Engagement* Pada Perawat Instalasi Rawat Inap Di Rumah Sakit X. *Character: Jurnal Penelitian Psikologi*, 7(3).
- Robertson, I. T., & Cooper, C. L. (2010). *Full engagement: the integration of employee engagement and psychological well-being*. *Leadership & Organization Development Journal*.

- Ryff, C. D. (2014). *Psychological well-being revisited: Advances in the science and practice of eudaimonia*. *Psychotherapy and psychosomatics*, 83(1), 10-28.
- Ryff, C. D., & Keyes, C. L. M. (1995). *The structure of psychological well-being revisited*. *Journal of personality and social psychology*, 69(4), 719.
- Schaufeli, W. B., & Bakker, A. B. (2003). *UWES–Utrecht work engagement scale: test manual*. Unpublished Manuscript: Department of Psychology, Utrecht University, 8.
- Schaufeli, W. B., & Bakker, A. B. (2010). *Defining and measuring work engagement: Bringing clarity to the concept*. *Work engagement: A handbook of essential theory and research*, 12, 10-24
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). *The measurement of engagement and burnout: A two sample confirmatory factor analytic approach*. *Journal of Happiness studies*, 3(1), 71-92.
- Wright, T. A., & Cropanzano, R. (2000). Psychological Well-Being and Job Satisfaction as Predictors of Job Performance. *Journal of Occupational Health Psychology*, 5(1), 84–94. <https://doi.org/10.1037//1076-8998.5.1.84>