



Factors That Influencing Employee's Wellbeing during Pandemic

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ABSTRACT: The purpose of this paper is to examine the relationship between diversity, psychosocial, and employee wellbeing as an impact of implementing flexible working arrangements during the COVID-19 period in 2022. The results revealed that diversity and psychosociality were significantly and positively related to employee wellbeing. It also revealed that age and gender were significantly and positively related to flexible working arrangements and that flexible working arrangements were significantly and positively related to psychosocial. Theoretically, this paper has contributed to the literature on flexible working arrangements, psychosocial, diversity, and wellbeing. Practically, the practitioners of digital companies should consider implementing flexible working arrangements to cater to the needs of their employees by providing flexible work time, remote working, or different working hours. In conclusion, this paper has revealed the importance of flexible working arrangements and diversity in employee wellbeing.

KEYWORDS: digital companies, diversity, flexible working arrangement, psychosocial, wellbeing.

INTRODUCTION

In recent years, there has been a growing strand of research on flexible working arrangements since there has been a significant indication of positive outcomes for the employee and the organization (Choo et al., 2016). Many companies started to shift their working habits from going to the office every day to working from home (WFH) as a temporary substitute for the regular employment arrangement to keep running their business due to the "lockdown" regulation from the government to minimize the virus spread. Working from home has become much more prevalent since the COVID-19 lockdown and employees' attitude to flexible working and working from home have also changed, with 55.1% planning to request some kind of flexible working arrangement on their return to work once lockdown measures end (Forbes et al., 2020). Aside from the solution of health concerns, flexible and remote working systems have become widely used in almost all sectors as the only compulsory solution for organization (Prasad et al., 2020).

Work from home (WFH) refers to a type of employment arrangement in which employees can perform the important duties of their job while remaining at home and using technology that facilitates alternative working arrangements. The new habit of working from home has expanded to work from anywhere or working from various locations away from the primary worksite; it means employees can access their work from anywhere as long as they remain connected, then they can work and still achieve the working targets no matter from where they work. The flexible working arrangement (FWA) also addresses the flexibility of working hours, which means that instead of the contemporary 9 AM to 5 PM office hours, employees can adapt to the new working arrangements adjusted to their preferences and schedules or considered irregular hours (Ribas, 2020).

In this paper, we first assume that flexible working arrangements are influenced by age and gender. A study by Thompson (2014) showed that younger generations entering the workplace generally favour having a greater choice over their work and non-work activities, being more inclined to blend the two at their discretion, while the older generations prefer defined boundaries of work and non-work. While regarding gender, a study by Weideman & Hofmeyr (2020) showed that women were more inclined to use and implement flexible working arrangements. Flexible working has increased substantially over the years across most industrialized countries. Furthermore, there is increasing demand for more flexibility in the workplace, especially from the younger generation. Recent reports note that most millennials would like to work from home and/or have flextime (Finn & Donovan, 2013; Deloitte, 2018).

Flexible working can be used as a positive capability spanning resource useful for workers, especially women, to adapt their work to family demands (Singley & Hynes, 2005). Previous studies have shown that flexible working allows mothers to maintain their working hours after childbirth (Chung, 2018) and to remain in human-capital-intensive jobs in times of high family demand (Fuller



& Hirsh, 2018). This ability may increase women's satisfaction with work-life balance by allowing women to maintain both (Chung, 2018). In this sense, flexible working can be a useful tool to enhance gender equality in our societies further.

Flexible working arrangements have many advantages that can be felt, and their application in the companies can affect many things, such as psychosocial variables in the working environment. The term psychosocial was coined by psychoanalyst Erikson (1959). It reflects his view and that of many others, on how humans develop and form in interaction with their surroundings. It reflects his view, and that of many others, on how humans develop and form in interaction with their surroundings. The diversity such as cultural background and languages spoken at the workplace may also be a barrier for communication and collaboration with supervisors and co-workers and may thereby affect the psychosocial work environment of employees (Smith et al., 2013). Relationships to other humans are crucial to the development of mental maturity and health. This applies not only during childhood and adolescence; even as an adult, individuals continue to grow in interaction with the social environment. For adults, work has a major influence on self-perception, development, and wellbeing. Several models support the possible psychosocial factors related to psychological wellbeing (Morales-Rodriguez et al., 2020).

Wellbeing is a term commonly used to describe healthy and successful individual functioning, positive social relationships, and social ecology, provides safety, human and civil rights, social justice and participation in civil society (Andrews et al., 2002). Taking care of wellbeing is important to maintain physical and mental health, but even more importantly during and after the COVID-19 pandemic (Cullen et al., 2020). Quarantine periods have instant or future negative psychological effects due to fear of infection, inadequate supplies, inadequate information, frustration, and boredom (Brooks et al., 2020). Because of this, maintaining wellbeing amid the COVID-19 pandemic is really important to maintain employee mental and physical health.

To understand whether employees in a digital company can manage their performance flexibly according to the preferences of each employee's work location within the framework of completing work on time and within the target parameters, a Flexible Working Arrangement survey should be measured.

The background discussion above is used as the basis for the objective. This paper will explore more on the effects of the hypothesis of the relationship both age and gender to the flexible working arrangement, the effects of psychosocial on the flexible working arrangement, and we include diversity so we analyzed the relationship between both diversity and flexible working arrangement, which overall led to employee wellbeing, specifically in a digital company located in Indonesia. This paper contributes to the literature on why the organization needs to understand how such flexibility in working arrangements can affect employee wellbeing by testing the relationship specified in this model.

LITERATURE REVIEW

In flexible working arrangements, a comprehensive understanding of the existing body of knowledge is paramount to navigating the complexities and nuances of contemporary issues. Here is the literature review of all variables that will inspect the effects of each variable. This section aims to summarize and synthesize relevant findings, theories, and methodologies from various sources.

A. Age

We assessed possible age differences in light of evidence from socioemotional selectivity theory, which suggests that individuals in the later years of their lives tend to focus less on negative emotions and engage more deeply with the positive aspects of their lives (Carstensen, 1998). Reed and Carstensen (2012) also show that older individuals have a positivity bias in recalling positive material more quickly than negative material.

B. Gender

We assessed gender differences in the present study. According to Chung (2018), there are some gender differences in access/use of flexible working. Although both men and women are interested in flexible workplace policies (Linkow et al., 2011), the likelihood of using a policy and the nature of the policy used differ between men and women (Hill et al., 2003; Hill et al., 2008). The average gap between men and women is not as noticeable for both schedule control and home working, although, on average, men have slightly more access to schedule control while women are more likely to have worked from home (Chung, 2018). Researchers examining differences in sandwiched generation couples propose that wives may select jobs that offer more flexibility than their husbands (Hammer & Neal, 2008); perhaps, because women tend to anticipate more work-family conflict than men (Cinamon, 2006).



C. Flexible Working Arrangements

Workplace flexibility can be defined as ‘the ability of employees to make changes on where, when, and the total time they would spend or engage in work-related tasks’ (Hill et al., 2008). Benefits for employers include a healthier and more contented workforce, increased productivity, improved recruitment/retention, reduced absenteeism, reduced accommodation cost, reduced use of healthcare benefits, knowledge sharing, and skill development arising from workers covering roles or reorganization of work tasks (Fagan et al., 2023).

D. Psychosocial

Psychosocial is a subfield from a psychological study that focuses on the development of humans capable of integrating the social and individual dimensions of human experience (Frosh, 2003). Psychosocial theories examine the characteristics of self-understanding, social relationships, and the mental processes that enable relationships between individuals and the social context in which they find themselves (Frosh & Baraitser, 2008). The focus of psychosocial theories is on the recurring patterns of change that occur in ego development throughout a particular time frame. These changes can include shifts in self-understanding, identity formation, social relationships, and worldview. According to psychosocial theories, an individual’s development results from their ongoing interactions with the social situations in which they can find themselves (Newman & Newman, 2018). In this paper, we used The Copenhagen Psychosocial Questionnaire to measure the variable.

E. Diversity

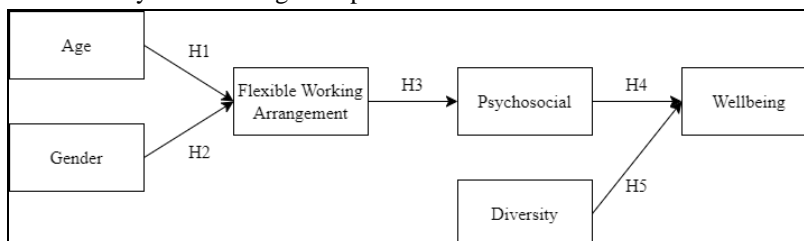
“Heterogeneity”, “dissimilarity”, and “dispersion” are some of the concepts that are sometimes used synonymously with diversity (Harrison & Klein, 2007). R. Roosevelt Thomas (1990) was one of the first to bring attention to diversity management, calling organizations to draw on diversity as a strength and competitive edge. He argued that managing for diversity meant managing for all differences, whether based on race, ethnicity, gender, education, or function. Diversity refers to the various ways individuals differ along a particular criterion (McGrath et al., 1995) in the digital company. Historically, compliance with the laws and regulations that regulate recruitment, selection, and separation has been the primary consideration for companies in the public sector when emphasizing diversity (Ricucci, 2002). Diversity is a complex phenomenon, and mere diverse representation is not a sufficient condition to yield diversity benefits (Guillaume et al., 2013). Thus, there is a need for a nuanced understanding of the differential effects of different types of diversity and the processes underlying these effects (Roberson et al., 2017). Diversity in this study includes representing employees from all groups, policies supporting diversity, and all employees' backgrounds.

F. Wellbeing

The term wellbeing refers to the various ways in which individuals have a positive perception of their lives and assess the quality of those lives (Seligman & Csikszentmihalyi, 2000). Optimal wellbeing is associated with having the necessary psychological, social, and physical resource pool and the challenges faced (Dodge et al., 2012). In the other hand, Adler and Seligman (2016) summarized that wellbeing is a combination of both hedonic (feeling good) and eudaimonia (functioning well) wellbeing.

G. Conceptual Framework

To find the driver of employee wellbeing, based on previous literature, the following model is a proposed conceptual framework for identifying the correlation between age and gender to flexible working arrangement; flexible working arrangement to psychosocial; psychosocial and diversity to wellbeing. The picture can be seen as follows.



1. Conceptual Framework

H1: age is positively related to flexible working arrangements.



Expectations about satisfactory work-life balance may vary according to life stage (early period of working life, core working years, period approaching retirement) (Fagan et al., 2023).

H2: gender is positively related to flexible working arrangements.

The availability of flexible working options is more in demand because there are more dual-earner couples, women, and single-parent families, as well as those with geriatric care responsibilities, in the workplace (Bond et al., 2002). There are also quite differences between gender when it comes to utilizing the flexible working arrangements option. Men may use FWA with a greater degree of choice, enabling retention of full-time hours and associated benefits (Sullivan & Smithson, 2007), while women's FWA use may be more indicative of constraint (Atkinson & Hall, 2009) as it is recognized that women provide the bulk of care for children and other family members and that these demands on their time usually mean that their employment hours are most constrained than those of men. Gender differences in working time arrangements and measures of work-life balance and wellbeing outcomes have to be interpreted with an awareness of the 'double shift' of employment and family care primarily carried out by women (Fagan et al., 2023).

H3: the flexible working arrangement is positively related to psychosocial.

Sparks et al. (2011) carried out a review of the existing literature on the length of working hours and health based on 21 study samples, indicating small but significant positive correlations between the number of hours of work and overall health symptoms (physiological and psychological), with longer hours being associated with poorer health.

H4: psychosocial is positively related to wellbeing.

Suppose a job combines high demand (a heavy workload, intense pace of work, emotionally demanding tasks, complex problem solving, insufficient resources to get the job done) with a lack of control or decision-making autonomy. In that case, this generates job strain, which is, in turn, correlated with stress, physical health problems, and negative impacts on work-life balance (Karasek & Theorell, 1990). Fagan et al. (2023) also said that heavy job demands combined with a lack of control or decision-making about the work process create job strain, which can negatively spill over into personal life.

H5: diversity is positively related to wellbeing.

Social identity theory is a cognitive, social psychological theory that originated in Europe and gained popularity in North America (Findler et al., 2015). It connects social structures and individual identity through the meanings people attach to their membership in identity groups, such as those formed by race, ethnicity, and gender (Turner, 1987). Social identity is the perception of oneness with a group of persons, which creates a dichotomized sense of "us" and "them", or an in-group and out-group (Ashforth & Mael, 1989). Employees' behaviors are based to a significant degree on their perception of their standing within the social system and their consonance or dissonance with the group and the organization. A person's sense of being supported by the social system creates in her/him a sense of belonging that is comparable to being "sanctioned" by the system as a member in good standing. Within the organizational context, the degree to which the organization accommodates the desire to belong can also affect organizational outcomes, including employee wellbeing (Findler et al., 2015). There is evidence to support the relationship between one's feeling of inclusion by others in the organization and psychological wellbeing (Greenhaus et al., 1990; Shaufeli et al., 1996; Mor Barak et al., 1998). It is widely acknowledged that the support given by friends, intimates, and other members of a social network may lead to lower levels of anxiety and emotional exhaustion and better overall mental health (Aneshensel, 1992; DeJong & Shaufeli, 1998; Greenglass, 2002). A group with great harmony would contribute to a greater sense of individual wellbeing (Findler et al., 2015).

METHODOLOGY

In unveiling the methodology that underpins this study, we meticulously outline the research design and research methodology that guided our research endeavours.

A. Research Design

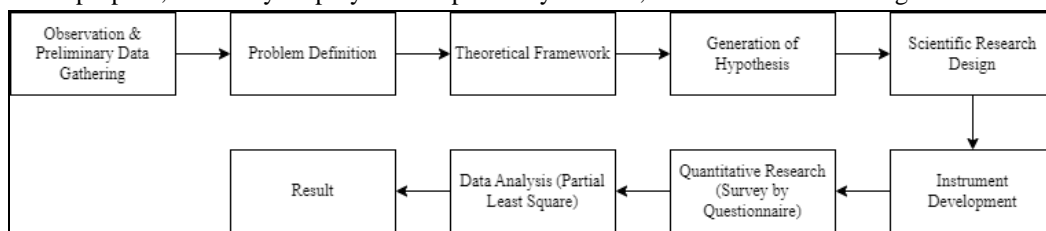
The questionnaire comprises five parts of parts A, B, C, D, and E. Part A covers five questions that gather information on the demographic profiles of the respondents. All the five questions for part A were self-developed by the researcher. Part B measured the perceived advantages of flexible working arrangements, which has ten questions. Part C measured the psychosocial variable and covered a total of forty-four questions. Part D measured the diversity variable and covered a total of four questions. As for part E the dependent variable, there are fourteen questions for the employee wellbeing variable.



All the independent and dependent variables were measured using existing scales from previous studies. Hence, the validity and reliability of measuring scales for the questionnaire have already been tested and assured of. All of the scales for these variables were measured using a five-point Likert-type scale [1='strongly disagree', 2='moderately disagree', 3='somewhat disagree', 4='neutral (neither disagree nor agree)', 5='somewhat agree', 6='moderately agree', and 7='strongly agree'].

B. Research Methodology

In accordance with its purpose, this study employed an explanatory method, as can be seen in the figure below.



2. Research Methodology

The quantitative research method was used, which comprises a cross-sectional correlation research design. The cross-sectional correlation research design enables the researcher to observe two or more variables and further describe the relationship between these variables (Breakwell et al., 1995). The survey data is collected through a self-administered structured questionnaire designed based on previous literature and modified accordingly.

According to Marcoulides et al. (2009) and Wong (2013), the minimum sample size required for using partial least squares (PLS) depends on the maximum number of arrows pointing to a latent variable, as specified in the structural equation model. In this current study, there were five arrows to test. The population of this paper consisted of all divisions currently working in a digital company in Indonesia. A total of 11,334 questionnaires were distributed.

Once it had been done, the quantitative data were analyzed using PLS-SEM. The PLS-SEM method was chosen since it is the most suitable method used to identify relationships between variables and find the measurement value of how significant the relationships are between each variable tested (Hair Jr et al., 2017). PLS provides an iterative combination of principal components analysis that relates measures to construct and path analysis that captures the structural model of constructs (Larasati et al., 2019). Despite the limitations of the PLS, it is useful for structural equation modeling in applied research projects, especially when there are limited participants, and the data distribution is skewed (Wong, 2013).

RESULTS

This section will show what we found in our deep dive into calculating validity and reliability, as well as the result of hypothesis tests.

A. Validity and Reliability Test

A validity and reliability test to assess the questionnaire items was conducted first. The convergent validity of the constructs is measured by the value of average (AVE), in which the purpose is to evaluate how much variations of the questionnaire items can be explained by the construct or latent variable (Hair Jr et al., 2017). Statistically, convergent validity is accepted when the Average Variance Extracted (AVE) is > 0.50.

I. OUTER MODEL RESULT

<i>Construct and Indicators</i>		<i>Loading</i>
Age	A1	1.000
Gender	G1	1.000
Flexible Working Arrangement	F1	0.846
	F2	0.857

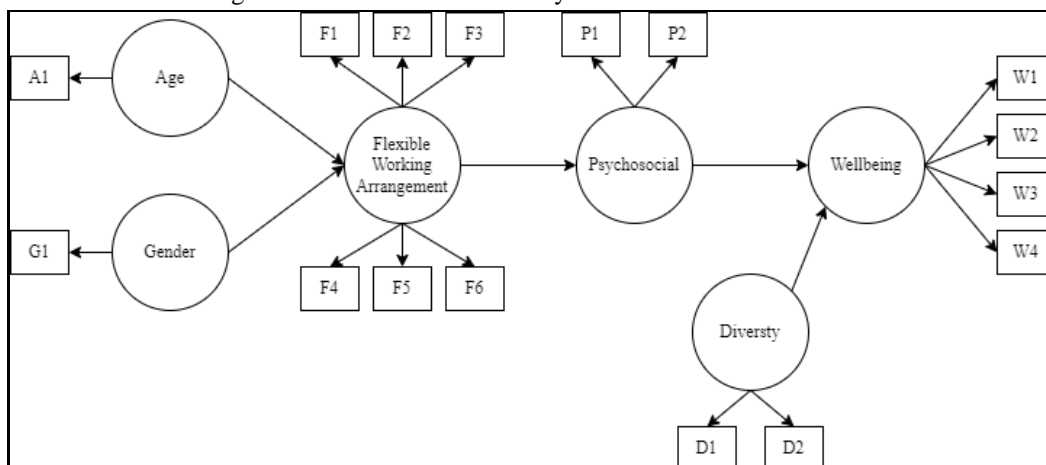


Construct and Indicators	Loading
	F3 0.859
	F4 0.754
	F5 0.791
	F6 0.710
Psychosocial	P1 0.930
	P2 0.931
Diversity	D1 0.957
	D2 0.939
Wellbeing	W1 0.874
	W2 0.809
	W3 0.776
	W4 0.867

Loading above 0.708 are recommended, since they indicates that the construct explains more than 50 percent of the indicator’s variance, thus providing acceptable item reliability (Hair et al., 2018).

B. Hypothesis Test Result

The following results from calculating the correlation between every variable.



3. Structural Model

PLS was used to identify the causal modeling for the latent variables. Causal modeling requires the researcher to construct a model to explain the relationships among concepts related to a specific phenomenon (Asher, 1983).



II. HYPOTHESIS RESULT

<i>Hypothesis</i>	<i>Coefficients</i>	<i>p-value</i>	<i>Significant</i>
H1 Age → Flexible Working Arrangement	0.154	0.000	Accepted
H2 Gender → Flexible Working Arrangement	0.072	0.000	Accepted
H3 Flexible Working Arrangement → Psychosocial	0.033	0.000	Accepted
H4 Psychosocial → Wellbeing	0.294	0.000	Accepted
H5 Diversity → Wellbeing	0.410	0.000	Accepted

After calculating using the PLS measurement tool, here are the results obtained.

1. H1. From Age to Flexible Working Arrangement, when the coefficients are positive and the p-value score is 0, this indicates that Age has an impact on the Flexible Working Arrangement.
2. H2. From Gender to Flexible Working Arrangement, when the coefficients are positive and the p-value score is 0, this indicates that Gender has an impact on the Flexible Working Arrangement.
3. H3. From Flexible Working Arrangement to Psychosocial, when the coefficients are positive and the p-value score is 0, this indicates that Flexible Working Arrangement has an impact on the Psychosocial.
4. H4. From Psychosocial to wellbeing, when the coefficients are positive, and the p-value score is 0, this indicates that Psychosocial has an impact on the wellbeing.
5. H5. From Diversity to Wellbeing, when the coefficients are positive and the p-value score is 0, this indicates that Diversity has an impact on the wellbeing.

DISCUSSION

The purpose of this study was to examine the relationship between diversity, psychosocial, and employee wellbeing as an impact of implementing flexible working arrangements.

H1. From Age to Flexible Working Arrangement,

H2. From Gender to Flexible Working Arrangement,

Examining the final results, we know that age and gender impact flexible working arrangement satisfaction. Gender and age affect preferences in many things, including ways of choosing and implementing different types of flexible working.

H3. From Flexible Working Arrangements to Psychosocial,

Some researchers have almost the same conclusion about the psychosocial impact of flexible working arrangements. Under flexible working conditions, employees are assisted in controlling how they can work to mitigate the effects of work stress over their work (Halpern, 2005). More evidence has been presented to prove the relationship between flexible working variables can influence outcomes for the individual and the organization such as stress and work-family conflict (Eby et al., 2005; Lapierre & Allen, 2006; Madsen, 2006).

H4. From Psychosocial to Well-being,

There are a few similar findings that support the result of the hypothesis about psychosocial impacts on employees' wellbeing. The research stated that employees who experience higher stress levels tend to have lower levels of wellbeing (DeFrank & Ivancevich, 1998; Itzhaky, 1995; Tyler & Cushway, 1998)

H5. From Diversity to Wellbeing,

It is also known that diversity impacts the employee's wellbeing, similar to previous research that supports the connection between co-workers' acceptance of diversity and a general sense of wellbeing (Mor Barak et al., 1998; Shaufeli et al., 1996).

The results may provide practical implications for the management team to understand that the employees' wellbeing is positively affected by diversity satisfaction and psychosocial on their job environment. Implementing flexible working arrangement policies is important to employees and positively associated with psychosocial results on the organization's desired employees' wellbeing.



We also need to notice the difference that should be made in flexible working arrangements based on age and gender because there are differences in their preferences. Employees are more satisfied with their lives and experience a greater work-life balance when they can control their working time, are flexible to work remotely, and choose the pace of work (Choo et al., 2016). These may be a very productive direction for future research.

CONCLUSIONS AND LIMITATIONS

Our study provides some directions for future research in organizational and human behavior. Studies that will employ longitudinal and experimental designs would allow confirmation of the causal flow that is inferred from our cross-sectional design (Koeske & Koeske, 1993).

There are a few limitations of this study, such as that the sample selection was only from one digital company. Therefore, the findings of this study may not be generalized to every digital company in Indonesia or even other industries. Further studies should compare and contrast the data with other digital companies or industries to confirm the relationship between the construct used in the current study for better understanding and generalization. Another limitation of this study is that all of these variables reflect employee perceptions of phenomena for which no direct data is used. However, employee opinions and perceptions often are the most reliable data source for behavioral variables involving management.

Future research might also consider testing other variables or dimensions to enrich the understanding of the determinants of employee wellbeing. Researchers should use multiple measures and approaches to diversity management to tap into all aspects. The field would profit from other researchers developing new survey instruments that tap into various diversity-oriented functions. Understanding the relationship between other dimensions not included in this research would further clarify what is now a muddy picture.

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