

Original Article

The Influence of Flexible Working Space, Work Life Balance and Employee Engagement on Employee Performance at Directorate General of State Asset Management, Ministry of Finance of The Republic of Indonesia

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Abstract: *This study intends to examine how employee engagement, work-life balance, and flexible workspace affect employees' performance at the Directorate General of State Asset Management (DGSAM), a division of the Ministry of Finance of the Republic of Indonesia. This study was carried out utilising a quantitative methodology, and linear regression was used for analysis. The responses of 478 DGSAM employees who were selected using a purposive sampling method provided the data for this investigation. According to the study's findings, work-life balance, employee engagement, and flexible working spaces all positively and significantly affect how well DGSAM employees perform. This research suggested to the DGSAM organization to improve the implementation of Flexible Working Space by facilitating the work unit environment by completing Activity Based Workplace facilities and infrastructure, to encourage employees to increase their competence by optimizing the use of the learning ecosystem through the Ministry of Finance Corporate University which is an integrated learning ecosystem, and to increase attention to what employees need in their work, including by creating a comfortable working atmosphere and environment, as well as providing more motivation to employees by implementing rewards for employees who have extraordinary contributions and performance to the organization, in addition to the reward system that has been established.*

Keywords: *Flexible Working Space, Work Life Balance, Employee Engagement, Employee Performance.*

I. INTRODUCTION

Numerous facets of human existence have changed as a result of the Corona Virus Disease (COVID-19) pandemic, which started in the first quarter of 2020. In addition to having a significant impact on health, it also has a significant impact on how society's economic, social, and cultural components evolve. The COVID-19 pandemic has given rise to several new terms in the language of work, including "work from home" (WFH), which is a component of the flexible work space (FWS) concept that is widely used by both private sector and public sector organisations.

Currently, the government has decided to enter a transitional period from the COVID-19 pandemic to endemic. Endemic itself is different from a pandemic which occurs in a wide and simultaneous geographical area, the emergence of a disease in an endemic status tends to be constant and predictable and only covers a geographic area. The emergence of the disease also does not affect the wider community. According to Dr. Isaac Weifuse, an epidemiologist at Cornell University, still has many obstacles to achieving endemic status, one of which is the possibility of the emergence of a variant of COVID-19. Several countries in the world have developed policies to welcome endemic status in their countries. In Indonesia, the government is starting to draw up a roadmap for the transition period from the COVID-19 pandemic to endemic. However, the endemic status of each country will be reviewed again by WHO with certain indicators so as not to cause new problems.

In 2019, the International Workplace Group (IWG) conducted a survey regarding the concept of flexible work, the results stated that there was relatively high interest in implementing flexible working spaces in an organization. The survey shows that as many as 62% of companies with a sample of 15,000 respondents in 80 countries have flexible working policies. The IWG survey also revealed that business leaders are fully aware of the benefits of implementing a flexible working policy. They realize that a flexible workspace has made their business better and more productive (85% of respondents). In fact, around 67% of respondents thought that workspace flexibility could increase their business productivity by at least one fifth compared to if they did not implement the policy. If we look at the workforce, the survey shows that more than 50% of respondents choose to work with a flexible work system.



If summarized, the high demand for flexibility in work lately is a sign of the urgency of implementing flexible working space policy practices, especially in the field of administrative work that can be done anytime and anywhere. The implementation of flexibility policies at work, however, encounters additional difficulties due to a lack of facility support, poor coordination and communication across units/functions, and other tasks that are unrelated to their primary duties. This is supported by research by Waizenegger et al. (2020), who found that performing job-related tasks in a shared area with other housemates might interfere with work tasks and make it harder to concentrate on finishing work.

Abid & Barech (2017) and Altindag & Siller (2014) found that flexible work arrangements are significant, impactful, and have a favourable link with employee performance. Rahman et al. (2020) found different results, including that flexible work arrangements do not significantly affect employee performance and that even when management implements some degree of flexibility, it has no impact on employee performance.

The Ministry of Finance established Flexible Working Space (FWS) as the New Normal in the Ministry of Finance on May 6, 2020, as required by KMK Number 223/KMK.01/2020, making it one of the forerunners in implementing flexible working space policies by government organisations in Indonesia. On May 15, 2020, Sri Mulyani Indrawati, the Minister of Finance, declared that the idea of a flexible working space policy would later become a policy that would offer new directions in the future in work activities within the Ministry of Finance when the COVID-19 pandemic ended. This policy is expected to have an impact on improving the performance of human resources within the Ministry of Finance.

Another policy taken by the organization is designing work patterns that support the creation of work-life balance for workers, which is also a factor that can influence performance. Anwar et al. (2013) revealed that work-life balance is beneficial for both employees and organizations. When you feel a balance between work and life, employees will feel happy, satisfied and feel less stress, of course employee performance will be better and employees will work harder. Therefore, it is necessary for organizations to create a balance between work and life to improve sustainable performance and productivity in both the short and long term.

One of the objectives that workers strive to accomplish while selecting their primary employment is achieving work-life balance. Therefore, one of the variables that supports the objective of raising performance and productivity in the organisation is work patterns that assist the formation of a work-life balance for the workforce. According to research by Dousin et al. (2019), greater work-life balance practises would boost employee productivity and happiness. In their study, Asumadu et al. (2018) discovered that businesses must continually recognise the significance of work-life balance in terms of productivity, employee performance, and raising quality of life.

Employee engagement is another element that helps to improve employee performance. Employee engagement, as defined by Kahn (1990: 694), is the use of individuals of the organisation for their respective work tasks. In engagement, people work and express themselves physically, mentally, and emotionally while performing their duties. In order to encourage employees' motivation, engagement, and creativity at work, organisations are encouraged to provide them with the necessary tools (Alegre and Pasamar, 2018). Employee engagement is defined as personal involvement, satisfaction, and zeal for one's work. Employee engagement, in other words, is the level of employees' emotional, cognitive, and physical involvement in their work, which inspires them to execute duties with satisfaction and zeal.

In terms of performance, the performance achievements of the DGSAM are reflected in the Organizational Performance Value (NKO) which is the overall value of an organization's KPI achievements by taking into KPI weight and perspective weight. If we look at the trend data on Organizational Performance Values (NKO) within the DGSAM over the last 9 years, it shows that NKO achievements have fluctuated due to the dynamics that occurred throughout the year. Meanwhile in 2020, which was the beginning of the COVID-19 Pandemic, instead of having low NKO achievements, the DGSAM was able to show an increase in NKO achievements from the previous year, this shows that even under the pressure of the COVID-19 Pandemic, the DGSAM was still able to showing the best performance, this increase has consistently occurred from 2019 to 2022.

II. MATERIALS AND METHODS

A) *Flexible Working Space*

Coenen and Kok (2014) argue that, in many situations, flexible working hours are implemented by employers because workers want them. Where this benefits the organization because employee happiness and well-being results in reduced turnover and increased employee performance (Masuda et al, 2011). Flexible work arrangements are useful in meeting employee needs in improving employee performance and increasing company profitability (Lewis, 2003), where these findings are also supported by Abid and Barech (2017) who state that flexible working hours have a high impact on productivity: on employee performance and it also improves work life balance. The definition of flexible working space based on Minister of Finance Regulation Number 223/KMK.01/2020 concerning the Implementation of Workplace Flexibility in the Ministry of

Finance is a regulation of employee work patterns that provides indication of work location during a certain period by maximising information and communication technology to increase and maintain employee productivity while also guaranteeing the continuity of the implementation of the duties and enjoyment.

B) Work Life Balance

Work-life balance, according to Fisher et al. (2009), is an individual's attempt to strike a balance between the two or more roles they play. When a person is content with their life, they are in a balanced state of work and life. According to Tamunomiebi and Oyibo (2020), it is crucial for employers to support policies and frameworks that enhance employee work-life balance in the workplace because these workers are more likely to perform better. Particularly during challenging economic times, work/life programmes have the ability to considerably raise employee morale, lower absenteeism, and sustain organisational knowledge. Employers and employees can both benefit from work/life programmes (Basha et al. 2020).

C) Employee Engagement

Employee engagement is described as an enthusiastic, committed, and absorbed mental state that is tied to work (Schaufeli et al. 2002). According to research, highly engaged workers not only pursue their role-related objectives but also have a connection to their work on a cognitive and emotional level (Ashforth and Humphrey, 1995). According to Baumruk (2004), motivated workers collaborate with coworkers, assume responsibility for their work, and make a genuine effort to contribute to the organization's aims and objectives. Compared to disengaged employees, engaged workers give their work their entire attention (Rich et al., 2010).

D) Employee Performance

Performance is defined by Viswesvaran and Ones (2000) as scalable employee activities, behaviours, and outputs that are related to and support organisational goals. Performance is defined by Koopmans et al. (2014) as employee behaviour patterns and behaviours that are pertinent to organisational goals. This implies that every action or behaviour taken by employees must be consistent with the objectives of the company. The Individual Work Performance Questionnaire (IWPQ) was created by Koopmans et al. (2014) using three components: task performance, contextual performance, and counterproductive work behaviour. IWPQ 1.0 indicates enhanced targeting for two of the three scales. As a result, it can measure workers more reliably across all ability levels, differentiate between workers across a wider range on each scale, and detect changes in individual performance.

E) Hypothesis

a. Flexible Working Space Influences Employee Performance

When Altindag and Siller (2014) looked at how adopting flexible work practises affected employee performance, they discovered that it had a beneficial impact. Additionally, Carlson et al. (2010) study also came to similar conclusions, showing that flexible work arrangements, particularly work schedule flexibility, improve employee performance. Abid and Barech (2017) assertion that flexible working hours have a high influence on productivity, employee performance, and work-life balance is consistent with this finding. As a result, this study suggests the following:

H1: Flexible working space has a positive or significant impact on the performance of the DGSAM, Ministry of Finance of The Republic of Indonesia employees.

b. Work Life Balance Influences Employee Performance

Employee performance and job satisfaction will increase with better work-life balance practises (Dousin et al., 2019). According to Al Harbi (2020), there is a considerable link between work-life balance and worker performance. Additionally, studies by Soomro et al. (2018), Bataineh (2019), and Wolor et al. (2020) indicated a positive and substantial relationship between work-life balance and employee performance. As a result, this study suggests the following:

H2: Work life balance has a positive or significant impact on the performance of the DGSAM, Ministry of Finance of the Republic of Indonesia employees.

c. Employee Engagement Influences Employee Performance

Employee engagement improves employee performance (Anitha, 2014; Nazir and Islam, 2017; Kuruppuge and Gregar, 2017; Sendawula et al., 2018; Darko, 2019). According to Baumruk (2004), motivated workers collaborate with coworkers, take ownership of their work, and make an effort to fully contribute to the organization's aims and objectives. Compared to disengaged employees, engaged employees are more fully focused on their work (Rich et al., 2010). Performance is significantly affected by engagement (Rich et al., 2010; Saks, 2006; Schaufeli and Bakker, 2004). As a result, this study suggests the following:

H3: Employee engagement has a positive or significant impact on the performance of the DGSAM, Ministry of Finance of the Republic of Indonesia employees.

III. RESULTS AND DISCUSSION

This study will employ the quantitative research methodology, in which the data gathered from the research sample will be examined using statistical tools. Quantitative research emphasises the use of questions with formal standards and predetermined response alternatives in surveys and questionnaires distributed to respondents (Hair et al., 2010).

The 478 employees at the DGSAM Ministry of Finance of The Republic of Indonesia who work at the head office, regional offices, service offices and public service agencies made up the sample for this study, which was derived using purposive sampling method.

In order to ascertain how each independent variable affects the dependent variable in this study, linear regression analysis is used.

A) Validity Test

A validity test is used to assess a questionnaire's reliability or validity (Sugiyono, 2018). When the questions on a questionnaire can shed light on the subject being measured, the questionnaire is said to be legitimate. In this study, factor analysis was used to measure the validity. The Bartlett Test of Sphericity or Measure Sampling Adequacy (MSA) significance was used to conduct factor analysis through correlation tests between independent variables (Hair et al., 2010). The output of KMO and Bartlett's Test includes the correlation test findings between the independent variables as shown below.

Table 1: Validity Test Result

Variable	KMO	Bartlett Significance	Result
Flexible Working Space	0.640	0.000	Valid
Work Life Balance	0.873	0.000	Valid
Employee Engagement	0.726	0.000	Valid
Employee Performance	0.936	0.000	Valid

Table 1. above shows that the KMO value for all variable is above 0.5 with an overall Bartlett significance value of 0.000. However, there is 1 item statement that measures the flexible working space, obtaining a communalities value of 0.165 < 0.5 or is stated to be unable to be used to explain factors (invalid), so the statement item is issued and not used in further testing. While the remaining 49 items/statements tested were declared valid.

B) Reliability Test

Reliability testing was done by calculating the value of Cronbach's Alpha using the IBM SPSS tool. According to Sekaran and Bougie (2016), the reliability coefficient Cronbach's Alpha shows how well the items in the collection are positively correlated with one another. If the test findings using SPSS alpha cronbanch value > 0.60, the instrument is considered reliable. (Sekaran and Bougie, 2016). The reliability test results for the four variables—flexible workspace, work-life balance, employee engagement, and employee performance are presented in Table 2.

Table 2: Reliability Test Result

Variable	Cronbach's Alpha	Terms	Result
Flexible Working Space	0.632	> 0,6	Reliable
Work Life Balance	0.882	> 0,6	Reliable
Employee Engagement	0.899	> 0,6	Reliable
Employee Performance	0.955	> 0,6	Reliable

The Cronbach's alpha value for every variable in this study is above 0.6, as seen in Table 2 above. Sekaran and Bougie (2016) state that if the dependability value is greater than 0.6, the data is considered reliable. According to the study's findings, every indicator's Cronbach alpha value exceeded 0.6, making all of the instruments tested in the study deemed credible.

C) Normality Test

Using the normality test, one can evaluate whether or not the instrument being used to gather data has a normally distributed distribution. The Kolmogorov-Smirnov statistic was employed in this study as the normality test. The research data exhibit a normal scatter, according to the findings of the Kolmogorov-Smirnov test that was used to determine whether the data were normal. Test of Kolmogorov-Smirnov is displayed in Table 3.

Table 3: Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		478
Normal Parameters ^{a,b}	Mean	.0000000

	Std. Deviation	7.11803011
Most Extreme Differences	Absolute	.036
	Positive	.030
	Negative	-.036
Test Statistic		.036
Asymp. Sig. (2-tailed)		.187 ^c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Based on Table 3 above, data from all variables have an Asymp. Sig. value of 0.187 (above 0.05) indicates that data from all variables already has a normal distribution.

D) Hypothesis Testing

The results of the analysis in this study were utilised to rate the performance of the worker at the DGSAM Ministry of Finance of The Republic of Indonesia. Regression analysis was done to determine the effects of flexible work arrangements, work-life balance, and employee engagement on DGSAM's performance as a member of the Ministry of Finance of the Republic of Indonesia. Partial tests or t-tests are used for hypothesis testing to identify the effect of each variable. Based on the data (for $n = 478$), the statistical t table's value is 1.965, with a 95% confidence interval. Table 4 displays the findings of the regression analysis for the three hypotheses.

Table 4: T-tests Result

Independent Var.	B	Std. Error	Beta	t	Sig.
Flexible Working Space	0.570	0.157	0.164	3.629	0.000
Work Life Balance	0.488	0.047	0.427	10.310	0.000
Employee Engagement	0.529	0.069	0.332	7.674	0.000

Based on Table 4 above, the results of the regression analysis for the three hypotheses are describe below:

- 1) The flexible working space (X1) variable has a positive beta coefficient value of 0.164, indicating a positive impact on worker performance. The first hypothesis is supported because the estimated t value for the Flexible Working Space variable is 3.629 (higher than the t table of 1.965) with a significance of 0.000. This indicates that Flexible Working Space has a substantial effect on Employee Performance.
- 2) The Work Life Balance (X2) variable has a positive beta coefficient value of 0.427, showing a positive relationship between the measure and worker performance. The second hypothesis is supported because the calculated t value for the Work Life Balance variable is 10.310 (higher than the t table) and has a significance level of 0.000. This indicates that Work Life Balance significantly affects Employee Performance.
- 3) The positive beta coefficient value of 0.332 for Employee Engagement (X3) indicates that the variable has a favourable impact on employee performance. The third hypothesis is also validated because the calculated t value for the Employee Engagement variable was 7.674 (higher than the t table) with a significance of 0.000. This indicates that the Employee Engagement variable has a significant impact on Employee Performance.

E) Discussion

a. The Effect of Flexible Working Space on Employee Performance

The adoption of Flexible Working Space in the DGSAM, Ministry of Finance of the Republic of Indonesia had a favourable and significant impact on employee performance, according to the findings of the research's regression analysis. The flexible workspace variable has a favourable impact on employee performance, according to the beta coefficient value of 0.164. The first hypothesis is supported because the estimated t value for the Flexible Working Space variable is 3.629 (higher than the t table of 1.965) with a significance of 0.000. This indicates that Flexible Working Space has a substantial effect on Employee Performance. This implies that if Flexible Working Space implementation improves, so will employee performance at the DGSAM, Ministry of Finance of the Republic of Indonesia. The results of this study are corroborated by a number of earlier studies, including those by Carlson et al. (2010), Altindag and Siller (2014), and Abid and Barech (2017), which found that flexible work schedules have an impact on employee performance and help to improve it.

b. The Effect of Work Life Balance on Employee Performance

The Work Life Balance had a Positive and Significant Effect on Employee Performance at the DGSAM, Ministry of Finance of the Republic of Indonesia, according to the results of the regression analysis in this study. The work-life balance variable has a positive impact on worker performance, as indicated by the beta coefficient value of 0.427. The second hypothesis is supported because the calculated t value for the Work Life Balance variable is 10.310 (higher than the t table)

and has a significance level of 0.000. This indicates that Work Life Balance significantly affects Employee Performance. This implies that if work-life balance improves for employees, so will performance for those working for the DGSAM, Ministry of Finance of the Republic of Indonesia. The results of various earlier studies conducted by Soomro et al. (2018), Dousin et al. (2019), Bataineh (2019), and Al Harbi (2020) indicating greater work-life balance practises will increase employee performance complement the conclusions in the current study. Accordingly, Tamunomiebi et al. (2020) contend that workers who balance their professional and personal lives are more likely to be productive.

c. The Effect of Employee Engagement on Employee Performance

According to the findings of this study's regression analysis, employee engagement at the DGSAM, Ministry of Finance of the Republic of Indonesia, has a favourable and significant impact on employee performance. The employee engagement variable has a positive impact on employee performance, according to the beta coefficient value of 0.332. The third hypothesis is also validated because the calculated t value for the Employee Engagement variable was 7.674 (higher than the t table) with a significance of 0.000. This indicates that the Employee Engagement variable has a significant impact on Employee Performance. The employee performance of the DGSAM, Ministry of Finance of the Republic of Indonesia will therefore improve if employee engagement is improving. The results of various earlier research, including those by Anitha (2014), Nazir and Islam (2017), Kuruppuge and Gregar (2017), Sendawula et al. (2018), and Darko (2019), which found that employee involvement boosts performance, confirm the conclusions in the present study. Additionally, according to Rich et al. (2010), engaged employees are more fully focused on their work than non-engaged employees are. According to Rich et al. (2010), Saks (2006), Schaufeli and Bakker (2004), and other sources, employee engagement has a significant impact on employee performance.

IV. CONCLUSION

The investigation's findings, which were drawn from linear regression analysis, support the following assertions:

1. The flexible working space hypothesis, which is supported, has a positive and significant impact on the employee performance at DGSAM, *Ministry of Finance of The Republic of Indonesia*.
2. It is supported that the work life balance hypothesis has a positive and significant impact on the the employee performance at DGSAM, *Ministry of Finance of The Republic of Indonesia*.
3. The claim that the performance DGSAM, *Ministry of Finance of The Republic of Indonesia* employee is positively and significantly impacted by employee engagement is supported.

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