MODERATING EFFECT OF EMPLOYEE WELL-BEING ON THE RELATIONSHIP OF SELF-EFFICACY AND WORK ENVIRONMENT ON EMPLOYEE ENGAGEMENT

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ABSTRAK

Perusahaan Start-up biasanya mengabaikan Pengembangan Sumber Daya Manusia dan hanya memprioritaskan kepada sumber daya lainnya untuk dapat dikembangkan. Padahal, Sumber Daya Manusia merupakan investasi jangka panjang yang akan merujuk kepada produktivitas karyawan yang sangat erat hubungannya dengan keterlibatan karyawan pada perusahaan tersebut. Keterlibatan Karyawan (Employee Engagement) memaikan peranan penting dalam departemen Sumber Daya Manusia. Banyak peneliti mempelajari nilai-nilai dari Employee Engagement dari tahun ke tahun. Studi ini bertujuan untuk menganalisis hubungan antara Efikasi Diri (Self-Efficacy) dan Lingkungan Kerja (Work Environment) terhadap Employee Engagement dengan Kesejahteraan Karyawan (Employee Well-Being) sebagai variabel moderasi. Responden dalam studi ini merupakan salah satu perusahaan start-up dengan karyawannya yaitu generasi milenial di Surabaya, Jawa Timur. Metode yang dipakai pada studi ini adalah studi kuantitatif dengan mengadakan survei berupa kuesioner dan dianalisa oleh SmartPLS dengan teknik Structural Equation Modelling (SEM). Studi ini menemukan bahwa Employee Well-Being dapat memoderasi hubungan negatif antara Work Environment dan Employee Engagement. Menurut hasil yang didapat, semakin banyak karyawan yang terlibat dalam pekerjaannya dan mendapat perlakuan baik dari perusahaan, generasi milenial cenderung memiliki rasa cemburu dan lingkungan pekerjaan menjadi beracun.
Kata Kunci: Keterlibatan Karyawan; Efikasi Diri; Lingkungan Kerja; Kesejahteraan Karyawan; Generasi Milenial; Perusahaan Start-up.

ABSTRACT

Start-up companies usually ignore human resource development and prioritize other resources to be developed. In fact, Human Resources is a long-term investment that refers to employee productivity, which is closely related to employee engagement in that company. Employee Engagement plays a vital role in the human resources department. Many researchers are looking for the value of employee engagement from year to year. This study aims to analyze the relationship between self-efficacy and work environment on employee engagement with employee well-being as a moderating variable. The respondents of this study is one of the start-up company with full of millennials in Surabaya, East Java. The method used by this study is a quantitative research with conducting a survey in the form of questionnaire and the analyzed by SmartPLS with Structural Equation Modelling (SEM) techniques. This study found that employee well-being could moderate negative relationship between work environment and employee engagement. According to the result, the more employees engage with their work and get well treatment from the company, Millennials tend to have jealousy and the environment will become toxic.
Keywords: Employee Engagement; Self-Efficacy; Work Environment; Employee Well-Being; Millenial Generation; Start-up company.

INTRODUCTION

Start-up companies play an essential role in maintaining global economic stability (Syauqi, 2016). This is proven that Indonesia is the country with the 5th highest emergence of start-up companies in 2019 and it absorbs more than 90% of total workers in various business size (Asgha et al., 2020; Noviaristanti & Huda, 2022). Every company has its own

problems where their biggest problem lies in Capital and Human Resources. Pramono et al., (2021) mentioned that company need to have top priorities for allocating their resources and they must use it wise and clear. Unfortunately, Human Resources (HR) Development is often considered something that is not huge problem or even not a priority in start-up companies. In fact, good HR will lead to significant-long-term investment for company, such as increasing productivity, avoiding employee retention, and creating a comprehensive company culture (Deu, 2022). According to Ali & Purwadi, (2017) mentioned that more than 35% of Indonesia's population is the young people or millennial generation who were born around 1980-2000s. This young generation will make big changes in every company, which dominates the workers in a company. X-Generations filled strategic position and Baby Boomer Generations will retire soon. With this situation, all companies must have great strategies about how to deal with the Millennial Generation to engage more with their companies. Furthermore, Setiyani et al., (2019) also stated that to change rapidly, companies must prepare things to grab the best candidate to maintain their quality. The more they increase employee performance, the more they will increase their productivity that will lead to increase competitiveness and grab their competitive advantage. Bohlander et al., (2007) stated that productivity is closely related to employee engagement, comfort in the work environment, self-efficacy, and employee well-being.

1) How far Employee Well-Being moderated the relationship between Self-Efficacy and Employee Engagement?
2) How far Employee Well-Being moderated the relationship between Work Environment and Employee Engagement?

LITERATURE REVIEW

1. Self-Efficacy

Bandura, (1977) found that Self-Efficacy is the extent to which people can convince themselves about their ability to finish their tasks perfectly. Furthermore, Bandura, (2006) stated different person has their own uniqueness, means that they cannot be master all things in this life. If they are the best at one thing, they will find the worst at another. So, Self-efficacy is not a general trait, it depends on people itself. According to Steinbauer et al., (2018) also add that self-efficacy consist of motivation, feelings, and personal achievements. Therefore, self-efficacy influences people to set their goals that leads to better performance.

2. Work Environment

Awan & Tahir, (2015) found that Work Environment play a vital role in a work-life. It is because employees spend almost 12 hours in their office so that it will affect them in many ways. In addition, Kamarulzaman et al., (2011) stated that a comfortable workplace will increase employees productivity. A comfortable and condusive workplace is about provide employee focus and convert it into things that more efficient work. Such as, good communications with fellow team members, facilities that need to be fulfilled, like adequate ventilation and air circulation, avoid noise levels and other disturbance (Mbembati et al., 2008).

3. Employee Engagement

Kahn, (1990) found that Employee Engagement is the extent to which people can express themselves physically, cognitively, and emotionally during their performances where they work. Employee Engagement consists of vigor, dedication and absorption (Schaufeli et al., 2006). In addition, Robbins & Judges, (2017) explored that Employee Engagement is individual involvement, satisfaction, and enthusiasm with their work. Employee that engaged with their company will have an awareness of the business, and then they will give their best abilities to make their company become more successful.

4. Employee Well-Being

Siegrist & Rödel, (2006) explored that Employee Well-being is the connotation of physical, psychological, and emotional health, comfort and happiness of employees. Ryan & Deci, (2001) explained thar well-being has two important philosophical aspects, such as hedonism, which is oriented with happiness and eudomonism, which is oriented with human potential. It means that Employee Well-being overall means they can influenced by work and workplace interventions.

METHOD

This research uses a quantitative approach (Silalahi, 2019). Arikunto, (1996) stated that population less than 100 respondents; the sample is taken from the whole. The sample is the entire population of 63 respondents who are the employee of Ulf Engage in Surabaya. Self-completion surveys used with 5-point Likert scale as measurement. Questionnaire distributed by papers for one month. The result analyzed by SmartPLS ver.3.29 and the Structural Equation Modelling (SEM) techniques.

Studies on the relationship between self-efficacy and employee engagement are numerous and leads to positive and significant (Agustina et al., 2022). These result prove that self-efficacy has their element such as past performance, vicarious experience, verbal persuasion, and emotional cues play an important role in shaping employee characteristics But, another study found that it was not significant (Borce & Yango, 2023). They stated that this happened because Self-Efficacy is not determined by their level of engagement to their work; it was come from personal experience and certainly has no effect on their ability and persistence to achieve their successes. We hypothesized that

H1: Self-Efficacy will positively influence Employee Engagement among start-up employees.

The relationship between work environment and employee engagement are rare because usually this study usually found the relationship between work environment and employee performance or employee productivity (Judeh, 2021). Setiyani et al., (2019) found that work environment positively influenced employee engagement on Millennial Generation. We hypothesized that

H2: Work Environment will positively influence Employee Engagement among start-up employees.

The author found one study talked about relaltionship between self-efficacy and employee engagement with employee well-being as a moderator variable (Borce & Yango, 2023). Self-efficacy and Employee Engagement found that there is no relationship between them. After the moderator variable came, it also did not change the relationship. Futhermore, Consiglio et al., (2016) stated that the self-efficacy will be influenced by employee engagement if there are other mediating or moderating variables, it will have an effect around 34%. However, Moreira-Fontán et al., (2019) explained that if self-efficacy mediated or moderated by other variables, the link between self-efficacy and employee engagement variable will have a positive and significant effect. We hypothesized that

H3: Employee well-being will moderate the relationship between self-efficacy and employee engagement among start-up employees.

The author did not find study talked about relaltionship between self-efficacy and employee engagement with employee well-being as a moderator variable. But, study the relationship between the three has been carried out in many previous studies (Liu-lastres & Wen, 2021; Shuck & Jr, 2016; Wardani et al., 2020). They found positively influence the relationship between the three, respectively. We hypothesized that

H4: Employee well-being will moderate the relationship between work environment
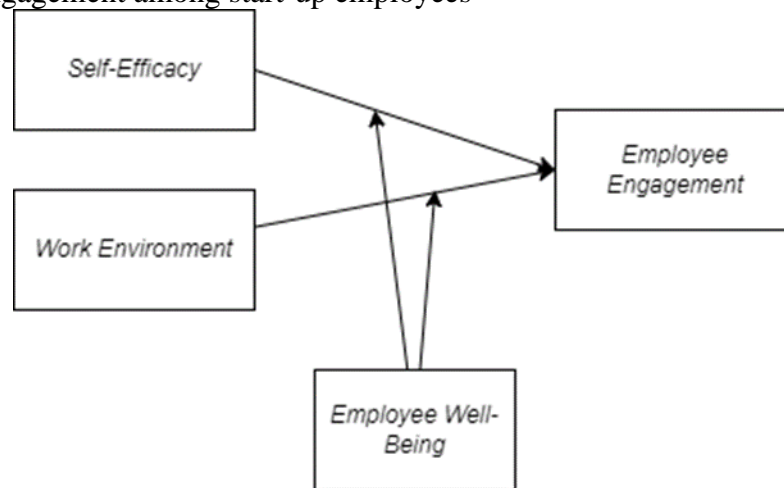
and employee engagement among start-up employees

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Figure 1. The Proposed Model.

RESULTS AND DISCUSSION

There are three steps to get the result. The first step for the analysis of SEM is the measurement model (outer model). The Outer Model will analyze Validity test and Reliability test. Validity test consist of Construct Validity, Convergent Validity, and Discriminant Validity; and Reliability test consist of Cronbach's Alpha and Composite Reliability. Ghozali, (2014) stated that the Rule of Thumb used for Construct Validity is the loading factor (λ) must be > 0.7; for Convergent Validity is the value of Average Variance Extracted (AVE) must be > 0.5; and the last Discriminant Validity is used to prove whether the indiciator in a construct will have a greater value than the value with other constructs. After the validity tests already passed, Ghozali, (2014) explained that we will move to the Reliability tests. The Rule of Thumb for Cronbach's Alpha and Composite Reliability must be > 0.6 or 0.7. Table 1 shows the Validity Test (Construct Validity and Convergent Validity) and Reliability Test (Cronbach's Alpha and Composite Reliability). It conclude that all latent variables passed the Rule of Thumb for Construct Validity, Convergent Validity, Cronbach's Alpha, and Composite Reliability. Table 2 shows the Validity Test (Discriminant Validity). It shows that the cross-loading show that the correlation value of the construct with its indicators is greater than the other constructs.

The second step for the analysis of SEM is the Structural Model (Inner Model). The Inner model will analyze the model correctly. There are two things to be analyzed. First analysis will be the Goodness-of-Fit (GoF) measurements. Sujarweni, (2018) stated that the quality of the model depends on GoF. Furthermore, Wetzels et al., (2009) stated that the classification of GoF is > 0.10 indicates Bad-Fit, > 0.25 indicates Good-Fit, and > 0.36 indicates Perfect-Fit. Table 3 shows the result of R2 and Average Variance Extracted (AVE) that leads to the calculation for GoF measurements. The calculation as follows:

$$GoF = \sqrt{AVE} \times R^2 \quad (1)$$
$$GoF = \sqrt{0.713 \times 0.686} \quad (2)$$
$$GoF = 0,579 \quad (3)$$

Based on the calculation above, the model in this study has a GoF value of 0.373. This indicates the model is Perfect-Fit model. It means that this model has a good performance of the measurement model and structural model.

Table 1. Meeasurement Model Results.

Latent Variables	Item Number	*Loading Factor* (λ)	Average Variance Extracted (AVE)	Cronbach's Alpha (α)	Composite Reliability
Self-Efficacy (SE)	SE01	0,901	0,733	0,974	0,976
	SE02	0,842			
	SE03	0,897			
	SE04	0,871			
	SE05	0,929			
	SE06	0,889			
	SE07	0,863			
	SE08	0,562			
	SE09	0,826			
	SE10	0,842			
	SE11	0,852			
	SE12	0,871			
	SE13	0,885			
	SE14	0,877			
	SE15	0,881			
Work Environment (WE)	WE01	0,852	0,744	0,963	0,967
	WE02	0,853			
	WE03	0,850			
	WE04	0,918			
	WE05	0,834			
	WE06	0,863			
	WE07	0,874			
	WE08	0,898			
	WE09	0,784			
	WE10	0,891			
Employee Well-Being (EWB)	EWB01	0,796	0,692	0,950	0,,957
	EWB02	0,842			
	EWB03	0,780			
	EWB04	0,896			
	EWB05	0,914			
	EWB06	0,850			
	EWB07	0,760			
	EWB08	0,835			
	EWB09	0,867			
	EWB10	0,762			
Employee Engagement (EE)	EE01	0,889	0,681	0,966	0,970
	EE02	0,810			
	EE03	0,910			

Latent Variables	Item Number	Loading Factor (λ)	Average Variance Extracted (AVE)	Cronbach's Alpha (α)	Composite Reliability
	EE04	0,775			
	EE05	0,858			
Employee Engagement (EE)	EE06	0,820			
	EE07	0,756			
	EE08	0,701			
	EE09	0,862			
	EE10	0,842	0,681	0,966	0,970
	EE11	0,784			
	EE12	0,880			
	EE13	0,885			
	EE14	0,752			
	EE15	0,824			

Table 2. Discriminant Validity Test.

	SE	WE	EWB	EE
SE01	**0,901**	0,096	0,079	-0,067
SE02	**0,842**	0,084	0,096	-0,040
SE03	**0,897**	0,067	0,058	-0,028
SE04	**0,871**	-0,029	-0,032	-0,146
SE05	**0,929**	0,027	-0,004	-0,086
SE06	**0,889**	0,091	0,061	-0,034
SE07	**0,863**	0,144	0,057	-0,080
SE08	**0,562**	0,247	0,174	-0,019
SE09	**0,826**	0,056	0,035	-0,047
SE10	**0,842**	0,105	0,066	-0,017
SE11	**0,852**	0,047	0,057	-0,091
SE12	**0,871**	0,055	0,032	-0,099
SE13	**0,885**	0,151	0,129	-0,039
SE14	**0,877**	-0,011	-0,042	-0,075
SE15	**0,881**	0,008	-0,069	-0,123
WE01	0,071	**0,852**	0,581	0,318
WE02	0,057	**0,853**	0,560	0,292
WE03	0,084	**0,850**	0,570	0,262
WE04	0,090	**0,918**	0,660	0,360
WE05	0,119	**0,834**	0,657	0,534
WE06	0,081	**0,863**	0,671	0,546
WE07	0,008	**0,874**	0,600	0,333
WE08	-0,053	**0,898**	0,687	0,539
WE09	0,031	**0,784**	0,602	0,428
WE10	0,028	**0,891**	0,748	0,539
EWB01	-0,106	0,538	**0,796**	0,673
EWB02	-0,032	0,611	**0,842**	0,736

	SE	WE	EWB	EE
EWB03	-0,053	0,511	**0,780**	0,443
EWB04	-0,031	0,653	**0,896**	0,658
EWB05	0,006	0,666	**0,914**	0,644
EWB06	0,057	0,807	**0,850**	0,596
EWB07	0,072	0,563	**0,760**	0,574
EWB08	0,078	0,653	**0,835**	0,612
EWB09	0,021	0,621	**0,867**	0,633
EWB10	0,143	0,602	**0,762**	0,430
EE01	-0,143	0,555	0,725	**0,889**
EE02	-0,120	0,439	0,664	**0,810**
EE03	-0,154	0,533	0,713	**0,910**
EE04	-0,115	0,286	0,558	**0,775**
EE05	-0,074	0,366	0,567	**0,858**
EE06	0,030	0,389	0,590	**0,820**
EE07	0,032	0,226	0,442	**0,756**
EE08	-0,130	0,151	0,419	**0,701**
EE09	-0,057	0,533	0,642	**0,862**
EE10	-0,170	0,381	0,621	**0,842**
EE11	-0,034	0,486	0,511	**0,784**
EE12	-0,155	0,421	0,636	**0,880**
EE13	-0,117	0,406	0,608	**0,885**
EE14	-0,001	0,543	0,616	**0,752**
EE15	0,027	0,510	0,662	**0,824**

Table 3. Goodness-of-Fit measurements.

Variabel Laten	R^2	*Average Variance Extracted* (AVE)
Self-Efficacy		0,733
Work Environment		0,744
Employee Well-Being		0,692
Employee Engagement	0,686	0,681
Rata-rata	**0.686**	**0.713**

Second analysis will be the value of F2 (F square) measurement. Ghozali, (2014) stated that the analysis of F2 is carried out to assess the 9influence of the dependent variable on the independent variable. Furthermore, he explained that ≥ 0.03 indicates a weak influence, ≥ 0.15 indicates a sufficient influence, and ≥ 0.35 indicates a strong influence of latent predictor variables at the structural level.

Table 4. The measurement analysis of F2.

	EE	Result
SE	0,018	Weak Influence

WE	0,006	Weak Influence
EWB	0,209	Sufficient Influence
EE	-	-
SE x EWB	0,025	Weak Influence
WE x EWB	0,353	Strong Influence

The final step for the analysis of SEM is testing the influence between variables that will be proven in hypothesis testing. Original Sample explains the direction for WE and EWB x SE is positive. It means relationship between them will proportional. At the same time, SE and EWB x WE is negative. It means relationship between them will inversely proportional. T-statistic value and P-value will prove the hypothesis research. Ghozali, (2014) stated that the t-statistic value must be $\geq$ Z-score (1.96) and the p-value must be $\geq$ P-value correction (0.05). These two values are set as a critical value for significant testing. Table 5 shows the hyphothesis testing which the Work Environment (WE) positively influence Employee Engagement (EE) and the Employee Well-Being (EWB) negatively moderates the relationship between Work Environment (WE) and Employee Engagement (EE). Other variables found insignificant.

Table 5. Hyhpothesis Testing.

Moderating Variables	Variables			Original Sample (O)	T-Statistics (|O/STDEV|)	P-Value	Result
-	SE	➜	EE	-0,091	0,833	0,203	Not supported.
	WE	➜	EE	0,263	2,069	0,020	Positively Supported.
Employee Well-Being	EWB x SE	➜	EE	0,085	0,964	0,168	Not Supported.
	EWB x WE	➜	EE	-0,414	5,255	0,000	Negatively Supported.

Discussion

In this study, without moderating variables, table 5 shows that the relationship between Self-Efficacy and Employee Engagement found insignificant. In line with this study, Borce & Yango, (2023) stated that this can happen because a person's level of Self-Efficacy is not determined by the level of Employee Engagement. It is because of this comes from personal experience and employee engagement has no effect on their ability and persistent to achieve their success. Furthermore, Consiglio et al., (2016) stated that if other variable mediates or moderates the relationship between Self-Efficacy and Employee Engagement, it will have an effect only around 34% . However, this study contradict with study from Agustina et al., (2022); Ashfaq et al., (2021); Azila-Gbettor & Abiemo, (2021); Chan et al., (2017); Chen, (2016); Diawati et al., (2019); Johnson, (2022); Na-nan et al., (2021); Nusannas et al., (2020); Zeeshan et al., (2021). Some of them make the other variable is mediating and moderating variable which makes the relationship between Self-Efficacy and Employee Engagement have a strong, positive, and significant effect. Study from Moreira-Fontán et al., (2019) found that the relation between Self-Efficacy and Employee Engagement become positively supported because of moderated by other variables named Autonomous Motivation.

At the same time, Work Environment and Employee Engagement found significant. The author believes that previous study did not talked about Millennial Generation for all employees in there workplace, so the relation between them might be positively significant. This study in line with study from Agustina et al., (2022); Brine, (2000); Fithri et al., (2019); Judeh, (2021); Setiyani et al., (2019); Teo et al., (2019). Judeh, (2021) stated that study about the relation between Work Environment and Employee Engagement are rare, usually previous study find the relation beween work environment and performance or job

satisfaction. Setiyani et al., (2019) stated that the relationship between Work Environment and Employee Engagement positively significant which indicates that a good workplace will lead to motivate employee for Millennial Generation.

Regarding the calculation using moderating variables, it can be seen in table 5 which stated that the Employee Well-Being did not moderates the relationship between Self-Efficacy and Employee Engagement. This study in line with Kultalahti et al., (2023); Pradhan et al., (2021); Singh et al., (2019) stated that it will be positively significant if they moderated or mediated by other variabels that make the model become perfect. Consiglio et al., (2016) stated that the moderating effect between those tw only effect around 34%. Furthermore, Borce & Yango, (2023) found the relationship between Self-Efficacy, Employee Engagement, and Employee Well-Being. However, Employee Well-Being is consist of Physical, Social, Emotional, Spiritual, and IntellectuaL. It found that Self-Efficay and Employee Well-Being (Physical and Social) found insignificant but the other Employee Well-Being variables (Emotional, Spiritual, and Intellectual) found significant. And then, the relation between Employee Engagement and Employee Well-Being (Physical, Emotional, Social, Spiritual, and Intellectual) found significant. In other words, Employee Well-Being as a whole is not very strong to moderate the relationship between Self-Efficacy and Employee Engagement because there are fractions of Employee Well-Being that may be able to moderate the relationship between these two. Table 4 shows the F2 test which states the relationship between Self-Efficacy and Employee Engagement was 0.018 indicates a weak influence; Employee Well-Being and Employee Engagement was 0.209 indicates a sufficient influence; and moderating effect of Employee Well-Being with relationship between Self-Efficacy and Employee Engagement was 0.025 indicates a weak influence.

At the same time, Employee Well-Being successfully negatively moderates the relationship between Work Environment and Employee Engagement. This study is in line with the joint study from Liu-lastres & Wen, (2021); McGuire & McLaren, (2009); Shuck & Jr, (2016); Wardani et al., (2020) found the relationship between these three variable each has a negative and significant effect. McGuire & McLaren, (2009) stated that company need to invest resources to ensure that one's work environment can accept employees as they are, where they will be more comfortable and employees are willing to be involved in their work. Furthermore, Liu-lastres & Wen, (2021); Shuck & Jr, (2016) argued that Employee Well-Being and Employe Engagement are determining factors for work environment in the company. This makes employees feel valued as human beings in the company and feel appreciated for their achievements. High Employee Engagement will lead to a high level of Well-Being that will make the work environment become negative, like feeling jealous and the environment become toxic. Apart from that, Wardani et al., (2020) stated that someone with high Well-Being in the company will also find high value in their engagement in the company, and vice versa.

CONCLUSION

Without moderating variables, we found that the relationship between Work Environment and Employee Engagement supported. However, with the moderating variables, the relationship bwteeen Work Environment and Employee Engagement negatively supported. It means that the more employees are engaged with their workplace, received good treatment from their company, the other tends to feel jealous and the work environment become toxic. The test results show that there is a fraction of the Employee Well-Being variables as the moderating effect because this variable is still within a wide range of variables, so it is better to concentrate more on which Employee Well-Being variable will be studied in your research and you will get clearer results. Apart from that,

the moderating effect of Work Environment and Employee Engagement negatively supported. Previous studies sugegs that Organization Culture variable can mediate this to make it positively supported. It would be better if the Organizational Culture variable became a mediating variable to moderate Employee Well-Being on the relationship between Work Environment and Employee Engagement.

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