

## Organizational Resilience In Times Of Crisis: Its Relation With Work-Life Balance And Work Engagement

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### Abstract

Various studies have recognized the role of the resilience aspect for individuals to be able to rise and overcome all challenges, especially the Covid-19 pandemic. One of the important aspects for individuals to be able to survive is the aspect of balance between personal and work-life balance (WLB). However, this aspect of WLB is also a determining factor for individual engagement with the organization (work engagement) so that employees can be loyal to the organization. As a result, this research aims to investigate the influence of work-life balance and organizational resilience on work engagement for workers who work from home. This research aims to provide new insights into the relationships among these elements, giving a perspective on employee engagement in the changing landscape of remote work environments, which is a novelty for this research. This study employs an explanatory quantitative approach, with data collected via questionnaires distributed online and processed using Partial Least Square (PLS) with 130 participants in two months. The findings revealed a positive and significant effect of work-life balance on work engagement, work-life balance on organizational resilience, and organizational resilience on work engagement. The results also demonstrate the mediating role of organizational resilience between work-life balance and work engagement.

**Keywords:** organizational resilience; work engagement; work-life balance

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### Introduction

The Covid-19 pandemic has produced an environment of uncertainty among individuals, putting a significant load on their internal motivation to deal with challenging issues that have arisen. Corporate resilience is important to business continuity and recovery in the middle of such a catastrophe. Resilience is a positive psychology concept that stresses the strengths and virtues of organizations and individuals in dealing with adversity (Cooke & Bartram, 2015; Cooke et al., 2019). From an organizational perspective, resilience is “the capacity that can be developed to bounce back or bounce back from adversity, conflict, and failure or even positive events, progress, and increased responsibility” (Luthans, 2013).

People with resilience can negotiate a challenging workplace. As a result, Covid-19 epidemic is unpleasant and unpredictable. According to social cognitive theory, human actions are determined by interactions between environmental, personal, and individual components. Employee resilience is defined as static when it is based on nature and personal capacity, and dynamic when it occurs in reaction to a triggering event, according to research by Liu et al., (2019).

Employee resilience studies typically focus on leadership and coworker support, with the impact of family and colleagues being understudied. Given the necessity of working from home, family social support, friends, and colleagues are just as crucial as other resources such as leadership assistance and task competency. Therefore, the balance of personal and work life can affect

organizational resilience as well as work engagement between workers and the organization. Employees are better prepared to contribute to their jobs when they are resilient. Aside from supervisor assistance, social support from friends and family is another resource that helps workers be more resilient. As a result, this study looks into the causes of resilience as well as the indirect effect of WLB on work engagement. Work-life balance (WLB) refers to a harmonic balance of life's different facets (Abendroth & Dulk, 2011). WLB is a synergy between work-for-life and work-for-family commitments (Dipuria & Kakar, 2013)

WLB is founded on the assumption that job and personal life are closely intertwined and must coexist in people's lives. Employers can reap numerous benefits from attaining a work-life balance because people are more engaged, and productive, and experience less stress at work (Byrne, 2005). With the right work-life balance, it will increase efficiency in meeting the necessities of different organizations and workers. WLB benefits employees and organizations. WLB refers to ways to assist workers in maintaining a good and beneficial way of living that affects their performance (Grimm, 2017). This is also supported by the role of the organization in encouraging employees to survive by giving positive affirmations to improve performance. In addition, the organization also provides support by helping employees to adapt to change and strengthen psychologically namely resilience.

Resilience is the ability to survive or overcome problems and be able to adapt to these changes (McEwen, 2011). Resilience is a form of psychological attitude and competence experienced by individuals by requiring several things such as commitment, control, and challenges that must be faced by individuals (Pindek et al., 2018; Shani, 2020). These challenges are a form of ongoing risk that will be faced by members so the organization needs to strengthen from these conditions. Resilience in the organizational context is a positive psychological to deal with uncertainty, resilience can be increased through the support

provided by the organization (Taneja et al., 2015). Similarly, family social support, and friends can help employees in dealing with issues and uncertainties in the workplace. Organizational attention can provide strength for organizational resilience (Shaw et al., 2020). This resilience depends on previous experience and future learning that will develop with almost the same problems. This learning will enable organizations to be better prepared to provide solutions and have better organizational resilience (Williams et al., 2017). Furthermore, good resilience from the organization, will lead to the high involvement of employees and become a determinant for the progress of the organization.

Work engagement is one of the positive conditions experienced by employees in doing their jobs. This requires a high commitment to his work and is one of the determinants of organizational progress. Work engagement is the state of a worker who is emotionally and intellectually committed to the organization (Lockwood, 2007). The existence of a strong attachment, of course, will be able to maximize the work done by employees (Lok & Crawford, 2004).

In addition, other impacts of work engagement are good work quality, high performance, and positive results, which of course have an impact on the organization (Saks, 2006; Wilmar B. Schaufeli et al., 2006). Factors that determine employee engagement include employment, employee compensation, and benefits, WLB, and the relationship between superiors and employees. However, several factors hinder the level of employee involvement, such as instability, injustice, working under pressure, and poor management conduct (Saks, 2006).

Job involvement will arise when work and personal resources meet the job's demand (Wilmar B. Schaufeli et al., 2006). The resources in question include social, organizational, and psychological aspects of a career including social assistance. The target of this study is to investigate the impact of work-life balance on work engagement and add some variable which is organizational resilience.

This research has an interesting novelty, which is organizational resilience as mediation between work-life balance to work engagement and revealing how organizational resilience affects the link between balancing work and personal life and encouraging active involvement at work.

### **Literature Review**

Work-life balance (WLB) is defined as harmony between work and life commitments (Dipuria & Kakar, 2013). Essentially, the concept of work-life balance is based on the assumption that work and personal life are inextricably linked and must be carried out concurrently in one's life. WLB is defined as striking a balance between an employee's personal and professional life. WLB is described by Fisher et al., (2009) as a person's attempt to juggle two or more occupations. Creating a healthy work-life balance will improve workplace performance and motivation.

Work life balance is about how to help employees lead a good and balance lifestyle, which improves their performance (Grimm, 2017). This result is also backed by the role of the organization in encouraging employees to survive by giving positive affirmations to improve performance. Several studies have also been conducted, including Jaharuddin & Zainol (2019); Larasati et al., (2018); and Žnidaršic & Bernik (2021) stated that work-life balance significantly affects work engagement.

Work-life balance is critical to developing resilience and grit. Employees may equip themselves with the mental and emotional fortitude to face problems and succeed in all areas of life by finding a healthy balance between work and personal lives. Positive work-life balance can foster resilience, but resilience can also assist workers in balancing work and life. Furthermore, resilience can shield workers' health and job-related outcomes from the harmful consequences of work-life imbalance (Bernuzzi et al., 2022; Day & Hong, 2016). Individuals must improve their life enhancers while simultaneously minimizing stress

produced by their life depleters (Marques & Berry, 2021). Therefore, the hypotheses proposed in this study included:

H1: Work-life balance positive significantly affects work engagement

H2: work-life balance positively significantly affects organizational resilience

Work engagement is the state of a worker who is emotionally and intellectually committed to the organization (Lockwood, 2007). The existence of a strong attachment, of course, will be able to maximize the work done by employee (Lok & Crawford, 2004). Work engagement can make employees physically and psychologically healthier so that they are automatically filled with positive emotions and are more productive (Bakker & Demerouti, 2008). Another impact of work engagement is improving work quality, minimizing conflict, high performance, and positive business results (Harrison & Burke, 2013).

Work engagement can provide positive energy for employees and the organization. Jaharuddin & Zainol (2019) found that work-life balance has an effect on work engagement. One of the precursors of work engagement is resilience. Resilience is the ability to survive or overcome problems and be able to adapt to these changes (Mcewen, 2011). Resilience is a type of psychological attitude and competence experienced by individuals by requiring several things such as commitment, control, and challenges that must be faced by individuals (Pindek et al., 2018; Shani, 2020). This resilience depends on previous experience and learning that will emerge in the future with almost the same problems.

This learning will enable organizations to be better prepared to provide solutions and have better organizational resilience (Williams et al., 2017). Furthermore, good resilience from the organization, will lead to the high involvement of employees and become a determinant for the progress of the organization. Social support from family and friends can help individuals cope with problems and uncertainties in the organization.

Moreover, Steven & Prihatsanti (2017) found that higher resilience resulted in higher work engagement, and vice versa. The connection between resilience and work engagement has also been studied in psychological capital including efficacy, optimism, hope, and resilience (Kašpárková et al., 2018). Previous research has found a modest to significant link of resilience on work engagement (Kašpárková et al., 2018; MacHe et al., 2020; Simons & Buitendach, 2013). Therefore, the hypotheses posed in this study included:

H3: organizational resilience positively and significantly affects work engagement

H4: organizational resilience mediates the relationship between work-life balance and work engagement

**Methods**

A quantitative approach is employed to probe the connection between the elements investigated, specifically the work-life balance impact on work engagement mediated by organizational resilience. The population was bank workers in Malang, East Java. A non-probability sampling of an unknown number of individuals was used to calculate the number of minimal samples based on the evaluated criteria (Cooper & Schindler, 2014). The smallest possible of 5 variables should be 100 or above (Hair et al., 2015). There were 130 participants in

the study in all. Data was gathered using a questionnaire with two components.

The first part of the survey asks respondents for demographic data, and the second part evaluates research variables such as WLB, organizational resilience, and work engagement. A five-point Likert scale was used, ranging from strongly disagree (1) to strongly agree (5). WLB was assessed using ten items suggested by Hayman (2005) resilience was assessed using six items adapted from Smith et al. (2008), and work engagement was assessed using nine items suggested by Schaufeli et al.,(2006) so a total of 25 items. Smart partial least squares software was used to examine the data, which consists of three steps: evaluation of the outer and inner models, as well as hypothesis testing. Sobel's test can be used to determine the mediating influence of organizational resilience.

**Results and Discussion**

This study has 130 participants which can reveal some features. According to the description of respondents gathered, more than 61% of those who participated in this study are women. Furthermore, the table shows that 55% are married. Employees aged 31 to 35 years old predominate among respondents, with the majority working for 3-4 years and 73% being at bachelor level. Table 1 shows the demographics of responders.

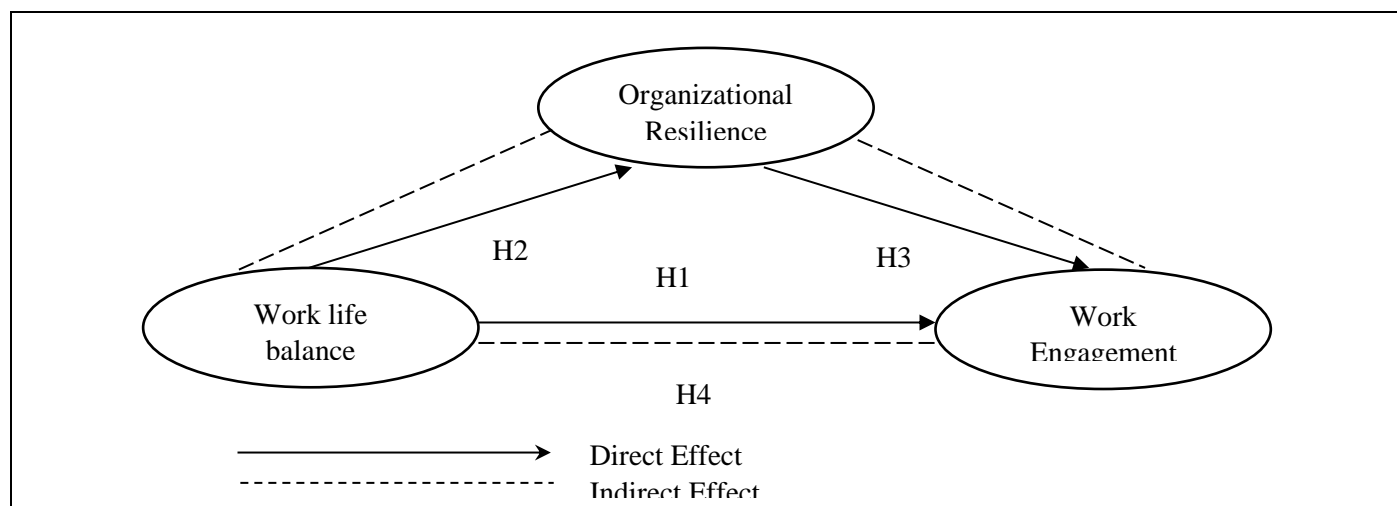


Figure 1. Research Model

Table 1. Demography

Option	Items	N (130)	Percentage (%)
Gender	Female	80	61.5
	Male	50	38.5
Age	20-25years	28	21.6
	26 – 30years	12	9.2
	31 – 35years	40	30.8
	36 – 40years	24	18.4
	41 – 45years	16	12.3
	> 46years	10	7.7
Marriage Status	Married	72	55.4
	Single	58	44.6
Tenure	<1 year	19	14.7
	1-2 years	34	26.1
	3-4 years	42	32.3
	5-6 years	15	11.6
	> 6 years	20	15.3
Latest education	High school	6	4.6
	Diploma	15	11.6
	Bachelor	95	73.1
	Magister	14	10.7

Source: Processed Data (2023)

Outer model findings are presented by convergent validity and uni-dimensionality. The recommended score is more than 0.7 (Chin, 2010), however, a loading value of 0.5 to 0.7 is appropriate (Hair et al., 2015).

This study has no variables with outer loadings smaller than 0.5, indicating that there is no convergent validity concern. The composite dependability value of each variable must be more than 0.7. There is no concern with unidimensionality because the score is greater than 0.8.

Table 2. Validity Test

Indicator	Item	Outer Loading	AVE	Note
Work life balance	WLB-1	0.818	0.634	Valid
	WLB-2	0.784		Valid
	WLB-3	0.771		Valid
	WLB-4	0.757		Valid
	WLB-5	0.839		Valid
	WLB-6	0.834		Valid
	WLB-7	0.800		Valid
	WLB-8	0.766		Valid
Organizational Resilience	OR-1	0.855	0.729	Valid
	OR-2	0.889		Valid
	OR-3	0.852		Valid
	OR-4	0.851		Valid
	OR-5	0.843		Valid
	OR-6	0.834		Valid
Work Engagement	WE-1	0.846	0.631	Valid
	WE-2	0.826		Valid
	WE-3	0.821		Valid

Indicator	Item	Outer Loading	AVE	Note
	WE-4	0.809		Valid
	WE-5	0.779		Valid
	WE-6	0.674		Valid

Source: Processed Data (2023)

The validity test used is convergent validity, which is decided by the score of outer loading. If the score is larger than 0.7, it is said to pass the convergent validity test. Nevertheless, at the development stage, a score of 0.5 to 0.6 is acceptable (Ghozali, 2013). The results show that the outer loading of each item in each variable

meets these requirements. In addition, each variable has an AVE value higher than 0.5 which implies that the variable is valid. Based on table 3, describes that each variable is reliable because it meets the requirements of Cronbach alpha, Rho-a, and composite reliability values of more than 0.7

Table 3. Reliability Test

Variable	Cronbach's Alpha	Composite Reliability	Note
Organizational Resilience	0,926	0,942	Reliable
Work Engagement	0,882	0,911	Reliable
Work-Life Balance	0,917	0,933	Reliable

Source: Processed Data (2023)

Table 4. Goodness of Fit Model

Variable	R Square	R Square Adjusted
Organizational Resilience	0,676	0,674
Work Engagement	0,726	0,721

Source: Processed Data (2023)

R2 (R-square dependent latent variable) interpreted similarly to regression was employed to measure the goodness-fit model. The structural model (Q2) or Q-Square predictive relevance was used to assess how well the model's observed values and parameter estimations are created. The score of  $Q^2 > 0$  demonstrates the model is quite relevant. However, if the  $Q^2 \leq 0$  value shows that the model is not very relevant. Calculation of  $Q^2$  using

the formula:

$$Q^2 = 1 - (1 - RI^2) (1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.676) (1 - 0.726)$$

$$Q^2 = 0.911$$

Based on these calculations, the  $Q^2$  value is 0.911 which is near to the value 1, the formed structural model is regarded as excellent. The variable variation model accounts for 91.1% of the variance, with the remainder explained by other factors and errors.

Table 5. Hypotheses Test

Hypotheses	Path Coefficient	t-stat	p-value	Note
H1	0.201	2.639	0.009	Accepted
H2	0.822	25.310	0.000	Accepted
H3	0.196	2.639	0.008	Accepted
H4	0.165	2.592	0.010	Accepted

Source: Processed Data (2023)

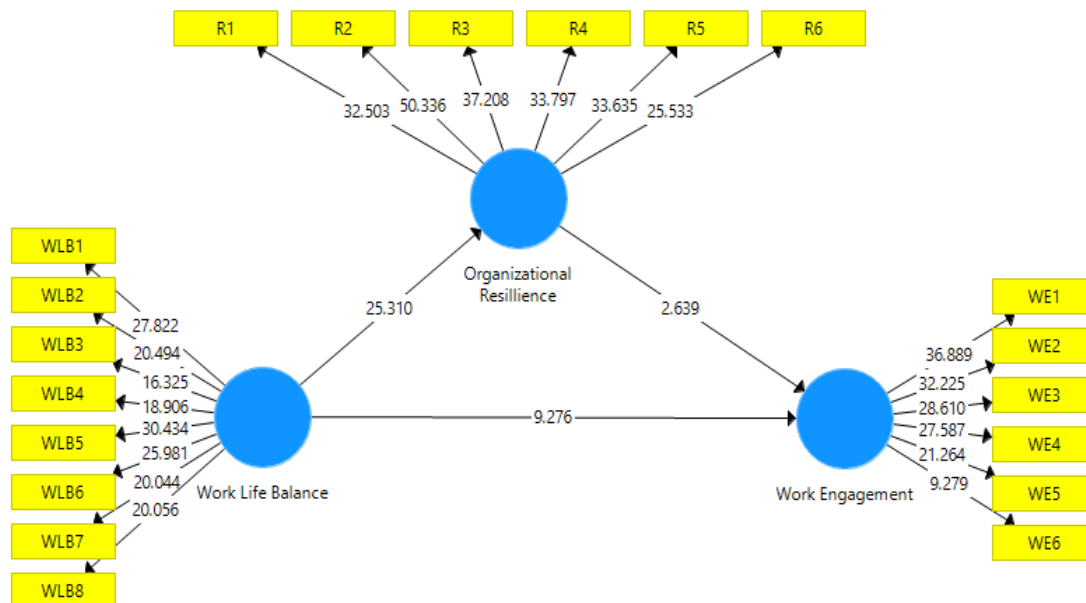


Figure 2. Measurement Model

The results of statistical analysis show several results, including work-life balance affecting work engagement. The results significantly impacted the t-statistic of 2.639 and p-value of 0.009 higher than the t-statistic (1.96) and p-value (0.05), so there is a significant effect. As a result, hypothesis 1 is accepted. The findings indicate that work-life balance affected job engagement. This result indicates that as work-life balance improves, so will employee engagement. Maintaining a good work-life balance will make employees more engaged at work, reduce conflict so they can concentrate on their tasks, and boost employee involvement in achieving the best outcome for the organization.

It will be possible to fulfill job tasks and responsibilities that must be completed at work and elsewhere, enhancing work-life balance. According to Puspitasari & Darwin (2021) work-life balance positively impacts work engagement. A similar finding from Benito-Osorio et al., (2014) found that work-life balance contributes to higher employee work engagement. Every employee manages to deal with a good harmony of job, family, and societal values. WLB is needed to promote employees' performance and mental health, emotional, and cognitive stability (Jaharuddin & Zainol, 2019)

Significant results are also shown on the impact of WLB on organizational resilience with a score of t-statistic 25.310 and p-value 0.000, so it meets requirements, and hypothesis 2 is accepted, which means that the better an employee implements a synergy between work and personal life, the more resilience the organization possesses is also improving. The right work-life balance will improve efficiency in meeting the needs of different organizations and employees by encouraging employees to persist and giving positive affirmations to enhance performance and resilience.

Bernuzzi et al., (2022) states that work-life balance and organizational resilience are positively correlated, which means that an organization must prioritize WLB programs to increase resilience. Positive work-life balance can develop resilience, but resilience can also help employees balance work and life (Bernuzzi et al., 2022). A positive WLB was also discovered to have a role in resilience development (Kutsyuruba et al., 2019). As a result, the problems they were experiencing in achieving a decent work-life balance may have hampered the development of resilience (Day & Hong, 2016). It also raises awareness to consider how developing WLB programs and interventions can increase resilience in the workplace.

Based on the statistical p-value of 0.008 and t-statistic of 2.639, hypothesis 3 is accepted, indicating that organizational resilience has a significant effect on work engagement. These findings are in line with previous studies by Kašpárková et al., (2018), MacHe et al., (2020), and Simons & Buitendach (2013). Wut et al., (2022) found that resilient employees are more confident at work. Higher staff capability may result in higher work engagement during times of uncertainty. Other results show the indirect influence of organizational resilience, which acts as a mediation between WLB and work engagement, with a score t-statistic of 2,592, and a p-value of 0.010, therefore hypothesis 4 is accepted.

The analysis results reveal that the impact of WLB on organizational resilience, and the impact of organizational resilience on work engagement has significant results and a significant direct influence of WLB on work engagement. Therefore, organizational resilience has a partial mediation variable. A significant and positive association exists between resilience and work engagement, showing that the more engaged employees are in their jobs, the more resilient the organization and its people are. In addition, it will bring up work involved with the organization's support and encouragement to survive mentally and physically, which also impacts the organization's development (Steven & Prihatsanti, 2017).

According to Kašpárková et al., (2018), MacHe et al., (2020). and Simons & Buitendach, (2013), there is a major link between increased resilience and work engagement, which impacts an organization's value. The findings of this study also show an indirect influence of WLB on work engagement through organizational resilience, that the better WLB workers possess, the stronger the organization's resilience and the impact on improving job engagement, and vice versa.

## **Conclusions**

Resilience is needed in an organization, especially in dealing with crisis conditions, especially after the pandemic. The findings show several interrelationships of variables, such as work-life balance, organizational resilience, and work engagement, and show positive and notable results. In addition, there was also the effect of WLB in increasing organizational resilience if supported by an excellent work-life balance. The existence of organizational resilience will motivate employees to be involved in their work which will have an impact on performance.

The implications of this research, especially for leaders to give some support for employees to survive in times of crisis by considering work balance for employees. There are some interactive findings but it also bears some limitations. The study's limitations include the use of an online questionnaire that was circulated, and responders who are too generic, not focusing on employees in a specific object or company.

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