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Optimizing Organizational Performance: Unraveling the Interplay of Psychological Attributes in the Era of New Ways of Working

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Abstract

The global proliferation of New Ways of Working (NWW) has accelerated, driven by technological advancements and the exigencies of the COVID-19 pandemic, compelling a substantial workforce to adopt teleworking. However, the commonplace nature of NWW has ushered in a new challenge: the mental well-being of employees worldwide. Consequently, the psychological attributes of employees assume paramount significance for organizations striving to sustain their operations. This study endeavors to scrutinize the pivotal role of psychological attributes in the efficacious implementation of teleworking, with a consequential impact on organizational performance. Employing the production of space theory, the research elucidates the intricate dimensions inherent in NWW. Methodologically, a multilevel analysis is employed to unravel the intricate interplay of variables at both individual and organizational levels. The survey, conducted among individuals in Southeast Asia with teleworking experience during the pandemic, amassed 319 samples primarily from Indonesia. The findings underscore the substantial influence of self-efficacy, entitlement, and resilience on the successful adoption of NWW. Additionally, the study employs the PROCESS macro by Hayes to meticulously validate both mediating and moderating relationships. The outcomes accentuate the pivotal role of work engagement as a moderator, facilitating direct impacts of psychological variables on NWW and indirect effects on firm performance, mediated through NWW. This research contributes nuanced insights into the multifaceted dynamics of teleworking, offering a sophisticated understanding of the interplay between psychological attributes, NWW, and organizational performance in the contemporary landscape.

1. Introduction

In recent years, the global landscape of work has undergone a profound transformation, catalyzed by the widespread adoption of New Ways of Working (NWW). The NWW paradigm, characterized by increased flexibility, technology-driven innovations, and remote work arrangements, has become an integral part of the modern work environment. This transformative shift has been accelerated by the rapid development of innovative technologies and the unforeseen impact of the COVID-19 pandemic, compelling millions of workers worldwide to adapt to a new mode of work (Anderson et al., 2021).

The rapid advancement of innovation technology has not only disrupted traditional work structures but has also created opportunities for work to transcend the confines of a physical office. The emergence of cloud computing, virtual collaboration tools, and digital communication platforms has empowered organizations to explore novel modes of operation (Stewart & Simon, 2020). Simultaneously, the COVID-19 pandemic forced a sudden and massive shift in work practices, with remote work becoming a necessity for business continuity and employee safety (Kramer et al., 2020).

What was once a novel concept has rapidly evolved into a taken-for-granted situation, as organizations and employees adapt to the new reality of flexible work arrangements. NWW has transcended its experimental phase to become a norm in the modern workplace, influencing diverse industries, irrespective of geographical boundaries (Smith & Johnson, 2022).

However, the ubiquity of NWW brings to the forefront a compelling and complex issue - the mental health and well-being of employees across the globe. As employees navigate the intricacies of remote work, the boundary between work and personal life blurs, leading to new challenges. Mental health concerns, such as burnout, isolation, and stress, have become increasingly prevalent (Raghuram et al., 2021).

Amidst these changes, organizations are recognizing the paramount importance of their employees' psychological attributes. Employee well-being is no longer a matter of mere altruism; it has become a strategic imperative for businesses seeking to maintain and enhance their productivity and sustainability (Smith & Brown, 2021). Understanding the role of these psychological attributes in the context of NWW is vital for organizational success.

This study embarks on a journey to investigate the intricate relationship between psychological attributes and the successful implementation of teleworking within the framework of NWW. Our primary aim is to shed light on how these psychological attributes can be harnessed to improve employee performance, well-being, and organizational outcomes.

To achieve this objective, we apply the "production of space" theory, a concept originally formulated by Lefebvre (1974), to comprehend the complex spatial dynamics inherent in NWW. This theoretical lens allows us to explore how the physical and psychological dimensions of workspace converge to shape the experiences of remote workers and impact their performance.

Our research unfolds in the dynamic and culturally diverse landscape of Southeast Asia, where the embrace of NWW has gained momentum. With a focus primarily on Indonesia, our study captures the perspectives and experiences of individuals who have engaged in teleworking during the pandemic, offering valuable insights into the regional adaptation of NWW (Li et al., 2022).

We anticipate that our study will provide empirical evidence to support the significance of self-efficacy, entitlement, and resilience as crucial psychological attributes that influence the successful adoption of NWW. Furthermore, the study explores the mediating and moderating role of work engagement in this relationship, ultimately contributing to a deeper understanding of the broader implications for organizational performance (Hayes, 2018).

Building upon the preceding research landscape, there exists a significant research gap within the domain of New Ways of Working (NWW) characterized by a paucity of consistent research outcomes. This study endeavors to address and augment the existing NWW literature, drawing upon the theoretical framework proposed by Lefebvre in his seminal work, the 'Production of Space.' The choice of this theory is predicated on its inherent intricacy and its capacity to encompass the multifaceted dimensions essential for the contemporary examination of NWW. The theory of NWW, as encapsulated by the production of space theory, synthesizes various facets, including the cultural, technological, material, and managerial aspects, cohesively and contemporaneously. Notably, the integration of this theory into the NWW discourse remains relatively underexplored, despite insights provided by a limited number of scholars, such as E. F. van Steenbergen, C. van der Ven, Maria C. W. Peeters, and T. W. Taris (2017a) and Gerards, de Grio, and Baudewijns (2018), who have observed a prevailing dearth of robust theoretical frameworks in the existing body of NWW literature. This lacuna stems, in part, from the absence of a universally accepted definition of NWW. As such, this present study emerges as a timely and imperative contribution to the extant literature, aimed at filling the void with more profound insights and a refined theoretical underpinning.

Table 1.1 Summary of Previous Research

No	Authors	Year	Literature used	Results
1.	Van Steenbergen et al	2018	Job-Demand Resource	Paradox outcomes of NWW. It can simultaneously be beneficial and detrimental for employees. Psychological Capital does not influence NWW results.
2.	Demerouti, E. et al	2014	Job-Demand Resource	Highlighting the effects of NWW in individual's psychological attributes.
3.	de Kok, A.	2016	Motivation theory	Individuals are driven to choose the way they work based on individual's benefit-drawbacks reasons.
4.	Jemine, Bubois, and Pichault (2020)	2020	The Sociology of Translation and The Institutionalist Work	NWW is seen as the new project of change which requires dedicated actors to well implemented and legitimized.
5.	Baane, Houtkamp, and Knotter (2010)	2010	Bricks, Bytes and Behavior	Organizations consistently applying NWW in the combined ways will surely go to a transformation process.
6.	Peters, Poutsma, van der Heijden, and de Bruijn (2014)	2014	HRM-process model combined with JD-R model.	Empowerment (more autonomy to worker), teleworking and trust of relationship are a bundle aspect in both conceptualizing and operationalizing NWW in workplaces.
7.	Gerards, R. et al	2018	Bricks, Byte and Behavior + open workplace	Output Management, organizational knowledge, the accessibility of workplace positively influences work outputs (Engagement and Performance)

Furthermore, the existing body of research within the NWW domain is marked by a certain degree of ambiguity and variability in research outcomes. Only a limited subset of studies have distinctly elucidated the underlying motivations for NWW, particularly emphasizing the psychological aspects of employees as antecedents to the adoption of NWW practices (as exemplified in Table 1.1). The prevailing global landscape, deeply impacted by the disruptive influence of the COVID-19 pandemic,

has instigated significant shifts in various facets of human life, including the underlying motivations that drive workers when compelled to engage in NWW. Demerouti et al. (2014) have underscored the pivotal significance of psychological attributes such as conscientiousness and self-efficacy in the antecedent role they play in the implementation of NWW, highlighting the need for more extensive investigations due to the dearth of studies that explore the intricate interplay among these variables.

This study aspires to offer a contemporary perspective on the psychological attributes of employees during the implementation of NWW and their holistic impact on organizational performance. Furthermore, this research endeavors to delve deeper into the organizational level of analysis, an area that has undergone extensive examination in prior studies, by shifting the focus toward the individual perspective. Notably, there remains a noticeable dearth of research concerning the context of COVID-19, one that is constructed upon a robust theoretical framework. The majority of research within the realm of management discipline concerning COVID-19 has leaned toward descriptive investigations heavily reliant on literature reviews. In contrast, this study posits a novel conceptual framework rooted in both practical employee experiences and a solid theoretical foundation.

2. Literature Review and Hypothesis Development

2.1 Production of Space Theory

The concept of space, particularly the significance of land in the context of capitalism, was initially revitalized through the framework of the 'Production of Space' theory as expounded by Lefebvre (1991). In the contemporary industrial landscape, the role of physical space is paramount, with the appearance of land playing a pivotal role in shaping the business environment (Lefebvre, 1991). Originating in the intellectual milieu of 1974, this theory envisaged 'space' as a product of human endeavor, serving to create multifaceted relationships among individuals, social networks, and materials. Over time, the theory's purview extended to encompass the emergence of the network society, effectively blurring the confines of Lefebvre's original spatial concept. In the network society, the widespread availability of digital information and communication technologies (ICT) has fostered interconnectedness and transcended spatial boundaries (Castells, 1996).

Lefebvre's spatial triad, which discerns 'perceived,' 'conceived,' and 'lived' space, analytically distinguishes the facets of space (Lefebvre, 1991). The 'perceived' space is akin to the physical sphere of interaction, closely aligned with traditional working environments such as offices and buildings. In contrast, the 'conceived' space is intrinsically connected with the virtual realm, a conceptualization akin to what Veldhoen (2005) referred to as the management of information. This virtual pillar fundamentally transforms the perspective on space, gradually erasing the boundaries of communication and interaction. Finally, the 'lived' space corresponds to the psychological and mental realm, shaping the organizational culture. The production of space theory can be distilled into three pillars, each integral to organizations: the physical aspect, the virtual dimension, and the mental dimension (Wainwright, 2010).

Drawing upon this foundation, Kingma (2019) introduced the concept of the 'flexibilization' of workspaces, allowing individuals to choose between office-based and remote work arrangements. The rapid advancement of ICT has accelerated the implementation of

virtualization, while the notion of 'interfacialization' has emerged as a dynamic fusion of physical and virtual organizational spaces (Kingma, 2019). Psychological attributes have been a focal point of research outcomes, with studies like Kotera and Correa Vione (2020) demonstrating that NWW can lead to increased fatigue and mental demands. Conversely, Kemp (2013) has placed psychological capital at the forefront of NWW research, illustrating its positive effects on organizational outcomes such as enhanced performance and engagement. Demerouti et al. (2014) has underscored the collective impact of NWW on improving overall life quality for workers, extending its implications beyond the individual realm.

2.2 New Ways of Working

The concept of New Ways of Working (NWW) was first introduced in the Netherlands in 1994 by Erik Veldhoen, representing a novel approach to workspace and organizational design (Veldhoen, 2005). This concept gradually evolved, drawing inspiration from Lefebvre's Production of Space (Lefebvre, 1991), thereby fostering the development of innovative organizational designs. However, the prominence of NWW skyrocketed during the COVID-19 pandemic, as organizations worldwide pivoted to remote work arrangements in response to the crisis (Kingma, 2019). NWW has particularly resonated with younger generations due to its flexibility, as posited by S. Kingma (2019), who suggests that individuals born after the 2000s exhibit a preference for NWW compared to those who entered the workforce in the 1990s. R. Črešnar and S. Jevšenak (2019) have corroborated the notion that younger individuals are more inclined to embrace new technology, particularly in the context of Industry 4.0.

NWW represents an evolution of Lefebvre's spatial triads, which include 'perceived,' 'lived,' and 'imagined' spaces (Lefebvre, 1991). When these factors intertwine, several significant outcomes emerge. Firstly, NWW, whether implemented primarily or remotely, is found to enhance performance when there exists a balanced trust dynamic among supervisors, subordinates, and colleagues (De Leede & Kraijenbrink, 2014). The concept of the third-working space, a workspace situated beyond the traditional office and home, significantly impacts employee satisfaction and communication within the organization (Brunia et al., 2016). Moreover, the need for privacy and concentration, which conventional physical workspaces often cannot fully provide, has driven many younger professionals to seek alternative workspaces, fostering the emergence of innovative interfaces (Brunia et al., 2016).

Recent research endeavors have increasingly examined the association between NWW and various psychological aspects (Kotera & Correa Vione, 2020). E. F. van Steenbergen, C. van der Ven, M. C. W. Peeters, and T. W. Taris (2017b) have highlighted the significance of psychological capital as a driving force behind the success of NWW and other work-related outcomes. While psychological capital remains a relevant construct, self-efficacy and resilience, two out of the four psychological attributes, have been found to possess a stronger relationship with the adoption of NWW (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). Furthermore, Kingma (2018) and R. Črešnar & S. Jevšenak (2019) underscore the importance of a sense of entitlement, particularly among the millennial generation, in successfully implementing

teleworking within the rapidly evolving landscape of Industry 4.0. This study builds upon these insights, particularly focusing on the psychological capital and the high entitlement traits prevalent among the millennial generation.

2.3 Psychological Attributes

2.3.1 Self-Efficacy

Self-efficacy, as elucidated by Bandura (1997), constitutes an individual's belief in their capacity to train themselves and execute actions required to achieve predefined goals, irrespective of the challenges encountered. This perception of self-efficacy revolves around an individual's confidence in their ability to surmount obstacles. In a workplace context, self-efficacy is broadly acknowledged as the employee's conviction concerning their capability to mobilize motivation, cognitive resources, and the necessary courses of action for the successful execution of a specific task within a given context (Stajkovic & Luthans, 1998). In essence, self-efficacy represents an individual's constructive ability to translate theoretical knowledge into action (Maddux, 1995).

Stajkovic and Luthans (1998) underscore the findings of a meta-analytical study revealing a strongly positive association between self-efficacy and various work-related outcomes, including work engagement and creativity. Furthermore, research indicates a favorable relationship between self-efficacy and leadership effectiveness (Chemers, Watson, & May, 2000), openness to innovation (Tierney & Farmer, 2002), job satisfaction (Peng & Mao, 2015), and overall organizational performance (Kemp, 2013). This multifaceted concept is not solely concerned with an individual's ability to undertake challenging tasks; it also incorporates cognitive, emotional, and physical dimensions. Notably, individuals with high self-efficacy exhibit a heightened capacity to tackle difficult situations, possess a strong belief in their abilities, view challenges as opportunities for growth, and actively seek new experiences and goals (Robbins & Judge, 2007).

2.3.2 Conscientiousness

Conscientiousness, a prominent trait among the Big Five personality traits, has been the focus of extensive interdisciplinary research, particularly within psychology. Characterized by qualities such as being well-organized, cautious, disciplined, goal-oriented, and persistent (Bakker, Demerouti, & ten Brummelhuis, 2012), conscientiousness stands out as the most consistent and reliable predictor of job performance in a multitude of contexts (Barrick & Mount, 1991). Barrick and Mount (2005) highlight the utility of conscientiousness as a trait measurement to assess work motivation, performance, and engagement, particularly through the 'will do' motivating aspect, which exerts a positive influence across various occupational domains.

Individuals with high conscientiousness demonstrate a propensity for disciplined and persistent work behavior, contributing to enhanced work engagement (Bakker et al., 2012). This trait facilitates effective management of employees and fosters organizational active learning. Moreover, conscientiousness is a reliable metric for gauging individual-task

alignment (Bakker et al., 2012), aligning with the focus of this study, which concentrates on the individual level rather than the organizational level. The reliability of high conscientious individuals stems from their well-structured job design, allowing them to methodically plan their steps toward goal achievement. Their inclination towards structured activities, as opposed to spontaneity, aids in transforming dedication and vigor into improved performance and goal attainment (Bakker et al., 2012). Barrick and Mount's meta-analytical study (2005) affirms that, among the Big Five personality traits, conscientiousness exhibits the most consistent relationship with job performance requirements across various professional fields. This trait emerges as a key determinant of job success due to its emphasis on personal attributes such as diligence, conscientiousness, responsibility, and hard work, which are critical for achieving success across occupations.

2.2.3 Entitlement

Entitlement, deriving from the entitlement mental theory (Campbell, Bonacci, Shelton, Exline, & Bushman, 2004), pertains to an individual's overall sense of deservingness, stemming from the narcissism literature (Morf & Rhodewalt, 2001). It has been linked with personal characteristics such as high self-esteem, an inclination towards competitiveness, and a more self-centered disposition (Campbell et al., 2004). Regardless of the degree of entitlement, it has remained a central element in the study of narcissism, shaping an individual's relationships and behavior (Van Lange, Otten, De Bruin, & Joireman, 1997). Notably, high entitlement individuals exhibit a remarkable openness to change and adaptation in the dynamically evolving environment (Weber, 2017).

While previous research often viewed entitlement negatively, such as its association with employee turnover (Ertas, 2015; Harvey & Martinko, 2009), burnout (Lu & Gursoy, 2013), and reduced engagement (Credo et al., 2016), recent studies have offered alternative perspectives on entitlement by introducing new conceptualizations in different contexts. For instance, J. M. Brant, Mohr, Coombs, Finn, and Wilmarth (2017) have considered entitlement as a state rather than a stable trait, emphasizing its temporary nature. This perspective underscores how entitlement can drive individuals to seek improved conditions for everyone. Rudolph, Rauvola, and Zacher (2018) posit that entitlement perceptions can evolve over time due to maturation, changing circumstances, and various reasons. Moreover, some studies have demonstrated the positive aspects of entitlement, including increased life satisfaction, high self-esteem, and conscientiousness (Brummel & Parker, 2015). Zitek and Vincent (2015) have found that individuals with high entitlement tend to exhibit greater creativity compared to those with lower levels of entitlement. Additionally, individuals with high entitlement often possess an external locus of control (Trzesniewski & Donnellan, 2010) more frequently than previous generations.

Entitlement holds particular relevance for millennials, often described as the most entitled generation, and consequently, the impact of entitlement varies in the context of various variables. Millennials and entitled individuals share characteristics of inflated self-esteem, which, to some extent, can benefit organizations (K. K. Brant & Castro, 2019).

2.2.4 Resilience

Resilience, as conceptualized by Leipold and Greve (2009), is the individual's capacity to maintain stability, recover quickly, or even grow amid significant adversity. This trait enables individuals to swiftly adapt to uncertain environments, turning adverse circumstances into opportunities for positive development (Youssef & Luthans, 2007). Resilience embodies an inherent ability to navigate obstacles and challenges, producing positive outcomes despite the presence of significant threats during goal pursuit (Masten, 2001). Resilience is intrinsically linked to the fundamental concepts of adversity and positive adaptation (Fletcher & Sarkar, 2013).

Resilience, a multifaceted characteristic, exhibits variations contingent upon factors such as environmental context, time, sociocultural influences, gender, age, and various individual attributes (Connor & Davidson, 2003). Unlike a transient state, resilience represents a lasting positive behavioral trait that extends beyond a momentary response to challenges. It is applicable to assess performance-related outcomes and work attitudes in the organizational setting. Resilience transcends the boundaries of organizational behavior and permeates diverse academic disciplines (Youssef & Luthans, 2007). It places particular emphasis on the constructive response to risk factors that might otherwise be perceived as hazards, increasing the likelihood of positive outcomes while diminishing the likelihood of negative ones (Youssef & Luthans, 2007).

Numerous studies in the field of organizational behavior have shed light on the perseverance of individuals when faced with an array of stressors, including high job demands, burnout, poor health, post-traumatic stress disorder, and survivor syndrome (Carden et al., 2017; Demerouti et al., 2001; Koerber, Sodian, Osterhaus, Mayer, & Schwippert, 2017). In the face of these significant stressors, individuals with high resilience exhibit a unique ability to persevere, adapt, and recover swiftly. The positive effects of resilience extend not only to individuals but also have far-reaching implications for the organization, enhancing its overall resilience (Koerber et al., 2017). This organizational resilience encompasses both internal and external aspects. Internal resilience, driven by employees' perseverance and mental well-being, forms the bedrock from which external resilience emerges. External resilience enables organizations to effectively navigate unforeseen events that may lead to crises and regulatory challenges, ultimately empowering them to adapt rapidly to highly turbulent environments.

2.3 Work Engagement

Work engagement, characterized by high levels of vigor, dedication, and absorption in job-related tasks, embodies a positive work behavior (W. B. Schaufeli, Bakker, & Salanova, 2006). Vigor signifies robust energy and unwavering determination while executing tasks, dedication is marked by deep involvement and enthusiasm for meaningful work experiences, and absorption reflects individuals' intense focus during job execution (Bakker et al., 2012). Employees exhibiting a high degree of engagement often find themselves immersed in their work, seamlessly dedicating their time to office tasks (Bakker et al., 2012). Consequently,

engaged employees consistently demonstrate elevated levels of enthusiasm, energy, and a profound sense of involvement in their work compared to their less engaged counterparts.

Extensive research on work engagement consistently underscores its positive effects on both organizational and individual outcomes, particularly task performance. Engaged employees tend to outperform their less engaged peers, resulting in a cascade of positive emotions such as satisfaction, enthusiasm, and joy (Bakker & Demerouti, 2008). Content and fulfilled employees exhibit increased receptivity to new opportunities, fostering greater adaptability, confidence, and optimism in their approach to work (Cropanzano & Wright, 2001). Joyful employees, in particular, are more likely to tap into their creativity, ultimately contributing to enhanced overall organizational performance.

2.4 Firm Performance

Organizational performance is a perennial focal point in the realm of organizational behavior research, and its relevance is increasingly emphasized, particularly in the context of the ongoing Covid-19 crisis. In this period of profound challenges, many organizations find themselves grappling with the imperative of sustaining and even enhancing their performance. The significance of performance-related factors extends beyond mere numerical achievements, as it serves to elucidate the mission of an organization and chart the path to its attainment (Bourne, Melnyk, & Bititci, 2018). Performance-related aspects are pivotal due to their profound integration with practical phenomena and the extensive body of literature that has evolved over time (Wilcox & Bourne, 2003).

This journey of collaboration between practical experience and academic inquiry has furnished a multitude of perspectives on performance measurement. Notable methodologies, such as the Balanced Scorecard developed by Robert Kaplan, encapsulate four primary viewpoints: the client perspective, internal business metrics, learning and development indicators, and financial conditions. Additionally, the Total Quality Management framework places a strong emphasis on process measurement, striving for continuous improvement by surpassing customer expectations.

Despite the enduring connection between academia and practice in the domain of performance measurement, lingering critiques persist. Scholars like Melnyk, Gallagher-Ford, Long, and Fineout-Overholt (2014) and Bititci, Turner, and Begemann (2000) have castigated the limitations of performance measurement, asserting its suitability primarily in stable environments. Consequently, in turbulent and dynamically changing circumstances, the need for further exploration of performance measurement becomes evident. In summation, organizational performance remains an enduring and multifaceted subject, subject to scrutiny and adaptation, regardless of the contextual nuances that may surround it.

2.5 Hypothesis Development

In the backdrop of the Covid-19 pandemic, an unprecedented context has unfolded, one that significantly influences employees' psychological attributes and consequently, their performance and the way they engage with their work. Among these psychological attributes,

self-efficacy emerges as a pivotal element. Bandura (1997) defines self-efficacy as an individual's belief in their capacity to train and act effectively to achieve their goals, encompassing their ability to confront challenges, including the rapid adaptation to remote work. Increased self-efficacy positively influences an individual's ability to perform well within the framework of New Ways of Working (NWW) (Hypothesis 1).

Resilience, a component of positive organizational behavior, plays a significant role in an individual's psychological well-being (Youssef & Luthans, 2007). It enables individuals to rebound from adversity and adapt to new circumstances. In the Covid-19 era, resilience has become crucial as individuals employ various coping strategies to navigate these challenging times. Moreover, NWW offers the flexibility required to manage the stresses posed by the pandemic. High resilience is expected to facilitate an individual's success in adopting NWW (Hypothesis 2).

Entitlement, often associated with the millennial generation, is characterized by an inclination to embrace change, particularly in a business context influenced by the digital era. Highly entitled individuals are poised to benefit from NWW, given their proclivity for innovation and adaptability. However, there is limited research examining the correlation between entitlement and workplace dynamics, which this study aims to address (Hypothesis 3).

Conscientiousness, a trait associated with job performance, becomes increasingly relevant in the context of NWW, where autonomy and discipline are vital for success. Conscientious individuals excel in self-management, making them well-suited for remote work (Hypothesis 4).

The Mediating Role of New Ways of Working

This study posits that NWW is not merely an outcome but also a predictor of organizational performance. It examines the interplay between psychological attributes and firm performance by incorporating psychological capital and the Five-Factor Model of Personality. Self-efficacy and resilience, components of psychological capital, positively influence NWW, which in turn enhances organizational performance (Hypotheses 5a and 5b). Entitlement, stemming from the Five-Factor Model of Personality, may also affect NWW positively, contributing to improved performance (Hypothesis 5c). Conscientiousness, another trait within this model, can influence NWW and, consequently, enhance organizational performance (Hypothesis 5d).

The Moderating Role of Work Engagement

Work engagement, with its potential to foster effective communication, is posited to play a moderating role. It is expected to enhance the relationship between NWW and organizational performance, ultimately strengthening the connection between self-efficacy, resilience, entitlement, conscientiousness, and firm performance. Work engagement moderates the mediating effect of NWW, positively influencing firm performance across all these dimensions (Hypotheses 6a, 6b, 6c, and 6d).
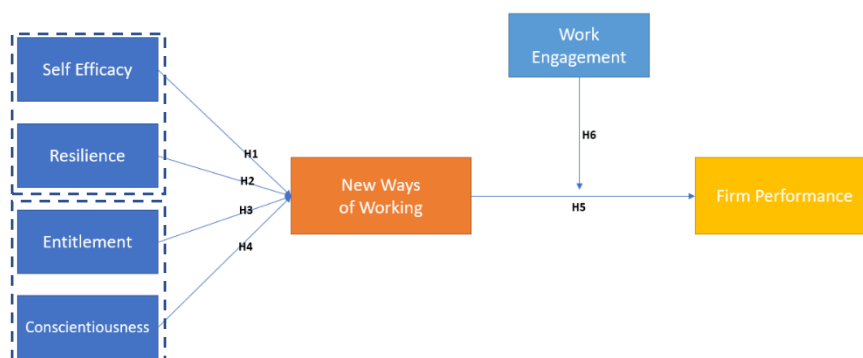
Figure 1. Research Model

3. Data and Methodology

3.1 Data and Methodology

This study employed a quantitative method using Google Forms as an online questionnaire method for data collection. Respondents were reached through various social media platforms such as WhatsApp groups, Facebook Groups, Twitter, and personal messages to colleagues. To mitigate potential bias, the study limited participation to individuals with prior experience in remote work. A social media random sampling approach was utilized for data collection and was spread across many social media platforms such as Instagram, Twitter, Facebook, and Whatsapp.

The methodological approach employed in this study hinges on the utilization of multilevel analysis, which allows for a comprehensive examination of the research objectives. Multilevel analysis, also known as hierarchical linear modeling (HLM), has gained prominence as an effective method for exploring the intricacies of complex data structures, particularly in the context of organizational research (Hox, 2010). This approach is particularly well-suited for our investigation, which encompasses the interplay between individual attributes and organizational performance outcomes.

Subsequently, the collected data underwent two stages of analysis. First, multilevel confirmatory factor analysis (CFA) was conducted using SPSS to assess data reliability and validate the question items. CFA is a statistical technique employed to confirm the underlying structure of observed constructs. For item validity, a factor loading threshold of 0.7 was set (Hair, Black, Babin, & Anderson, 2010). Additionally, the model fit was evaluated using the Comparative Fit Index (CFI), with an acceptable value exceeding 0.85 (Hu & Bentler, 1999). The Root Mean Square of Approximation (RMSEA) was considered acceptable if it remained at or below 0.06 (Hu & Bentler, 1999).

3.2 Construct Measurement

3.2.1 Psychological attributes

This study focuses on four key psychological attributes, which serve as independent variables in predicting New Ways of Working (NWW) and its impact on organizational performance. These psychological attributes gauge the extent of positive mental behavior displayed by employees during the COVID-19 pandemic and its consequent influence on work-related outcomes. The four attributes under consideration are Self-Efficacy, Resilience, Entitlement, and Conscientiousness.

These attribute selections are rooted in comprehensive literature reviews, drawing from sources such as Kemp (2013), Kotera and Correa (2020), and S. Kingma (2019). They are primarily derived from the concept of psychological capital, which has been recognized as a dynamic resource that contributes to

competitive advantages in fostering positive work outcomes and enhancing overall competitiveness (Adler & Kwon, 2002; O'Leary, Lindholm, Whitford, & Freeman, 2002).

Self-Efficacy

In constructing the Self-Efficacy measure, this study adapts the Generalized Self-Efficacy Scale originally developed by Schwarzer and Jerusalem in 1995. This particular scale was selected due to its known associations with emotions, optimism, and job satisfaction, as indicated by Schwarzer and Jerusalem (1995). Although the initial measurement consisted of 10 questions, researchers have modified it to comprise 8 questions to better align with the characteristics of the study's participant population. The scoring of these items employs a 5-point Likert scale to ensure simplicity and clarity for the respondents.

Resilience

Resilience, as defined by Leipold and Greve (2009), pertains to an individual's capacity for stability, swift recovery, and even personal growth when confronted with substantial adverse circumstances. Furthermore, it is a commendable trait that yields positive outcomes, even in the face of formidable challenges encountered during the pursuit of one's goals (Masten, 2001). Elaborating on the nature of resilience, Fletcher and Sarkar (2013) assert that it revolves around two pivotal elements: adversity and the ability to adapt positively. For the measurement of individual resilience in this study, the questionnaire items have been adapted from Youssef and Luthans (2007), comprising a set of six items.

Entitlement

Individuals characterized by a sense of entitlement (K. K. Brant & Castro, 2019) exhibit a greater openness to acquiring new knowledge and skills. This predisposition empowers them to swiftly adapt to the dynamic and ever-changing environment, including novel work practices. This tendency is particularly prevalent among the millennial generation. The attributes associated with high entitlement afford them a distinctive experience, marked by increased flexibility, which distinguishes them from previous generations (Weber, 2017).

To assess the state of entitlement in this study, a 9-item measurement derived from Campbell et al. (2004) is employed. However, necessary adjustments have been made to align the measurement with the specific characteristics of the study's participant population, leading to the elimination of one item.

Conscientiousness

According to Bakker et al. (2012), conscientious individuals typically exhibit qualities such as being organized, meticulous, detail-oriented, goal-driven, and industrious. This attribute is widely recognized as one of the most steadfast traits for predicting work-related performance, as highlighted by Barrick and Mount (2005). Hence, this study incorporates conscientiousness as a measure to evaluate various outcome variables. To assess this characteristic, the study utilizes a 6-item questionnaire derived from Hendriks, Hofstee, and Raad (1999).

3.2.2 New Ways of Working

The subsequent variable under consideration is New Ways of Working (NWW). NWW assesses the capacity to acclimatize to virtual working methods or telecommuting. It empowers employees to carry out their tasks remotely from any location they find suitable. To gauge this variable, this study adopts an item measurement initially developed by Lefebvre (1974) and further refined by S. Kingma (2019). This measurement comprises three distinct dimensions: Flexibilization, Virtualization, and

Interfacialization. Flexibilization pertains to the reliance on self-management and an increased awareness of spatial factors and spatial reflexivity (Kingma, 2019). Virtualization, on the other hand, refers to the tendency to predetermine organizational order through the algorithms of digital systems, which connect workers and functional units and instruct and manage them (Boersma & Kingma, 2005). Lastly, Interfacialization refers to the inclination for organizational life to be mediated through the use of interfaces between workplaces on one hand and digital infrastructures on the other (Kingma, 2019).

3.2.3 Firm Performance

Performance-related aspects assume paramount importance as they foster effective communication by delineating the mission and charting the path for the organization to achieve its objectives (Bourne et al., 2018). Performance is further deemed essential due to the intricate interplay between practical realities and the extant body of literature (Wilcox & Bourne, 2003). The advent of the COVID-19 pandemic has intensified scholarly interest in evaluating organizational performance, given the challenges faced by many companies in their quest for survival. To assess this aspect, the study employs a perceptual organizational measurement originally developed by Delaney and Huselid (1996). The choice of a perceptual measurement instrument is deliberate, as it empowers key informants to provide insights into the organization's status. This aligns with the research's contextual focus on individual-level assessments.

3.2.4 Work Engagement

As posited by Gajendran and Harrison (2007), the interconnectedness of New Ways of Working (NWW) and work engagement is deemed to enhance effective communication among colleagues. Furthermore, the mediating role of work engagement has exhibited favorable outcomes in terms of job performance. An exemplar of this effect can be observed in the work of Chen and Kao (2012), who observed that employees with higher engagement levels tend to achieve superior performance and concurrently experience reduced levels of burnout. Leveraging these empirical findings, this study incorporates work engagement as a moderating variable. To measure work engagement, the Utrecht Work Engagement Scale (UWES) developed by W. B. Schaufeli and Bakker in 2004 is employed.

4. Results and Discussion

4.1 Characteristics of Respondents

The study's demographic characteristics encompass Age, Gender, Occupation, Education Level, and Countries of Origin, as delineated in Table 4.1. A balanced representation of male and female respondents is observed, with a slight majority of females at 50.57% compared to 49.53% males. Graduate students constitute the largest proportion of the sample at 58.62%, succeeded by undergraduates, high school students or below, and Ph.D. students at 30.4%, 8.15%, and 2.82%, respectively. Notably, 78.68% of respondents fall within the 20-29 age bracket, underscoring the dominance of the millennial generation in the workforce. Occupation-wise, office workers, initially associated with a conservative work environment, represent the majority at 38.56%. Students engaged in part-time or full-time jobs with prior experience in New Ways of Working (NWW) comprise 27.58%, followed by government officers at 15.36%. Freelancers, self-employed individuals, and teachers/lecturers constitute 8.78%, 5.95%, and 1.25%, respectively. Lastly, respondents primarily originate from Indonesia, comprising an overwhelming 91.53%, with Thailand and Vietnam each contributing 3.13%.

Table 4.2. Characteristics of The Respondents

Characteristics	Categories	Frequency	Percentage (%)
Age	Below 20 years old	14	4.4%
	20 - 29 years old	251	78.68%
	30 - 39 years old	49	15.36%
	40-49 years old	2	0.06%
	50 years old and above	3	0.09%
Gender	Male	161	50.57%
	Female	158	49.53%
Education Level	High School or Below	26	8.15%
	Undergraduate	97	30.4%
	Graduate	187	58.62%
	Ph.D	9	2.82%
Occupation	Office Worker	123	38.56%
	Student	88	27.58%
	Government Officer	49	15.36%
	Self-Employed	19	5.95%
	Freelancer	28	8.78%
	Teacher/Lecturer	4	1.25%
	Others	10	3.13%
Country Origin	Indonesia	293	91.53%
	Thailand	10	3.13%
	Vietnam	10	3.13%
	Malaysia	2	0.06%
	Cambodia	2	0.06%
	Singapore	1	0.03%
	Brunei Darussalam	1	0.03%
	Philippines	1	0.03%
	Myanmar	1	0.03%
	Laos	1	0.03%
	Cambodia	1	0.03%
	Timor Leste	1	0.03%

4.2 Reliability Test

Following W. B. Schaufeli and Bakker's (2004) guidelines, the initial step involves testing the factor loading scores of each item. Items scoring below 0.7 are eliminated, with occasional acceptance of 0.6. Employing confirmatory factor analysis (CFA), this study identifies and tests each item within constructs using covariance. CFA serves to validate item instruments and mitigate typical biases, as endorsed by Hair et al. (2010). Model fit scores, including GFI, NFI, and CFI, are considered, ideally surpassing 0.9, though some studies accept 0.8 as the minimum. RMR and RMSEA scores are also examined, aiming for values below 0.1. Table 4.2 displays the retained items post-elimination of those with factor loadings below 0.7. Simultaneously, Table 4.3 illustrates the final model fit scores following adjustments to item measurements.

Table 4.2. Characteristics of The Respondents

			Estimate	Estimate Squared	Sum of Estimate Squared	AVE
Con1	<---	Con	0.747	0.558		
Con2	<---	Con	0.795	0.632		
Con3	<---	Con	0.716	0.379	1.569	0.5232
Entitle5	<---	Entitle	0.811	0.658		
Entitle6	<---	Entitle	0.717	0.514		
Entitle8	<---	Entitle	0.774	0.599	1.771	0.5903
FF2	<---	FP	0.808	0.653		
FF4	<---	FP	0.771	0.594		
FF8	<---	FP	0.703	0.494	1.742	0.5805
NWW10	<---	WW	0.754	0.569		
NWW11	<---	WW	0.856	0.733		
NWW12	<---	WW	0.716	0.379	1.681	0.5602
Res3	<---	Res	0.811	0.658		
Res4	<---	Res	0.698	0.487		
Res6	<---	Res	0.798	0.358	1.503	0.5008
SE4	<---	SE	0.757	0.573		
SE5	<---	SE	0.79	0.624		
SE7	<---	SE	0.786	0.343	1.541	0.5135
WE6	<---	WE	0.907	0.823		
WE7	<---	WE	0.825	0.681		
WE8	<---	WE	0.872	0.760	2.264	0.7546

Table 4.3 Model Fit Result

	GFI	AGFI	NFI	RMR	RMSEA
CFA	.896	.864	.879	.051	0.05
SEM	.889	.858	.871		.05

4.3 Structural Equation Model

Upon finalizing the model and item selection based on optimal fit values, this study employs a Structural Equation Model (SEM) using AMOS 18 software to assess the relationships among variables. While SEM is commonly used in survey research for testing dichotomous dependent variables, this study involves four variable categories: independent variables (psychological attributes - Self-efficacy, Conscientiousness, Entitlement, and Resilience), New Ways of Working as the mediator variable, work engagement as a moderator, and firm performance as the dependent variable. To analyze the moderator and mediating variables, the study employs the Process Macro (A.F. Hayes, 2013) model 4 within the extended SPSS software. This facilitates the simultaneous measurement of all constructs. The Process Macro is chosen for its reliability in assessing the indirect effect of psychological attributes on firm performance via NWW. Additionally, it is well-suited for evaluating the mediation-moderation relationship as outlined in hypothesis 6, utilizing model 14 to examine the role of work engagement in the mediation relationship as proposed in hypothesis 5.

Table 4.4 Goodness of Fit

Fit Index	
Chi-square/df	1.783,
Degree of Freedom	266
GFI	0.889
AGFI	0.858
NFI	0.871
CFI	0.931
RMSEA	0.05
P	0.000

Table 4.5 Hypothesis Testing

			Beta	S.E.	t-value	p-value
NWoW	<---	SelfE	0.601	0.085	4.713	***
NWoW	<---	Resi	0.518	0.097	2.862	**
NWoW	<---	Entit	0.592	0.049	2.886	**
NWoW	<---	Consc	0.048	0.056	0.857	0.392
FirmP	<---	NWoW	0.592	0.086	2.07	**
FirmP	<---	NWWxWE	0.614	0.036	3.191	***
FirmP	<---	Resi	0.147	0.107	1.375	0.169
FirmP	<---	Entit	0.012	0.054	0.219	0.826
FirmP	<---	Consc	0.332	0.068	4.887	***
FirmP	<---	SelfE	0.244	0.098	2.478	0.013

Model	Mediator	Outcome Variable	Std. Error	Beta	t	Sig.
SE			.0597	.1773***	2.9690	.0032
Res	NWW	Firm Performance	.0688	.0704	1.0244	.3074
Enti			.0399	.0689	1.7268	.0852
Con			.0518	.2776***	5.3614	.0000

Model	Mediator	Moderator	Outcome Variable	Std. Error	Beta	t	Sig.
SE				.0566	.1378**	2.437	.0154
Res	NWW	Work Engagement	Firm Performance	.0573	.1382**	2.4134	.0164
Enti				.0571	.1387**	2.4303	.0156
Con				.0555	.1858***	3.3448	.0009

Table 4.6 Conclusion of Hypothesis Analysis Results

Result	Hypothesis		Details
Accepted	H1		Self-Efficacy will positively relate to New Ways of Working
Accepted	H2		Resilience will positively relate to New Ways of Working
Accepted	H3		Entitlement will positively relate to New Ways of Working
Rejected	H4		Conscientiousness will positively relate to New Ways of Working.
Accepted	H5	H5a	There will be a significant indirect effect of self-efficacy on Firm Performance via NWW
Rejected		H5b	There will be a significant indirect effect of resilience on Firm Performance via NWW
Rejected		H5c	There will be a significant indirect effect of entitlement on Firm Performance via NWW
Accepted		H5d	There will be a significant indirect effect of conscientiousness on Firm Performance via NWW
Accepted	H6	H6a	Work Engagement will moderate the mediating effect of NWW to the relationship between self-efficacy and organizational performance.
Accepted		H6b	Work Engagement will moderate the mediating effect of NWW to the relationship between resilience and organizational performance
Accepted		H6c	Work Engagement will moderate the mediating effect of NWW to the relationship between entitlement and organizational performance
Accepted		H6d	Work Engagement will moderate the mediating effect of NWW to the relationship between conscientiousness and organizational performance

Hypothesis testing outcomes heavily hinge on SEM results, as presented in Table 4.5, providing the essential findings for hypothesis identification. Acceptance criteria include a t-value exceeding 1.96 and a p-value below 0.05. If both criteria are met, the hypothesis is considered supported. The direct relationships among variables exhibit weaker associations compared to the indirect and moderating relationships.

In the SEM results, H4, concerning the relationship between conscientiousness and NWW, is rejected, with a t-value of 0.857 and a p-value exceeding 0.05. Conversely, H1, reflecting the influence of self-efficacy on NWW, is supported with a t-value of 4.713 and a p-value below 0.01. This indicates a significant impact of self-efficacy on the successful implementation of NWW. Additionally, both H2 and H3 exhibit t-values of 2.862 and 2.886, respectively, with p-values below 0.05, signifying significant effects of resilience and entitlement on NWW implementation, supporting H2 and H3.

To further enhance the investigation of psychological attributes, the mediating effect of NWW, the moderating variable of work engagement, and the output variable of firm performance, this study utilizes the PROCESS macro model 14 (A. F. Hayes, 2018). This model, implemented simultaneously, strengthens the quality of the moderating effect investigated in SEM. The complete model, post-hypothesis testing using PROCESS macro by Hayes, is depicted in Figure 4-1.

The outcomes from both SEM and PROCESS macro affirm the support for H5 and H6, with elevated t-values of 3.191 and p-values below 0.05. This signifies that work engagement reinforces the association between NWW and firm performance. Furthermore, work engagement enhances the overall model, reinforcing the indirect relationship of psychological attributes to firm performance through NWW. Consequently, all hypotheses, 5 and 6, garner support.
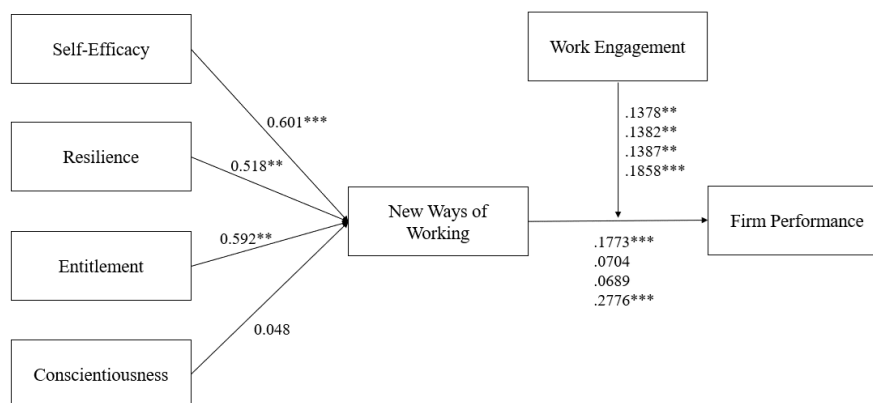

Figure 4.1. Hypothesis Test Using Hayes Process 14

5. Conclusion

5.1 Conclusion

In examining the interplay between psychological attributes, New Ways of Working (NWW), and firm performance, this study contributes nuanced insights. NWW, acknowledged for its impact on employees' mental demands and psychological capital (van Steenbergen et al., 2017a; Kotera & Correa, 2020), serves as a focal point for understanding organizational dynamics during the challenging COVID-19 era. The exploration of psychological attributes, namely Self-Efficacy, Resilience, Entitlement, and Conscientiousness, aims to redefine the model's intricacies and elucidate their collective role in enhancing firm performance.

Self-Efficacy emerges as a potent factor influencing the successful implementation of NWW. Aligned with Bandura's (1997) concept of individuals' belief in their capabilities, high self-efficacy proves pivotal in swiftly adapting to the novel demands of NWW. This positive impact extends to managing time effectively, fostering a balanced work-life experience, and facilitating smoother transitions to new working methods (Lapierre et al., 2016; Raghuram et al., 2003). As individuals grapple with unfamiliar work modalities, self-efficacy emerges as a guiding force, enabling them to navigate challenges and contribute to the organization's resilience.

Resilience, characterized by stability and swift recovery under adverse conditions (Leipold & Greve, 2009), surfaces as a catalyst for successful NWW implementation. The study reveals a positive correlation (H2: p = 0.003) between resilience and NWW, emphasizing the role of this psychological trait in fostering adaptability. Resilience extends beyond a mere psychological state, demonstrating its application in assessing performance-related outcomes and work attitudes in the workplace (Blok et al., 2011). While the specific interplay between resilience and NWW warrants further exploration, this study provides initial evidence of their interconnectedness.

Entitlement, often perceived negatively, manifests as a determining factor for successful NWW implementation (H3: p = 0.011). High entitlement individuals exhibit a greater openness to change,

increased flexibility, and a propensity to embrace new technology (R. Črešnar & S. Jevšenak, 2019). Contrary to previous studies highlighting negative aspects, this research offers a distinctive perspective, emphasizing how entitlement can drive individuals to seek improvements for everyone (K. K. Brant & Castro, 2019). In the context of NWW during the pandemic, high entitlement emerges as a facilitator rather than an impediment.

Conscientiousness, typically associated with organizational effectiveness (Clark et al., 2012), presents unexpected findings. While literature underscores the importance of conscientiousness in teleworking, this study reveals that high conscientiousness may hinder successful NWW implementation (H4: p = 0.213). The rigid work routines and reduced flexibility of conscientious individuals may pose challenges in adapting to the highly flexible nature of NWW (Haines et al., 2002). This counterintuitive result underscores the need for a nuanced understanding of how individual traits interact with evolving work paradigms.

The mediation role of NWW emerges as a critical dimension, linking psychological attributes to firm performance. Self-Efficacy and Conscientiousness demonstrate significant indirect relationships with firm performance through NWW (H5a, H5d), reinforcing the pivotal role of these attributes in the virtual work landscape (Demerouti et al., 2014; Haddon & Lewis, 1994). In contrast, Resilience and Entitlement do not exhibit a significant indirect influence on firm performance through NWW (H5b, H5c), pointing to the need for continued exploration of their intricate relationships.

The moderation role of work engagement emerges as a powerful enhancer, amplifying the influence of psychological attributes and NWW on firm performance. Work engagement significantly moderates the relationships between psychological attributes and NWW, reinforcing the positive impact of engaged employees on organizational outcomes (ten Brummelhuis et al., 2012; Chen & Kao, 2012). Inclusion of work engagement as a moderator proves instrumental in unlocking the full potential of psychological attributes and NWW in fostering firm performance during crisis periods.

In conclusion, this study illuminates the intricate dynamics between psychological attributes, NWW, and firm performance. The findings underscore the pivotal roles of Self-Efficacy, Resilience, Entitlement, and Conscientiousness in navigating the challenges of the contemporary work landscape. Furthermore, the study elucidates the mediating influence of NWW and the amplifying effect of work engagement, providing valuable insights for organizations seeking to optimize performance amidst the uncertainties of the pandemic. The nuanced exploration of these relationships contributes to the evolving discourse on organizational psychology and workforce management.

5.2 Limitations and Recommendations

This study has limitations that merit consideration. Firstly, the focus on countries with similar socio-cultural backgrounds may restrict the generalizability of findings to diverse contexts. Limited access to a global-sample-poses-constraints on the study's population scope. Future research endeavors should encompass a broader global perspective to explore potential cultural influences on the outcomes. Secondly, the study predominantly captures a snapshot of the COVID-19 pandemic's contextual aspects, emphasizing a short-term perspective. The sample primarily consists of individuals newly exposed to New Ways of Working (NWW), potentially limiting its applicability to those with more frequent NWW experiences. Additionally, the absence of differentiation based on the duration of NWW implementation implies a generalization across all samples. Thirdly, despite the diverse characteristics within the sample, this study lacks the incorporation of specific control groups. Future research could enhance precision by incorporating relevant control variables to provide a more nuanced interpretation of the results.

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Appendix

Self-Efficacy Questionnaire Items

Construct	Items	Source
Self-Efficacy	1. I can always manage to solve difficult problems if I try hard enough	Schwarzer and Jerusalem (1995)
	2. If someone opposes me, I can find the means and ways to get what I want	
	3. It is easy for me to stick to my aims and accomplish my goals	
	4. I am confident that I could deal with unexpected events	
	5. I know how to handle unexpected situations based on my capability	
	6. I can solve most problems if I invest the necessary effort	
	7. I can remain calm when facing difficulties because I can rely on my abilities	
	8. I can usually handle whatever comes my way	

Resilience Questionnaire Items

Construct	Items	Source
Resilience	1. When things are uncertain for me at work, I usually hope for the best.	Luthans (2002).
	2. If something goes wrong, I will work with more consideration.	
	3. I always see the good side of my job.	
	4. I am optimistic about what will happen to me in the future because it has to do with work.	
	5. In this job, things never go the way I want them to.	
	6. In doing this work I have the principle "there is always a wisdom behind every problem"	

Entitlement Questionnaire Items

Construct	Items	Source
Entitlement	1. I honestly feel I'm just more deserving than others.	(Campbell et al., 2004)
	2. I feel deserved to be prioritized when everything gets worse	
	3. I demand the best because I'm worth it	
	4. I do not necessarily deserve special treatment	
	5. I deserve more things in my life	
	6. People like me deserve an extra break now and then	
	7. Things should go my way	
	8. I feel deserved to more of everything	

Conscientiousness Questionnaire Items

Construct	Items	Source
Conscientiousness	1. I do things according to plan	Hendriks et al. (1999)
	2. I prefer to follow a regular schedule	
	3. I work according to a routine	
	4. I like to plan every work that I will do	
	5. When I see a messy thing, I must have to it first then do the other work	
	6. I like to finish my work before the deadline	

New Ways of Working Questionnaire Items

Construct	Dimension	Item	Source
New Ways of Working	1. Flexibilization	1. Even when I have to work outside the office, I feel comfortable	(Sytze Kingma, 2019; Lefebvre, 1974)
		2. My company relies on virtual network technology to work	
		3. My company is known for its innovative and transparent use of technology in the workplace.	
		4. The main physical office is an alternative choice in work	
		5. I feel I have a normative responsibility regarding work output when I am not present at the office	
	2. Virtualization	1. I like job differentiation	
		2. I prefer virtual assignments than assignment in physical stacks of paper.	
		3. I feel comfortable if all tasks are centralized in one platform (eg. Google drive, dropbox, etc.)	
		4. I like the performance appraisal based on the output.	
		5. I feel comfortable even though I am assigned with colleagues from different departments.	
		6. I feel comfortable with the combination of virtual and physical facilities	
	3. Interfacialization	1. I am able to manage both virtual and physical working methods.	
		2. I believe that the existence of good virtual facilities will also increase work creativity in physical / in-person meetings	
		3. I believe in the future there will be fewer jobs requiring regular physical / in-person attendance.	
		4. I like to be given the freedom to work from anywhere.	

Firm Performance Questionnaire Items

Construct	Dimension	Items	Source
Firm Performance	1. Perceived Organizational Performance	1. The product and service quality in our company are better	Delaney and Huselid (1996)
		2. Our company carries out systematic product development	
		3. Our company runs innovative programs	
		4. Our company is able to attract competent employees	
		5. Customer satisfaction is of particular concern	
		6. Our company pays attention to a good relationship between management and employees	
		7. The relationship among colleagues is good	
	2. Perceived Market Performance	1. Our company carries out efficient and innovative marketing activities	
		2. Our company experienced better sales growth than our competitors	
		3. Our company get more profit than our competitors	
		4. Our company have larger market share than our competitors	

Work Engagement Questionnaire Items

Construct	Dimension	Items	Source
Work Engagement	1. Vigor	1. At my work, I feel bursting with energy	W. B. Schaufeli and Bakker (2004)
		2. At my job, I feel strong and vigorous	
		3. When I get up in the morning, I feel like going to work	
		4. I can continue working for very long periods at a time	
		5. At my job, I am very resilient, mentally	
		6. At my work I always persevere, even when things do not go well	
	2. Dedication	1. I find the work that I do is full of meaning and purpose	
		2. I am enthusiastic about my job	
		3. My job inspires me	
		4. I am proud on the work that I do	
		5. For me, my job is challenging	
	3. Absorption	1. I feel like time flies fast when I'm working	
		2. When I am working, I forget everything else around me	
		3. I feel happy when I am working intensely	
		4. I am immersed in my work	
		5. I get carried away when I'm working	
		6. It is difficult to detach myself from my job	