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Digital Organizational Support and Employee Well-Being: The Role of Moderating Religious Coping

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ABSTRACT

The rapid and unpredictable business environment changes can affect work patterns and organizational sustainability, such as during the Covid-19 pandemic. Organizations are required to carry out social distancing by working from home to provide services to the community. Emotional exhaustion can arise when the work process has to be done at home for a relatively long time with social interactions restrictions. Based on conservation of resources theory, this study examined the effect of working from home via telework on employee well-being for civil servants in the public sector. The study involved 150 civil servants as respondents. Data analysis using structural equation modelling. Results showed that digital organizational support has no significant effect on emotions. Religious coping strategies significantly moderate the relationship between emotional and employee well-being. Besides, emotions do not entirely mediate the relationship between digital organizational support and employee well-being. The findings of this study have important implications for organizations, especially regarding overcoming emotional exhaustion during the Covid-19 pandemic. The research limitations, future research and managerial implications are also discussed in the study.

INTRODUCTION

Advances in communication technology have changed attitudes and work patterns of a person in carrying out his job (Bentley et al., 2016). It means that people do not have to carry out and finish their work at the office. Patterns and ways of working can change due to several factors, such as the Covid-19 virus outbreak at the end of 2019.

Organizations are required to impose social distancing by working from home to provide services to the community using the telework method.

Telework or work from home (WFH) is defined as work flexibility where employees work not in their offices but from home or other locations. Without personal contact, they can still serve the community using information technology (Bentley et al., 2016). Several studies related to this have been conducted. The studies indicate that working based on a network has provided flexibility for individuals and organizations to provide services and complete their work anytime, anywhere and not necessarily in the office (Bayrak, 2012). The analysis results were also found by (Bentley et al., 2016; Gajendran & Harrison, 2007; Martin & MacDonnell, 2012), that telework has a positive relationship with increased retention, organizational commitment and performance, individual well-being and job satisfaction.

Nevertheless, in some literature, such as (Bélanger et al., 2013; Gajendran & Harrison, 2007) analyzed that telework triggers an increase in individual productivity but in a short time. It certainly still requires a more profound analysis concerning its impact on individual productivity and well-being for a relatively long time. Other literature also found that not all telework are effective and even had a negative effect on certain conditions (Mahler, 2012; Sardeshmukh et al., 2012), for instance, social isolation and coworker dissatisfaction (Golden et al., 2008). Emotional exhaustion can arise when the work process has to be done at home for a relatively long time with social interactions restrictions. Employees' emotional exhaustion can affect work effectiveness (Weinert et al., 2014) and their well-being (Golden et al., 2008). Another study by (Fujimoto et al., 2016) in Japan revealed that telework during work from home has a positive impact on their work autonomy. In turn, it can lead to greater work involvement. However, emotional exhaustion is not related to telework work patterns (Fujimoto et al., 2016). Moreover, individuals with a higher work preference with home and work integration may have a weaker relationship between telework work patterns and emotional exhaustion and vice versa (Xie et al., 2018).

In accordance with the conservation of resources theory that individuals will always try to maintain, protect, and building on its resources. Environmental conditions and situations that threaten them are assessed as potential or actual loss of this valuable resource. This study examined the effect of working from home via telework on employee well-being for civil servants in the public sector. This study also contributes to complement the study conducted by (Bentley et al., 2016). In this study, the mediating factor of emotional exhaustion and the moderating variable of religious coping were used to overcome emotional exhaustion, which has not been discussed in the Bentley study. Another contribution of this study is that this study was conducted on civil servants in public sector agencies in an abnormal situation, namely the covid-19 pandemic. This situation allows employees to work outside their formal working hours.

LITERATURE REVIEW AND HYPOTHESIS

Theoretical background: Conservation of Resources Theory

The basic principle of this theory is that a person will try to defend, protect, and build on the resources he has from things that can threaten, reducing the loss of the actual potential of this valuable resource he has (Hobfoll, 1989). Included in the category of resources in this case are conditions. Positive social conditions can be a resource in which individuals have stress resistance. Social relations and social support can be useful resources in achieving prosperity. Personal characteristics are resources to the extent that they generally help with stress resistance. Energy is also a valuable resource for individuals including time,

money, knowledge and others. (Cohen, S., & Wills, 1994; Hobfoll, 1989). These resources can be an important resource in dealing with changes to working from home as impact of the Covid-19 pandemic which has the potential to cause work stress. Personal resource and religious religion is their preferred coping strategy in overcoming or managing various tense experiences and psychological pressure they experienced (Perera et al., 2018).

1 The Relationship between organization digital support and employee emotional exhaustion

Changes in work patterns through telework or work from home involve physical abilities, cognitive changes, work demands and high work involvement. (Sardeshmukh et al., 2012), Such conditions have an impact on employee exhaustion if organizational support is low (Bentley et al., 2016; Coenen & Kok, 2014; Sardeshmukh et al., 2012). The positive work environment and organizational support can foster employee personal resources and increase their psychological strength (Michel et al., 2013). In line with this, employees who perceive emotional and instrumental support from their organization or co-workers positively affect employee well- being (Rego et al., 2014). Another study conducted by (Fujimoto et al., 2016) in Japan revealed that using telework during work from home has a positive impact on their work autonomy, leading to greater job involvement. However, it turns out that emotional exhaustion is not related to telework work patterns (Fujimoto et al., 2016). It is in line with the finding that for individuals who have a higher work preference with home and work integration, there may be a weaker relationship between telework work patterns and emotional exhaustion and vice versa (Xie et al., 2018). Based on the description, the following hypothesis is proposed,

H1: Organizational digital support during work from home has a significant effect on employee emotional exhaustion

2.The Relationship between emotional exhaustion and employee well-being

The research result of (Song & Gao, 2020) indicates that telework yang Telework carried out on weekdays or weekends/holidays is always associated with higher stress levels. It has a negative effect on a person's subjective well-being. Although working online can reduce work pressure from the office, give independence at work, and reduce work conflicts (Sardeshmukh et al., 2012), but this condition is only relatively short (Bélanger et al., 2013). It will cause work exhaustion and boredom for a relatively long time, especially if there are work demands outside of their formal jobs. A study by (Lizano & Mor Barak, 2015), describes that employees' emotional exhaustion has a negative effect on employee well-being. Employees who experience self-exhaustion will reduce the level of activity and exploitation of their resources (Marchand & Vandenberghe, 2016). Such conditions will affect their work, services, and well-being. Empirical evidence (Karatepe, 2015) shows that personal resources fully mediate the role of organizational support and the desire of employees to leave their jobs. Related to (Karatepe, 2015) study, the age and trust factors of the organization in employees also affect how people manage their emotional state (Chughtai et al., 2015). Employees who are getting older can better manage their emotions. This condition will affect his well-being. Based on this description, the following hypothesis is proposed,

H2: Emotional exhaustion has a significant effect on employee well-being

3 The Role of moderation in religious coping in the relationship between emotional exhaustion and employee well-being

A person who experiences high psychological stress and exhaustion will experience discouragement or try to cope

with it. Many of them seek to return to their religion to help deal with this stress (Ellison & Taylor, 1996). In a situation where people are no longer able to find a way to solve their problem, religion offers various solutions to overcome it. It is because religion is a system of meaning that is very comprehensive in informing an absolute value and purpose of life (Park, 2005). Attributions to God will also help individuals understand disturbing or distressing events. It facilitates them to adapt to unpleasant situations (Lee, 2007). Empirical studies of various groups in dealing with significant triggers of stress show that methods of religious coping have positive implications for a person's well-being (Lee, 2007; Pargament et al., 2001; Park, 2005). Studies conducted in students and nurses by (Ekedahl & Wengström, 2010; Perera et al., 2018) imply that religion is their preferred coping strategy in overcoming or managing various tense experiences and psychological pressure they experienced. Not only that, but the religious coping method also gives a unique variant of the results outside of the effects of the non-religious coping method (Pargament et al., 2001). Based on this description, the proposed hypotheses are:

H3: Religious coping moderates the relationship between emotional exhaustion and employee well-being

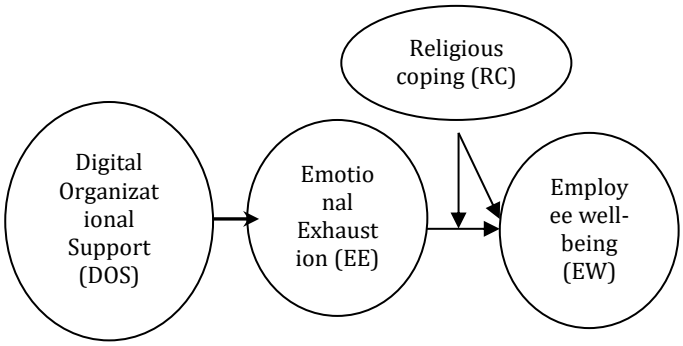
H4: Religious coping has a significant effect on employee well-being

4 Emotional exhaustion as a mediator in the relationship between organizational digital support and employee well-being

Organizational support for employees in low work performance will trigger emotional exhaustion (Coenen & Kok, 2014; Sardeshmukh et al., 2012). Conversely, a positive work environment and organizational support can foster employee personal resources that increase their psychological strength (Michel et al., 2013). In line with this, employees who perceive emotional and instrumental support from their organization or co-workers positively affect employee well-being (Rego et al., 2014). The research by (Lizano & Mor Barak, 2015), informs that the emotional exhaustion factor of employees will have a negative effect on employee well-being. Employees who experience self-exhaustion will reduce their activity and the exploitation of their resources (Marchand & Vandenberghe, 2016), Such conditions will affect their work and services as well as their well-being. Based on this literature, the following hypothesis is proposed:

H5: Emotional exhaustion mediates the relationship between organizational digital support and employee well-being

Pictographically the empirical model of the research is presented in Figure 1.



Figur1. Research Model

Methods

Data Collection

The sample in this study comprised 150 civil servants of Central Java province. The data were obtained using an online questionnaire given to the employees.

Measurement of Variables

Digital organizational support (DOS) is measured through organizational support in providing practical technology advice and information, organizational trust, work support facilities, instrumental organizational support, and positive organizational support for employee work success. (Bentley et al., 2016).

Emotional Exhaustion (EE)**,** is measured using four measurement items (Karatepe, 2015). It is related to the psychological conditions felt by employees during work in the network, namely: feeling bored at work, emotional exhaustion at work, frustration with work, and working too hard.

Religious coping (RC), is a way for individuals to use their beliefs in managing stress and problems in life (Wong-Mcdonald, A., & Gorsuch, 2000). This variable is measured through five aspects selected from a positive religious coping strategy (Pargament et al., 2001). This study is adapted to the conditions of Indonesia. They are; the condition that employees perceive now is a test from Allah as a form of His compassion, establishing a relationship with Allah in solving problems, asking for prayer, God's strength and guidance, taking the best wisdom from Allah, giving spiritual support to others.

Employee Wellbeing (EW)**,** is the subjective emotion of employees on their work experience. Four items measure it: feeling happy about work results, feelings about workload, work comfort and work balance (Bosua, R., Gloet, M., Kurnia, S., Mendoza, A. and Yong, 2012)**.**

Data Analysis

The collected data will be analyzed using SEM by the smart PLS application to test the modeled hypotheses.

Results and Discussion

Demographic Analysis of Respondents

In Table 1, an overview of the data on the respondents of this study is presented in demographics.

Table 1. Respondent Demographics

Information	Criteria	N	Percentage
Gender	Male	68	45%
	Female	82	55%
Age	24-30 years old	30	20%
	31-40 years old	40	27%
	41-50 years old	36	24%
	>50 years old	44	29%
Latest Education	D3	3	2%
	S1	110	73%
	S2	34	23%
	S3	3	3%
IT Skills	Low	8	5%
	Sufficient	129	86%
	Proficient	13	9%
Marital Status	Married	140	93%
	Single	10	7%
Main Social Media Accounts	Facebook	24	16%
	Twitter	6	4%
	Instagram	18	12%
	WhatsApp	102	68%
Have Toddlers	Yes	41	27%
	No	109	73%
Total		150	100%

Table 1 shows some general information about respondents: gender, age, latest education, skills in using information technology, the respondent's marital status, the main social media accounts used by respondents, and respondents with toddlers. The majority of respondents in this study are women, as much as 55% of 150 respondents.

Based on the age range, most respondents who dominate are civil servants over 40 years old, namely 53% of the total respondents. It shows that, in general, the individual already has emotional maturity and personality at that age. According to the instructions of Al Quran, at that age, individuals must show maturity in religion and be closer to Allah in facing all problems (HQ. Al Ahqaf.46: 15). Meanwhile, most respondents are civil servants with the latest education in undergraduate. Thus, they are considered to have more competent knowledge and mindset regarding the tasks and responsibilities.

In terms of information technology skills, respondents have a sufficient IT skills level, namely as much as 86% who dominate the research. At this level, it is estimated that employees will not experience obstacles in carrying out their duties with a telework pattern.

Based on marital status, respondents with married status are more dominant, namely 93% of the total respondents.

Furthermore, based on the main social media accounts, the respondents mostly used WhatsApp, with 68%. It signifies that this media is familiar to most of the respondents. The last, the respondents who have toddlers are very small, namely 27%. Having toddler for women respondents would undoubtedly be one of the factors influencing work from home.

Descriptive statistics

A descriptive statistic is a method used to analyze and present quantitative data from the samples obtained. This analysis aims to provide a simple description of the data. Descriptive statistics generally consist of the average value, the median value, the maximum value, the minimum value, the standard deviation., and the total data/respondents. However, this study focuses more on the average value of the data from the respondents' answers.

In the descriptive analysis, the respondents' perceptions studied can use the range criteria. The formula is; the maximum value of the scale used minus the minimum value of the scale used, then divided into three types of interpretation low, medium, and high. The interpretations are as follows:

1.00 – 4.00 = Low
4.01 – 7.00 = Medium
7.01 – 10.00 = High

In this study, the data obtained from 150 respondents answered the questionnaire completely to be further processed. The mean and standard deviation (SD) for each variable shown in Table 2 below:

Table 2. Descriptive Statistics of All Variables

Variable and indicator	Mean	SD
Digital Organization support (X_1)		
Organizations provide technology advice and information for successful work from home.	7.97	2.06
The organization assists with data packages/credit	5.04	3.32
The organization gives full confidence to employees while working from home	8.37	1.87
The organization is ready to provide solutions to work problems while working from home	7.95	1.93
Organizations provide support tools for working from home	6.23	2.65
Mean	7.11	
Emotional Exhaustion (X_2)		
Bored at work	5.78	2.51
Emotional exhaustion of work	5.38	2.53
Frustrated with work	4.27	2.37
Working too hard	4.48	2.42
Mean	4.98	
Employee Wellbeing (Y)		
Feeling happy while working from home	6.41	2.40
Working from home reduces the workload	6.16	2.28
Feeling happy working from home because being around the family	7.25	2.39
Feel comfortable working from home	6.13	2.43
Mean	6.49	
Religious Coping (Z)		
Grateful for Allah's blessings	8.57	1.89
Rely upon Allah	8.67	1.65
Pray for strength and guidance from Allah	8.81	1.73
Take the best wisdom for all events	8.93	1.57
Give spiritual support to others	8.19	1.84
Mean	8.63	

Based on the Table 2 above, the five organizational digital support constructs are at a high average value of 7.11. Thus, in general the respondents gave a very

positive and outstanding response to the digital support of the organization they felt. Based on descriptive data it was found that there were three important points that were considered to support the workforce when working from home, namely technology and information support, trust in the workforce and organizational efforts to help solve problems when employees work from home. The four constructs of exhaustion are at an average value of 4.97. It means the respondents gave a relatively positive and good enough response to the emotional exhaustion they felt. The work from home pattern during this pandemic is generally considered to be less emotionally disturbing to employees. The four indicators of employee well-being are at a high average value of 6.49. The respondents gave a positive and reasonable response to the well-being they felt while working from home. Table 2 also shows the five indicators that make up religious coping are at a high average value of 8.63. It means the respondents gave very positive responses and they did very good religious coping.

Result outer model analysis

The outer Model analysis aims to test the validity and reliability of the latent variable constructor indicators. This test is carried out through Discriminant validity by looking at the average variance extracted (AVE) value of each construct. It is recommended that the measurement value results are more significant than 0.50 (Ghozali, Imam dan Latan, 2015). Reliability test is done through composite reliability (ρc). The indicator group that measures a variable has good composite reliability if it has composite reliability above 0.60 (Ghozali, Imam dan Latan, 2015). The results of are shown in Table 3.

Table 3. Construct Reliability and Validity

Variable	Cronbach's Alpha	Rho A	Composite Reliability	Average Variance Extracted (AVE)
Digital organizational support	0.781	0.897	0.846	0.535
Emotional exhaustion	0.874	0.934	0.913	0.724
Employee well-being	0.926	0.959	0.947	0.816
Moderating effect	1.000	1.000	1.000	1.000
Religious coping	0.906	0.913	0.931	0.729

According to Table 3, the AVE values of the latent variable constructs are above 0.5, which signifies that the data is valid. Cronbach's alpha and composite reliability values are above 0.6. It means that the data has also been reliable. Thus, based on the outer model or measurement model that gives good results, data processing can be continued to the next stage, namely the inner model analysis.

Result inner model analysis

The inner model testing was carried out using the Smart PLS 3.2.9 application, where output can be generated from bootstrapping. The result of the inner model analysis is described in the R- Square figure. It explains the relationship between latent variables, including the significance of the effect, the regression coefficient or the magnitude of the influence of each exogenous variable on endogenous variables, and the importance of the impact of these exogenous variables on endogenous variables. The output of the test results is presented in Table 4 below.

Table 4. Path Coefficients (Mean, STDEV, T-Values, P-Values)

Paths	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Digital organizational support -> emotional exhaustion	0.175	0.199	0.125	1.401	0.162
Emotional exhaustion -> employee wellbeing	-0.158	-0.166	0.088	1.800	0.072
Moderating effect -> employee well-being	-0.157	-0.153	0.065	2.421	0.016 ***
Religious coping -> employee well-being	0.353	0.362	0.086	4.112	0.000 ***

Notes: ***) significant at p <0.01; **) significant at p <0.05; *) significant at p <0.10

The determination coefficient value in the effect of the independent variable on the dependent variable is presented in Table 5 below.

Table 5. R-Square Result

Variable	R Square	R Square Adjusted
Emotional Exhaustion	0.031	0.024
Employee Well-being	0.234	0.219

Based on the results in Table 4, hypothesis 1 (H1) testing is based on the path coefficient calculation results. Coefficient value 0.175, the t statistic is 1.401 <t table (1.968), and probability or p-value is 0.162> 0.05 (5% significance). It means which states that digital organizational support has a significant effect on emotional exhaustion, is not accepted. In hypothesis 2 (H2), the t-statistic is 1,800 <t table (1,968), and the probability or p-value is 0.072> 0.05 (5% significance), therefore the results are not significant. In conclusion, the H2, which states that emotional exhaustion has a significant effect on employee well-being, is not accepted.

Furthermore, the path coefficients calculation of H3 presented in Table 4 shows that the statistics are 2.421> t table (1.968), and the probability or p-value is 0.016 <0.05 (5% significance). In other words, the results are significant. Hence H3, which states that religious coping can moderate emotional exhaustion on employee well-being, is accepted. The direct effect test of the moderating religious coping variable on its relationship with employee well-being shows significant results. Based on the t-test, on the results of path coefficients calculation presented in table 4, the statistics is 5.154> t table (1.968), and the probability or p-value is 0.000 <0.01 (1% significance) indicate significant results; thus, H4 is accepted. In the moderation relationship, it can be concluded that religious coping can be a quasi-moderation between emotional exhaustion on employee well-being.

The intervening variable in this study is emotional exhaustion, which is the intermediary between the independent digital organizational support variable and the dependent variable on employee well-being. Based on the significance test that has been analyzed in the inner model, emotional exhaustion does not have a significant effect on employee well-being, so that the emotional exhaustion function as a mediator cannot be tested further. In other words, emotional exhaustion cannot be a mediating variable between digital organizational support on employee well-being. Therefore, hypothesis 5 (H5) states that emotional exhaustion can mediate the relationship between digital organizational support on employee well-being is not accepted.

The contribution of the digital organizational support variable to emotional exhaustion is reflected in the R square value as in table 5, which is only 3.1%. It means that digital organizational

support for work from home patterns makes a relatively small contribution of 96.9%, whereas other variables outside of this study influence the rest. Meanwhile, the contribution of the three independent variables on employee well-being is 23.4%. It implies that other variables outside of this study influence as many as 76.6%.

This study indicates that digital organizational support for employees while working from home during the COVID-19 pandemic has no significant effect on employee emotional exhaustion. This result is different from the findings (Bosua, R., Gloet, M., Kurnia, S., Mendoza, A. and Yong, 2012; Coenen & Kok, 2014), which suggest that digital organizational support will affect employee emotional exhaustion in telework work patterns. However, the results of this study are in line with the findings (Fujimoto et al., 2016; Xie et al., 2018) which state that telework work patterns are not associated with employee emotional exhaustion. The individuals with home integration preferences and high work will have a weak relationship with telework work patterns and emotional exhaustion. Furthermore, based on respondents' perceptions, on average, they want social support in the form of trust to work from home (Table 2) the value is 8.37, while the perception of practical support in the form of data package/credit is relatively smaller at 5.04. It means that digital support has a practically small effect on employee emotional exhaustion. Regarding the preference for working at home, the average respondent has a relatively high pleasure in working from home, because they can gather and get support with their family (Wong et al., 2021). Respondents' skills in media and IT, which on average have sufficient abilities (Table 1), can also reduce barriers in telework work patterns that ultimately affect their welfare (Bentley et al., 2016).

Likewise, the study results (Table 4) indicate that employee emotional exhaustion negatively affects employee well-being but does not significantly affect the relationship between emotional exhaustion and employee well-being. These results are in line with research by (Lizano & Mor Barak, 2015) which states that emotional exhaustion is negatively related to employee welfare. Employee personal quality factors can influence this insignificant effect, as suggested by (Karatepe, 2015), through empirical evidence. It states that personal resources fully mediate organizational support and the level of satisfaction with their work. Related to this study, the organization's age and trust factors also affect their emotional state (Chughtai et al., 2015). Older employees are better at managing their emotions. In (Table 1) at the age range, most respondents who dominate are civil servants over 40 years old, namely 53% of the total respondents. It shows that, in general, the individual already has the maturity to manage his emotions and personality at that age. According to the instructions of the Qur'an, at that age, the individual must show maturity in religion and be closer to Allah in facing all problems (HQ.46: 15).

This study found that the emotional exhaustion variable did not mediate the relationship between digital organizational support and employee well-being. Meanwhile, the religious coping variable significantly moderates the relationship between employee emotional exhaustion and employee well-being. In general, respondents gave a very positive and excellent response to their religious coping (table 5). It also shows that civil servants use religious coping in dealing with changes in work patterns during the Covid-19 pandemic and its effects. Employees use religious coping as a strategy and effort to build and maintain the quality of their resources, so that environmental conditions and changes in work patterns that have the potential to cause stress and emotional exhaustion can be handled properly. This condition allows employees to maintain their level of welfare even though they work from home. These findings are relevant and support the conservation of

resources theory (Hobfoll, 1989). They believe that nothing created by Allah is in vain (HQ.3:191): "*those who remember Allah while standing or sitting or lying down and they think about the creation of the heavens and the earth (saying): "Our Lord, You did not create this in vain, Glory be to You, so take care of it. us from hell"*. Likewise, all events, including the COVID-19 pandemic, must have good lessons for humans. as God's firm in the Qur'an (HQ.2:216 : "*It may be that you hate something, even though it is very good for you, and it may be that you like something, even though it is very bad for you; Allah knows, while you do not know".* The results of this study support studies (Ekedahl & Wengström, 2010; Lee, 2007; Pargament et al., 2001; Park, 2005; Perera et al., 2018). that religious coping strategies can assist employees in maintaining the quality of their personal resources (Hobfoll, 1989) so that they feel comfortable implementing and providing work services during work from home.

Conclusion

This study provides evidence that religious coping plays a considerable role in managing emotions and improving their well-being on the work from home. The results of this study also indicate that organizational practical digital support does not significantly influence emotional exhaustion. Organizational support by building trust in employees will have a more positive effect during work from home. Finally, the results of this study also show that emotional exhaustion does not have a mediating relationship between digital organizational support and employee well-being.

The findings of this study have important implications for organizations, especially regarding overcoming emotional exhaustion during the Covid-19 pandemic. This study indicates that religious coping strategies are proven to help moderate the relationship between employee exhaustion and well-being. Accordingly, organizations can consider improving the quality of employees' religious understanding and appreciation through various media. Trust for employees and co-workers is perceived as more positive than practical support (giving credit/data package). It can be an organizational concern when imposing a working from home policy.

This research has several imitations. This study uses Civil Servants as a sample. his certainly limits the generalizability of the research results to other types of work. Future studies may evaluate this research model in other work to increase the external validity of the findings reported here. This study investigates the role of one of the intervention variables, namely emotional exhaustion. However, the results of this study show that these variables do not mediate the relationship between digital organizational support and employee welfare. Future research can use other variables as mediators of the relationship between these variables.

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