

# THE JOINT VIRTUAL CONFERENCE OF AHRD-ARACD 2021

Advancing work practices in response to  
emerging changes in work & life

## CONFERENCE PROCEEDINGS

Editors:

Roziyah Mohd Rasdi • Nur Afiqah Zulkifly • Steven Eric Krauss

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BERILMU BERBAKTI



Academy of Human Resource Development  
Leading Human Resource Development Through Research



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## **Foreword**

On behalf of the AHRD-ARACD 2021 committee, we would like to express our gratitude to all the authors and co-authors of this conference proceedings. Without the contribution from you, this proceeding will not become a reality. Next, many thanks to all the reviewers who have helped with the reviewing process since we received our first conference submission. We are lucky that this year, 114 reviewers from all over the world have willingly helped us select only the best submissions for this conference.

This year, we had eleven conference tracks, which ultimately represented the main theme of the conference, “Advancing work practices in response to emerging changes in work and life”. There are 105 papers, full papers or abstracts, including seven posters’ abstracts in this proceeding, covering the tracks that we provided. These papers came from 17 countries, including Malaysia, Indonesia, China, Thailand, Taiwan, Vietnam, Sri Lanka, Hong Kong, South Korea, India, Pakistan, Lebanon, Turkey, Sudan, Japan, Singapore, and the United States of America. Professors, graduate students, government officers, and private practitioners are bringing different interests and world views, which makes a conference such as the AHRD-ARACD 2021 beautiful.

We are delighted to observe the diversity of empirical and conceptual work in this conference, which has touched many important issues in HRD; from career development to national and international issues, such as the recent Covid-19 pandemic. Our authors come up with cutting edge investigation and coined further research agendas, which will further progress our field in the era of pandemic and post pandemic. Evidently, as a field that grows and is affected by global situation, HRD scholars and practitioners continue to thrive and make this world a better place with their contributions.

Finally, thank you again for each and everyone’s contributions for this proceeding. We hope you will enjoy reading the compilation of our colleagues’ hard work, and may you continue to get inspired by this collective effort to advance our field in the future.

Roziah Mohd Rasdi, Nur Afiqah Zulkifly, & Steven Eric Krauss  
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**THE INFLUENCE OF NEW WAYS OF WORKING (NWOW) ON WORK ENGAGEMENT WITH PROACTIVE PERSONALITY AND JOB CRAFTING AS MEDIATORS**

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**Abstract**

Employees' work engagement is one of the important outcomes to identify whether the employees are enjoying their work. Currently, New Ways of Working (NWOW) are increasingly being adopted in the workplace to suit the needs of a diverse workforce, with the aim of increasing work engagement. NWOW research is currently scarce, particularly in terms of the effects on people's work engagement and organisational performance. This paper contributes to an initial framework to examine the relationships of NWOW and work engagement, with proactive personality and job crafting as mediators. Identifying this relationship has the potential to contribute to work engagement and NWOW literature, and to human resource development practice.

**Keywords:** *Work engagement, New ways of working, Proactive personality, Job crafting*

**Introduction**

New Ways of Working (NWOW) is a concept in which employees do not just work according to a fixed time period at a specific location. It is defined as a method of work design in which employees can choose when and where they work supported by technology (ten Brummelhuis et al., 2012). One of the factors that influences the adoption of NWOW is global development, for example, maintaining market competitiveness, reducing operating costs, and boosting productivity (Blok et al., 2012 as cited in Duque et al., 2020). Another factor, millennials who are entering the employment at a time of rapid technology change and transition, believing that having access to information and communication technology (ICT) will help them be more productive (Attaran et al., 2019). Digital media also addresses people's needs for relational requirement and strengthens intergenerational relationships (Venter, 2017). Furthermore, during the COVID-19 pandemic, most organisations adopt a work-from-home practice for employees. Owing to that, many organisations now implement NWOW particularly remote working to ease the working processes (Gartner, 2020). Since NWOW provides more flexibility