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DURING THE COVID-19 PANDEMIC THE RELATIONSHIP BETWEEN FLEXIBLE WORKING AND WORK ENGAGEMENT: A RESEARCH ON TEACHERS

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ABSTRACT

The global Covid-19 pandemic has necessitated rapid changes in both social and business life in a short time. One of these changes, flexible working, although existing before, has become even more common with the advent of the pandemic. The importance of flexible working has increased in terms of combating the pandemic and workplaces have largely started to adopt flexible working in order to minimize the effects of the pandemic on business life. This research investigates the relationship between teachers who work flexibly and their passion for work during the Covid-19 Pandemic period by using demographic variables. Quantitative research method has been used in the study, data has been obtained by using online survey collection technique, and a total of 265 questionnaires have been evaluated for the analysis of the data. The entire data has been recorded in SPSS (statistical package for social sciences) for Windows 22 software on the computer and analyzed. According to the data obtained as a result of the study, there is a significant difference between the marital status, number of children and job experiences of the teachers and the sub-dimensions of work engagement, dedication, absorption and vigor. The number of children and job experiences of teachers and the sub-dimension of flexible working work responsibility indicate a significant difference. In addition, the overall scores of flexible working show a significant difference according to the job experience of the teachers.

Keywords: Covid 19, pandemic, flexible working, work engagement

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Introduction

The coronavirus, which broke out in the Wuhan province of China towards the end of December 2019, quickly spread all over the world. The pandemic has crossed national borders, affecting all people, regardless of nationality, education level, income or gender (Schleicher, 2020). Therefore, the World Health Organization has declared the disease as a 'global epidemic'.

The coronavirus pandemic broke out unexpectedly and affected many areas such as education, health and economy. The spread of the virus has threatened public health as well as everyday life. Coronavirus has brought a new way of life to today's world (Meier et al., 2020). With this new lifestyle, the perceptions of institutions and employees about their jobs and professions have started to be reshaped. While the coronavirus has increased the value of some occupational groups, it has caused some occupational groups to come to the point of extinction. One of the most critical consequences of this pandemic has been that those working in some professions can do their jobs from home (Kramer, 2020, p. 2).

The pandemic has affected all levels of the education system, from preschool education to higher education. The effort to contain the pandemic has led to school closures in over 100 countries around the world, with over a billion students out of school (Onyema et al., 2020). Many countries, including Turkey, have suspended face-to-face education and switched to distance education to minimize the impact of the pandemic on education (Hebebci, Bertiz and Alan, 2020). Distance education has become an indispensable practice in order to continue education during the pandemic period.

This research investigates the relationship between teachers' flexible working and work engagement during the Covid-19 pandemic period depending on demographic variables. The sample of the study consists of a total of 265 teachers, 117 male and 148 female. Work Engagement (Vigor, Devotion, Absorption) has been regarded as an independent variable in the research and Flexible Working (Work-Life Balance, Work Responsibility, Other Employees) has been regarded as the dependent variable. In our study, gender of teachers, marital status, number of children and job experience have been discussed as control variables. The data, the scale items related to the variables of the research and the surveys containing the questions about the participants in the research have been collected online. The survey used in the research consists of 3 parts. The first section includes the socio-demographic characteristics of the participants included in the study. The second section consists of Work Engagement Scale. The third section inquiries about the Flexible Working Practices Attitude Scale. The entire data has been recorded in SPSS (statistical package for social sciences) for Windows 22 software on the computer and analyzed.

Conceptual Framework

In this section, the concepts of Flexible Working and Work Engagement will be discussed.

Flexible Working Concept

There is no known absolute definition of the concept of flexible working, nor any set point. It may vary in different countries, and there are different points even between companies (Çamlı, 2010). The concept of flexible working can be expressed as the difference that occurs in the known working pattern. Flexible working is the arrangement of the parties' mutual working style in a different way from the known way of working (Noyan, 2007). The definition of softening the principles of working life in terms of time spent working, production systems and employment forms can also be made for the concept of flexible working (Göktürk, 2007).

Flexible working is not a working style that is relieved from legal obligations without being bound by the rules. It specifies that the parties arrange the conditions, working space and hours in the working model, which is linked to the past, in accordance with the requirements.

The legalization of the concept of flexibility in business life was made possible by the Labor Law No. 4857, which repealed the previous Labor Law No. 1475 in June 2003 in Turkey. This new law has emerged due to reasons such as the widespread use of different working styles due to the presence of new technologies, the creation of different practices and models for the regulation of work, part-time work, labor sharing, the widespread use of sub-employer practices, and call-based work.

The Concept of Work Engagement

The concept of work engagement is one of the concepts of positive organizational behavior frequently mentioned in the international literature. It is expressed by Schaufeli that work engagement means dedication in daily life, passion, participation in life, self-devotion, energy, and focused effort (Schaufeli, 2012: 3-10.). Work engagement is defined as the positive state of mind or positive behavior, dedication, fitness, self-giving,

and effective positive cognitive state that leads to positive results about work. In an effort to bring together thoughts in terms of passion for work between academic life and business life, a comprehensive definition has been made as "a passion, excitement, and effort-oriented situation in a participation with an organizational purpose" (Macey and Schneider, 2008: 3-30). Another definition of work engagement is passion, a sustainable state that can translate into a high level of concentration, energy, and enthusiasm. For work engagement; there are also definitions such as employees being passionate about their work, having high energy, owning their job with a positive psychology and adopting their job.

The Relationship Between Flexible Working and Work Engagement

Flexible working models allow the employee to pay more attention to their private life while allowing them to be more interested and focused on their work. There are studies examining the relationship between flexible working arrangements and work engagement.

Huckle (2019) found in a study of 161 office workers in South Africa that there is a significant relationship between attitudes towards flexible working arrangements and work engagement (Huckle, 2019: 20-70). Another study conducted by Setina et al. (2019) investigating the relationship between flexible working and work engagement has been conducted on 110 employees in Indonesia and it has also been found that there is a positive relationship between flexible working and dedication (Setiyani, 2019: 112).

In studies examining the relationship between flexible working arrangements and dedication, it has been found that flexible working generally had a positive effect on levels of dedication to work.

Research Model and Hypothesis Development

In this study, descriptive relational screening model has been utilized from general screening models. Studies that aim to collect data to determine the specific characteristics of a group are called survey research.

Screening models are research approaches that aim to describe a situation that existed in the past or currently exists as is. Relational screening models are research models that aim to determine whether there is a change between two or more variables and the degree of this change.

Work Engagement (Vigor, Devotion, Absorption) has been regarded as an independent variable in the research and Flexible Working (Work-Life Balance, Work Responsibility, Other Employees) has been regarded as the dependent variable. Gender of teachers, marital status, number of children and job experience have been discussed as control variables.

Hypotheses have been formed by taking into account the literature studies. Similar studies investigating the variables examined in this study are available in the literature. The studies conducted by Almer and Kaplan (2000), Aydemir and Endirlik (2019), Meriç (2019), Akın (2019) and Durgut (2020) have been examined and it has been found that demographic characteristics towards flexible working arrangements and employees' work engagement showed differences in the studies. In the studies, age, marital status, gender, working position, working time and education status variables have been examined from demographic characteristics.

The model and hypotheses of the research created within this framework are included in the tables below;

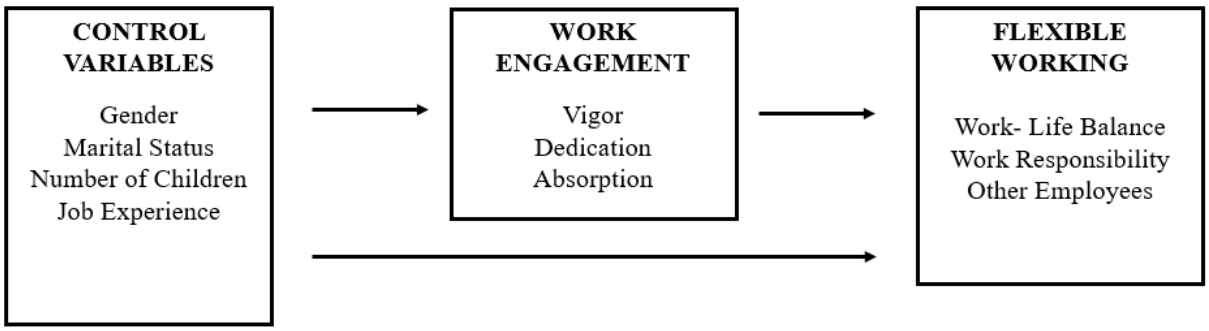

Figure 1. Research Model

Table 1. Hypotheses

H1	Work engagement varies significantly by gender of the people.
H1a	Dedication varies significantly by gender of the people.
H1b	Absorption varies significantly by gender of the people.
H1c	Vigor varies significantly by gender of the people.
H2	Flexible working varies significantly by gender of the people.
H2a	Work-life balance varies significantly by gender of the people.
H2b	Work-responsibility balance varies significantly by gender of the people.
H2c	Other employees vary significantly by gender of the people.
H3	Work engagement varies significantly by the marital status of the people.
H3a	Dedication varies significantly by the marital status of the people.
H3b	Absorption varies significantly by the marital status of the people.
H3c	Vigor varies significantly by the marital status of the people.
H4	Flexible working varies significantly by the marital status of the people.
H4a	Work-life balance varies significantly by the marital status of the people.
H4b	Work-responsibility balance varies significantly by the marital status of the people.
H4c	Other employees vary significantly by the marital status of the people.
H5	Work engagement varies significantly by the number of children of the people.
H5a	Dedication varies significantly by the number of children of the people.
H5b	Absorption varies significantly by the number of children of the people.
H5c	Vigor varies significantly by the number of children of the people.
H6	Flexible working varies significantly by the number of children of the people.
H6a	Work-life balance varies significantly by the number of children of the people.
H6b	Work-responsibility balance varies significantly by the number of children of the people.
H6c	Other employees vary significantly by the number of children of the people.
H7	Work engagement varies significantly by the job experience of the people.
H7a	Dedication varies significantly by the job experience of the people.
H7b	Absorption varies significantly by the job experience of the people.
H7c	Vigor varies significantly by the job experience of the people.
H8	Flexible working varies significantly by the job experience of the people.
H8a	Work-life balance varies significantly by the job experience of the people.
H8b	Work-responsibility balance varies significantly by the job experience of the people.
H8c	Other employees vary significantly by the job experience of the people.

Method

Sample, Data Collection Tools and Data Analysis

The sample of this study consists of a total of 265 teachers, 117 male and 148 female. The data, the scale items related to the variables of the research and the surveys containing the questions about the participants in the research have been collected online. The survey used in the research consists of 3 parts. The first section includes the socio-demographic characteristics of the participants included in the study. The

second section consists of Work Engagement Scale. The level of employee passion for work has been measured by the Utrecht Passion for Work (UWES) scale developed by Schaufeli et al. (2001). The validity and reliability of the scale have been analyzed Özkalp and Meydan (2015) and it has been translated to Turkish. In section three, Flexible Working Practices Attitude Scale has been asked. In order to measure the attitudes of employees towards flexible working arrangements, the "Attitude Scale on Flexible Working Arrangements", which has been included in Majella J. Albion's article titled "A Measure of Attitudes Towards Flexible Work Options" published in the "Australian Journal of Management", has been utilized. (Albion, 2004: 2) Adaptation of the scale to Turkish, validity and reliability analyses have been made by Çamlı (2010).

The entire data has been recorded in SPSS (statistical package for social sciences) for Windows 22 software on the computer and analyzed. In the analysis of the data, the assumptions that must be met have been first tested to decide which tests (parametric/nonparametric tests) to be implemented. In the comparison of two independent groups, t-test (Independent sample t-test), one-way analysis of variance in the comparison of more than two unrelated groups, Bonferroni test from post hoc tests have been used to determine the source of the difference. Levene statistics have been used to determine the homogeneity of the variance. The relationship between the variables have been investigated at with Pearson correlation coefficient. In the interpretation of whether the obtained values are significant, a significance level of 0.05 has been used as a criterion.

Findings

Findings on Demographic Characteristics

The findings regarding the socio-demographic characteristics of the individuals within the scope of the study have been evaluated by frequency analysis and described as percentage frequency. 55.8% (n:148) of the people and 63.4% (n:168) of the people have no children and 40.8% (n:108) have 1-5 years of job experience.

Table 2. Findings on Demographic Characteristics

		n	%
Gender	Male	117	44,2
	Female	148	55,8
Marital Status	Single	139	52,5
	Married	126	47,5
Number of Children	N/A	168	63,4
	One	46	17,4
	Two	38	14,3
	Three	13	4,9
Job experience	1-5 Years	108	40,8
	6-10 Years	61	23,0
	11-15 Years	30	11,3
	16-20 Years	25	9,4
	21+	41	15,5

Work Engagement and Flexibility Scale Normality Analysis

In order to determine the analyzes to be applied, it has been decided whether the data shows normal distribution or not by examining Kolmogorov-Smirnov, skewness-kurtosis coefficients and histogram graphs.

Table 3. Reviewing the Normality of Work Engagement and Flexibility Scale Sub-Dimensions

	Kolmogorov-Smirnov			**Shapiro-Wilk**			**Skewness**	**Kurtosis**
	Statistics	sd	p	Statistics	sd	p		
Vigor	0,09	265	0,01	0,98	265	0,01	0,36	0,35
Dedication	0,10	265	0,01	0,96	265	0,01	0,72	0,68
Absorption	0,09	265	0,01	0,98	265	0,01	0,46	0,26
Work Engagement General	0,07	265	0,01	0,98	265	0,01	0,50	0,22
Work-Life Balance	0,10	265	0,01	0,96	265	0,01	0,39	-0,09
Work Responsibility	0,11	265	0,01	0,98	265	0,01	0,36	-0,01
Other Employees	0,23	265	0,01	0,88	265	0,01	0,59	-0,48
Flexible Working Practices Attitude Scale	0,06	265	0,03	0,99	265	0,03	0,17	-0,32

Upon examining the Table 3, it is observed that statistical analyses have been performed by parametric tests by assuming that the values of skewness and kurtosis is between ±2.0 (George and Mallery, 2010) in the data with a significance level of less than 0.05 obtained from Kolmogorov-Smirnov tests and that the values do not deviate excessively from the normal distribution when histogram graphs are evaluated together.

Findings on the Validity of Scales

Confirmatory Factor Analysis (CFA) has been performed to determine the sampling suitability of the scales that were previously proven to be valid. CFA has been conducted to examine the construct validity of the measurement tool. The values obtained as a result of CFA of the Flexible Working Practices Attitude Scale are provided in Table 4.

Table 4. CFA Results on Flexible Working Practices Attitude Scale

Factor	**Item**	**Value**	**SH**	**95% Confidence Interval** Lower Limit	Upper Limit	**p**	**Sd**
Work-Life Balance	MM2	0.39	0.07	0.25	0.54	< .001	0.35
	MM3	0.67	0.06	0.56	0.79	< .001	0.68
	MM4	0.74	0.06	0.63	0.86	< .001	0.75
	MM5	0.82	0.06	0.71	0.93	< .001	0.84
Work Responsibility	MM6	0.57	0.06	0.44	0.70	< .001	0.55
	MM7	0.50	0.07	0.37	0.63	< .001	0.49
	MM8	0.67	0.06	0.56	0.79	< .001	0.69
	MM9	0.82	0.06	0.71	0.94	< .001	0.82
	MM10	0.47	0.08	0.31	0.63	< .001	0.38
Other Employees	MM11	1.18	0.05	1.08	1.28	< .001	1.00

When we look at Table 4, it is observed that as a result of the CFA of the Flexible Working Practices Attitude Scale, the three-factor structure of the scale (Work-Life Balance, Work Responsibility and Other Employees) is confirmed. As a result of the CFA of the Flexible Working Practices Attitude Scale, the significance value of item 1 (p>.001) has been removed from the scale because it is high. When the fit indices

related to CFA are examined, it is observed that it has yielded a good result ($\chi 2/df=2.58$; RMSEA=.077; CFI=.946; TLI=.922; SRMR=.056).

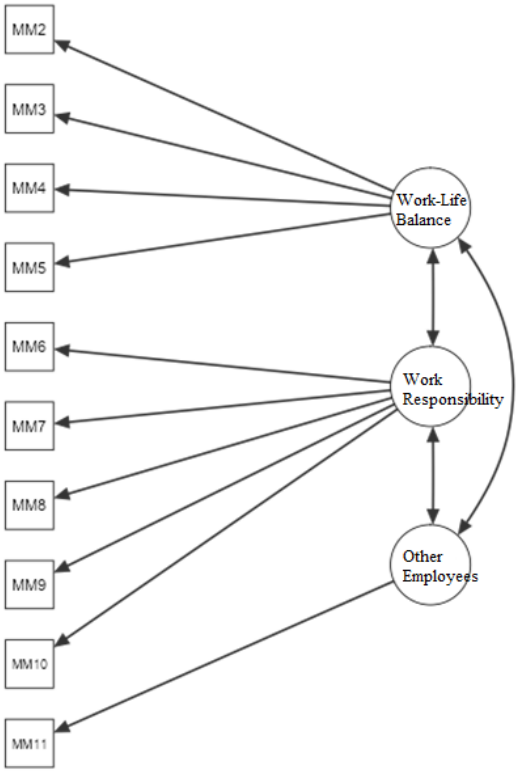

Figure 2. Path Diagram for Flexible Working Scale

Table 5. CFA Findings on the Work Engagement Scale

				95% Confidence Interval			
Factor	Item	Value	SH	Lower Limit	Upper Limit	**p**	**Sd**
Vigor	M1	0.62	0.05	0.52	0.73	< .001	0.69
	M2	0.60	0.05	0.50	0.70	< .001	0.72
	M3	0.57	0.05	0.46	0.67	< .001	0.63
	M4	0.51	0.06	0.40	0.62	< .001	0.57
	M5	0.38	0.05	0.27	0.48	< .001	0.44
	M6	0.57	0.04	0.48	0.65	< .001	0.74
Dedication	M7	0.37	0.07	0.22	0.51	< .001	0.31
	M8	0.70	0.05	0.60	0.79	< .001	0.78
	M9	0.56	0.06	0.44	0.67	< .001	0.58
	M10	0.63	0.04	0.55	0.70	< .001	0.83
	M11	0.56	0.04	0.47	0.64	< .001	0.70
Absorption	M12	0.51	0.05	0.41	0.61	< .001	0.57
	M13	0.70	0.05	0.60	0.81	< .001	0.72
	M14	0.70	0.04	0.62	0.79	< .001	0.83
	M15	0.73	0.04	0.66	0.82	< .001	0.88
	M16	0.66	0.04	0.58	0.74	< .001	0.84
	M17	0.63	0.06	0.51	0.74	< .001	0.62

When we look at Table 5, it is observed that as a result of the CFA of the Passion for Work Scale, the three-factor structure of the scale (Vigor, Dedication and Absorption) is confirmed. When the fit indices related to CFA are examined, it is observed that it has yielded a good result ($\chi 2/df=2.54$; RMSEA=.08; CFI=.93; TLI=.91; SRMR=.07). Upon examining the factor loads, it is observed that all of them are significant.

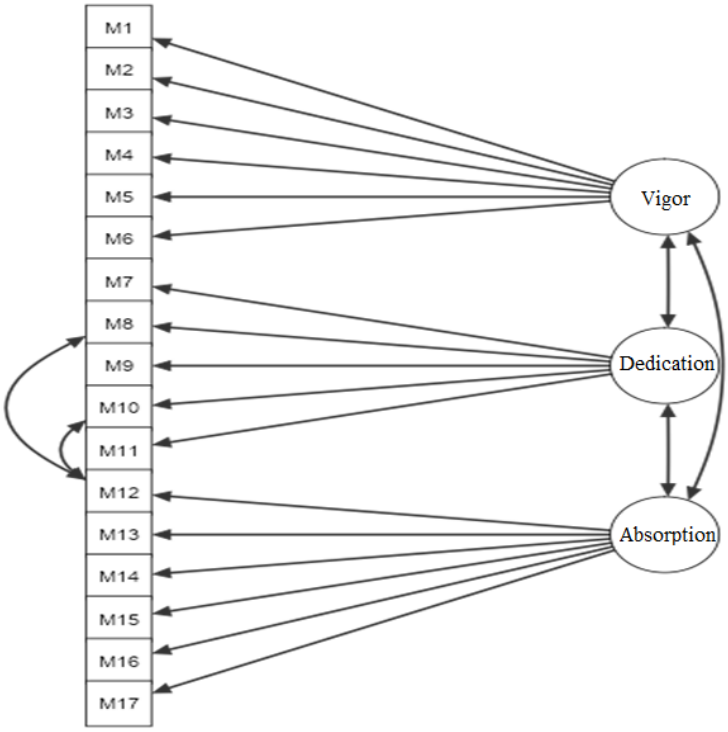

Figure 3. Path Diagram on the Work Engagement Scale

Findings on the Validity of Scales

The Work Engagement Scale and the Flexible Working Practices Attitude Scale have been subjected to the Cronbach Alpha internal consistency test to test the reliability of the sub-dimension scores. The alpha coefficient method developed by Cronbach (1951) is the method of estimating the internal consistency of survey items. The alpha coefficient is defined as the average of the weighted standard change found by the dividing the total variances of certain items to general variance in the scale (Ercan and İsmet, 2004).

Table 6. Work Engagement and Flexibility Scale Reliability Analysis

	Cronbach's Alpha
Vigor	0,805
Dedication	0,767
Absorption	0,864
Work Engagement Scale	0,913
Work-Life Balance	0,753
Work Responsibility	0,723
Other Employees	
Flexible Working Practices Attitude Scale	0,816

Cronbach's Alpha coefficient is measured with values between 0 and 1 and reliability is ensured at the following values (İslamoğlu and Alnıaçık, 2009: 291-292); If $0.01 \leq \alpha < 0.40$, the scale is not reliable; If $0,40 \leq \alpha < 0,60$, the reliability of the scale is low; If $0,60 \leq \alpha < 0,80$, the scale reliability is acceptable; If $0.80 \leq \alpha < 1.00$, the scale has high reliability.

Upon examining Table 6, it is observed that the total scale scores and sub-dimensions are acceptable and have a high level of reliability.

Comparison of Work Engagement and Flexibility Scale According to Demographic Variables

Whether the sub-dimension scores differed according to demographic variables with the Work Engagement Scale and the Flexible Working Practices Attitude Scale has been examined by the Independent sample t test and the One-Way Anova test. Multiple comparisons in Anova analysis have been made with Bonferroni test.

Table 7. Findings on the Comparison of Work Engagement and Flexibility Scale and Its Sub-Dimensions by Gender

Gender	Group	n	$\bar{X}$ ±Ss	t	sd	p
Vigor	Male	117	13,49±3,66	-1,37	263	0,17
	Female	148	14,11±3,69			
Dedication	Male	117	10,15±3,41	-1,59	263	0,11
	Female	148	10,81±3,38			
Absorption	Male	117	13,45±3,84	-0,46	263	0,65
	Female	148	13,69±4,40			
Work Engagement Scale	Male	117	37,09±9,50	-1,24	263	0,21
	Female	148	38,61±10,18			
Work-Life Balance	Male	117	8,73±3,09	0,92	263	0,36
	Female	148	8,37±3,13			
Work Responsibility	Male	117	11,95±3,46	-0,49	263	0,63
	Female	148	12,17±3,82			
Other Employees	Male	117	2,28±1,14	-2,01	263	0,04
	Female	148	2,57±1,20			
Flexible Working Practices Attitude Scale	Male	117	22,96±6,15	-0,20	263	0,85
	Female	148	23,11±6,80			

The attitude scale of flexible working practices shows a statistically significant difference according to the gender of "other employees" (t263=-2.01 p<0.05). When the average values are examined, it is observed that men (22.96±6.15) adopt the attitude of other employees more positively than women (2.57±1.20).

Flexible working practices, work-life balance, work responsibility and passion scale do not show a statistically significant difference according to the gender of the people. (p>0.05)

Table 8. Findings on the Comparison of Work Engagement and Flexibility Scale and Its Sub-Dimensions by Marital Status

Marital Status	Group	n	$\bar{X}$ ±Ss	t	sd	p
Vigor	Single	139	14,60±3,82	3,66	263	0,01
	Married	126	12,98±3,34			
Dedication	Single	139	10,99±3,69	2,38	263	0,02
	Married	126	1 0,01±2,98			
Absorption	Single	139	14,40±4,31	3,40	263	0,01
	Married	126	12,69±3,80			
Work Engagement Scale	Single	139	39,99±10,24	3,62	263	0,01
	Married	126	35,67±9,02			
Work-Life Balance	Single	139	8,51±3,20	-0,10	263	0,92
	Married	126	8,55±3,03			
Work Responsibility	Single	139	11,80±3,31	-1,28	263	0,20
	Married	126	12,37±4,00			
Other Employees	Single	139	2,35±1,17	-1,35	263	0,18
	Married	126	2,55±1,19			
Flexible Working Practices Attitude Scale	Single	139	22,66±6,04	-1,01	263	0,31
	Married	126	23,47±6,99			

"Vigor" shows a statistically significant difference according to the marital status of the people (t263=3.66 p<0.05). Looking at the average values, the vigor levels of singles (14.60±3.82) are lower than married people (12.98±3.34).

"Dedication" shows a statistically significant difference according to the marital status of the people (t263=2.38 p<0.05). Looking at the average values, the dedication levels of singles (1 0,01±2,98) are higher than married people "Absorption" shows a statistically significant difference according to the marital status of the people (t263=3.40 p<0.05). Looking at the average values, the absorption levels of singles (14.40±4.31) are lower than married people (12.69±3.80).

Work Engagement Scale shows a statistically significant difference according to the marital status of the people (t263=3,62 p<0.05). Looking at the average values, the work engagement levels of singles (39.99±10.24) are lower than married people (35.67±9.02).

Flexible working practices show a statistically significant difference according to the marital status of the people (p<0.05).

Table 9. Findings on the Comparison of Work Engagement and Flexible Working Scale by Number of Children

	Group	$\bar{X}$ ±Ss	K.T.	sd	K.O.	F	p	Difference
Vigor	N/A_1	14,53±3,79	252,18	3,00	84,06	6,59	0,01	1>3
	One_2	13,17±3,25	3330,51	261,00	12,76			
	Two_3	11,97±2,98	3582,69	264,00				
	$Three_4$	12,62±3,25						
Dedication	N/A_1	11,04±3,58	135,33	3,00	45,11	4,04	0,01	1>3
	One_2	9,91±2,67	2914,84	261,00	11,17			
	Two_3	9,18±2,98	3050,17	264,00				
	$Three_4$	9,85±3,24						
Absorption	N/A_1	14,40±4,29	326,85	3,00	108,95	6,71	0,01	1>3
	One_2	12,65±3,54	4239,49	261,00	16,24			
	Two_3	11,61±3,40	4566,34	264,00				
	$Three_4$	12,15±3,78						
Work Engagement Scale	N/A_1	39,96±10,09	2073,31	3,00	691,10	7,58	0,01	1,2>3
	One_2	35,74±8,44	23790,60	261,00	91,15			
	Two_3	32,76±8,23	25863,91	264,00				
	$Three_4$	34,62±9,45						
Work-Life Balance	N/A_1	8,51±3,12	28,45	3,00	9,48	0,98	0,40	
	One_2	8,43±3,29	2531,59	261,00	9,70			
	Two_3	8,26±2,92	2560,04	264,00				
	$Three_4$	9,92±2,96						
Work Responsibility	N/A_1	11,57±3,18	171,53	3,00	57,18	4,44	0,01	4>1
	One_2	12,24±3,84	3362,11	261,00	12,88			
	Two_3	13,26±4,44	3533,64	264,00				
	$Three_4$	14,46±4,86						
Other Employees	N/A_1	2,37±1,13	3,71	3,00	1,24	0,89	0,45	
	One_2	2,48±1,26	363,75	261,00	1,39			
	Two_3	2,63±1,24	367,46	264,00				
	$Three_4$	2,77±1,30						
Flexible Working Practices Attitude Scale	N/A_1	22,45±5,84	327,26	3,00	109,09	2,62	0,05	
	One_2	23,15±6,98	10854,20	261,00	41,59			
	Two_3	24,16±7,52	11181,46	264,00				
	$Three_4$	27,15±8,50						

"Vigor" shows a statistically significant difference according to the number of children [F(3,261)=6,59 p<0,05). According to the Bonferroni multiple comparison test, which has been conducted to understand which groups are the difference, the vigor levels of people who does not have children are lower than those who have two children.

"Dedication" shows a statistically significant difference according to the number of children [F(3,261)=4,04 p<0,05). According to the Bonferroni multiple comparison test, which has been conducted to understand which groups are the difference, the dedication levels of people who does not have children are lower than those who have two children.

"Absorption" shows a statistically significant difference according to the number of children [F(3,261)=6,71 p<0,05). According to the Bonferroni multiple comparison test, which has been conducted to understand which groups are the difference, the concentration levels of people who does not have children are lower than those who have two children.

Work engagement scale shows a statistically significant difference according to the number of children [F(3,261)=7,58 p<0,05). According to the Bonferroni multiple comparison test, which has been conducted to understand which groups are the difference, the dedication levels of people who does not have children or have one child are lower than those who have two children.

"Work responsibility" shows a statistically significant difference according to the number of children [F(3,261)=4,44 p<0,05). According to the Bonferroni multiple comparison test, which has been conducted to understand which groups are the difference, the work responsibility levels of people who does not have children are higher than those who have three children.

Flexible working practices, work-life balance and other employees do not show a statistically significant difference according to the number of children of the people (p>0.05).

"Vigor" shows a statistically significant difference according to the job experience of the individuals [F(4,260)=7,20 p<0,05). According to the Bonferroni multiple benchmark test conducted to understand which groups vary, the vigor levels of employees between 1-5 years are lower than those who work for 16 or more years. Vigor levels of employees between 6-10 years are lower than those who work for 21 and over years (see Table 10).

"Dedication" shows a statistically significant difference according to the job experience of the individuals [F(4,260)=4,94 p<0,05). According to the Bonferroni multiple benchmark test conducted to understand which groups vary, the dedication levels of employees between 1-5 years and 6-10 years are lower than those who work for 21 or more years.

"Absorption" shows a statistically significant difference according to the job experience of the individuals [F(4,260)=8,33 p<0,05). According to the Bonferroni multiple benchmark test conducted to understand which groups vary, the absorption levels of employees between 1-5 years are lower than those who work for 16 or more years. Absorption levels of employees between 6-10 and 11-15 years are lower than those who work for 21 and over years.

Work engagement scale shows a statistically significant difference according to the job experience of the individuals [F(4,260)=4,94 p<0,05). According to the Bonferroni multiple benchmark test conducted to understand which groups vary, the work engagement levels of employees between 1-5 years are lower than those who work for 16 or more years. Work engagement levels of employees between 6-10 years are lower than those who work for 21 and over years.

Work responsibility shows a statistically significant difference according to the job experience of the individuals [F(4,260)=4,25 p<0,05). According to the Bonferroni multiple benchmark test conducted to understand which groups vary, the work responsibility attitude of employees between 11-15 years are higher than those who work for 21 or more years.

Table 10. Findings on the Comparison of Work Engagement and Flexible Working Scale by Job experience

	Group	$\bar{X}$ ±Ss	K.T.	sd	K.O.	F	p	Difference
Vigor	1-5 Year$_1$	14,93±3,50	357,45	4	89,36	7,20	0,01	1>4,5
	6-10 Year$_2$	14,18±3,86	3225,24	260	12,40			2>5
	11-15 Year$_3$	12,97±3,49	3582,69	264				
	16-20 Year$_4$	12,48±2,77						
	21+$_5$	11,90±3,48						
Dedication	1-5 Year$_1$	11,06±3,62	215,54	4	53,89	4,94	0,01	1,2>5
	6-10 Year$_2$	11,20±3,51	2834,63	260	10,90			
	11-15 Year$_3$	10,27±2,80	3050,17	264				
	16-20 Year$_4$	9,84±2,66						
	21+$_5$	8,66±2,74						
Absorption	1-5 Year$_1$	14,64±4,29	518,59	4	129,65	8,33	0,01	1>4,5
	6-10 Year$_2$	13,97±3,57	4047,75	260	15,57			2,3>5
	11-15 Year$_3$	14,10±4,29	4566,34	264				
	16-20 Year$_4$	12,12±3,64						
	21+$_5$	10,76±3,39						
Work Engagement Scale	1-5 Year$_1$	40,63±9,73	3017,25	4	754,31	8,58	0,01	1>4,5
	6-10 Year$_2$	39,34±9,71	22846,66	260	87,87			2>5
	11-15 Year$_3$	37,33±9,35	25863,91	264				
	16-20 Year$_4$	34,44±8,03						
	21+$_5$	31,32±8,62						
Work-Life Balance	1-5 Year$_1$	8,35±3,22	86,97	4	21,74	2,29	0,06	
	6-10 Year$_2$	8,52±2,91	2473,07	260	9,51			
	11-15 Year$_3$	7,47±2,96	2560,04	264				
	16-20 Year$_4$	8,80±2,47						
	21+$_5$	9,61±3,38						
Work Responsibility	1-5 Year$_1$	11,74±3,26	216,92	4	54,23	4,25	0,01	5>3
	6-10 Year$_2$	11,61±3,42	3316,72	260	12,76			
	11-15 Year$_3$	11,00±3,30	3533,64	264				
	16-20 Year$_4$	12,88±3,67						
	21+$_5$	13,93±4,57						
Other Employees	1-5 Year$_1$	2,33±1,18	9,72	4	2,43	1,77	0,14	
	6-10 Year$_2$	2,51±1,10	357,74	260	1,38			
	11-15 Year$_3$	2,13±0,94	367,46	264				
	16-20 Year$_4$	2,60±1,32						
	21+$_5$	2,78±1,29						
Flexible Working Practices Attitude Scale	1-5 Year$_1$	22,43±5,97	707,87	4	176,97	4,39	0,01	5>1,2,3
	6-10 Year$_2$	22,64±5,98	10473,59	260	40,28			
	11-15 Year$_3$	20,60±5,68	11181,46	264				
	16-20 Year$_4$	24,28±6,51						
	21+$_5$	26,32±8,01						

Flexible working practices shows a statistically significant difference according to the job experience of the individuals [F(4,260)=4,38 p<0,05). According to the Bonferroni multiple benchmark test conducted to understand which groups vary, the work responsibility attitude of employees between 1-5, 6-10 and 11-15 years are higher than those who work for 21 or more years.

Work-life balance and other employees do not show a statistically significant difference according to job experience (p>0.05).

In the study, a significant relationship has been found between work engagement and teachers' marital status, number of children and job experience. Work responsibility, one of the sub-dimensions of flexible working, and the number of children and job experience of teachers show significant difference.

Table 11. Accepted and Rejected Hypotheses

H_1	Work engagement varies significantly by gender of the people.	Rejected
H_{1a}	Dedication varies significantly by gender of the people.	Rejected
H_{1b}	Absorption varies significantly by gender of the people.	Rejected
H_{1c}	Vigor varies significantly by gender of the people.	Rejected
H_2	Flexible working varies significantly by gender of the people.	Rejected
H_{2a}	Work-life balance varies significantly by gender of the people.	Rejected
H_{2b}	Work-responsibility balance varies significantly by gender of the people.	Rejected
H_{2c}	Other employees vary significantly by gender of the people.	Rejected
H_3	Work engagement varies significantly by the marital status of the people.	Accepted
H_{3a}	Dedication varies significantly by the marital status of the people.	Accepted
H_{3b}	Absorption varies significantly by the marital status of the people.	Accepted
H_{3c}	Vigor varies significantly by the marital status of the people.	Accepted
H_4	Flexible working varies significantly by the marital status of the people.	Rejected
H_{4a}	Work-life balance varies significantly by the marital status of the people.	Rejected
H_{4b}	Work-responsibility balance varies significantly by the marital status of the people.	Rejected
H_{4c}	Other employees vary significantly by the marital status of the people.	Rejected
H_5	Work engagement varies significantly by the number of children of the people.	Accepted
H_{5a}	Dedication varies significantly by the number of children of the people.	Accepted
H_{5b}	Absorption varies significantly by the number of children of the people.	Accepted
H_{5c}	Vigor varies significantly by the number of children of the people.	Accepted
H_6	Flexible working varies significantly by the number of children of the people.	Rejected
H_{6a}	Work-life balance varies significantly by the number of children of the people.	Rejected
H_{6b}	Work-responsibility balance varies significantly by the number of children of the people.	Accepted
H_{6c}	Other employees vary significantly by the number of children of the people.	Rejected
H_7	Work engagement varies significantly by the job experience of the people.	Accepted
H_{7a}	Dedication varies significantly by the job experience of the people.	Accepted
H_{7b}	Absorption varies significantly by the job experience of the people.	Accepted
H_{7c}	Vigor varies significantly by the job experience of the people.	Accepted
H_8	Flexible working varies significantly by the job experience of the people.	Accepted
H_{8a}	Work-life balance varies significantly by the job experience of the people.	Rejected
H_{8b}	Work-responsibility balance varies significantly by the job experience of the people.	Accepted
H_{8c}	Other employees vary significantly by the job experience of the people.	Rejected

Conclusion

Within the scope of this study, the effect of flexible working on teachers' work engagement level during the Covid-19 pandemic period has been examined. The participants' attitude of work engagement and

flexible working practices has been compared with demographic variables such as gender, marital status, number of children and job experience.

Validity, reliability, correlation and demographic analyzes have been made in the research. Work Engagement (Vigor, Devotion, Absorption) has been regarded as an independent variable in the research and Flexible Working (Work-Life Balance, Work Responsibility, Other Employees) has been regarded as the dependent variable. The responses of a total of 265 teachers, 148 women and 117 men, have been evaluated in the study.

According to the data obtained as a result of the study, there is a significant difference between the marital status, number of children and job experiences of the teachers and the sub-dimensions of work engagement, dedication, absorption and vigor. The number of children and job experiences of teachers and the sub-dimension of flexible working work responsibility indicate a significant difference. In addition, the overall scores of flexible working show a significant difference according to the job experience of the teachers.

Teachers' attitudes towards flexible working arrangements vary significantly in terms of job experience. In the study conducted by Doğan, Bozkurt and Demir (2015), 294 public and private sector employees have been studied to examine the effect of demographic characteristics. In the research, it has been determined that there is a significant difference in the attitudes of the employees towards flexible working arrangements in terms of gender variable, and that there is no significant difference in terms of job experience and marital status variables (Doğan, Altan, Bozkurt and Demir 2015;14). While there is a correlation between the studies in terms of marital status, it varies in terms of job experience.

It has been determined that the level of passion of the teachers vary significantly in terms of marital status, number of children and job experience variable. In the research conducted by Aydemir and Endirlik (2019), it has been found that work engagement does not show a significant difference in terms of gender, age and marital status variable, and there is a significant difference in terms of the time worked. It is observed that the results of the study are in correlation in terms of gender and job experience. In terms of marital status, there is no correlation in the results (Aydemir and Endirlik, 2019;107). In the study conducted by Meriç (2019) and the study conducted by Büyükbeşe (2018), the hypothesis results are correlated in terms of gender and marital status, but vary in terms of job experience.

When the literature studies and the results of the analyzes made in this study are examined, it is observed that similarities and differences are encountered. With respect to the reasons for achieving different results, it is thought that situations have been influential such as the sector in which the study has been conducted, the characteristics of the people who have participated in the survey, the general environment and the mood at the time of the answers to the questions.

Considering the work done and the results achieved, the suggestions offered to organizations and employees to increase the work engagement of the employees can be as follows:

Fair organization of applications for each employee benefiting from flexible working, conducting pilot studies in order to determine the most appropriate flexible working model for the institution before the flexible working application is introduced, sharing the positive and negative aspects of flexible working with employees transparently, organizations that implement flexible working being capable of making the necessary follow-ups to prevent this situation from being abused, consideration of employees' expectations to increase their work engagement, making arrangements by taking feedback from time to time to ensure mutual satisfaction of both employees and institutions, organizations are advised to repay employees for their efforts; employees are also advised to maintain their commitment to the organization.

The study has been carried out under pandemic conditions that affected the whole world. It is also considered that the Covid-19 Pandemic may have affected the outcome. Therefore, it is considered that conducting similar studies on teachers or employees of different sectors at the end of the pandemic process will contribute to the literature.

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COVİD-19 PANDEMİ DÖNEMİNDE ESNEK ÇALIŞMA İLE İŞE TUTKUNLUK ARASINDAKİ İLİŞKİ: ÖĞRETMENLER ÜZERİNE BİR ARAŞTIRMA

Murat Çemberci, Sezgi Gözaçan

ABSTRACT

Küresel Covid-19 pandemisi, hem sosyal hem de çalışma hayatında kısa sürede hızlı değişikliklere gidilmesini zorunlu kılmıştır. Bu değişikliklerden biri olan esnek çalışma, her ne kadar pandemiden önce var olsa da pandemi ile birlikte daha da yaygın hale gelmiştir. Pandemi ile mücadele etme noktasında esnek çalışmanın önemi artmış ve pandeminin çalışma hayatına olan etkilerini en aza indirgemek için işyerleri büyük oranda esnek çalışmayı benimsemeye başlamıştır. Bu araştırmada, Covid-19 Pandemi döneminde esnek çalışma yapan öğretmenler ve işe tutkunlukları arasındaki ilişki demografik değişkenlerden yararlanılarak incelenmiştir. Araştırmada nicel araştırma yöntemi kullanılmış, veriler online anket toplama tekniği kullanılarak elde edilmiş, verilerin analizi için toplam 265 anket değerlendirmeye alınmıştır. Tüm veriler bilgisayarda SPSS (statistical package for social sciences) for Windows 22 programına kaydedilerek analiz edilmiştir. Çalışma sonucunda elde edilen verilere göre öğretmenlerin medeni durumları, çocuk sayıları ve iş tecrübeleri ile işe tutkunluk ölçeği, adanmışlık, yoğunlaşma ve dinçlik alt boyutları arasında anlamlı bir farklılık bulunmaktadır. Öğretmenlerin çocuk sayısı ve iş tecrübeleri ile esnek çalışma iş sorumluluğu alt ölçeği anlamlı bir farklılık göstermektedir. Ayrıca esnek çalışma genel puanları öğretmenlerin iş tecrübesine göre anlamlı bir farklılık göstermektedir.

Anahtar Kelimeler: Covid 19, pandemi, esnek çalışma, işe tutkunluk