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# The Role of Job Resources on Work Engagement of Retail Salespeople in DKI Jakarta

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## ABSTRACT

Employees are company assets. Employees need to be given comfort and security so that employees can feel bound while working. The impact of work engagement can be seen from the increase in job satisfaction, performance, and productivity. According to Baldauf and Ravens (2002), salespeople contribute to sales volume, profits, and customer satisfaction. This study aims to determine the role of job resources in work engagement, especially in retail salespeople in DKI Jakarta. This study involved 89 salespeople working in retail companies spread in DKI Jakarta. This research uses non-experimental quantitative methods. The results of data analysis using a simple linear regression test on job resources to work engagement have values  $R = 0.417$ ,  $R^2 = 0.174$ ,  $\beta = 0.417$ ,  $F = 18.365$  and  $t = 4285$ , then there is a significant role between job resources and work engagement. Thus, there was a contribution of 17.4% from job resources to work engagement and 82.6% was determined by other factors. In research involving the subject of salespeople, the dimensions that play the most important role are social support and opportunities for development.

**Keywords:** Job Resources, Work Engagement, Salespeople, Retail

## 1. INTRODUCTION

Quoted in Pri and Zamralita (2017), productive human resources will be able to produce favorable performance for the company. Human resources are company assets. Companies that pay attention to employees as assets must provide comfort and safety for employees who can help while working. The impact of work engagement can be seen from the achievement of job satisfaction, performance and productivity. Schaufeli, Salanova, Gonzales-Roma, & Bakker (in Bakker and Leiter, 2010) describe work engagement as positive requirements and self-fulfillment, complaints related to the workings of the strongest with high energy (vigor), devotion (dedication), and appreciation (absorption).

In other words, the employee who can help has a positive opinion of the job, the organization where he works, and the inherent values. In a Gallup survey (Q12 survey) in 2019 about engagement found 41% lower absenteeism, 24% lower turnover rate (in organizations with high turnover), 10% higher rate on the buyer metrics, 17% higher income level, 20% higher sales rate, and 21% higher profit rate.

In order to increase work engagement for employees, Bakker and Demerouti (2008) state that there are two factors that are the main predictors of work engagement, namely personal and work resources. In the Job-Resource Demand (J-R) theory presented by Bakker and Demerouti, job demands and job resources in predicting work engagement.

Hakanen and Roodt (2010) say that high job resources when combined with high or low job demands will produce high motivation and engagement. Quoted in Kotze (2018), Mauno et al. Determined the role of work roles and work

resources for work engagement to Ministry of Health employees and found that work resources can predict work engagement better than work demands. This is supported by research conducted by Taris and Peeters (2020) which shows the results obtained which prove that high job demands are associated with negative results. This research was supported by a studio conducted by Schaufeli, Taris, and Van Rhenen (Ahmad, Saffardin, & Teoh, 2020) who showed a positive relationship between work demands and work engagement.

Based on the above considerations it can be concluded that work resources can predict work engagement better than psychological capital or personal resources and job demands. This statement is supported by the JDR model that has been revised by Schaufeli and Bakker (2004). Thus, this study does not involve job demands variables. In connection with daily life, employees will always have work demands (job demands). Therefore, the researcher decided not to settle the job demands.

Another predictor of work engagement is work resources. Job resources are concerned more than where work offers assets or opportunities to every employee. Demerouti in Bakker and Leiter (2010) defines work resources as physical, psychological, social, or organizational aspects of work that might (a) reduce work and be associated with physiological and psychological costs, (b) (c) encourage personal growth, learning, and development. Demerouti et al. in Hakanen and Roodt (2010) say that it makes sense, a compilation needed by the organization. Organizations that provide employment resources can help companies achieve work goals, get opportunities to learn, grow, and develop. Research conducted by Oshio, Inoue, and Tsutsumi (2018) of 7,843 employees in Japan. The results obtained are a standard regression coefficient of 0.148 ( $p < 0.001$ ). Support

dimensions are social. Other research on work resources and work engagement was conducted by Alzyoud, Othman, and Mohd Isa (2015). The study was conducted on 532 academics in Malaysia with a significance of  $r = 0.49$ ,  $p < 0.01$  which means participation with high work resources will have a high work engagement. From the results of the study, the three dimensions of employment resources that were most found were autonomy, social support, and feedback. Research conducted by Ayu, Maarif, and Sukmawati (2015) of 116 employees showed the results of work resource testing of 0.38 with a load factor of 0.04 and t table of 1.96. These results state that  $H_0$  is accepted ( $t$  arithmetic  $<$   $t$  table or  $-t$  arithmetic  $\geq$   $-t$  table) so that work resources are not significant to work engagement.

This study explains that the presence or absence of job resources, especially autonomy, social support, and feedback does not affect employee work engagement. Another study conducted by Saputra (2019) of 45 employees at the Financial Board in Boyolali had a t-count of -1.381 with a significance value of 0.175. Therefore, the calculation shows a significance value greater than 0.05, it can be said that job resources do not significantly influence work engagement. In that research, found information that must be a concern is the mismatch of the tasks assigned, monotonous work, and negative work climate. In previous studies, subjects used as participants were still around civil servants and foreign investment manufacturing companies. In this study, researchers wanted to look at the role of job resources in the engagement of clerks who work in the retail field in the DKI Jakarta area.

Because of this relationship there are still differences of opinion, this study aims to examine more deeply, especially in salespeople. This research will concentrate more on the role of the job resources dimension to work engagement, especially in salespeople. This study will compare with research conducted by Alzyoud, Othman, and Mohd Isa (2015) who used participants, namely academics. These two participant differences will produce different results. In addition, there is still little literature on job resources research and job engagement in salespeople. Therefore, researchers want to see the role of these two variables.

Quoted in CNBC Indonesia (2019), retail in Indonesia is growing as indicated by the value of the Real Sales Index (IPR) in March 2019 which increased 10.07% year on year (YoY). This figure is up compared to the previous year which was only 9.08% YoY. Bank Indonesia also conducted a survey of retails and showed that the IPR of DKI Jakarta in March to May 2019 increased from 101.2 to 108.9 and 145.9. Based on these data, there is an increase in consumption of retail goods by the people of DKI Jakarta.

Quoted in Medhurst and Albrecht (2016), effective sales are essential for organizational success. There is no more important job than selling within a company. This is supported by a survey conducted by a company called Scandit in 2017 for more than 1,500 men and women aged over 18 years. The results show that 10% is an important factor when consumers buy at a retail. Based on these descriptions it can be concluded that the salesperson has an important role and influence in consumer buying decisions. Therefore, researchers are interested in further testing the

salesperson. Therefore, this study will discuss the role of job resources in the engagement of retail salespeople in DKI Jakarta.

## 2. RESEARCH METHOD

Research methods of respondent data were analyzed using descriptive statistics, role tests with regression tests, and mean different tests. Participants are asked to fill out the questionnaire that has been provided via google form. The questionnaire link is distributed to retail salespeople spread in DKI Jakarta through broadcasts and whatsapp groups through the human resources department (HRD) of several retail companies.

### 2.1 Participants

This research focuses on salespeople who work in the retail sector in DKI Jakarta. The gender in this study is not restricted. The age range of participants is 18 to 28 years. The characteristics of the participants in this study were the salespeople who had worked at least in retail in the Jakarta area for three months. The number of study participants was 89 retail salespeople who worked in DKI Jakarta.

### 2.2 Measure

The measurement in this study uses two types of measuring instruments. The first measurement tool is a questionnaire by Schaufeli (2017) to measure the variable job resources. Five dimensions in the measurement tools include: coaching, autonomy, social support, feedback, and opportunities for development. Job resources are measured by part of the Job Demand-Resources (JDR-Q) questionnaire, which is the Job Resources Questionnaire. The scale is reflected in five dimensions: autonomy (eg, "My boss is open in presenting an assessment of my work"), social support (eg, "I can count on my co-workers to help me when facing difficulties in completing a task"), feedback (e.g., "I get feedback about the quality of my work"), and opportunities for development (eg, "I have the opportunity to develop myself"). All items from the job resources subscale are scored up to four point scale, starting from (1) never until (4) always. The second measuring tool, Utrecht Work Engagement Scale-9 (UWES-17) by Schaufeli and Bakker (2006) to measure work engagement with three dimensions, vigor, dedication, and absorption. Work engagement is measured by UWES-17 (Utrecht Work Engagement Scale). The UWES scale is reflected in three dimensions: vigor (eg, "At my workplace, I feel full of energy"), and dedication (eg, "My work inspires me"), and absorption (eg, "I am carried away working atmosphere "). All items from the work engagement subscale are scored with up to seven scale points, from (0) never to (6) always.

### 3. RESULT

#### *3.1 Overview of the measurement results of the job resources variable*

The description of the dynamics of each dimension in the job resources variable will be explained in more detail. The first dimension, namely coaching, is measured by 5 statements consisting of items 1, 2, 3, 4, and 5. Based on the results of descriptive statistical calculations, the average value of the coaching dimension is 3.47. The minimum value of the coaching dimension is 2.60 and the maximum value is 4.00.

The second dimension, autonomy, is measured by 3 statements consisting of items 6, 7, and 8. Based on the results of the descriptive statistical calculations, the average value of the autonomy dimension is 3.31. The minimum value is 2.00 and the maximum is 4.00. The existence of subjects who give the highest number in this dimension illustrates good autonomy in the subject's work life. In addition, based on the minimum value which is relatively small compared to other dimensions, it can be illustrated that there is a weak dimension of coaching in subjects when compared to other dimensions.

The third dimension, namely social support, is measured using 3 statements consisting of items 9, 10, and 11. Based on the results of descriptive statistical calculations, the average value of the social support dimension is 3.39. The minimum value is 2.67 and the maximum value is 4.00. With the maximum value of 4.00 in this dimension, a good social support for the subject can be described.

The fourth dimension, namely feedback, is measured by 3 statement items consisting of items 12, 13, and 14. Based on the results of descriptive statistical calculations, the average value of the feedback dimension is 3.34. The minimum value is 2.00 and the maximum value is 4.00. The maximum value of 4.00 given by the subject illustrates that there is good feedback given to the subject. In addition, with the minimum value of 2.00 which is relatively smaller than other dimensions, it can be indicated the weakness of the subject's feedback dimension.

The last dimension is opportunities for development measured by 3 statement items, namely items 15, 16, and 17. Based on the results of descriptive statistical calculations, the average value of the opportunity for development dimension is 3.39. The minimum value is 2.33 and the maximum value is 4.00. The subject giving a maximum score of 4.00 illustrates that subjects are given the opportunity to develop better in the work environment.

#### *3.2 Overview of the measurement results of the work engagement variable*

The description of the dynamics of each dimension in the work engagement variables will be explained in more detail. The first dimension, vigor, is measured by 7 statements consisting of items 1, 2, 3, 4, 5, 6 and 7. Based on the results

of descriptive statistical calculations, the average value of the vigor dimension is 5.13. The minimum value of the vigor dimension is 3.71 and the maximum value is 6.00. There are subjects who give the number 6 in this dimension illustrating that the vigor or vigorous conditions felt by the subject.

The second dimension of work engagement is dedication. This dimension is measured by 4 statement items consisting of items 8 to 11. Based on descriptive statistical calculations, the average value of the dedication dimension is 5.24 with a minimum value of 3.50 and a maximum value of 6.00. Based on the highest score given by the subject, it can be described that the subject feels a good condition of dedication to the work.

The last dimension, absorption, is measured using 6 statements. The statement items used are 12th point to the last point. Based on descriptive statistical calculations, the average value of absorption dimension is 5.15. This figure is the lowest compared to other dimensions. The minimum dimension of absorption is 4.00 and the maximum value is 6.00. The minimum value of this dimension is high when compared to the minimum value of other dimensions. This can be an indication that the subject feels the most absorbing conditions at work.

#### *3.3 Role test of job resources on work engagement*

Based on data processing that has been done in the regression calculation, the regression coefficient  $R = 0.417$ , the coefficient of determination  $R^2 = 0.174$ ,  $\beta = 0.417$ , and  $t = 4285$  ( $t$  table = 1.988). These calculations are positive and significant. This shows that the relationship between the two variables of this study is considered weak because  $R < 0.5$ . In addition, job resources contributed to work engagement by 17.4% and another 82.6% were influenced by other factors outside the job resources variable. The coefficient  $\beta 0.417$  indicates that each addition of 1% job resources results in a change in work engagement of 41.7%. Thus it can be said that job resources have a role in the engagement of retail salespeople who work in DKI Jakarta. In addition, the regression analysis showed the values of  $F = 18,365$  and  $p = 0,000$  ( $< 0.05$ ) which means that there is an influence of the job resources variable on the work engagement variable. Overall, the job resources variable has a value of  $t = 4.285$  and  $p = 0.00$  ( $< 0.05$ ) which means that the job resources variable has a significant role in work engagement. In other words, the higher the job resources owned by the subject, the higher the work engagement of the subjects.

#### *3.4 Role test of the job resources dimensions on work engagement*

In this study, the data were analyzed through the process of analyzing the data of the role of each dimension of job resources to work engagement. Based on the data obtained, the job resources variable has 5 dimensions, the first is



Coaching which has  $t = 2,613$  and  $p = 0,011 < 0,05$  meaning that there is a significant role in work engagement. The second dimension is autonomy with  $t = 2,400$  and  $p = 0,019 < 0,05$  meaning that there is a significant role in work engagement. The third dimension, social support has  $t = 4,602$  and  $p = 0,000 < 0,05$  meaning that there is a significant role in work engagement. The fourth dimension is feedback. Feedback has a value of  $t = 2,525$  and  $p = 0,013 < 0,05$  which means there is a significant role in work engagement. The last dimension, namely opportunities for development, has  $t = 4,131$  and  $p = ,000 < 0,05$  meaning that there is a significant role in work engagement. The complete data can be seen in the following Table 1.

**Table 1**

*Role Test of Job Resources Variable Dimensions on Work Engagement*

Variable	p	β	R <sup>2</sup>	Information
Coaching	0.011	0.270	7.3%	Significant
Autonomy	0.019	0.249	6.2%	Significant
Social Support	0.000	0.447	44.7%	Significant
Feedback	0.013	0.261	26.1%	Significant
Opportunities for Development	0.000	0.405	40.5%	Significant

**3.5 Different mean test work engagement by category**

In addition, researchers also tested additional job resource data on work engagement. Data were tested using different independent sample t-test and one way ANOVA tests assisted by the SPSS program.

Researchers conducted different test of work engagement based on gender with independent sample t-test assisted with SPSS 25. Based on data processing, obtained  $p = 0,029 < 0,05$  and  $tcount = 2,215 > t$  table 1.988) means that there are differences in the average work engagement subjects male and female. Gallup's survey also found that women feel more attached than men. This is in line with research conducted by Gulzar and Teli (2018) who explained that women feel more attached than men. The researcher's assumption is that female retail salespeople can be more expressive and show positive emotions, both of which can increase work engagement. When someone can express themselves at work, someone will be more involved with their work and feel they have a job. Women are more emotionally expressive than men because social expectations about excessive emotional expression from men are seen as negative. This assumption is based on the opinion of Ickes in Rothbard (2001) that women tend to be more expressive and relational. Based on the output mean differences of -3.445. This value shows the difference in the average work engagement of male participants with the average work engagement of female participants is  $85,98 - 89,42 = -3,445$  and the difference in the difference is  $-6,536$  to  $-0,354$ .

Researchers also tested differences in work engagement based on recent education with one way ANOVA assisted with SPSS 25. Based on data processing, obtained  $p = 0,361 > 0,05$  so that it can be concluded that there was no significant difference in the average of work engagement based on recent education. In other words, education cannot predict the level of employee engagement.

In addition, researchers conducted different test of work engagement based on working status with independent sample t-test assisted with SPSS 25. Based on data processing, obtained  $p = 0,029 < 0,05$  and  $tcount = 2,217 > t$  table 1.988) means that there are differences in the average the average work engagement of the subjects is contractual and permanent work. This result is in line with research conducted by Hakanen, Ropponen, Schaufeli, and Witte (2019) that working status is related to work engagement. Permanent workers will be more likely to be bound because contract workers can experience work stress as seen as a side worker, so the company does not want to invest with it (such as providing training). Other possible reasons are the lack of job control and social support, and the lack of challenges felt by contract workers. But in this study, contract workers are more bound than permanent workers. The researcher's assumption is that contract workers give more effort and dedication to the company where they work. This will allow contract workers to be appointed as permanent workers. Based on the output mean differences of 3,548. This value shows the difference in the average work engagement of participants with contract work status with the average work engagement of participants with a permanent work status of  $89,91 - 86,36 = 3,548$  and the difference in difference is  $0,367$  to  $6,729$ .

Researchers conducted different test of work engagement based on length of work with one way ANOVA assisted with SPSS 25. Based on data processing, obtained  $p = 0,635 > 0,05$  so that it can be concluded there was no significant difference in the average of work engagement based on length of work. In other words, the length of work of an employee cannot predict the level of work engagement.

Finally, researchers conducted a different test of work engagement based on store location with one way ANOVA assisted with SPSS 25. Based on data processing, it was obtained so that it can be concluded there was no significant difference in the average of work engagement based on store location. In other words, the store location cannot predict the level of work engagement.

**4. DISCUSSION**

The results of data analysis show that job resources play a significant role in the work engagement of retail salespeople in DKI Jakarta. In other words, the higher the job resources, the higher the saleswoman's engagement. Based on the results of research conducted by Ayu, Maarif, and Sukmawati (2015), job resources do not have a significant role in work engagement. In this study, job resources have a role in work engagement with their respective contributions. The dimensions of social support and opportunities for development are the most significant

dimensions of work engagement. Researchers assume that support from the environment is important for the saleswoman's feelings and a good relationship can improve welfare at work. Social support can also be seen in the form of teamwork. Salespeople need teamwork in a shop to carry out their duties. Salespeople who are given the opportunity to develop in their jobs will feel more like having a job. This can increase employee productivity. (the sample used has a different profession, so the dimensions are different).

Based on data analysis, the dimension that has the highest significant role is social support with a contribution of 44.7%. Emotional support provided by the surrounding saleswoman can help in carrying out her responsibilities as an employee. The findings of this study are in line with the findings of research conducted by Oshio, Inoue, and Tsutsumi (2018) that the dimension of social support is the dimension of job resources that is most influential with work engagement. However, research conducted by Alzyoud, Othman, and Mohd Isa (2015) found that social support in academics was ranked second. In contrast to this study where social support in retail salespeople has the largest contribution. This might occur because retail salespeople need more support or back-up from their environment in order to improve work performance. For example when a store is crowded with customers, salespeople need support from one another so they can continue to work productively and efficiently.

The second dimension with a contribution of 40.5% is opportunities for development. With the opportunity for the salesperson to develop, the salesperson will be more focused on the positive. In addition, the positive results obtained, the salesperson can be more productive at work. Another finding that says that the opportunity for development dimension significantly influences work engagement is the research of Alzyoud, Othman, and Mohd Isa (2015). It was explained in the study that that opportunities for development help individuals in developing their potential and talents.

## 5. CONCLUSION

Based on the analysis of data that has been done, the five dimensions of job resources have a significant and positive role towards the work engagement of retail salespeople working in DKI Jakarta. According to the role of each dimension of job resources, the dimensions of social support and opportunities for development play the most significant role on work engagement. While the other three dimensions play a significant role in work engagement but not as much as social support and opportunities for development. Based on the description above, it can be concluded that the research hypothesis (major hypothesis / major hypothesis and minor hypothesis) is accepted.

The third dimension of job resources that plays a significant role is coaching. Coaching contributed 7.3%. Coaching is coaching that can maintain employee motivation. According to researchers, the coaching dimension is not really needed in salespeople. The presence or absence of direction and guidance provided by superiors does not play a role in the engagement of saleswoman's work. Even so, coaching is an element that is no less important than other dimensions. Coaching is useful for guiding salespeople to become more familiar with company culture, shop culture, consumer types, to problem solving and other things that can improve performance.

The next dimension that plays a significant role is autonomy. Autonomy is the freedom, independence and judgment of individuals in scheduling work and in determining the procedures to be used in carrying out it. Autonomy has a significant role in work engagement but not as big as other dimensions. Autonomy contributes a role of 6.2% which occupies the lowest level compared to other dimensions. This is different from the research of Alzyoud, Othman, and Mohd Isa (2015) where autonomy is the dimension with the biggest role. This might occur because academic autonomy is very important in order to create work engagement. Academics need to get freedom in the delivery of material, give value by referring to existing criteria, and how they organize their class. In contrast to salespeople who have references such as mall operating hours that must be followed by salespeople. This is something that is not negotiable. As for other references such as how to welcome the customer. Some companies are unique in greeting their customers. The salesperson doesn't have the power to change that. In addition, the authors assume that autonomy is not a predictor that plays a role in other dimensions of the salesperson because the salesperson has more work schedules that have been set by superiors or companies. The schedule has been considered with the intention of increasing the productivity of women.

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