

WORK ENGAGEMENT AS MEDIATORS VARIABLE AFFECTING PERFORMANCE OF THE EMPLOYEE PROMOTOR PT. WORLD INNOVATIVE TELECOMMUNICATION INDONESIA

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ABSTRACT

Work engagement was able to provide a positive and significant impact on employee performance so that it becomes important to increase work engagement on employees. The purpose of this research was to investigate the effects of self-efficacy on work engagement and employee performance as well as the effects of job resources on work engagement and employee performance. Besides, the research aimed to examine the ability of work engagement as a mediator variable in the relationship between self-efficacy and job resources to employee performance. This research was conducted on PT. World Innovative Telecommunication Indonesia. The questionnaire was used as a data collection tool. A sample of 190 promoter employees from a total population of 360 promoter employees obtained through proportional random sampling technique. Data analysis using path analysis. Specifically, mediation hypothesis testing uses the sobel z-test. The result, all the direct effects examined in this research showed significant positive results. All research hypotheses were supported. The interesting thing from this research was that work engagement was partially proven to be able to mediate the relationship between self-efficacy and employee performance, to the relationship between job resources and employee performance.

Keywords: Self Efficacy, Job Resources, Work Engagement, Employee Performance

INTRODUCTION

The basic principle of business is being able to meet market demand. Humans need extensive and easily accessible information for mobility to be effective and efficient (market demand). Smartphones can provide information through the internet and are easily accessed without having to bring a laptop or computer (a solution) so that smartphone manufacturers have sprung up with diverse smartphone brands to meet market demand. The higher the public's interest in smartphones, the business opportunity of smartphone manufacturers to market their products was also increasingly fierce (market competition).

Competition of smartphone companies in Indonesia based on unit market share and research International Data Corporation (IDC, 2019) shows that in the third quarter of 2019 Oppo succeeded in winning the first rank (26.2%), beating Samsung (19.4%) which during the first and second quarters ranked first. This proves that market share was never stable, there will always be ups and downs in ranking in winning market share. Therefore, smartphone companies need to improve the performance of promoter employees as an effort to win market share. This was because when discussing the sale and purchase of smartphones, what must be considered were employees who were at the forefront of the company, namely promoter employees because they interact directly with consumers, so they can attract consumer buying interest.

The importance of the promoter's employee function makes PT. World Innovative Telecommunication Indonesia made various efforts such as providing training and providing incentives as rewards for work targets. This effort got positive results and was proven to be able to improve the performance of promoter employees but the effect could not last long. Sometimes after giving rewards and training, the employee's performance showed a decrease. That is, the performance of promoter employees is still up and down (not yet stable) so that this effort is felt to be still not strong enough.

Employee performance was an effort the employee does to meet his work demands following the standards or criteria imposed by the company. More clearly, this employee's performance has an assessment conducted at any given time to determine the merits and or ups and downs of performance through performance appraisals that are reviewed based on task performance, contextual performance, and adaptive performance (Koopmans et al., 2012) performance appraisal conducted once a month by taking into account the actual assessment of each workday conducted by the employee. This assessment data can later be used as a reference for employee performance journey from time to time so that in-depth evaluations can be carried out.

The importance of employee performance makes this research focus on factors that can improve the performance of employee promoters so that PT. World Innovative Telecommunication Indonesia can win the hearts of its customers so that its presence in the market becomes strong and stable. According to the theory of Conservation of Resources (COR), work was one of the most important resources for employees and if an employee loses work it can cause conflict and make it stressful (Hobfoll, 1989) so that employees become motivated to keep this job by meeting targets work as expected by the company. This motivation according to Job Demand-Resources (JD-R) theory can occur because of the existence of intrinsic resources, one of which is self-efficacy and extrinsic, namely job resources (Bakker & Demerouti, 2007).

Furthermore, the Job Demand-Resources (JD-R) theory states that employees receive resources (self-efficacy and work resources) will show a higher work engagement and hence have an impact on work results (Xanthopoulou et al., 2009). To strengthen the existing theoretical basis, this research uses the theoretical framework of Conservation of Resources (COR). COR

theory assumes that employees try to maintain, protect, and build resources and that what threatens them will be the actual potential of this valued resource (Hobfoll, 1989) and because of this, it will increase work engagement (Xanthopoulou et al., 2009)

Work engagement occurs when people commit to their work and organization and are motivated to achieve high levels of performance (Armstrong, 2011, p. 200). This is because employees have vigour, dedication and absorption in work so that work becomes a pleasant thing (Bakker & Bal, 2010). Employees with a high attachment will provide a positive work atmosphere so that they will share the enthusiasm of their work with their colleagues (Xanthopoulou et al., 2008). Thus the number of employees who have work engagement will increase so that employee performance will be more optimal.

Many research that related which discuss the role and benefits of work engagement for employees and organizations (Bakker et al., 2012; Bakker & Bal, 2010) but no one specifically investigates on smartphone promoter employees. Though the role of smartphone employees is very important for organizational performance. For this reason, this research was carried out as a new finding of a solution to the problem of employee performance promoters supported by empirical evidence.

LITERATURE REVIEW

Employee Performance

Job is the most important thing for employees and a resource that has a negative impact if the employee loses it (Hobfoll, 2001). The basis of this statement was very important for this research because logically employees will make every effort so that the job they consider important is not lost in various ways and one of them was to improve performance so that their role for the organization becomes important and ultimately the company will provide welfare and maintain the presence of these employees in the company.

Can be interpreted as employee performance as an effort that employees do to meet the demands of their work, where the bad or good of performance can be seen through task performance, contextual performance, and adaptive performance (Koopmans et al., 2012) as indicators of employee performance appraisal in this research.

The relationship between employees and the company is reciprocal. This means that if the company provides what is needed by employees, then employees will reciprocate by giving the best for the company that is performance and loyalty. This is following JD-R theory, where employees will give their best performance if there is motivation. This motivation can be realized if the intrinsic and extrinsic resources are well perceived by employees (Xanthopoulou et al., 2008).

Self-Efficacy

Self-efficacy is a part of personal resources, where self-efficacy refers to an individual's beliefs about their ability to mobilize the motivation, cognitive resources and actions needed to successfully carry out tasks in a particular context (Youssef & Luthans, 2007). This research focuses on self-efficacy because work as a promoter has many challenges in their work practice, so if employees do not have enough self-efficacy in themselves then it was not possible to face every job demand. This was accordance with COR theory, where employees faced with the demands of work will tend to be vulnerable to lose and gain new resources because of the level of self-efficacy in themselves less (Hobfoll, 2001). Employees with high self-efficacy will tend to focus more on the job (Bhatti et al., 2018) so that the work becomes more optimal than if someone does not have self-efficacy for the work done (De Clercq et al., 2018; Judge et al., 2007)

Job Resources

JD-R theory assumes that every job has a risk factor that was influenced by pressure from the job itself (job demands) and therefore motivation from work (job resources) was a positive thing that employees can do (Bakker et al., 2004). Job resources refer to the physical, social, organizational, or occupational aspects that make it possible to reduce work demands related to costs, have a function in achieving work goals or stimulate personal growth, learning, and development (Bakker & Demerouti, 2007) which is characterized by social support, autonomy, quality relationship with supervisors, and feedback performance (Bakker et al., 2005). According to COR theory, resources can accumulate based on the time and environment that influence them such as the work environment where the work resources are available (Hobfoll, 2001) and therefore organizations need to provide work resources to employees.

Work Engagement

Work engagement is defined as employee self-mastery of their work role, where employees will bind themselves to their work, then will work and express themselves physically, cognitively, and emotionally while playing their role (Khan, 1990). Work engagement is an employee motivation that can be increased through intrinsic resources (self-efficacy) to meet the basic desires of employees and extrinsic resources (job resources) because they contribute to the achievement of work goals (Bakker, 2011). This was accordance with COR theory, where when the resources they have are sufficient, employees will be motivated to give their best performance as a form of an effort to keep the job (Hobfoll, 1989). That is, when employees are tied to their work, employees will be more creative, more productive and willing to work extra (Bakker, 2011) so that performance will increase (Bakker et al., 2012).

HYPOTHESES

The research model uses four variables, namely Self-Efficacy (X1), Job Resources (X2), Work Engagement (X3), and Employee Performance (Y). The framework for this research was based on COR theory and JD-R theory and relevant prior research. So that researchers can make a direct and indirect influence hypothesis in this research. More clearly, it can be seen through the following hypothesis summary table.

Table 1: Summary of Hypotheses

Hypothesis	Statement
H1	Self-efficacy has a direct and significant positive effect on the work engagement of promoter employees.
H2	Job resources have a direct and significant positive effect on the work engagement of promoter employees.
H3	Self-efficacy has a direct and significant positive effect on the performance of promoter employees.
H4	Job resources have a direct and significant positive effect on the performance of promoter employees.
H5	Work engagement has a direct and significant positive effect on the performance of promoter employees.
H6	Work engagement becomes a significant mediator variable on the relationship of self-efficacy to the performance of promoter employees.
H7	Work engagement becomes a significant mediator variable on the relationship of job resources to the performance of promoter employees.

RESEARCH METHODS

Data Collection Procedure and Sample Size

Data collection using a questionnaire. The 5-point Likert scale for answers strongly agrees with the highest number 5 and answers strongly disagree with the lowest number 1 (Cooper & Schindler, 2014). The study population was 360 employees of the promoter of PT. World Innovative Telecommunication in Indonesia. The sample selection technique uses purposive sampling, which is the technique of determining samples from populations that have certain considerations or characteristics (Cooper & Schindler, 2014). The specified criteria are promoter employees who have a minimum working period of 1 month to determine the performance that has been done. Determination of the sample size using the Slovin formula with the results of 190 employee promoters.

Data Analysis

This research uses quantitative methods with path analysis. Testing the mediating effect of work engagement on the relationship of self-efficacy and work resources on employee performance using the Baron & Kenny (1986) technique. Furthermore, to examine evidence of further mediation using the sobel z-test (Sobel, 1982).

Measures

Self-efficacy refers to the GSES (General Self-Efficacy Scale) developed by Schwarzer & Jerusalem (1995). Employment resources for social support, autonomy and feedback performance indicators refer to the WDQ (Work Design Questionnaire) from Morgeson & Humphrey (2006). Furthermore, indicators of quality relationship with supervisor quality refer to Biggs et al., (2016). Work engagement refers to UWES-9 (Utrecht Work Engineering Scale) from Schaufeli et al., (2006). Finally, employee performance refers to the IWPQ (Individual Work Performance Questionnaire) from Koopmans et al., (2013).

RESEARCH RESULTS AND DISCUSSION

All instruments of self-efficacy variables, work resources, work engagement, and employee performance in this study had $r_{count} > r_{table}$ (0.361) with a significance level of 0.05. That is, all proposed instruments are considered valid and can be further analyzed.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Explanation
Self-Efficacy	0,899	Reliable
Job Resources	0,929	Reliable
Work Engagement	0,892	Reliable
Employee Performance	0,943	Reliable

Table 2 shows that all variables of this research have a Cronbach's alpha value of 60 0.60 so that it can be concluded that the instrument was reliable and can be further analyzed.

The normality test uses the Kolmogorov-smirnov test and the normal probability plot graph. Value of Asymp. Sig (2-tailed) $0.164 > 0.05$ and the results of the normal probability plot graph show the data spread diagonally following the histogram line so that the data in this study can be said to be normally distributed.

Heteroscedasticity test results show data spread randomly and do not have a certain pattern, so it can be concluded that this study did not occur heteroscedasticity.

Table 3. Variance Inflation Factor (VIF) Test Results

Variable	Tolerance	VIF	Explanation
Self-Efficacy	.442	2.261	Multicollinearity does not occur
Job Resources	.443	2.259	Multicollinearity does not occur
Work Engagement	.469	2.131	Multicollinearity does not occur

Table 3 shows the variables of self-efficacy, job resources, and work engagement have a VIF value <10 and tolerance value between the numbers 0 and 1 so that this research does not have multicollinearity.

Table 4. Effect of Self Efficacy (X1) and Job Resources (X2) on Work Engagement (X3)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7.042	2.201		3.200	.002
Self-Efficacy (X1)	.358	.063	.396	5.702	.000
Job Resources (X2)	.262	.046	.395	5.687	.000
R-square (R ²) = 0.531					

Table 4 shows the direct effect of self-efficacy and job resources on work engagement by looking at the standardized coefficient β and significance value ($p < 0.05$). Besides, the R-square value is also included to calculate the error (e_1) so that the first equation model can be calculated as below.

$$\text{Error calculation } (e_1) = \sqrt{1 - R^2} = \sqrt{1 - 0.531} = 0.684$$

The first equation model calculation was follows

$$\begin{aligned} X3 &= \beta_1 (X1) + \beta_2 (X2) + e_1 \\ &= 0.396 X1 + 0.395 X2 + 0.684 \end{aligned}$$

The results of the analysis of self-efficacy variables on work engagement have standardized coefficient $\beta = 0.396$ and significant ($p < 0.05$). The first hypothesis was accepted. Self-efficacy was proven to have a direct and significant positive effect on the work engagement of promoters' employees. These results are following JD-R theory which shows that self-efficacy has a positive relationship with work engagement (Xanthopoulou et al., 2009) and is a predictor that influences work engagement (Bhatti et al., 2018; Chaudhary et al., 2012; Karatepe et al., 2019; Xanthopoulou et al., 2008).

The results of the analysis of occupational resource variables to work engagement show the value of standardized coefficients $\beta = 0.395$ and significant ($p < 0.05$). The second hypothesis was accepted. Employment resources are proven to have a direct and significant positive effect on the work engagement of promoters' employees. JD-R theory shows that job resources are the main predictors of work engagement (Bakker & Demerouti, 2007). Furthermore, relevant previous research shows the results that job resources have a positive effect on work engagement (Alessandri et al., 2018; Bakker & Demerouti, 2007; Kim et al., 2019).

R-square value (R^2) of 0.531 which means Self Efficacy (X1) and Job Resources (X2) can affect Work Engagement (X3) by 53.1%, while the remaining 46.9% was influenced by other variables outside the research.

Next to the results of the second equation model were follows.

Table 5. Effect of Self Efficacy (X1), Job Resources (X2) and Work Engagement (X3) on Employee Performance (Y)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
2 (Constant)	9.404	3.063		3.070	.002
Self-Efficacy (X1)	.333	.092	.203	3.609	.000
Job Resources (X2)	.433	.068	.359	6.398	.000
Work Engagement (X3)	.735	.099	.405	7.420	.000
R-square (R ²) = 0.740					

Table 5 serves to show whether there is a direct influence of self-efficacy, job resources, and work engagement on employee performance by looking at the value of standardized coefficients β and significance values ($p < 0.05$). Besides, the R-square value is also included to calculate the error (e_2) so that the second equation model can be calculated as follows.

Error calculation (e_2) = $\sqrt{1 - R^2} = \sqrt{1 - 0.740} = 0.509$

The second equation model calculation was follows.

$$Y = \beta_3 (X1) + \beta_4 (X2) + \beta_5 (X3) + e_2$$

$$= 0.203 X1 + 0.359 X2 + 0.405 X3 + 0.509$$

The results of efficacy are of self-efficacy variables on the performance of promoter employees indicate the value of standardized coefficients beta ($\beta = 0.203$) and significant ($p < 0.05$). The third hypothesis was accepted. Self-efficacy was proven to have a direct and significant positive effect on the performance of promoter employees. That is, self-efficacy has an impact on better performance (Bandura, 2006). Relevant previous research results also state that self-efficacy is proven to influence employee performance (De Clercq et al., 2018; Judge et al., 2007; Leon- Perez et al., 2011).

The results of the analysis of job resource variables on the performance of the promoter employees show the value of standardized coefficients beta ($\beta = 0.359$) and significant ($p < 0.05$). The fourth hypothesis was accepted. Job resources have a proven direct and significant positive effect on the performance of promoter employees. With job resources, employees will be able to meet performance targets, meet their job requirements competently, and be able to take effective initiatives at work. This is consistent with research conducted by Bakker et al., (2004); Bakker & Bal (2010); Xanthopoulou et al., (2009) where job resources have a positive effect on employee performance.

The results of the analysis of work engagement variables on the performance of promoter employees indicate the value of standardized coefficients beta ($\beta = 0.405$) and significant ($p < 0.05$). The fifth hypothesis was accepted. Work engagement was proven to have a direct and significant positive effect on the performance of promoter employees. The results of this study are in line with research conducted by (Bakker et al., 2012; Bakker & Bal, 2010; Chughtai & Buckley, 2011; Dhir & Shukla, 2019). This means that with the many results of research that have been done, the role of work engagement for employees has proven to be very important to provide a more optimal performance impact.

R-square value (R^2) of 0.740 which means that Self Efficacy (X1) and Job Resources (X2) can affect Work Engagement (X3) can affect Employee Performance (Y) by 74%, while the remaining 26% was influenced by other variables beyond what was research.

Based on the equation model that has been done, it can be checked the validity of the model through the coefficient of total determination (Rm^2) with the following calculation.

$$Rm^2 = 1 - (e_1^2) / (e_2^2)$$

$$= 1 - (0.684)^2 / (0.509)^2$$

$$= 0.88$$

The resulting count Rm^2 about 0.88 in this equation model can be said to be very good because it approaches the value of number 1. Its means, Self-Efficacy (X1), Job Resources (X2), and Work Engagement (X3) can explain the formation of Employee Performance (Y) by 88%, while the remaining 12% is explained by other variables not included in the model and errors.

More clearly, the results of the first to the fifth hypothesis can be seen through the path analysis diagram as follows.

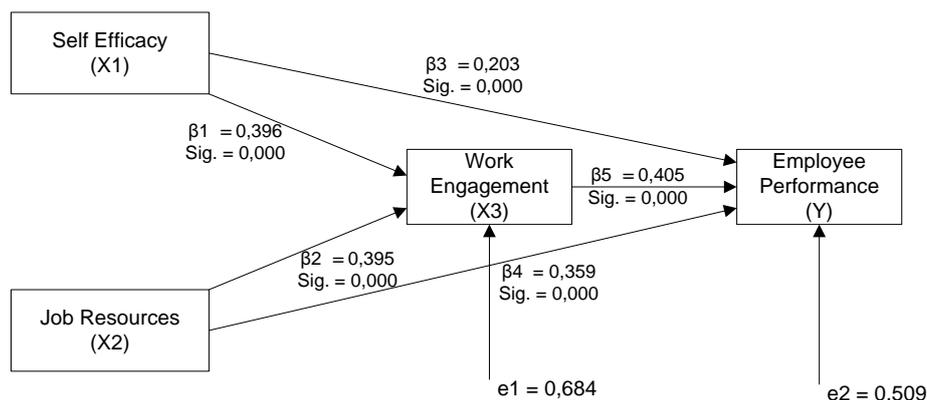


Figure 1. Diagram of Path Analysis Results

Figure 1 is the result of the direct influence of each independent variable on the dependent variable in this study obtained through the results of the path analysis to answer the first to fifth hypotheses by looking at the β values and the significance and error values that occur in each equation model.

Work Engagement as Mediator

Test results using the Baron & Kenny technique (1986) show a significant relationship between self efficacy and employee performance decreased from value ($\beta = 0.203$; $p < 0.05$) to ($\beta = 0.160$; $p < 0.05$) when work engagement was added on the model. That was, work engagement mediates a partial (partially mediated) relationship between self-efficacy and employee performance. To be more accurate, this research uses the sobel z-test (Sobel, 1982) with the results of the indirect effect of self-efficacy on employee performance through work engagement shows ($z = 3.40$; $p < 0.05$). The results of this single test confirm that work engagement was able to be a significant mediator variable on the relationship of self-efficacy to the performance of promoter employees. The sixth hypothesis was accepted. JD-R theory states that work engagement can mediate the relationship between self-efficacy and employee performance (Bakker & Demerouti, 2007). Previous studies have shown that work attachment mediates the relationship of self-efficacy with significant employee performance (Bhatti et al., 2018; Karatepe et al., 2019). So it can be understood that the more employees get intrinsic resources (self-efficacy), the work engagement will be stronger and in the end, will make employee performance more optimal.

Likewise, the results of testing through the Baron & Kenny (1986) technique show a significant relationship on job resources to employee performance decreased from the value ($\beta = 0.359$; $p < 0.05$) to ($\beta = 0.159$; $p < 0.05$) when work engagement was added to the model. That was, work engagement mediates a partial (partially mediated) relationship between job resources and employee performance. Furthermore, for the results of the sobel z-test (Sobel, 1982) the results of the indirect influence of job resources on employee performance through work engagement showed ($z = 3.69$; $p < 0.05$). In conclusion, work engagement can be a significant mediator variable on the relationship of job resources to the performance of promoter employees. The seventh hypothesis was accepted. JD-R theory states that work engagement can mediate the relationship between job resources and employee performance (Bakker & Demerouti, 2007). Previous studies have shown that the relationship between job resources and employee performance through work engagement is also significantly proven (Bakker & Bal, 2010; Karatepe et al., 2019; Kim et al., 2019). This means that the more employees perceive job resources properly, the higher employee engagement will be so that employee performance will increase.

CONCLUSION

This research proves that work engagement can be a mediator variable on the performance of promoter employees. This happens because employees have very high intrinsic motivation (self-efficacy) and extrinsic motivation (job resources) to make work engagement very good in influencing performance. Keep in mind that employees will not have the motivation to work if the employee does not consider that their work is a very important job for their life. The spirit of work and love of work will create positive emotions so that the work atmosphere becomes fun for coworkers and consumers so that the probability to generate sales profits will be even higher with this work engagement. Therefore it is very important for PT. World Innovative Telecommunication to encourage self-efficacy and provide attractive job resources to make the promoter employee continue to feel attached to their work.

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