



## Job Demands, Job Insecurity, and Job Engagement at Sales Promotion for Retail Companies

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### **Abstract**

This study aims to determine job demands and job insecurity on work engagement in employees of *sales promotion* retail companies in Samarinda. This study uses a quantitative approach. The subjects of this study were 104 members of employees of *sales promotion* retail companies in Samarinda who were selected using *the purposive sampling technique*. The data collection method used is the scale of job demands, job insecurity, and work engagement. The collected data were analyzed using the *Statistical Package for Social Science (SPSS) 21.0 for the windows program*. This study indicates a significant effect between job demands and job insecurity on work engagement ( $F = 32.846$ ;  $p = 0.000$ ;  $R^2 = 38.2\%$ ). There is a positive and significant effect between job demands on work engagement ( $\beta = 0.590$ ;  $t = 7.272$ ;  $p = 0.000$ ). There is no significant effect between job insecurity and work engagement ( $\beta = -0.114$ ;  $t = -1.472$ ;  $p = 0.157$ ).

**Keywords:** *Job Engagement, Job Insecurity, Job Demands*

### **Introduction**

The stage for retail companies in the Indonesian economy is currently expanding, especially for modern retail companies with various types. The retail business has become an important instrument to constructively support the national economy (Jaya, Fadillah, & Bawono, 2012). Companies facing today's competition are not enough to only look for the best employees, but companies must provide *support* to employees to give their best performance to the company with employee work engagement. Work engagement is an employee's behavior and positive attitude related to work fulfillment characterized by energy, dedication, and concentration (Rugiyanto, 2018). Employees who are committed to their work will be motivated to commit to realizing company goals. Unfortunately, most employees in Indonesia have a minimal level of work attachment to their work. This can be seen from the results *survey The Global Workforce Study (GWS)* conducted by Watson in 2012 proved that 66% of workers in Indonesia are not bound and have a desire to *resign* within the next two years (Rudi, 2012).

Several factors can affect work engagement, one of the factors, according to Bakker (2011), is job demands. Job demands contain physical, psychological, social, and organizational aspects of work that

impact decreasing work engagement (Penz et al., 2019). Research conducted by Ayu, Maarif, and Sukmawati (2015) shows a significant negative relationship between job demands and work engagement for PT XYZ employees. This proves that the more job demands that employees receive will reduce the level of employee work engagement. Several factors can also influence the demands of this work; one of the factors, according to Puspita (2012), is organizational change. These changes, such as adding new members, modifying a program, changing the mission, and changing systems within the company, can cause employees to feel job insecurity.

According to Manuaba and Astiti (2014), job insecurity is a psychological condition of an employee who shows a sense of helplessness caused by threats from the work environment. The sense of job insecurity that arises will be followed by various negative impacts such as reduced job satisfaction and employee commitment (Hanafiah, 2014). Research conducted by Hanafiah (2014) shows an influence between job insecurity and employee turnover intentions. Job insecurity in fear of losing their job and wanting to find another job. PT. BUMA Suaran Village so that they intend to change jobs. The psychological aspect of job insecurity causes the emergence of the desire to look for another job because employees feel uncomfortable and feel their work is threatened to reduce employee commitment to the company, which will undoubtedly affect employee work engagement.

The influence between job insecurity and the intention to change jobs on employees will impact employee work engagement because it will reduce employees' energy, dedication, and concentration on their work. Work engagement is an individual's attitude at work characterized by enthusiasm, dedication and is bound by his work (Siddiqi, 2015). Employees with high work engagement will maximize their performance towards the company. Employees become firmly attached to work, cope with the demands of the work experience, and adapt to their work environment. This is because these employees enjoy their work so that employees do not feel burdened with their work (Siswono, 2016).

Based on the description above, researchers are interested in knowing whether or not there is an influence of job demands and job insecurity on work engagement in employees of *sales promotion* retail companies in Samarinda. In this study, the first hypothesis is the effect of job demands and job insecurity on work engagement. Second, there is the effect of job demands on work engagement. Third, there is the effect of job insecurity on work engagement.

## **Methodology**

In this research, the methodology used is quantitative. The dependent variable is work engagement, and the independent variable is job demands and job insecurity. The number of samples in this study was 104 employees of sales promotion retail companies in Samarinda. This research uses simple random sampling as a technique. Simple random sampling is a technique from the population that provides equal opportunities for each element of the population and is carried out randomly regardless of the strata in the population to be able to become a sample (Sugiyono, 2014).

This study uses measuring instruments or instruments to collect data. This study uses three instruments, namely the scale of work engagement, job demands, and job insecurity. This study uses a *Likert* scale to determine how individuals or groups of people perceive social phenomena (Sugiyono, 2014). The scale in study *Likert-shaped* this has five answer options, namely Very Appropriate (SS), Appropriate (S), Doubtful (RR), Not Appropriate (TS), and Very Incompatible (STS).

Table 1 Characteristics of Subjects Based on Age, Gender, and Length of Work (N = 104)

Characteristics of	Sub Aspects	Total	F
<b>Age</b>	19-21 years	39	37.5%
	22-24 years	36	34.6%
	25-27 years	18	17.3%
	> 27 years	11	10.6%
<b>Gender</b>	Male	39	37.5%
	Female	65	62.5%
<b>Length of Employment</b>	< 1 year	25	24%
	1-3 years	71	68.3%
	> 3 years	8	7.7%

The data processing process begins with testing the validity and reliability of the existing research variable scales. For the scale of work engagement, there is 1 item that falls out of 32 items with a reliability value of 0.875. The scale of job demands has four items that fall out of 32 items with a reliability value of 0.673. Then the scale work insecurity, there is 1 item that falls out of 32 items with a reliability value of 0.526.

Data analysis was carried out for processing research data by using assumption tests, hypothesis analysis tests, and multiple regression analysis to determine how much influence and predictive ability the two independent variables had on the dependent variable. All data analysis techniques were carried out with the help of the SPSS (computer program *statistical Packages for Social Science*) version 21.0 for Windows.

## Research Results

Descriptive data is used to describe the distribution of data on employees of *sales promotion* retail companies in Samarinda. The sample responses were obtained to mean empirical and mean hypothetical through four research scales, namely the work engagement scale, job demands, and job insecurity.

Table 2 Mean Empirical and Mean hypothetical

Variable	Mean Empirical	Mean hypothetical	Status
Work Engagement	111.96	93	High-Demand
Jobs	103.79	84	High
Job Insecurity	83.29	93	Low

Through Table 2, it can be seen the distribution of data on employee research on subjects *sales promotion* retail companies in Samarinda. Based on the measurement results through the work engagement scale, the *mean is* empirical 111.96 which is higher than the *mean* hypothetical of 93, so it is included in the high category.

The measurement results through the scale of job demands obtained the *mean* empirical of 103.79, which is higher than the *mean* hypothetical of 84 so that it is included in the high category. As for the measurement results through the work insecurity scale, the *mean is* empirical 83.29, which is lower than the *mean* hypothetical of 93, which is included in the low category.

Table 3 Results of hypothesis test fully regression analysis model

Variable	F-Hit	F-Tab	R <sup>2</sup>	P
Work Engagement(Y)				
Claims Job(X1)	32 846	3:09	0.382	0.000
Job Insecurity (X2)				

Based on Table 3, the results obtained show F count > F table. There are significant job demands, and job insecurity of the working attachment is very significant with a value of  $F = 32\,846$ ,  $R^2 = 0.382$ , and  $p = 0.000$ . This proves that the significant hypothesis in this study is accepted. Then from the results of the gradual regression analysis, it can be seen in Table 4.

Table 4 Hypothesis test results stepwise model regression analysis

Variable	Beta	T-Hit	T-Tab	P
Job Demands (X <sub>1</sub> )	0.590	7,372	1,983	0.000
Work Engagement (Y)				
Job Insecurity (X <sub>2</sub> )	-0114	-1472	1983	0157
work attachment (Y)				

Based on Table 4, it is known that T arithmetic > T table, which means a significant difference between the demands of work against the working attachment with a value beta = 0590,  $t = 7372$ , and  $p = 0.000$  ( $p < 0.05$ ). Then the job insecurity on work engagement shows T count < T table, which means there is no significant effect with beta = -0.114, T count = -1.472, and  $p = 0.157$  ( $p > 0.05$ ).

## Discussion

The first hypothesis is that there is an effect of job demands and job insecurity on work engagement. Work engagement is the integrity of employees when working by expressing themselves fully, both physically and psychologically, which makes employees maximize their efforts to exceed the company's expectations (Kurniawati, 2014). The profession of employee sales promotion deals directly with end-users and strives to achieve company goals, one of which is to meet sales targets. Employees are sales promotion likened to the spearhead in introducing a product to the public as potential consumers (Effendi, 2013). Work engagement leads to the contribution and enthusiasm of employees in work related to achieving the company's goals and overcoming the demands placed on employees.

Several factors can influence the demands of the job. According to Puspita (2012), one of the factors is the emotional discrepancy felt by actual employees, but employees are required to display positive emotions in the work environment. In addition, job demands can also be influenced by organizational changes such as new members, modification of a program, and changes in the company's mission and systems that can cause employees to feel work insecurity (Puspita, 2012).

Various negative impacts will follow the feeling of job insecurity that arises both in psychological and non-psychological aspects. One of the psychological aspects that arise is decreased job satisfaction and the absence of commitment from employees (Hanafiah, 2014). This is in line with the results of Hanafiah's research (2014), which shows that there is an influence between job insecurity and the intention to change jobs in employees.

The influence between job insecurity and the intention to change jobs on employees will impact employee work engagement because it will reduce employees' energy, dedication, and concentration on their work. This is by the opinion of Siddiqi (2015), who argues that work engagement is characterized by enthusiasm, dedication and is bound to work. If employees have a good sense of work engagement, employees will focus on their work and not think about looking for another job.

The second hypothesis in this study proves a positive and significant effect between job demands and work engagement, in contrast to previous research results that proved a significant negative relationship between job demands and work engagement (Ayu, Maarif, and Sukmawati, 2015). Research conducted by researchers shows a positive influence, which means that the greater the job demands received, the greater the employee's work engagement and vice versa. This can happen because the subject of this study has a high dedication aspect. Following one aspect of work engagement, according to Rizkiani and Sawitri (2015), dedication refers to a strong involvement between employees and their work; employees will consider their work to be necessary. Besides that, they also have a high sense of enthusiasm and feel challenged to work—her job. The enthusiasm possessed by employees makes employees feel challenged by their work and does not feel burdened by the work.

Respondents with long working hours were dominated by members who had worked for 1-3 years, amounting to 71 members or 68.3 percent. According to Suryahadi (2015), employees who have worked for 4-6 months are committed to the company, feel happy and proud to work in the company, and are patient in dealing with customers. Employees who have worked for more than six months tend to have an outstanding commitment to the company even though they have excessive workload demands and can adapt when organizational changes occur. In addition, employees can be patient in dealing with customers, which means employees can adjust their emotions well while working.

The third hypothesis proves that there is no significant effect between job insecurity and work engagement. When viewed from the results of research conducted by researchers, this study shows that the subject of this study has a high score of work engagement and has a score of job insecurity that tends to be moderate. This shows that job insecurity is not one-factor affecting work engagement, but other factors affect work engagement. According to Bakker (2011), the factors that cause employees to have work engagement comes from personal resources, namely positive self-assessment related to employee psychological strengths that lead to employee confidence in their ability to control and influence their environment.

This is by research conducted by Yoo and Lee (2019), which shows that employees with positive self-evaluations tend to have higher levels of career adaptation resources to feel more enthusiastic about their work. In addition, companies must recognize the importance of providing training and providing a stable and safe environment for their employees. By one of the factors of work engagement, according to Bakker (2011), namely work resources that encourage employees to realize their goals, overcome work challenges, and improve self-development. Research conducted by Deviyanti and Sasono (2015) shows a positive and significant influence between development opportunities and work engagement. Employees who can develop will gain valuable experience that helps overcome problems at work, one of which is overcoming work insecurity in the work environment.

Based on the results of the descriptive test, it can be seen that the distribution of the data on the research subject is the employee of sales promotion a retail company in Samarinda. It proves that the research subject is in work engagement and high job demands and is in low job insecurity. This shows that employees of sales promotion retail companies in Samarinda have high work engagement and job demands and moderate job insecurity.

Based on the description above, it can be concluded that there is an effect of job demands and job insecurity on work engagement in employees of sales promotion retail companies in Samarinda, which is 38.2%. In comparison, the remaining 61.8% is influenced by other factors not examined in this study.

### **Conclusion**

Based on the research that has been done, it can be concluded. First, there is a significant influence between job demands and job insecurity on work engagement in employees of sales promotion retail companies in Samarinda., Second, there is a positive and significant influence between job demands and employees' work engagement of sales promotion retail companies in Samarinda. Finally, there is no influence between job insecurity and employees' work engagement of sales promotion retail companies in Samarinda. Authors suggested that employees of the company should be able to change the view of the challenges in the work environment into a more positive direction so that employees can cope with the demands of work and adapt in the workplace that can improve the working attachment. The researcher's suggestion for researchers interested in researching work engagement should be to study more broadly the factors that can affect work engagement, considering that in the results of this study, there are variables that do not affect work engagement, namely job insecurity.

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