

The Effect of Work Engagement and Burnout to Retail Employee Performance

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Abstract: The purpose of this study was to determine how work engagement and burnout affect the performance of retail employees in this study using quantitative research methods, with a total of 350 respondents who are store employees of one of the retail organizations in Jabodetabek. Data collection is done offline by distributing questionnaires and using online methods via google form. The data analysis process uses Jamovi 2.4 software and uses multiple linear regression analysis methods. Based on the research results, it is known that (1) Work engagement has no effect on employee performance, (2) Burnout has a positive effect on employee performance, (3) Work engagement and burnout positively affect employee performance by 31.5%.

Keywords: Burnout, Employee Performance, Retail Employee, Work Engagement

A. Introduction

The retail industry has a strategic role in the Indonesian economy. This is in accordance with Saidani & Arifin, (2012) that the potential of retail in Indonesia is still relatively large in the global realm and has the second largest contribution, after the agricultural industry in the formation of Gross Domestic Product (GDP). Behind this strategic role, the retail industry has experienced a decline in sales in the last three years. In 2020, retail showed sales of US\$81.82 billion and in 2021, the value of retail sales decreased by US\$71.64 billion. This value decreased by 12.4% from 2020 retail wholesale sales (Databoks, 2022). In 2023, to be precise in October, retail sales increased by 2.4% from the previous year (Bank Indonesia, 2023). This trend is expected to continue in 2024, therefore Hippiindo (Association of Indonesian Retailers and Shopping Center Tenants) projects retail business growth to increase by 20% compared to 2023 (Media Indonesia, 2024). This dynamic condition has an impact on retail companies in Indonesia.

The retail organization not only focuses on finance, marketing, operations, and resources management (Bahari et al., 2018). Employees are also one of the important components and a focus for organizations that need to be developed in order to support the success of the organization and also become actors in the activities in the organization (Aziz & Raharso, 2019). Human resources play an important role in

achieving productivity and human resources are also a determinant in the organization in achieving and organizational goals (Soelton et al., 2020). Employee performance is a key factor in achieving these goals (Hursepuny et al., 2021).

To achieve organizational goals and survive in today's competitive retail market, employees must improve their performance (Hursepuny et al., 2021). Employee performance in Indonesia is relatively low. According to the Work Economic Forum (WEF) in 2019, Indonesia ranked 67th out of 130 countries worldwide with a score (Puspitasari & Darwin, 2021). Additionally, the Central Statistics Agency (BPS) reports that Indonesia's workforce performance has declined following the pandemic, as seen in the 44.54% Job Quality Index (IKP) in 2021 (Badan Pusat Statistik Indonesia, 2021).

Employee performance is an assessment indicator used by organizations that have a function to assess employees (Widjaja, 2021). Employee performance refers to the actions and behaviors of employees that are related to organizational goals. The success of the performance that the organization has achieved is also influenced by the performance of its employees, whether working individually or in (Ibrahim & Hasbullah, 2022). Good employee performance is also one way to achieve company goals so that losses in the company can be reduced (Sinaga et al., 2021).

It comprises three dimensions: task performance, which is the ability of employees to perform the main tasks of their job; contextual performance, which is employee behavior that supports the organizational environment both socially and psychologically; and counterproductive work behavior, which can harm the welfare of the organization (Koopmans et al., 2011). According to (Motowidlo, 2003), employee performance is defined as the value that an organization expects from employees who exhibit certain behaviors during a specific period of time.

According to Nursiti et al., (2018) employee performance in the retail sector refers to the ability of employees to serve consumers, by providing quality service to consumers as an effort to achieve retail organizational goals. This can be achieved with one of the factors that can affect performance, namely work engagement (Kim et al., 2013). Work engagement is a psychological state that focuses on positive and satisfying aspects of work. It is characterized by the dimensions of vigor, dedication, and absorption (Balducci et al., 2010). This term describes how workers are involved in their work, doing it with real vigor and devoting their time and effort to it (Albrecht, 2010). The study of work engagement is intriguing, particularly when viewed through a positive lens that emphasizes an individual's strengths rather than their weaknesses (Widyastuti & Hidayat, 2018).

Work engagement can help employees to be more involved in their work, therefore work engagement is seen through a proactive and fundamental approach to performance and the future running of the organization (Kim et al., 2013). According to Utomo et al., (2017), the higher an employee's engagement with the organization,

the greater the business revenue growth. Employees who are more engaged in their work, many find their work more meaningful and self-satisfying (Menguc et al., 2013). This can have a positive impact on employee loyalty, productivity and affect the satisfaction of consumers who shop (Menguc et al., 2013). Work engagement problems arise in employees who do not know what they do and do not know about their work, such as whether they have participated or contributed well to the organization and their work (Mewengkang et al., 2016). There are signs of declining work engagement of an employee, namely low work engagement owned by employees as evidenced by when given additional tasks employees tend to complain frequently, come to the organization not on time, and there is fraud in attendance (Mewengkang et al., 2016). Research conducted by Qodariah, (2019) the head of section (Kabag) at PT. Surveyor Indonesia found that work engagement has an impact on employee performance. However, research by Joushan et al., (2015) on employees of PT PLN (Persero) Bekasi area shows that work engagement has no effect on employee performance.

Another factor that can affect performance is burnout (Schaufeli, 2012). Burnout is the negative antithesis of high work engagement (Schaufeli, 2012). According to Maslach & Jackson, (1981), burnout is an emotional exhaustion syndrome that often occurs in individuals who work with others and is defined by three dimensions: emotional exhaustion, personal accomplishment, and cynicism. The main aspect of burnout is the increase in emotional exhaustion. Humanitarian workers commonly experience burnout, which is characterized by feelings of exhaustion, negative attitudes towards clients, and a sense of incompetence in assisting them (Bakker & Costa, 2014). Burnout is a well-known phenomenon that has long-lasting effects on the health and behavior of employees, such as poor work performance and frequent sick absences (Hakanen & Bakker, 2017).

Burnout is more impactful in jobs that require direct communication with people (Altin et al., 2017). Characteristics of retail employees include having multiple roles to fulfill (Ackfeldt & Coote, 2005), working long hours (Chung et al., 2012), and multitasking such as arranging products in the store while answering customer inquiries (Chung et al., 2012). Repetitive and unvaried work for retail employees can lead to burnout, which can have a negative impact on employee performance. Burnout in retail employees can result in decreased quality of service to consumers, physical and psychological disorders, worsening employee absenteeism, and decreased concentration on work which has an impact on performance (Turhan et al., 2015). According to Maslach et al., (2000), burnout is a prolonged response to chronic emotional and interpersonal stressors at work. Research conducted by Rehman et al., (2015) shows that burnout has a positive effect on the performance of sales personnel. However Shamsafrouz, (2015) presented different findings, stating that burnout does not affect the performance of male and female teachers in Iran.

Several studies have shown that differences in research can lead to inconsistencies between variables, such as work engagement and burnout, and their impact on

employee performance. However, the research samples used come from various occupations, and the number of studies using retail employees as samples is limited. This study aims to investigate the impact of work engagement and burnout on retail employee performance.

Based on the previously described theory and framework, several research hypotheses can be formulated:

H1: Work engagement (X1) has an effect on employee performance (Y) in retail employees.

H2: Burnout (X2) has an effect on employee performance (Y) in retail employees.

H3: Work engagement and burnout have an influence on employee performance (Y) in retail employees.

B. Method

This research uses quantitative research methods. Quantitative research methods use certain samples and in collecting data using data instruments. In analyzing data, this research method is statistical or quantitative which has the aim of testing a predetermined hypothesis (Sugiyono, 2013). Respondents in this study were 350 people who were employees of retail organization stores in Jabodetabek. Data collection in the study used questionnaires distributed directly to retail employees in stores and through online media such as google form. The variables tested in this study are work engagement (X1) on employee performance (Y), burnout (X2) on employee performance (Y). Simultaneous or joint hypothesis testing is carried out on work engagement (X1) and burnout (X2) variables on employee performance (Y). The process of analyzing the data obtained using Jamovi 2.4 software.

C. Results and Discussion

The demographic results of respondents in this study are as follows: based on the age range 18-23 years as many as 59 people or 16.9%, the age range 24-29 years as many as 203 people or 58%, and with an age range of 30-35 years as many as 88 people or 25.1%. Furthermore, respondents with a tenure of 1-5 years were 245 people or 70%, a tenure of 0-1 years were 70 people or 20% and respondents with a tenure of 5-10 years were 35 people or 10%. Respondents in this study also showed characteristics in worker status, namely the status of permanent workers as many as 70 people or 20%. Then respondents with contract worker status were 212 people or 60.6% and respondents with apprentice status were 68 people or 19.4%.

Validity Test

The validity test is a test conducted to determine whether the measuring instrument used can measure what you want to measure. This is important so that the questions

on the measuring instrument can produce data that is in accordance with the desired variable description (Amanda et al., 2019).

Table 1. Results of validity test

Variable	Indicator	Item-rest correlation	Result
Work Engagement	WE1	0,730	Valid
	WE2	0,714	Valid
	WE3	0,740	Valid
	WE4	0,723	Valid
	WE5	0,881	Valid
	WE6	0,764	Valid
	WE7	0,634	Valid
	WE8	0,671	Valid
	WE9	0,675	Valid
Burnout	BU1	0,327	Valid
	BU2	0,426	Valid
	BU3	0,336	Valid
	BU4	0,426	Valid
	BU5	0,362	Valid
	BU6	0,605	Valid
	BU7	0,339	Valid
	BU8	0,240	Valid
	BU9	0,192	Invalid
	BU10	0,437	Valid
	BU11	0,178	Invalid
	BU12	0,359	Valid
	BU13	0,258	Valid
	BU14	0,185	Invalid
BU15	0,382	Valid	
BU16	0,171	Invalid	
BU17	0,384	Valid	
BU18	0,433	Valid	
BU19	0,229	Valid	
BU20	0,529	Valid	
BU21	0,437	Valid	
BU22	0,378	Valid	
Employee performance	KK1	0,217	Valid
	KK2	0,597	Valid
	KK3	0,230	Valid
	KK4	0,173	Invalid
	KK5	0,387	Valid
	KK6	0,604	Valid
	KK7	0,187	Invalid
	KK8	0,525	Valid
	KK9	0,352	Valid
	KK10	0,525	Valid
	KK11	0,291	Valid
	KK12	0,254	Valid
	KK13	0,662	Valid
	KK14	0,517	Valid
	KK15	0,480	Valid
	KK16	0,550	Valid
	KK17	0,309	Valid
	KK18	0,278	Valid

In the validity test of this study, the decision to validate or invalidate an item is 0.2 based on theory (Paulsen & BrckaLorenz, 2017) In the results of the validity test of this study there were invalid items. The invalid items are found in the burnout variable as many as 4 items in item numbers 9, 11, 14, and 16. In the employee performance variable, there are 2 items in item numbers 4 and 7. The item is invalid because the item-rest correlation value <0.2 . In addition to conducting validity tests, reliability tests are also carried out.

Reliability Test

The reliability test is a test used to determine whether the measuring instrument can be trusted by continuing to produce the same results after repeated measurements (Amanda et al., 2019)

Table 2. Results of reliability test

Variable	Cronbach's Alpha's	Description
Work Engagement	0,924	Reliable
Burnout	0,771	Reliable
Employee Performance	0.784	Reliable

Based on the results of the reliability test above, it shows that the reliability of each variable has a value greater than 0.60.

Normality Test

The normality test is carried out to see how the data distribution on the variables and see whether the data collected is normally distributed or not (Fahmeyzan et al., 2018). The following are the results of the normality test results:

Table 3. Results of normality test

Normality Tests		
	Statistic	P
Kolmogorov-Smirnov	0.0696	0.067

Note. Additional results provided by *moretest*

Based on the table on the Kolmogorov-Smirnov normality test conducted using Jamovi 2.4 software, the test result is $0.067 > 0.05$. This result states that the data processed is normally distributed.

Multicollinearity test

The multicollinearity test can be seen from the tolerance value and variance inflation factor (VIF), with a tolerance value > 0.10 or the same as the VIF value <10 (Ariesa et al., 2020). The following are the results of the multicollinearity test:

Table 4. Results of multicollinearity test

Variable	VIF	Tolerance
Work Engagement	1.02	0.982
Burnout	1.02	0.982

Based on the results in table 4, it is known that in the multicollinearity test, the VIF value is obtained on the variable with a value of 1.02 (<10) on the work engagement variable and on the burnout variable with a tolerance value of 0.982 (>0.01). From these results the data can be said to be linear.

Hypothesis Test

Table 5. Results of hypothesis test

Model	B	R	R ²	Adjusted R ²	p
WE → KK	0.0225	-	-	-	0.481
BU → KK	0.4257	-	-	-	<0.001
WE*BU → KK	-	0.564	0.319	0.315	<0.001

Based on the test results of the work engagement variable (X1) on employee performance (Y), the results obtained ($\beta = 0.0225$, p value = $0.481 > 0.05$) indicate that work engagement has no effect on employee performance. Then the test results of the burnout variable (X2) on employee performance (Y) obtained the results ($\beta = 0.4257$, p value <0.001). This means that burnout has a positive influence on employee performance. Next, the results of multiple regression tests conducted on work engagement (X1) and Burnout (X2) variables on employee performance (Y) obtained the adjusted R² = 0.315 (p value <0.001). Through this it is known that work engagement and burnout can simultaneously influence the role of retail employee performance by 31.5%.

Work engagement on employee performance

This study also found that work engagement has no effect on employee performance, so it can be said that high and low work engagement in retail employees cannot explain their performance. The results in this study are also in line with research conducted by (Joushan et al., 2015), through which it was found that work engagement has no effect on employee performance. The study also explains how organizations can improve work engagement, namely by paying attention to employee work engagement which will create growing emotional involvement between employees and superiors and will have an impact on the growth of creativity and enthusiasm for work (Joushan et al., 2015). This study also refutes previous research conducted by Qodariah, (2019) found that work engagement has a positive effect on employee performance, where the higher the work engagement the higher the employee performance.

Work engagement occurs when employees are fully engaged in work. However, currently many employees lose the opportunity to be able to choose the job they want so that employees feel they have no responsibility and lack enthusiasm at work which can affect performance and are not fully involved in their work (Noerchoidah & Indriyani, 2022). How to increase work engagement apart from coming from within the individual is with an organization that also contributes to increasing work engagement, with a focus on building work engagement in its employees, providing genuine support by appreciating employee contributions when working at outlets, increasing fairness, providing varied work, and empowering employees to use their creativity when serving consumers (Suhartanto & Brien, 2018). Therefore, the results of the study found that the hypothesis was rejected.

Burnout on employee performance

This study also found that burnout affects employee performance with the resulting effect leading to a positive influence, meaning that the higher the burnout, the higher the performance of retail employees. This influence is because burnout has a dimension of emotional exhaustion which is an employee's excessive emotional feelings and fatigue caused by work. The next dimension is personal achievement which is a feeling of competence achievement and employee success in work with others and the dimension of cynicism, where there is a negative and unfeeling response in providing services. What employees feel through these dimensions is in accordance with the current characteristics of PT X retail employees, where they have to do a lot of work, do the same job every day, and they also have to continue to serve customers well in the midst of the many jobs they receive.

The results of this study are also in line with research conducted by Almaududi, (2019) with the result that burnout has an influence on employee performance. This influence arises because of the work that is done repeatedly and is not varied and seems monotonous. Coupled with a considerable workload has an impact on the emergence of burnout which can affect employee performance (Almaududi, 2019). This study also refutes the results of research conducted by (Bahwiyanti & Azimi, 2023) in his research found that burnout affects employee performance, this means that the lower the burnout experienced by employees will have an impact on improving employee performance. Therefore, the results of the study found that the hypothesis was accepted.

Work engagement and burnout on employee performance

The results of this study indicate that work engagement and burnout simultaneously affect the performance of retail employees by 31.5% and the remaining 68.5% can be influenced by other factors outside the variables of this study, such as organizational commitment (Al Akbar & Sukarno, 2023), workload (Kurniawan & Kusumawardani,

2024), job satisfaction (Saharso & Fadilah, 2024), work life balance (Tri Tungga Dewi & Krisnadi, 2023) The results of this study are also based on the initial research hypothesis, namely that there is an effect of work engagement and burnout on the performance of retail employees and there is novelty in the research results. The decrease in percentage is caused after simultaneous testing on work engagement with burnout. This happens because the test results show that work engagement has no effect on employee performance. Therefore, work engagement in retail employees cannot explain employee performance. However, both can be explained by including emotional exhaustion, personal achievement, and cynicism in the work performed.

D. Conclusion

This study shows conclusions from some of the analysis results that have been obtained, namely: (1) Work engagement has no effect on employee performance, (2) Burnout has a positive effect on employee performance, (3) Work engagement and burnout simultaneously have a positive effect on retail employee performance by 31.5% and the remaining 68.5% can be influenced by other factors outside the variables of this study. Work engagement of retail employees cannot explain its effect on employee performance. This is because employees want to have good performance if there are other factors such as strength, dedication, and absorption. While burnout can explain the performance of retail employees, this is due to emotional exhaustion, personal achievement and cynicism when they do work. The results of this study provide several practical suggestions to organizations, namely: a) Organizations can build work engagement in employees by providing adequate support and appreciating employee contributions when carrying out tasks. This will have an impact on the suitability of retail employee characteristics, b) Organizations are expected to pay more attention to the work given to employees, so that it matches the abilities possessed by employees, c). Organizations can increase religiosity in employees as an effort to improve employee performance and reduce burnout levels. According to the explanation of the research results of (Ramadhan & Eryandra, 2022) religiosity in employees is important in everyday life, so that when working employees are more optimal in doing their work and have good behavior when working which will have an impact on improving employee performance. This study also provides several suggestions for future research, namely using burnout and employee performance measurement tools that have higher validity and reliability than those used in this study. In the future, further research is needed on the effect of work engagement on employee performance or can conduct research using different variables in this study, such as work balance, workload, job satisfaction, and religiosity. This study only used retail employee respondents in one organization. Meanwhile, future research can use respondents from different retail organizations or from organizations engaged in other sectors.

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