

Effect of Resilience on Work Engagement on Contract Employees at PT. X

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Abstract

Employees are workers who work on orders from superiors. Permanent employees are generally active members appointed to be responsible for all organizational activities, while contract employees work under a particular time work agreement. The company needs employees who are highly dedicated and full of energy, namely employees who carry out their duties with total work commitment and can survive in all situations. This study aimed to determine the effect of resilience and *work engagement* on contract employees at PT. X. This research method uses a quantitative approach with a simple linear regression type of analysis. Sampling in this study uses the total sample technique. The subjects in this study were contract employees at PT. X as many as 40 subjects. The scale used in this study is a resilience scale consisting of 40 items ($\alpha = 0.942$) and *work engagement* which consists of 27 items ($\alpha = 0.907$), with a scaling model in the form of a Likert scale. The results of this study show a positive and significant effect between resilience and *work engagement* on contract employees at PT. X with a coefficient of determination (r) of 0.687, which means the impact of resilience on *work engagement* is 68,7% with a significance value (Sig.) of 0.000 ($\alpha < 0.05$) or very significant. This means that the higher the resilience, the higher the *work engagement*. On the other hand, the lower the resilience, the lower the *job involvement*.

Keywords: Contract employees, resilience, work engagement

Introduction

Human Resources (HR) is the company's most crucial asset compared to other assets because HR is the primary driver of the organization. HR is an organizational conductor that is very influential in the organization's success. Companies are required to recruit, develop, and maintain quality human resources. HR must also continuously improve its competence as technology develops (Leonardo Agsta & Sutanto, 2013). Employees are human resources who take on the role of driving the company.

Employees play a full role in the company's operations and can take responsibility for it. Permanent employees are generally active actors pointed to be fully responsible for all organizational activities in the company with guarantees and not based on a certain specific. Meanwhile, non-

permanent employees or contract employees are employees who work based on a particular time work agreement (Hasibuan, 2006). The research conducted by Jovan and Devi (2014) shows that the work engagement of contract employees tends to be lower than that of permanent employees due to rewards and cost.

The performance of contract employees is greatly influenced by the agreement that has been agreed upon with the company, in connection with research conducted by George & Jones (2008), which explains that when the employee's employment contract is violated by the company, the support, and morale of the employee will decrease to make the emotional atmosphere worse. There will be the possibility of adverse reactions, even to the point of feeling unfulfilled by their work, so they seek another job. This is the background of contract employees

who tend to have a higher risk of work stress than permanent employees (Anjar & Dwiyantri, 2016).

Contract employees who tend to experience excessive work pressure must be able to carry out their work as work obstacles to show optimal work productivity. Often they experience these difficulties as motivation so they can be recruited as permanent workers at the company where they work. This is because the provisions for continuing the employment contract of employees are based on their work performance. The better the work performance, the company will retain the employee to be recruited as a permanent employees. Still, if the employee's work performance does not increase, the company will lay off the employee (Mallu, 2015). This is in line with the opinion of Bakker & Leiter (2010) because companies currently need proactive, responsible, and initiative employees. Based on this, the company only needs employees who are highly dedicated and full of energy, namely employees who carry out their duties with full work commitment or work engagement.

Work engagement is a positive state that provides a motivation-affective response to work well-being (Bakker & Leiter, 2010). Work engagement includes a positive condition in employees by fulfilling their rights to themselves with a state of mind related to work. Work engagement is a positive result that motivates employees, characterized by high enthusiasm (vigour), dedication, and absorption of work (Schaufeli et al., 2002). Bakker and Leiter (2010) explained that the factors that influence work engagement are work demands, where the physical, social, and organizational aspects of work require continuous physical and psychological effort. Based on this, resilience is one of the individual psychological factors that can affect the emergence of work engagement in employees. Resilience is defined by Grotberg (1999) as the ability to survive unpleasant situations or overcome problems and can adapt to any pressure and change. Resilience is formed from several aspects, including I am (individual potential),

I can (social and interpersonal potential), and I have (part of external encouragement).

The research results by Santoso and Jatmika (2017) show a relationship between resilience and work engagement in insurance agents. The existing relationship is weak and positive, meaning that if resilience is low, work engagement with insurance agents will also be low. Subsequent research by Mase & Tyoktaa (2014) on 202 health workers stated that the variables of resilience and work engagement were significantly related. If the aspect of resilience is high, it will increase his involvement in the work. Furthermore, employees who have the potential to sustain and get through difficult situations in their organization well tend to be engaged in their work.

Based on the work obstacles contract employees face, it can be a lesson and train the ability to survive in any situation over time. The ability to stay in a problem or resilience is the basis they must have to be able to work optimally and deal with problems encountered in the workplace. This can result in optimal performance so that it is expected to be able to deliver contract workers to be motivated and eligible to be recruited as permanent workers. Based on the above phenomenon, researchers are interested in examining the relationship between resilience and work engagement by conducting a study entitled "The Effect of Resilience on Work Engagement on Contract Employees at PT. X.

Methods

The variables in this study are resilience and work engagement among contract employees at PT. X. This study uses a quantitative approach with simple linear regression analysis to determine the effect of resilience variables on the work engagement of contract employees at PT. X. The measuring instrument used in this study uses a resilience scale and a work engagement scale made by researchers based on the reliability test results. The resilience scale used is 40 items with a *Cronbach's Alpha* value= 0.958. An example of one of the items is as follows "At work, I feel liked by my co-workers". As for the

work engagement scale, there are 27 items with Cronbach's Alpha value= 0.907. An example of one of the items is as follows "When I am at work, I feel full of energy and enthusiasm". The scale uses a Likert scale model that contains five responses: Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree. The data analysis is a simple regression analysis using SPSS (Statistical Product and Service Solutions). Version 25.0 for Windows.

The resilience scale measures aspects of I am (individual potential), I can (social and interpersonal potential), and I have (external drive section). In contrast, the work engagement scale measures enthusiasm (vigour), dedication and high work absorption. The criteria for participants in this study were all contract employees at PT. X. This research uses the total sample method, a sampling technique in which all members population is used as a sample. The subject data

required and analyzed amounted to 42 respondents, 21 men and 21 women, with an age range from < 25 to >30 years. This study's entire data collection process was completed online by submitting a link to the head office to be distributed to all contract employees in all branch units. The questionnaire link is distributed via Google Form with a detailed working mechanism.

Results and Discussion

In research data, 42 respondents filled out an online research survey that was held from February 20 to April 9, 2022. Of the 42 respondents, however, the data analyzed amounted to 40 respondents because there was eliminating some outlier data that met the normality assumption test. The results of the descriptive statistical analysis of 40 respondents, which showed the value of resilience and work engagement, can be seen in the table below.

Table 1. Research Data Description

Variable	Hypothetical Data			
	Min	Max	Mean	SD
Resilience	40	200	120	27
<i>Work Engagement</i>	27	135	81	18

It is further categorized into low, medium, and high. The purpose of this category is to place individuals into different groups based on their values. The scale categorization can be seen in the diagram below. The diagram show that most of the research subjects have a high level of resilience, with a percentage of 78%. Subjects with moderate resilience were equivalent to 22%, and there were no subjects with low resilience, namely 0%. While in the work engagement section, the results from the table above show that most of the research subjects have work engagement with a high category of 82%. Subjects with work engagement in the medium category were 18%, and no subject had work engagement in the low category or 0%. In this section, the results will be explained by research data in the form of descriptive statistical analysis results, test assumptions, and

hypothesis testing. The following are the results obtained to test the assumption of simple linear regression, including parametric statistics; several assumptions must be met, namely the assumption of normality and linearity.

The normality test results that were carried out using the Kolmogorov-Smirnov of the resilience obtained a significant value of 0.200, meaning that the data distribution is normally distributed. For the work engagement, a significant value of 0.200 is obtained, where the data distribution gets the same results normally distributed. So it can be concluded that the X and Y regression models meet the normality assumption. Suppose there is normally distributed data significantly more than 0.05 (sig > 0.05). In that case, the two data as a whole can meet the criteria in the parametric statistical assumption test.

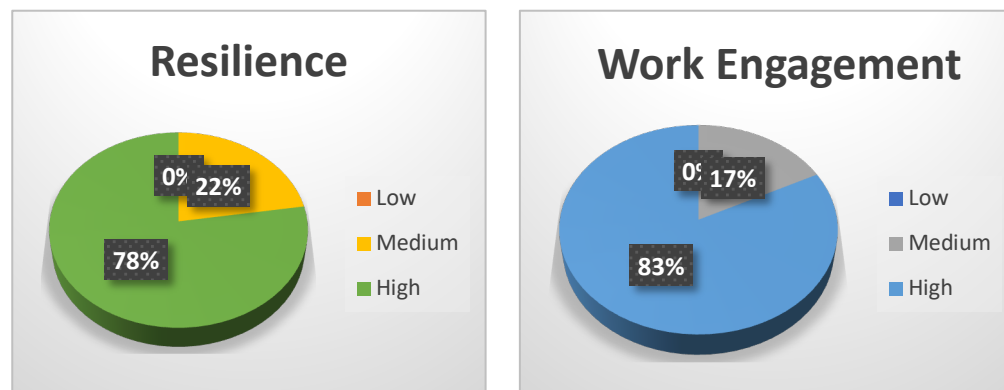


Diagram 1. Distribution of Frequency Diagram of the Resilience and Work Engagement Scale

From the results, can be seen that the significance value obtained <0.05 . It can be concluded that there is a significant linear relationship between the X variable (resilience) and the Y variable (*work*

engagement). Based on these data, it can be stated that the linear analysis shows a linear relationship between the independent variable, namely resilience (X) and the dependent variable, namely *work engagement* (Y).

Table 4 Hipotesis Test

	F	R Square	Sig
Regression residual total	83,283	0,687	0,000

From the table above, it is known that the significance value is $0.000 < 0.05$. It can be concluded that there is an effect of resilience with work engagement on contract employees at PT. X. The value of the coefficient of determination / R Square obtained is 0.687. It can also be said that the effect of resilience on work engagement is 68.7%, while the rest are other

factors. Based on this, the strength of the influence between resilience and work engagement is fairly high and has a positive value which means that it has a positive relationship. A positive relationship has meaning if resilience has increased, work engagement will also increase. On the other hand, if resilience decreases, work engagement will also decrease.

Table 5. Coefficients test

Model	Unstandardized Coefficients	Unstandardized Coefficients	Standardized Coefficients Beta	T	Sig.
(Constant)	-3,852	12,924		-	0,767
Resilience	0,741	0,081	0,829	9,126	0,000

These findings align with previous research by Santoso and Jatmika (2017), which stated that there was a positive relationship between resilience and work engagement with insurance agents. In line with this research, Astika and Saptoto (2016) also found the same thing, that there is an influence between the resilience variables and work engagement. Individuals

with high resilience show how to adapt to changing situations, which results in good work performance.

The results of this study were dominated by respondents who had resilience scores in the high category with a percentage of 78% of respondents, in the medium category with a percentage of 22%, and no respondents were found in the low category.

These results indicate that contract employees at PT. X is in an optimal state to survive in the work environment. Resilience is an important thing that must be considered to turn challenges into opportunities to grow, develop and adapt to positive changes in the workplace (Luthans, 2007). Furthermore, the study's results also show the level of work engagement of contract employees at PT. X obtained that 82% of employees have a work engagement in the high category, 18% are in the medium category, and no employees are found in the low category. So it can be concluded in this study obtained data that the majority of contract employees at PT. X has the optimal ability to be able to commit to his work, equipped with the influence of enthusiasm, dedication, and appreciation. Towers Perrin (in Bakker and Leiter, 2010) explains that work Engagement is a centre of self-confidence that reflects an employee's satisfaction and the affirmation they receive through their work and membership in an organization. This is in line with (Schaufeli & Bakker, 2004), who argues that one thing that can be seen from a worker who has work engagement is when he is active and always takes the initiative at work and produces things that are useful for himself and the company.

Employees' performance will increase when they are placed in the right job according to their abilities. Based on the work obstacles faced by contract employees, the greater the employee's commitment will be able to become a strong grip to train the ability to survive in any conditions. The ability to stay in a problem and be committed to the company where he works is the basis that an employee must have to work optimally and overcome the difficulties encountered in the workplace. The research results (Siahaan, 2009) prove that job resilience has a direct positive effect on performance. So that employees who have high workability will be able to improve their performance. This is expected to be able to deliver contract employees to be motivated and eligible to be recruited as permanent employees.

Conclusion

Based on the results of research conducted on contract employees at PT.X, it can be concluded that there is a significant positive relationship between resilience and work engagement among contract employees at PT. X. It can be seen that the variables of resilience and work engagement on contract employees at PT. Persero Pegadaian has an R Square value of 0.687 with a significance level of 0.000 <0.05, which means resilience affects work engagement. This means that if resilience is experiencing an increase (high), work engagement will also increase (tall). On the other hand, if resilience decreases (low), then work engagement will also decrease (low). By obtaining the results of this research, it is hoped that the company will pay more attention to their employees to create work-life balance, especially contract employees. Providing training or training in terms of increasing resilience and work engagement in employees to create a comfortable work environment and employees whose expectations are met can increase resilience and work engagement of employees so that it will be a more profitable future company.

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