MODAL PSYCHOLOGY WITH WORK ENGAGEMENT IN ONE OF THE LARGEST RETAIL COMPANIES IN INDONESIA

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Abstract (Indonesia)

Latar Belakang: Pandemi saat ini telah banyak mengubah tatanan kehidupan dan berdampak langsung atau tidak langsung pada pekerja. Perubahan tersebut terjadi dalam berbagai aspek kehidupan, termasuk aspek sosial yang kemudian membuat pekerja harus mengalami perubahan sistem kerja seperti bekerja dari rumah dan bekerja dari kantor yang disesuaikan dengan kondisi yang sedang berlangsung di area tempat kerja.

Tujuan: Untuk mengetahui hubungan antara modal psikologis dan *keterlibatan kerja* di salah satu perusahaan ritel terbesar di Indonesia.

Metode: Penelitian ini menggunakan pendekatan kuantitatif dengan desain korelasional. Penelitian ini dilakukan untuk mengetahui hubungan antara modal psikologis dan keterlibatan kerja pada karyawan di perusahaan ritel.

Hasil: Setelah analisis data, diketahui bahwa gambaran subjek dalam penelitian ini didasarkan pada usia, jenis kelamin, tingkat pendidikan, lama kerja dan status karyawan. Dari hasil data yang diperoleh, terlihat bahwa jumlah karyawan dengan rentang usia 36-45 tahun lebih banyak dengan persentase 50% dan lebih banyak subjek karyawan laki-laki dengan persentase 91,7%.

Kesimpulan: Berdasarkan penelitian yang telah dilakukan terhadap 60 karyawan perusahaan ritel, diketahui bahwa hipotesis yang diajukan dalam penelitian ini diterima, yaitu adanya hubungan positif yang signifikan antara modal psikologis dan *keterlibatan kerja* yang ditunjukkan dengan nilai korelasi pearson (r-count) = 0,656 dan lebih besar dari r-table, yaitu 0,254 (r count > r-table).

Kata kunci: pandemi, work engagement, psikologi modal.

Abstract (English)

Background: *The current pandemic has changed the order of life and has had a direct or indirect impact on workers. These changes occur in various aspects of life, including social aspects which then make workers have to experience changes in the work system such as working from home and working from office which are adapted to ongoing conditions in the workplace area.*

Objective: *To find out the relationship between psychological capital and work engagement in one of the largest retail companies in Indonesia.*

Methods: *This study uses a quantitative approach with a correlational design. This research was conducted to determine the relationship between psychological capital and work engagement in employees in retail companies.*

Results: *After data analysis, it was known that the description of the subjects in this study was based on age, gender, level of education, length of work and employee status. From the results of the data obtained, it can be seen that there are more employees with an age range of 36-45 years with a percentage of 50% and more male employee subjects with a percentage of 91.7%.*

Conslusion: *Based on research that has been conducted on 60 employees of retail companies, it is known that the hypothesis proposed in this study is accepted, namely that there is a significant positive relationship between psychological capital and work engagement which is indicated by the pearson correlation value (r-calculate) = 0.656 and greater than the r-table, which is 0.254 (r count > r-table).*

Keywords: *Pandemic, Work engagement, Capital psychology*

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INTRODUCTION

The current pandemic has changed the order of life a lot and has had a direct or indirect impact on workers. These changes occur in various aspects of life, including social aspects which then make workers have to experience changes in the work system such as working from home and working from office which are adapted to ongoing conditions in the workplace area. This is done to take care of each other and avoid exposure to the corona virus. Based on these conditions, it is predicted that there will be changes in the situation that occur related to the way employees look and feel about their work. One of them, the COVID-19 pandemic in Indonesia has had a bad impact on all business sectors, such as the

retail industry which relies on physical income through outlets. The statement is supported by those who explain that during the pandemic the entire business world is required to be able to adapt and formulate new strategies or policies. The problems that will or are occurring due to the COVID-19 pandemic can change the order of operational activities so that the company expects all employees to be enthusiastic and have quality in working to encourage increasing the competitiveness and quality of the company during the pandemic (Cakranegara & Rahadi, 2020).

This is intended so that employees work with passion, dedication, and life of their work. Employees who are characterized by these three things can be categorized as employees who have *work engagement*. *Work engagement* is a picture of an individual who is fully involved in a job both emotionally and physically characterized by passion, high dedication, and passion in completing their work tasks. In addition, employees who work (Mufarrikhah et al., 2020) *engaged* are not only passionate and energized, but they also enjoy the work they do, as well as see problems as something challenging (Yudiani, 2017).

To maintain business continuity during the COVID-19 pandemic, retail companies continue to operate by implementing health protocols for employees to interact directly with colleagues and *customers.* Employees may experience anxiety about being exposed to the COVID-19 virus thus, the work makes employees less *engaged* so that they cannot work optimally, these conditions will affect their productivity and work effectiveness. From the results of a pre-survey conducted by researchers using the observation method and interviews with 8 employees on Friday, January 6, 2022 at the largest retail company in Indonesia headquartered in Tangerang, Banten, several phenomena related to employee work engagement can be identified. Of the 8 employees, there are 3 employees who have worked for approximately 10 years, it is known that the three employees always try to give the best in each job, when the employee faces problems in his work always trying to find solutions to solve his problems. During the pandemic, employees are also trying to adapt to new policies, employees always feel confident that they can always complete their duties and responsibilities and are able to make adjustments to new regulations made by the company. During the pandemic, the company also reduced the number of employees which required them to work overtime to complete work with the wages received not commensurate with what they did but they were still grateful that they were still able to work during the COVID-19 pandemic. Meanwhile, there are 3 other employees who also have enthusiasm in working because there are still many *goals* in their lives that have not been achieved so they are very proud of their current work. They always try to do their job wholeheartedly and do not give up easily even though they are experiencing difficulties because for him it is a challenge that must be passed. With a different work atmosphere and work routine during the pandemic, previously discussions could be held face-to-face must be carried out online to avoid crowds, meet with customers using masks, gloves, and keep a distance from colleagues and customers. But from the results of interviews with 2 other employees, he had difficulty in adapting to the new policy system implemented by the company, where he had to work under pressure and fear of contracting the COVID-19 virus and could not work for a long time because he had to undergo overtime to complete the work. On this basis, researchers believe that there are several phenomena or things related to employee *work engagement*.

Therefore, research on *work engagement* is carried out at the company. Work engagement as a positive state based on three dimensions, namely vigor (enthusiasm), dedication (dedication), and absorption (passion) in individuals when working. This statement is supported by the findings that explain that the most important thing in (Trisnawati et al., 2021) *work engagement* is not only performance, but the ability to adapt, have high initiative, be able to take on new responsibilities, and be responsive in dealing with problems. *Work engagement* is a form of workplace approach designed so that employees can be committed to the goals and values of the organization. Employees who

have *work engagement* will be motivated to contribute to the success of the organization, and be able to improve the welfare of employees in the company . (Vorina et al., 2017)*Work engagement* is a positive and satisfying state of thought characterized by *vigor, dedication, and absorption* (Guan & Frenkel, 2018). *Work* engagement is an important thing for companies to know how much employees perform in driving the company's *level of work engagement*. Based on several previous studies, it can be concluded that (Salim et al., 2020) *work engagement* has a very important role in improving and developing companies during the current COVID-19 pandemic. With *the engagement* that employees have, they can increase high awareness to exert all their best abilities at work.

Work engagement has a positive impact on employee productivity to increase, employees can feel more satisfied and feel comfortable with their work. mentioned that employees who have work (Bakker & Leiter, 2017) *engagement* tend to be more productive, have a high willingness to work, are open and easily adapt to new things. This positive impact illustrates that work *engagement* can make employees loyal to their work and the company they work for. But if the opposite happens, mentioning that low work (Merissa, 2018) *engagement* causes employees to be less excited, easily feel exhausted and less interested in work. *Low work engagement* in employees is characterized by the presence of a less caring attitude towards work, decreased concentration, lack of enthusiasm and lack of enthusiasm when working . The impact of work engagement (Pri & Zamralita, 2018) provides an overview of the importance of a company increasing *employee work engagement* at work so that things do not happen that can harm employees and the company.

(Bakker & Leiter, 2017) In *work engagement*, it can be explained through two things, namely *job demands* and *personal resources. Job resources* refer to the physical aspect, social aspect, or organizational aspect of the job. *Personal resources* are positive self-evaluations related to resilience and refer to an individual's awareness of their ability to control and have a successful impact on their environment. *Personal resources* refer to positive self-resources related to resilience and refer to an individual's ability to control and have a good impact on their work environment. One of the factors that can help the individual to be able to develop and generate a positive impact on his behavior when working is the capital of psychology. Psychological capital is a condition of individual positive development consisting of four dimensions, namely self-efficacy, optimism, hope, and resilience. Psychological capital can help individuals trust their abilities, so it helps individuals motivate themselves at work and makes them more enthusiastic in carrying out their duties. Individuals with high psychological capital have expectations for the future, are always optimistic and resilient, understand more meaning in work and make them more enthusiastic in working, ready to face challenges, as well as working hard to overcome everything that is considered detrimental than having to give up hopelessly (Li, 2019).

There are several results of previous studies that have been carried out related to psychological capital and work *engagement*, including Nordin, Rashid, Panatik, and Rashid (2019), mentioning the correlation between psychological capital and work involvement found in his research. The results (Hariyadi, 2019) of the study showed that there is an influence of psychological capital on work involvement. The results (Costantini et al., 2017) of the study, the results of his research showed that there is a positive relationship between psychological capital and work involvement in the pre-test and post-test stages considered separately. The results (Gupta & Shaheen, 2017) of the study, show that psychological capital moderates the relationship between work involvement and the intention to move. The results (Fransiska, 2017) of the study, there are research results that show that the hypothesis proposed by the researcher is that there is a positive influence between psychological capital and the work involvement of PT. The results (Karatepe & Avci, 2017) of the study, showed that psychological capital has been shown to have a relationship with work attitudes, performance and work attachments of employees. Based on the description above and previous research, it was concluded that the higher the

psychological capital of employees will be followed by a high level of work engagement, on the contrary, the lower the level of psychological capital will be followed by a low level of *work engagement*. So it can be known that the high and low psychological capital is positively related to the high low work attachment to employees.

Based on the results of the research that has been presented, each company shows results related to the correlation between psychological capital and work engagement and it has been conveyed at the beginning that this research has interesting issues that distinguish retail company employees from other employees, namely, salary / intensive / overtime cuts for employees, the threat of exposure to the COVID-19 virus, new policies that can reduce *work engagement* Employees of their work and the implementation of work *from home* requires all employees to be required to be literate in technology because all work is done *online*. So researchers want to conduct research in retail companies using a quantitative approach with a correlational design. Related variables in this study are dependent variables, namely *work engagement* using scale adaptation from the *Utrecht Work Engagement Scale* (Schaufeli et al., 2003) and free variables, namely psychological capital using adaptation from the *Psychological capital Questionnaire*. (Luthans et al., 2007) The scale model used in both studies was the *Likert* scale model with research sampling conducted on all employees at one of the largest retail stores in the Karawaci area of 60 employees.

RESEARCH METHODS

This research uses a quantitative approach with a correlational design. This research was conducted to determine the relationship between psychological capital and work engagement in employees in retail companies.

3.2. Research Variables
The variables in this study are:
1. Independent Variables: Modal Psychology
2. Dependent Variable: *Work Engagement*

3.3. Operational Definitions
3.3.1. *Work Engagement*
Work engagement is the relationship that employees have with their work based on positive thoughts and conditions which are then expressed both cognitively, emotionally, and physically characterized by vigor, dedication, and absorption. Operationally, work engagement is an employee score on The Utrecht Work Engagement Scale-9 (UWES-9) consisting of 9 items based on the dimensions of vigor, dedication, and absorption. The higher the score, the higher the employee's work engagement. Vice versa, the lower the score, the lower the employee work engagement
3.3.2. Psychology Capital
Psychological capital is a description of a positive self-state related to the psychology of employees characterized by a sense of confidence in oneself to complete challenging tasks, having expectations and optimism about success in the present and future, and being able to survive and bounce back when experiencing difficulties. Operationally, psychological capital is an employee score in the Psychological Capital Questionnaire (PCQ) which consists of 24 items based on the dimensions of self-efficacy, hope, optimism, and resilience (Luthans et al., 2007). The higher the score, the higher the psychological capital of the employee. Vice versa, the lower the score obtained, the lower the psychological capital of the employee.

3.4. Population, Samples and Sampling Techniques
3.4.1. Population

According to Dahlan (2016), population is a generalized area consisting of objects or subjects that have certain qualities and characteristics that are determined by the researcher to be studied and then drawn conclusions. The population referred to in this study is the number of employees of the largest retail store in Karawaci which is 60 people.

3.4.2. Samples and Sampling Techniques

Samples are part of the number and characteristics possessed by the population in determining the number of samples to be processed from the number of populations, In determining the number of samples to be processed from the number of populations, it must be done with appropriate sampling techniques . In this study, the sampling technique used by the researcher was a non-probability sampling technique (Sugiyono, 2008). The nonprobability sampling technique is a sampling technique that provides equal opportunities for each element or member of the population to be selected as a sample. The nonprobability sampling technique in this study is the Saturated Sample technique. Thus, the sample in this study was 60 employees of the largest retail store in Karawaci according to the total population.

3.5. Data Collection Techniques

This research uses quantitative research methods. According to (Creswell & Creswell, 2017) mentioning that quantitative research is a research that tests objective theory to analyze the relationship between variables. This study used data collection techniques in this study with the method of distributing questionnaires or spreading scales. According to (Azwar, 2012) , scale dissemination is a method in the form of a list of statements that are systematically compiled and then given to respondents for answering. Data collection techniques are obtained from two scales regarding Psychological Capital and *Work Engagement.*

1. Capital Scale of Psychology

Psychological capital is measured using a scale from the *Psychological capital Questionnaire* (Luthans et al., 2007). This scale measures the four capital dimensions of psychology, namely *self-efficacy, optimism, hope*, and *resilience* using the scale method, mentioning that the Likert scale is used to measure respondents' attitudes, opinions, and perceptions of a particular phenomenon. On the psychological capital scale, there are two kinds of questions, namely (Siregar, 2013) *favorable* questions and *unfavorable* questions totaling 24 items with six types of responses, namely: Strongly Disagree (STS), Disagree (TS), Somewhat Disagree (ATS), Somewhat Agree (US), Agree (S), Strongly Agree (SS). The coefficient of the *Cronbach Alpha* value of the scale is 0.954.

Blue Print Psychological Capital Measuring Tool

Dimension	Indicators	Items		Sum
		Fav	**Unfav**	
Self-efficacy	• Confidence in a person • Motivating others	1, 2, 3, 4, 5, 6		6
Optimism	• Positive expectations in oneself • Planning to achieve goals • Positive attribution in the self	19, 21, 22, 24	20, 23	6
Hope	• Positive circumstances or things according to self-control	7, 8, 9, 10, 11, 12		6
Resiliency	• Fortitude in the face of problems	14, 15, 16, 17, 18	13	6

- Ability to maintain

2. *Work Engagement* scale

Work engagement is measured using a scale from *The Utrecht Work Engagement* (UWES-9). This scale measures three dimensions, namely (Schaufeli et al., 2003) *Vigor, dedication*, and *absorption* using the Likert scale method, mentioning that the *Likert* scale (Siregar, 2013) is used to measure respondents' attitudes, opinions, and perceptions of a certain phenomenon. On the *work engagement* scale, all questions are *in favoureble* form with a total of 17 items by giving values of 0 to 6, namely: Never (0), Almost No Dairy (1), Rare (2), Sometimes (3), Often (4), Very Often (5), Always (6). The *Cronbach Alpha* reliability coefficient is 0.887 with validity values moving between -0.078 and 0.764.

Blue Print *Work Engagement* Measuring Tool

Dimension	Indicators	Favoreble Items	Sum
Vigor	Strong outpouring of energy and mentality, courage and perseverance in work	1, 4, 8, 12, 15, 17	6
Dedication	Involvement in work experiences meaningfulness, enthusiasm, pride, inspiration and challenges	2, 5, 7, 10, 13	5
Absorption	Concentration and seriousness in a job	3, 6, 9, 11, 14, 16	6

3.6. Data Analysis Techniques

3.6.1. *Item Selectability* Test and Reliability

1. *Item* Selection Test

Item selection is carried out by calculating the correlation coefficient between the distribution of the item score and the distribution of the score of the scale itself. This computation will generate an item-total correlation coefficient. As an item selection criterion based on total item correlation is usually used rix limit ≥ 0.30. All items that achieve a correlation coefficient of at least 0.30 are considered satisfactory. Items whose correlation coefficient is less than 0.30 can be interpreted as items that have low differentiation (Azwar, 2012).

2. Reliability

According to Azwar (2009) the resulting reliability value is in the range of 0 to 1. The higher the coefficient of realibity close to 1.00, the higher the reality. Meanwhile, the lower the coefficient of realibity close to 0, the lower the reality. Reliability in this study will be tested using the Alpha Coefficient of Reliability (α) analysis technique. The calculation is carried out with the help of the *IBM SPSS Statictics 21 program.*

3.6.2. Test Classical Assumptions

Classical assumption testing is carried out in order to obtain a good regression model and is really able to provide reliable and unbiased estimates in accordance with the rules of the Best Linear Unbiased Estimator (BLUE).

1. Normality Test

Normality tests are carried out to check research data from normal distribution populations or not. The data tested can be said to be normal if the value ($p > 0.05$), on the other hand, if the value ($p < 0.05$) then the data can be said to be abnormal. Normality test conducted using the(A. Santoso, 2010) *Kolmogorov-Smirnov* normality test with the help of the *SPSS* program.

2. Linearity Test

The linearity test is carried out to determine the linearity of the relationship between the free variable and the bound variable to find out the significance of the deviation

from the linearity of the relationship. If the deviation is insignificant ($p > 0.05$), and the linearity significance is significant ($p < 0.05$), then the relationship between the free variable and the bound variable is linear (Hadi, 2000).

3.6.3. Hypothesis

Hypothesis testing is used to determine the relationship between psychological capital between *work engagement* in individuals. Before conducting a hypothesis test, the linearity test must first be fulfilled because the correlation technique is based on the assumption that there is a linear relationship between variables . Each hypothesis in this study uses (A. Santoso, 2010) *Pearson's Product Moment* correlation.

RESULTS AND DISCUSSION

A. Research Results

1. Description of Place and Subject of Research

This research was conducted in one of the largest *food retail* stores in the Karawaci area which was founded in 2004, this company used to start with the establishment of a small shop founded by Hari Darmawan in the Pasar Baru area, Jakarta in 1958. This store has a concept that makes it easier for consumers to find primary and secondary needs in one place. The store is designed with a warm, pleasant and friendly atmosphere. This concept was also responded well by customers so that it continued to grow and was able to build more than 100 outlets.

Table 1.1. Description of the Subject of Research

Category	Sum	Percentage
Age 25-35 years 36-45 years 46-55 years Total	21 30 9 60	35% 50% 15% 100%
Gender Man Woman Total	55 5 60	91.7% 8.3% 100%
Education Level High School/ Equivalent Diploma Bachelor Total	46 1 13 60	76.7% 1.7% 21.7% 100%
Length of Service 1-5 years 6-10 years >10 years Total	2 4 54 60	3.3% 6.7% 90% 100%

Employee Status		
Permanent Employees	60	100%
Contract Employees	0	0%
Total	60	100%

After data analysis, it was known that the subject picture in this study was based on age, gender, level of education, length of work and employee status. So it can be known that the subject in this study is a permanent employee at one of the *food retail* companies in the Karawaci area. From the results of the data obtained, it can be seen that there are more employees with an age range of 36-45 years with a percentage of 50% and more male employee subjects with a percentage of 91.7%. Furthermore, it was found that subjects with the criteria for the last high school / equivalent education dominated with a percentage of 76.7% compared to subjects with the last education Diploma as much as 1.7% and Bachelor as much as 21.7%. In addition, based on the length of service, there are more subjects with a service period of more than 10 years with a percentage of as much as 90%.

2. **Research Implementation Procedure**

The stage in conducting the research begins with collecting information through interviews and observations about problems that occur in *food retail* companies. Then the researcher prepares administrative requirements in the form of a research permit from the Faculty of Psychology to be given to the *General manager* at a *food retail* company to ask for a research permit and a reply to a permit letter for conducting research at the company. The implementation of this study was carried out on March 8, 2022 with the help of the *General Manager* to spread the scale in the form of a questionnaire link through *the Whatsapp group* and on March 9, 2022 all data was collected as many as 60 respondents.

3. **Item Selection Results and Reliability**

Item selection is carried out with the help *of the IBM SPSS statistics* 22 program. Testing the validity of measuring instruments is carried out using the *corrected item-total correlation* technique for each item. Item selection criteria based on total item correlation, usually used limit $r_{xi} \geq 0.30$. Items that achieve a correlation coefficient > 0.30 are considered valid while items with a correlation coefficient value < 0.30 are considered invalid. Reliability testing in this study used internal consistency testing by looking at *Cronbach's alpha* coefficient. It can be said to be reliable if the coefficient value > 0.60. The trial of measuring instruments in this study used data of 60 respondents with the criteria described above.

a. Capital Scale of Psychology

Based on the results of the analysis of measuring instruments on the *psychological capital scale (Psychological Capital Questionnaire)* totaling 24 items, there are 22 valid and 2 invalid items. Invalid items are items that have an index score of < 0.3. Invalid items are found in item number 20 with an index score of 0.118 and item number 23 with an index score of 0.201. The reliability test results obtained from the data analysis showed that *Cronbach's α* value was 0.885.

Table 3.1. *Distribution of Psychological Capital Questionnaire*

Dimension	Item number		Sum
	favorable	**Unfavorable**	
Self-efficacy	1, 2, 3, 4, 5, 6		6
Optimism	19, 21, 22, 24	20*, 23*	6
Hope	7, 8, 9, 10, 11, 12		6
Resiliency	14, 15, 16, 17, 18	13	6

Fall items (*)

b. *Work Engagement* scale

Based on the analysis of measuring instruments on *the work engagement scale (The Utrecht Work Engagement Scale-9)* totaling 17 items, there are 16 valid items and 1 invalid item. Invalid items are items that have an index score of <0.3. Invalid items are found in item number 13 with an index score of 0.201. The reliability test results obtained from the data analysis showed that *Cronbach's α* value was 0.860.

Table 3.2. *The Utrecht Work Engagement Scale-9* Distribution

| Dimension	Item Number Favorable	Sum
Vigor	1, 4, 8, 12, 15, 17	6
Dedication	2, 5, 7, 10, 13*	5
Absorption	3, 6, 9, 11, 14, 16	6

Fall items (*)

4. Test assumptions

The assumption test has 2 parts, namely the normality test and the linearity test. Analysis of assumption tests is carried out to meet the prerequisites in conducting hypothesis tests in order to find out whether the hypothesis test will be carried out using parametric or nonparametric statistical tests.

1. Normality Test

Normality tests are carried out to determine whether the distribution of data on each variable is normally distributed or not. Statistical normality testing can be done with *the Kolmogorov-smirnov one sample* test with a p > of 0.05. while when using the graph method using histogram graphs and P-P Plot Test. The results of the normality test were carried out with the help of the *IBM SPSS statistics* 22 program.

Figure 4.1 Histogram Chart Results
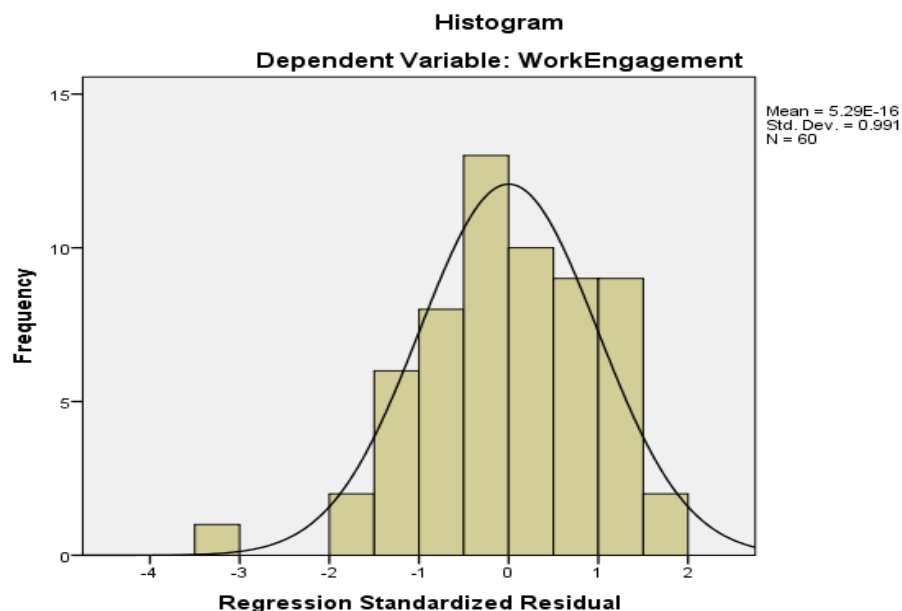
In the figure of histogram 4.1 above, it shows the normal distribution pattern. Because it shows the graph following the normal curve distribution, where the bell shaped curve or *bell shaped curve* does not deviate left or right. With a standard deviation of 0.991

Figure 4.2 P-P Plot Test Chart Results
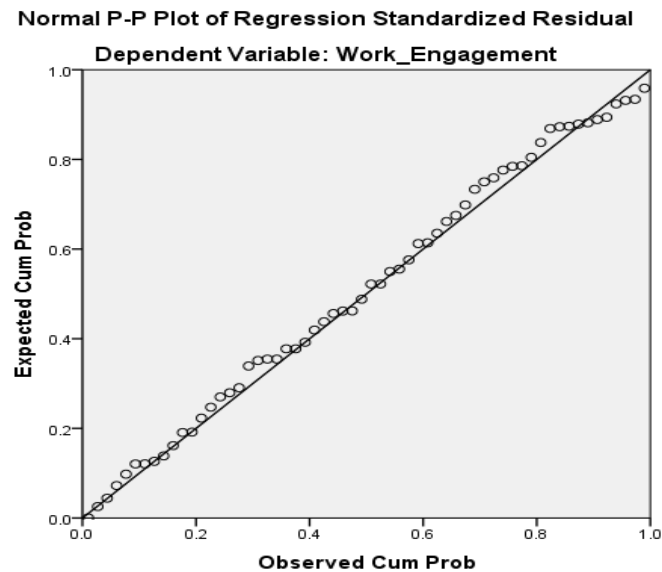
Graph 4.2 Normal *P-P The plot of regression standardized residual* shows that the distribution of data (dots) is around a diagonal line and the spread follows the direction of that diagonal line, so that the data can be assumed to be normally distributed.

Table 4.3 *Kolmogorov-Smirnov One-Sample* Normality Test Results

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		60
Normal Parameters[a,b]	Mean	.0000000
	Std. Deviation	6.59432793
Most Extreme Differences	Absolute	.054
	Positive	.048
	Negative	-.054
Test Statistics		.054
Asymp. Sig. (2-tailed)		.200[c,d]

a. Test distribution is Normal.

The results of the *Kologorov-Smirnov* test table show that the value of the Asymp coefficient. Sig. (2-tailed) of 0.200 which can be said to be normally distributed data because the signification value is above 0.05. These results show that the relationship between psychological capital and work engagement is linear because the p value < 0.05.

Thus, overall, using statistical methods as well as histogram graphs and normal P-P Plot graphs show that the data in this study are normally distributed so that it can be concluded that the assumption of normality in this study is met.

2. Linearity Test

Linearity tests were carried out to determine the linear relationship between free variables and bound variables and to determine the significance of deviations from linearity with p> 0.05. then a data can be said to have a linear relationship if the p-value < 0.05

Table 4.4 Linearity Test Results

ANOVA Table

			Sum of Squares	Df	Mean Square	F	Sig.
Work_Engagement *Modal_Psikologi	Between Groups	(Combined)	3518.017	34	103.471	2.611	.007
		Linearity	1943.226	1	1943.226	49.030	.000
		Deviation from Linearity	1574.791	33	47.721	1.204	.319
	Within Groups		990.833	25	39.633		
	Total		4508.850	59			

In table 4.5, it can be seen that the significance value of linearity is 0.00 (p < 0.05) and the significance value of linearity deviation is 0.319 (p > 0.05) so that it can be concluded that there is a linear relationship between psychological capital and *work engagement*.

5. **Hypothesis Test**

This research test was conducted using the Pearson Correlation analysis technique with the help *of the IBM SPSS statistics* 22 program. If the significant value or probability is greater than 0.05 (p > 0.05) then the hypothesis is rejected. Conversely, if the significant value or probability is less than 0.05 (p < 0.05) then the hypothesis is accepted.

Correlations

		Modal_Psikologi	Work_Engagement
Modal_Psikologi	Pearson Correlation	1	.656**
	Sig. (2-tailed)		.000
	N	60	60
Work_Engagement	Pearson Correlation	.656**	1
	Sig. (2-tailed)	.000	
	N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

Table 5.1 Linearity Test Results

Table 5.1 shows that the significance value of *Pearson Correlation (r-calculate)* is positive as much as 0.656 with a significance of 0.000 (p < 0.05). Based on the table r with a significance of 5% (0.05), the table r value with n=60 is equal to 0.254. The calculated r value = 0.656 > r table = 0.254. This shows that there is a linear positive relationship between psychological capital and work engagement in retail employees.

The significance value contained in the table also shows the number 0.000 where the number is less than 0.05 (p<0.05). This further strengthens that there is a linear positive relationship between psychological capital and work engagement in retail employees.

6. Additional analysis

Additional analysis in this study used a coefficient of determination test. The coefficient of determination test aims to find out how big the relationship of variables is in the form of presentation.

Table 5.1 F value Significance Test Results

ANOVA^a

Type		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1943.226	1	1943.226	43.930	,000^b
	Residual	2565.624	58	44.235		
	Total	4508.850	59			

a. Dependent Variable: Work_Engagement

b. Predictors: (Constant), Modal_Psikologi

In table 5.1 there are the results of the F test analysis, which is used to determine whether independent variables are related to dependent variables. Based on the ANOVA above, $a_{calculated}$ F value of 43,930 with a significance of 0.000 (p<0.05) was obtained, which means that there is a significant relationship between psychological capital and *work engagement.*

Table 5.2 Coefficient of Determination Test Results (R^2) between Psychological Capital and Work Engagement

Model$^{Summary\ b}$

Type	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,656^a	.431	.421	6.65093

a. Predictors: (Constant), Modal_Psikologi

b. Dependent Variable: Work_Engagement

Table 5.2 shows the value of R (correlation coefficient) of 0.656 Then there is a positive correlation between psychological capital and *work engagement* with a strong level of relationship. The coefficient of determination R^2 of 0.431 illustrates that the magnitude of the relationship between psychological capital and *work engagement* is 43.1% while the remaining 56.9% is influenced by other variables that are not included in the research model.

From the results of the analysis of this study, it can be concluded that there is a relationship between psychological capital and work engagement in *food retail* employees. The higher the employee's psychological capital, the higher the employee's *work engagement* will be. On the other hand, if the lower the psychological capital, the lower the *employee work engagement*.

B. Discussion

Based on the *Pearson product moment* correlation test, a *pearson correlation (r)* value of 0.656 was obtained with a significance of 0.000 (p < 0.05). The results of the correlation test show that there is a significant positive relationship between psychological capital and *work engagement* in employees in retail companies. In other words, the hypothesis proposed and mentioning that there is a relationship between psychological capital and *work engagement* is accepted. Therefore, it can be said that the higher the psychological capital, the higher the *work engagement* in employees. Vice versa, the lower the level of psychological capital, the lower the *work engagement* of employees. This is in

line with the hypothesis of this study which leads to a positive relationship between psychological capital and *work engagement* in employees.

In addition, the coefficient of determination test (R^2) showed an adjusted R-Square value of 0.421. This means that the relationship between *work engagement* and *psychological capital* has a relationship size of 42.1%. In other words, there are 56.9% of the remaining relationships that are influenced by other variables that are not included in the research model.

From the results of the research hypothesis test, it can strengthen the results of previous research which shows that there is a relationship between psychological capital and *work engagement.* The attachment between psychological capital and work *engagement* can be explained, that is, employees with a higher level of psychological capital have more positive self-esteem, experience a higher level of self-adjustment regarding the goals set and the abilities possessed, thus intrinsically the employee will be motivated to pursue his goals and then will become more *engaged* in his work.

From the results of the analysis it is known that all aspects of psychological capital correlate with work inputs. Optimism as part of psychological capital can influence work involvement. It is known that optimistic employees tend to be more willing to experiment, which in turn leads to better psychological usefulness. At the same time, optimism also tends to reduce the negative impact of stressful situations that employees experience on the achievement of goals, thereby encouraging commitment.

In addition, another aspect of *psychological capital*, namely *self-efficacy*, explains that employees who have the confidence to complete tasks or work are more mentally able to achieve their work goals and concentrate well. These workers also tend to invest energy to get the results they expect and are very excited about what they do. Third, from the perspective of *hope,* it is known that employees who constantly hope to achieve goals can provide energy and desire to achieve their goals, as well as being able to look for alternative solutions when encountering obstacles. In the last aspect of psychological capital, *Resilience*, it is explained that through positive adaptation to difficulties and changes can reduce the negative impact of job demands, which can foster a persistent and resilient attitude that makes employees perceive their work as difficult and can focus on themselves to make it easier. to do the job.

The same thing can be seen in the results of research conducted on (Mulyani et al., 2020) *Kiddie Planet* Kindergarten teachers, where the results showed that teachers had *self-efficacy* of 57.1% and work attachment of 70%. found that resilience has a weak and positive relationship to (M. R. Santoso & Jatmika, 2017) *work engagement.* This is in line with research conducted by Fransiska (2017) that there is a positive relationship between psychological capital and employee *work engagement* at PT ABC. The positive relationship between the two variables means that employees with high psychological capital will also have high *work engagement*. According to Li (2019), individuals with high psychological capital have expectations for their future, are always optimistic and resilient, understand more about the meaning of work and make them more excited when working, ready to face challenges, and prefer to face everything that is considered detrimental rather than having to give up hopelessly.

This research is inseparable from the various limitations and obstacles faced during the course of conducting the research. The limitations in the study caused by the COVID-19 pandemic where the distribution of questionnaires was carried out online so that researchers could not control the filling of questionnaires directly. This condition allows bias in research respondents to fill out questionnaires and fill in answers that do not match the circumstances that are really experienced or felt, which then can have an impact on research data that are in high and very high categories on psychological capital variables and *work engagement.*

CONCLUSION

Based on research that has been carried out on 60 employees of retail companies, it is known that the hypothesis proposed in this study is accepted, namely that there is a significant positive relationship between psychological capital and *work engagement* which is indicated by the pearson *correlation value (r-calculate)* = 0.656 and greater than the r-table, which is 0.254 (r count > r-table). In addition, the results of the study were also strengthened with a significance value of 0.000 (p < 0.05). This shows that the higher the level of psychological capital, the higher the *work engagement* in employees. Vice versa, the lower the level of psychological capital, the lower the *work engagement* in employees.

Suggestion

Based on the results of the study, the researcher submitted several suggestions related to the process and results obtained from this study, including:

1. For Research Participants

It is hoped that research participants will still be able to maintain these conditions. One of them is to develop characteristics (hope, self-efficacy, resilience, and optimism) in oneself, namely having the planning and desire to achieve success, having the confidence to motivate yourself and exert the source of cognition you have, being able to get back on your feet after facing difficulties, and being able to look positively at everything that happens and view negative things as something challenging and not an obstacle.

2. For Organizations

It is hoped that the organization can develop programs to increase employee work engagement, one of which is by focusing on employee psychological capital. For example, by conducting training programs that are able to raise enthusiasm and hope, improve the ability of employees to solve problems and adapt positively, think innovatively and creatively.

3. For Future Researchers

It is hoped that subsequent researchers will be advised to take a wider sample of variables. In this study, the researcher only conducted research on one company. It will be more diverse if later the sample is used by more than one company. Then it can better control how the subject fills in the distribution of the questionnaire to make the results more satisfactory. In addition, researchers are further expected to be able to better control the process of collecting research data to minimize the possibility of bias in research participants when filling out questionnaires.

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