

CHAPTER V

CONCLUSION

5.1. Conclusion

Based on the data analysis and the discussion in the previous chapter, it can be concluded that:

1. Based on the result of the t-test, it can be concluded that Openness and Conscientiousness have a significant positive effect on employee engagement. Neuroticism and agreeableness have a significant negative effect on employee engagement. Extroversion does not have a significant effect on employee engagement.
2. Overall, the most dominant personality in effecting employee engagement is conscientiousness.
3. The result of the F test shows, that the F-count is greater than the F-table ($7.847 > 2.28$). However, the relationship between big five personality and employee engagement were not very strong ($R \text{ Square} = 0.215$). This means that there are many other factors that can affect employee engagement.

5.2 Managerial Implication

1. The results of this study can assist companies in predicting employee tendencies towards engagement from the start. The first step is to find out the personality of each employee, then the company can make certain intervention efforts such as training and mentoring for employees with certain personalities who tend to be less engaged. Companies can even avoid hiring employees with certain personalities who tend to be disengaged, so that the company does not have to waste resources from the beginning on disengaged employees.
2. By knowing the predictors of engagement, organizations can select employees with certain personality traits examined in this study. By including these personality characteristics in their selection criteria, organizations can increase the likelihood of finding engaged employees. However, it should be noted that the results of the big five personality test scores cannot be used as a determinant in judging employees, but only as a reference in assessing someone.
3. PT. Rita Pasaraya can use the findings in this study as a reference in recruiting future employee candidates.
4. This study shows that conscientiousness and neuroticism have the biggest effect on employee engagement. The questionnaire that researcher used, examine the conscientiousness personality with the word like discipline and conscientious, and neuroticism personality with the word like patience and calm. Companies

can focus on providing training, seminars and mentoring with emphasis on these value and attitudes.

5. Managers generally expect their employees to be engaged in working in their organization, so they can work more productively, this research can complement the studies of how personalities affect one's engagement in an organization by helping managers to have a better understanding on what kind of personalities that tend to be highly engaged in the organization.

5.3 Research Limitation

The following are some of the limitations in this study:

1. Due to time constraints, this study uses a limited number of samples so that the generalization is limited.
2. All respondents in this study come from one industry, so that there might be different mechanism in different kind of industry.
3. The questionnaire used to measure personality in this study is relatively short, maybe a longer questionnaire will get more accurate results.

5.4 Future Research

1. Future researchers are encouraged to use other variables as independent variables, to find out what factors other than the big five personality that can affect employee engagement.

2. Future Researchers are encouraged to undertake similar research by taking samples from different industries and locations, to find out whether different industries and locations can produce different results, so that more generalized results can be obtained.



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Appendixes 1: Research Questionnaire

“PENGARUH KEPERIBADIAN KARYAWAN TERHADAP KETERIKATAN KERJA KARYAWAN”

(Studi Pada Rita Pasaraya Purwokerto)

Kepada Yth. Para Responden

Dengan ini, saya mohon izin kepada anda untuk turut berpartisipasi dalam penelitian yang saya kerjakan. Penelitian ini dibuat untuk skripsi dengan judul “PENGARUH KEPERIBADIAN KARYAWAN TERHADAP KETERIKATAN KERJA KARYAWAN” (Studi Pada Rita Pasaraya Purwokerto) sebagai syarat untuk menyelesaikan pendidikan saya di Program Strata Satu (S1) Universitas Atma Jaya Yogyakarta.

Saya ucapkan terima kasih kepada anda yang telah bersedia meluangkan waktu dan energi untuk melengkapi kuesioner ini. Semua informasi yang saya terima akan saya jaga kerahasiaannya dan hanya akan digunakan untuk keperluan akademis. Dengan demikian saya harap kuesioner bisa diisi dengan sejujur jujurnya sehingga bisa didapatkan hasil yang objektif.

Selamat mengerjakan!

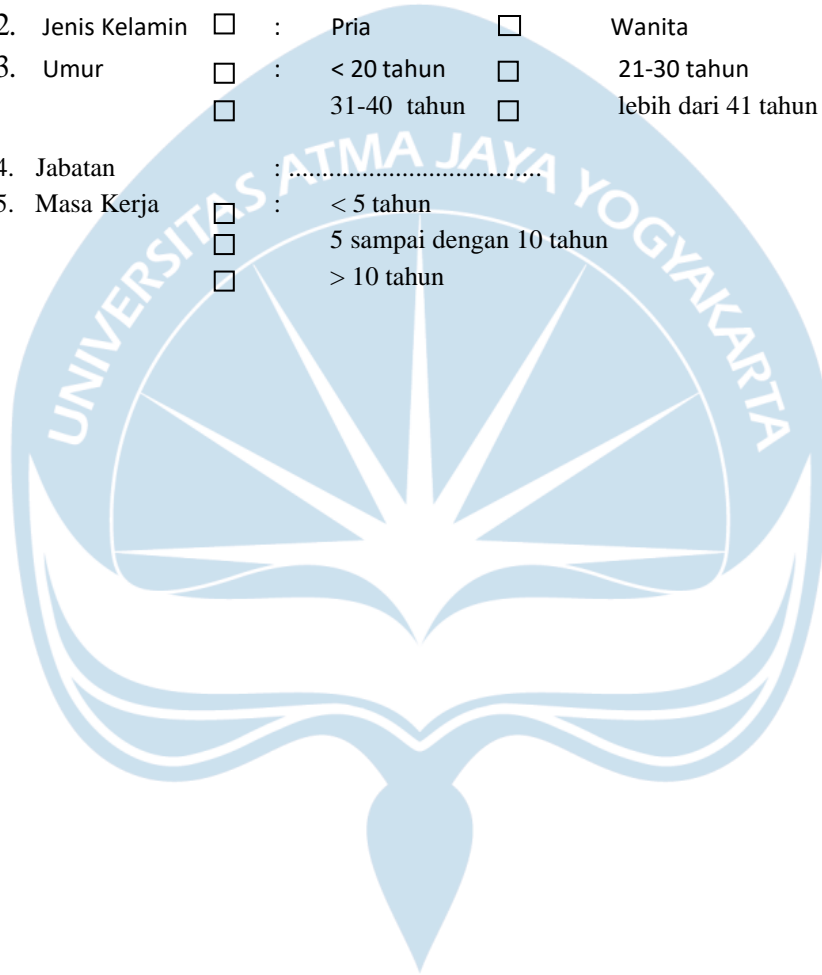
Purwokerto , 27, 1, 2021

Hans William Suhermanto

Bagian I

Pertanyaan bagian I berupa identitas konsumen. Berilah tanda (√) pada jawaban anda

1. Nama :
(boleh tidak diisi)
2. Jenis Kelamin : Pria Wanita
3. Umur : < 20 tahun 21-30 tahun
 31-40 tahun lebih dari 41 tahun
4. Jabatan :
5. Masa Kerja : < 5 tahun
 5 sampai dengan 10 tahun
 > 10 tahun



Bagian II

Pertanyaan pada point II merupakan tolak ukur pengaruh dari variabel penelitian ini. Oleh karena itu saudara/i dimohon memberikan tanda (√) pada salah satu kolom jawaban sesuai dengan pilihan anda.

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17 pernyataan berikut adalah tentang bagaimana perasaan Anda di tempat kerja. Harap baca setiap pernyataan dengan cermat dan putuskan apakah Anda pernah merasa seperti ini tentang pekerjaan Anda. Jika Anda belum pernah merasakan hal ini, beri tanda silang '0' (nol) di tempat setelah pernyataan. Jika Anda pernah mengalami perasaan ini, tunjukkan seberapa sering Anda merasakannya dengan melewati angka (dari 1 ke 6) yang paling menggambarkan seberapa sering Anda merasakannya.

	Hampir tidak pernah	Jarang	Terkadang	Sering	Sangat sering	Selalu
0	1	2	3	4	5	6
Tidak pernah	Beberapa kali dalam satu tahun atau kurang	Sekali sebulan	Beberapa kali dalam satu bulan	Sekali seminggu	Beberapa kali dalam satu minggu	Setiap hari

1. _____ Di tempat kerja, saya merasa penuh dengan energi * (VI1)
2. _____ Saya merasa pekerjaan saya, penuh makna dan tujuan (DE1)
3. _____ Waktu berlalu begitu cepat ketika saya bekerja (AB1)
4. _____ Di pekerjaan saya, saya merasa kuat dan bersemangat (VI2) *
5. _____ Saya antusias dengan pekerjaan saya (DE2) *
6. _____ Saat saya bekerja, saya melupakan semua yang ada di sekitar saya (AB2)
7. _____ Pekerjaan saya menginspirasi saya (DE3) *

8. _____ Saat saya bangun di pagi hari, saya merasa ingin bekerja (VI3) *
9. _____ Saya merasa senang ketika saya bekerja dengan intens (AB3) *
10. _____ Saya bangga dengan pekerjaan yang saya lakukan (DE4) *
11. _____ Saya tenggelam dalam pekerjaan saya (AB4) *
12. _____ Saya dapat terus bekerja untuk waktu yang sangat lama dalam satu waktu (VI4)
13. _____ Bagi saya, pekerjaan saya menantang (DE5)
14. _____ Saya terbawa suasana saat bekerja (AB5) *
15. _____ Dalam pekerjaan saya, saya sangat ulet, secara mental (VI5)
16. _____ Sulit untuk melepaskan diri dari pekerjaan saya (AB6)
17. _____ Dalam pekerjaan saya, saya selalu tekun, bahkan ketika segala sesuatunya tidak berjalan dengan baik (VI6)

* Versi singkat (UWES-9); VI = kekuatan; DE = dedikasi; AB = absorpsi

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Ukuran sepuluh item dari Lima Besar

Sepuluh Item Personality Inventory- (TIPI)

Berikut adalah beberapa ciri kepribadian yang mungkin berlaku atau tidak berlaku untuk Anda. Harap tulis angka di samping setiap pernyataan untuk menunjukkan sejauh mana Anda setuju atau tidak setuju dengan pernyataan itu. Anda harus menilai sejauh mana pasangan sifat berlaku untuk Anda, bahkan jika satu karakteristik berlaku lebih kuat daripada yang lain.

Sangat Tidak setuju	Tidak setuju	Sedikit tidak setuju	Netral	Sedikit Setuju	Setuju	Sangat Setuju
1	2	3	4	5	6	7

Saya melihat diri saya sebagai:

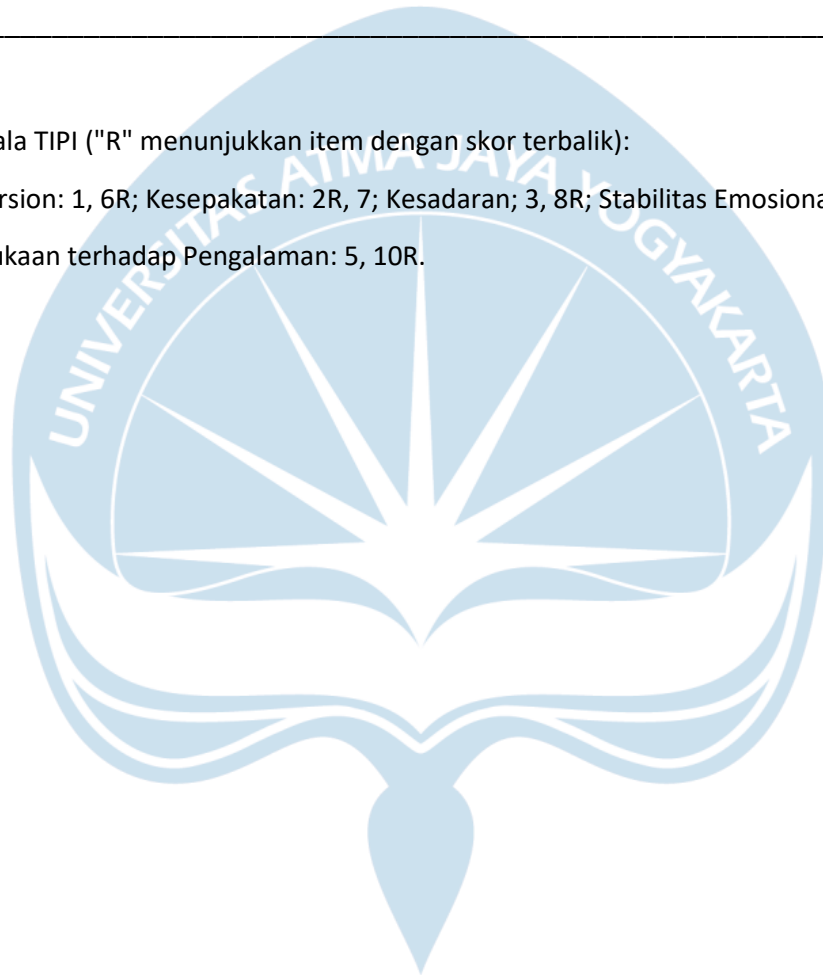
1. ____ Ekstravert, antusias.
2. ____ Kritis, suka bertengkar.
3. ____ Dapat diandalkan, disiplin diri.
4. ____ Cemas, mudah marah.
5. ____ Terbuka untuk pengalaman baru, rumit.
6. ____ Pendiam, tenang.
7. ____ Simpatik, hangat.

8. ____ Tidak teratur, ceroboh.
 9. ____ Tenang, stabil secara emosional.
 10. ____ Konvensional, tidak kreatif.
-

Skor skala TIPI ("R" menunjukkan item dengan skor terbalik):

Extraversion: 1, 6R; Kesepakatan: 2R, 7; Kesadaran; 3, 8R; Stabilitas Emosional: 4R, 9;

Keterbukaan terhadap Pengalaman: 5, 10R.



Appendix 2: Questionnaire Results

Name	Gender	Age	Position	Years	E1	C1	O1	A2	N2
Anggawidodo	Male	21-30 Years	Salesperson	< 5 Years	7	7	7	7	5
Naeli H	Female	21-30 Years	Salesperson	< 5 Years	6	6	6	6	6
Alfan Widiyanto	Male	< 20 Years	Salesperson	< 5 Years	7	6	6	7	5
	Female	21-30 Years	Salesperson	5 - 10 Years	6	7	6	6	4
Mikdam Muhammad Prasetiyanto	Male	21-30 Years	Salesperson	< 5 Years	6	7	6	7	4
Desi Nuryati	Female	< 20 Years	Salesperson	< 5 Years	6	6	5	6	4
Maryono	Male	< 20 Years	Operational Staff	< 5 Years	6	6	6	6	4
	Female	21-30 Years	Salesperson	< 5 Years	6	6	6	4	6
	Female	21-30 Years	Salesperson	5 - 10 Years	6	6	6	6	4
Bagas	Male	21-30 Years	Salesperson	< 5 Years	7	6	6	6	4
Mugi Rahayu	Female	< 20 Years	Salesperson	< 5 Years	6	6	6	6	4
Riko Subekti	Male	21-30 Years	Operational Staff	< 5 Years	6	6	7	6	2
Riyanto	Male	< 20 Years	Salesperson	< 5 Years	6	6	6	6	6
Maryati	Female	21-30 Years	Salesperson	< 5 Years	6	7	6	6	3
Niken Tia Umairoh	Female	21-30 Years	Salesperson	< 5 Years	6	6	6	6	4
Irfan Haelani	Male	21-30 Years	Driver	< 5 Years	6	7	4	6	6
Amin Fauzi	Male	21-30 Years	Salesperson	< 5 Years	6	6	5	6	6
Rifai Ibnu	Male	< 20 Years	Salesperson	< 5 Years	7	7	6	6	6
Ainun Setiani	Female	21-30 Years	Salesperson	< 5 Years	4	6	7	7	7
Dani Sofi yana	Female	21-30 Years	Operational Staff	< 5 Years	4	4	6	6	6
Agung Dwi Budi Suwatno	Male	21-30 Years	Head of Division	< 5 Years	6	6	6	6	4
Dyas Baskara Putro	Male	21-30 Years	Salesperson	< 5 Years	6	6	6	4	4
Syarifah Milanasanti	Female	21-30 Years	Head of Division	5 - 10 Years	6	6	6	6	4
Prafas Febrianto	Male	21-30 Years	Salesperson	< 5 Years	6	6	6	7	4
Nasam Setianto	Male	21-30 Years	Salesperson	< 5 Years	7	7	6	7	5

Dwi Ahril Febriani	Female	21-30 Years	Salesperson	< 5 Years	6	5	6	6	4
Tofik Hidayat	Male	21-30 Years	Salesperson	< 5 Years	6	6	6	6	6
Bondan Dwi Setyajati	Male	< 20 Years	Salesperson	< 5 Years	6	7	6	6	6
	Male	< 20 Years	Salesperson	< 5 Years	6	6	6	7	4
Indra Al Nur Prasetyo	Male	21-30 Years	Salesperson	< 5 Years	7	6	6	6	6
Iwan Sahlan	Male	< 20 Years	Salesperson	< 5 Years	6	6	6	5	6
Siti Ngazizah	Female	21-30 Years	Head of Division	< 5 Years	6	6	6	6	7
Qonita Nur Alfian	Female	21-30 Years	Salesperson	< 5 Years	6	6	6	6	6
Tamrin	Male	< 20 Years	Salesperson	< 5 Years	6	7	2	6	2
Wulan Novitasari	Female	21-30 Years	Salesperson	< 5 Years	6	6	6	7	4
Novia Damayanti	Female	21-30 Years	Head of Division	< 5 Years	6	7	6	6	4
Ayu Fitriani	Female	21-30 Years	Salesperson	< 5 Years	6	6	7	6	5
Tri Wahyuningsih	Female	21-30 Years	Salesperson	< 5 Years	6	6	6	6	6
Amrika Dion	Male	21-30 Years	Head of Division	< 5 Years	6	6	6	6	4
Inggun Prensidadana	Male	21-30 Years	Salesperson	< 5 Years	6	6	7	4	6
Andi Rahmanto	Male	21-30 Years	Salesperson	5 - 10 Years	4	6	6	7	6
Umul Hidayah	Female	21-30 Years	Salesperson	< 5 Years	6	6	6	6	3
Pratika Heningtyas	Female	21-30 Years	Salesperson	< 5 Years	6	6	4	6	4
	Female	21-30 Years	Salesperson	< 5 Years	4	6	6	6	5
Iman Mutakim	Male	21-30 Years	Salesperson	< 5 Years	6	5	7	6	5
Febrianto	Male	21-30 Years	Salesperson	< 5 Years	6	6	7	6	4
	Female	< 20 Years	Salesperson	< 5 Years	4	4	6	6	4
Boy Aldestino Pratama	Male	< 20 Years	Salesperson	< 5 Years	5	6	4	6	6
Syafa Adwitya Citraloka	Female	21-30 Years	Salesperson	5 - 10 Years	6	6	6	6	6
Imam Saputra	Male	21-30 Years	Salesperson	< 5 Years	7	6	3	5	5
Muhammad Ian Aimaidel	Male	21-30 Years	Operational Staff	< 5 Years	6	6	6	7	4

Arif Wicaksono	Male	21-30 Years	Salesperson	< 5 Years	6	6	6	6	4
Dita Apriani	Female	21-30 Years	Salesperson	5 - 10 Years	6	6	6	6	5
	Female	21-30 Years	Salesperson	< 5 Years	6	6	6	6	5
	Male	< 20 Years	Salesperson	< 5 Years	6	6	6	6	6
	Female	< 20 Years	Salesperson	< 5 Years	6	6	6	6	6
Ardiansyah enggar Prasetyo	Male	< 20 Years	Salesperson	< 5 Years	6	6	5	6	3
Deni Tri Astuti	Female	< 20 Years	Salesperson	< 5 Years	4	7	7	6	4
Indiana Oktaviani	Female	21-30 Years	Salesperson	< 5 Years	4	6	5	6	4
Mukti	Male	21-30 Years	Driver	< 5 Years	6	6	3	6	6
Dwi Rosinta	Female	21-30 Years	Head of Division	< 5 Years	6	5	6	5	6
	Female	21-30 Years	Salesperson	< 5 Years	4	6	4	7	4
Zalfa Faatin Safitri	Female	21-30 Years	Salesperson	< 5 Years	4	6	2	6	4
Wiwi Dwi Nussabdo	Male	21-30 Years	Salesperson	< 5 Years	6	6	6	6	4
Tamam Adli Susilo	Male	21-30 Years	Salesperson	< 5 Years	6	6	6	4	5
Ahmad Miftahudin	Male	21-30 Years	Salesperson	< 5 Years	6	6	4	4	6
Hendra	Male	21-30 Years	Salesperson	5 - 10 Years	6	6	5	7	6
	Female	< 20 Years	Salesperson	< 5 Years	5	6	6	5	6
Landhi Setiawan	Male	21-30 Years	Operational Staff	5 - 10 Years	6	5	6	4	5
Rifqi Fathurohman	Male	21-30 Years	Salesperson	< 5 Years	6	6	4	6	6
Anggit Putra Laksana	Male	< 20 Years	Operational Staff	< 5 Years	6	6	6	4	6
Ivan Dwi Saputra	Male	21-30 Years	Salesperson	< 5 Years	6	6	4	6	6
Fani Indriyani Saputri	Female	21-30 Years	Salesperson	5 - 10 Years	4	6	4	4	6
	Male	21-30 Years	Operational Staff	< 5 Years	5	7	6	6	6
Stefan Ruben Chrisdon	Male	21-30 Years	Salesperson	< 5 Years	5	6	5	6	6
	Male	31-40 Years	Salesperson	5 - 10 Years	6	6	2	6	6
Fatoni	Male	21-30 Years	Salesperson	< 5 Years	6	6	6	4	6

Adit	Male	31-40 Years	Salesperson	> 10 Years	6	7	3	0	7
	Female	31-40 Years	Salesperson	> 10 Years	5	6	4	6	5
Munawar N. A	Male	21-30 Years	Salesperson	< 5 Years	4	6	4	7	7
Akik Alaudin	Male	21-30 Years	Salesperson	< 5 Years	6	6	6	5	6
Eko Sutanto	Male	< 20 Years	Salesperson	< 5 Years	6	4	6	7	5
Agus Alfarizi	Male	21-30 Years	Salesperson	< 5 Years	4	6	6	6	4
Olivia Faldaningrum	Female	21-30 Years	Salesperson	< 5 Years	4	6	4	6	7
	Female	21-30 Years	Head of Division	< 5 Years	6	5	6	6	6
Ricki Aprilio Wibowo	Male	21-30 Years	Salesperson	< 5 Years	4	6	6	4	7
Sonia Okta	Female	21-30 Years	Salesperson	< 5 Years	4	6	5	7	7
Pandu Nur Wicaksono	Male	21-30 Years	Salesperson	< 5 Years	4	6	5	6	6
Fery Surya G	Male	< 20 Years	Salesperson	< 5 Years	4	4	4	4	6
Taufi Qurohman	Male	< 20 Years	Salesperson	< 5 Years	6	6	3	4	6
Mugi Pangesti	Female	21-30 Years	Salesperson	< 5 Years	4	6	4	6	6
Fita Novianti	Female	21-30 Years	Salesperson	< 5 Years	7	6	6	4	4
Cinta Ayu Lestari	Female	31-40 Years	Salesperson	5 - 10 Years	4	6	6	4	6
Anjar Dwi Prasetyo	Male	21-30 Years	Salesperson	5 - 10 Years	4	6	4	6	6
Muhammad Khoirul Azmi	Male	< 20 Years	Salesperson	< 5 Years	6	4	4	4	6
Setiarini	Female	21-30 Years	Salesperson	< 5 Years	4	6	4	7	6
Fasih Faisal Muzakki	Male	21-30 Years	Salesperson	< 5 Years	4	6	4	6	6
Anbani Utaminingsih	Female	< 20 Years	Salesperson	< 5 Years	4	6	4	4	5
Arief Outra Perdana	Male	< 20 Years	Salesperson	< 5 Years	7	6	7	5	5
Dani Prastomo Putra	Male	< 20 Years	Salesperson	< 5 Years	6	6	7	4	6
	Female	21-30 Years	Salesperson	< 5 Years	4	7	6	4	4
	Male	< 20 Years	Salesperson	< 5 Years	6	6	6	4	6
Jodi Permana Putra	Male	< 20 Years	Salesperson	< 5 Years	3	3	6	6	7
Lisa Lutviana	Female	< 20 Years	Salesperson	< 5 Years	5	5	5	4	6

Aziz Nur Rohman	Male	21-30 Years	Salesperson	< 5 Years	4	5	7	6	6
	Female	21-30 Years	Salesperson	< 5 Years	4	6	6	4	6
	Male	21-30 Years	Salesperson	< 5 Years	5	5	4	6	6
	Male	< 20 Years	Head of Division	< 5 Years	4	5	5	5	6
Erlinda Cahyaningtyas	Female	< 20 Years	Salesperson	< 5 Years	4	5	4	5	4
Daffa	Male	< 20 Years	Salesperson	< 5 Years	6	6	4	6	6
Anggun Iskowati	Female	< 20 Years	Head of Division	< 5 Years	4	4	4	7	6
Adi Wibowo	Male	21-30 Years	Head of Division	< 5 Years	1	6	5	1	4
Susanti Ekosari	Female	< 20 Years	Head of Division	< 5 Years	4	6	6	4	6
Angga Wicaksono	Male	21-30 Years	Salesperson	5 - 10 Years	4	5	4	5	4
Mahesa Gilang Syabani	Male	21-30 Years	Salesperson	< 5 Years	4	5	5	6	3
Fahrul	Male	21-30 Years	Salesperson	5 - 10 Years	4	4	3	4	4
Abdul Gandhi Pradipta	Male	< 20 Years	Salesperson	< 5 Years	5	6	6	5	5
Diani Nina	Female	< 20 Years	Salesperson	< 5 Years	4	4	6	4	5
Didi Arif Wibowo	Male	21-30 Years	Salesperson	< 5 Years	6	4	6	6	6
Nur Isnaini R.	Female	< 20 Years	Salesperson	< 5 Years	4	4	4	4	6
Laeli Marhatus	Female	21-30 Years	Salesperson	< 5 Years	4	5	4	6	4
Redha Dwi Okta Viantoro	Male	21-30 Years	Salesperson	< 5 Years	5	5	4	4	6
Anggit Septiani	Female	21-30 Years	Salesperson	< 5 Years	5	6	6	6	6
Larasati Mulia Ridho	Female	21-30 Years	Salesperson	< 5 Years	4	6	6	4	6
Raras Tri Wibowo	Male	21-30 Years	Operational Staff	5 - 10 Years	4	4	5	6	6
Dewi Oktaviani	Female	< 20 Years	Salesperson	< 5 Years	4	6	6	6	6
	Female	21-30 Years	Salesperson	5 - 10 Years	4	5	5	4	4
Radit	Male	21-30 Years	Head of Division	< 5 Years	2	6	5	7	6

	Female	21-30 Years	Salesperson	< 5 Years	4	4	6	4	3
	Female	31-40 Years	Salesperson	< 5 Years	4	4	6	4	4
Aldin Nur Fatah	Male	21-30 Years	Salesperson	< 5 Years	4	4	5	6	6
Teguh Ginanjar	Male	21-30 Years	Salesperson	< 5 Years	3	7	4	2	5
	Female	21-30 Years	Operational Staff	< 5 Years	4	6	4	5	7
	Male	21-30 Years	Salesperson	< 5 Years	3	4	5	4	6
M. Ali Mahfud	Male	21-30 Years	Salesperson	5 - 10 Years	4	6	4	6	1
Khaerul Anam	Male	< 20 Years	Salesperson	< 5 Years	5	3	4	4	6
	Female	21-30 Years	Salesperson	< 5 Years	5	2	3	3	6
	Female	21-30 Years	Salesperson	< 5 Years	3	6	6	4	4
Alip Juntanto	Male	< 20 Years	Salesperson	< 5 Years	4	6	4	4	7
Rini Purwanty	Female	21-30 Years	Salesperson	< 5 Years	6	6	6	4	6
	Male	21-30 Years	Operational Staff	< 5 Years	4	6	5	4	5
	Female	21-30 Years	Head of Division	< 5 Years	5	5	4	4	6
Ghufron Bani Choerul Fikri	Male	21-30 Years	Salesperson	< 5 Years	4	5	5	4	3
Erda	Male	21-30 Years	Salesperson	< 5 Years	6	6	5	6	6
	Male	21-30 Years	Salesperson	< 5 Years	2	4	4	2	5
Mugi Utami	Female	> 41 Years	Salesperson	5 - 10 Years	6	5	5	4	4
Khalimans Sadiyah	Female	21-30 Years	Salesperson	< 5 Years	4	5	6	5	6
	Female	< 20 Years	Salesperson	< 5 Years	4	1	4	2	4
	Female	< 20 Years	Salesperson	< 5 Years	4	3	2	5	4

O1.1	N1.1	C1.1	A1.1	E1.1	VI1	DE1	AB1	VI2	DE2	AB2	DE3	VI3	AB3
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DE4	AB4	VI4	DE5	AB5	VI5	AB6	VI6	TotalX10	Ave. Engage.	Sum. Engage.
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6	4	3	3	3	4	5	6	44	79	44
6	5	3	6	5	5	6	6	44	92	44
6	3	3	3	3	0	0	0	32	55	32
6	3	3	2	3	4	3	3	35	63	35

Appendix 3: The Characteristics of Respondents

3.1 Analysis of Respondents Based on Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	66	44.3	44.3	44.3
	Male	83	55.7	55.7	100.0
	Total	149	100.0	100.0	

3.2 Analysis of Respondents Based by Age

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 20 Years	41	27.5	27.5	27.5
	21-30 Years	102	68.5	68.5	96.0
	31-40 Years	5	3.4	3.4	99.3
	> 41 Years	1	.7	.7	100.0
	Total	149	100.0	100.0	

3.3 Analysis of Respondents Based by Position

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Driver	2	1.3	1.3	1.3
	Head of Division	13	8.7	8.7	10.1
	Operational Staff	10	6.7	6.7	16.8
	Salesperson	124	83.2	83.2	100.0
	Total	149	100.0	100.0	

3.4 Analysis of Respondents Based on Years of Service

Years of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 5 Years	129	86.6	86.6	86.6
	5 - 10 Years	18	12.1	12.1	98.7
	> 10 Years	2	1.3	1.3	100.0
	Total	149	100.0	100.0	



Appendix 4: Validity Test Results

4.1 Ten-Item Personality Inventory Validity Test Result

		Correlations										
		E1	C1	O1	A2	N2	X10New	Openness	Neuroticism	Conscientiousness	Agreeableness	Extraversion
E1	Pearson Correlation	1	.345**	.274**	.290**	.333**	.686**	.412**	.271**	.339**	.346**	.660**
	Sig. (2-tailed)		.000	.001	.000	.000	.000	.000	.001	.000	.000	.000
	N	149	149	149	149	149	149	149	149	149	149	149
C1	Pearson Correlation	.345**	1	.223**	.273**	.344**	.622**	.299**	.274**	.703**	.313**	.222**
	Sig. (2-tailed)	.000		.006	.001	.000	.000	.000	.001	.000	.000	.007
	N	149	149	149	149	149	149	149	149	149	149	149
O1	Pearson Correlation	.274**	.223**	1	.207*	.156	.507**	.701**	.067	.100	.232**	.161*
	Sig. (2-tailed)	.001	.006		.011	.058	.000	.000	.414	.223	.004	.049
	N	149	149	149	149	149	149	149	149	149	149	149
A2	Pearson Correlation	.290**	.273**	.207*	1	.432**	.640**	.271**	.348**	.186*	.727**	.083
	Sig. (2-tailed)	.000	.001	.011		.000	.000	.001	.000	.023	.000	.313
	N	149	149	149	149	149	149	149	149	149	149	149
N2	Pearson Correlation	.333**	.344**	.156	.432**	1	.681**	.263**	.741**	.338**	.454**	.086
	Sig. (2-tailed)	.000	.000	.058	.000		.000	.001	.000	.000	.000	.298
	N	149	149	149	149	149	149	149	149	149	149	149
X10New	Pearson Correlation	.686**	.622**	.507**	.640**	.681**	1	.652**	.638**	.604**	.729**	.474**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	149	149	149	149	149	149	149	149	149	149	149
Openness	Pearson Correlation	.412**	.299**	.701**	.271**	.263**	.652**	1	.236**	.280**	.364**	.304**
	Sig. (2-tailed)	.000	.000	.000	.001	.001	.000		.004	.001	.000	.000
	N	149	149	149	149	149	149	149	149	149	149	149
Neuroticism	Pearson Correlation	.271**	.274**	.067	.348**	.741**	.638**	.236**	1	.364**	.516**	.143
	Sig. (2-tailed)	.001	.001	.414	.000	.000	.000	.004		.000	.000	.081
	N	149	149	149	149	149	149	149	149	149	149	149
Conscientiousness	Pearson Correlation	.339**	.703**	.100	.186*	.338**	.604**	.280**	.364**	1	.407**	.252**
	Sig. (2-tailed)	.000	.000	.223	.023	.000	.000	.001	.000		.000	.002
	N	149	149	149	149	149	149	149	149	149	149	149
Agreeableness	Pearson Correlation	.346**	.313**	.232**	.727**	.454**	.729**	.364**	.516**	.407**	1	.147
	Sig. (2-tailed)	.000	.000	.004	.000	.000	.000	.000	.000	.000		.074
	N	149	149	149	149	149	149	149	149	149	149	149
Extraversion	Pearson Correlation	.660**	.222**	.161*	.083	.086	.474**	.304**	.143	.252**	.147	1
	Sig. (2-tailed)	.000	.007	.049	.313	.298	.000	.000	.081	.002	.074	
	N	149	149	149	149	149	149	149	149	149	149	149

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

* . Correlation is significant at the 0.05 level (2-tailed).

4.2 Utrecht Work Engagement Scale Validity Test Result

		Correlations																	
		TotalY17	V1	DE1	AB1	VI2	DE2	AB2	DE3	VI3	AB3	DE4	AB4	VI4	DE5	AB5	VI5	AB6	VI6
TotalY17	Pearson Correlation	1	.595**	.549**	.398**	.702**	.658**	.239**	.651**	.702**	.652**	.640**	.411**	.544**	.579**	.551**	.596**	.526**	.535**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.003	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
V1	Pearson Correlation	.595**	1	.378**	.208*	.479**	.496**	.008	.316*	.310**	.441**	.360**	.046	.341**	.191*	.152	.521**	.231**	.322**
	Sig. (2-tailed)	.000		.000	.011	.000	.000	.918	.000	.000	.000	.000	.576	.000	.020	.065	.000	.005	.000
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
DE1	Pearson Correlation	.549**	.378**	1	.253**	.428**	.331**	.014	.457**	.406**	.348**	.401**	.020	.209*	.271**	.208*	.351**	.230**	.125
	Sig. (2-tailed)	.000	.000		.002	.000	.000	.869	.000	.000	.000	.000	.807	.010	.001	.011	.000	.005	.129
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
AB1	Pearson Correlation	.398**	.208*	.253**	1	.301**	.239**	.080	.223**	.263**	.204*	.169*	.117	.221**	.029	.044	.212**	.119	.186*
	Sig. (2-tailed)	.000	.011	.002		.000	.003	.333	.006	.001	.012	.040	.156	.007	.725	.597	.010	.148	.023
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
VI2	Pearson Correlation	.702**	.479**	.428**	.301**	1	.516**	.096	.490**	.576**	.393**	.445**	.149	.265**	.459**	.295**	.447**	.166*	.350**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.247	.000	.000	.000	.000	.070	.001	.000	.000	.000	.043	.000
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
DE2	Pearson Correlation	.658**	.496**	.331**	.239**	.516**	1	.040	.346**	.438**	.451**	.482**	.095	.381**	.379**	.153	.490**	.285**	.337**
	Sig. (2-tailed)	.000	.000	.000	.003	.000		.624	.000	.000	.000	.000	.248	.000	.000	.062	.000	.000	.000
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
AB2	Pearson Correlation	.239**	.008	.014	.080	.096	.040	1	.028	-.003	-.005	.037	.085	.026	.047	.168*	-.071	.214**	.193*
	Sig. (2-tailed)	.003	.918	.869	.333	.247	.624		.736	.968	.952	.652	.304	.751	.571	.040	.388	.009	.018
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
DE3	Pearson Correlation	.651**	.316**	.457**	.223**	.490**	.346**	.028	1	.541**	.456**	.651**	.261**	.111	.409**	.396**	.278**	.223**	.212**
	Sig. (2-tailed)	.000	.000	.000	.006	.000	.000	.736		.000	.000	.001	.177	.000	.000	.001	.006	.009	.009
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
VI3	Pearson Correlation	.702**	.310**	.406**	.263**	.576**	.438**	-.003	.541**	1	.402**	.515**	.204*	.293**	.427**	.384**	.416**	.298**	.297**
	Sig. (2-tailed)	.000	.000	.000	.001	.000	.000	.968	.000		.000	.000	.013	.000	.000	.000	.000	.000	.000
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
AB3	Pearson Correlation	.652**	.441**	.348**	.204*	.393**	.451**	-.005	.456**	.402**	1	.555**	.209*	.421**	.375**	.273**	.355**	.187*	.240**
	Sig. (2-tailed)	.000	.000	.000	.012	.000	.000	.952	.000	.000		.000	.011	.000	.000	.001	.000	.022	.003
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
DE4	Pearson Correlation	.640**	.360**	.401**	.169*	.445**	.482**	.037	.651**	.515**	.555**	1	.161*	.209*	.387**	.263**	.272**	.229**	.147
	Sig. (2-tailed)	.000	.000	.000	.040	.000	.000	.652	.000	.000	.000		.050	.011	.000	.001	.001	.005	.074
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
AB4	Pearson Correlation	.411**	.046	.020	.117	.149	.095	.085	.261**	.204*	.209*	.161*	1	.301**	.146	.309**	.100	.298**	.152
	Sig. (2-tailed)	.000	.576	.807	.156	.070	.248	.304	.001	.013	.011	.050		.000	.076	.000	.226	.000	.064
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
VI4	Pearson Correlation	.544**	.341**	.209*	.221**	.265**	.381**	.026	.111	.293**	.421**	.209*	.301**	1	.097	.300**	.321**	.287**	.292**
	Sig. (2-tailed)	.000	.000	.010	.007	.001	.000	.751	.177	.000	.000	.011	.000		.239	.000	.000	.000	.000
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
DE5	Pearson Correlation	.579**	.191*	.271**	.029	.459**	.379**	.047	.409**	.427**	.375**	.387**	.146	.097	1	.423**	.324**	.166*	.308**
	Sig. (2-tailed)	.000	.020	.001	.725	.000	.000	.571	.000	.000	.000	.000	.076	.239		.000	.000	.043	.000
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
AB5	Pearson Correlation	.551**	.152	.208*	.044	.295**	.153	.168*	.296**	.384**	.273**	.263**	.309**	.300**	.423**	1	.223**	.303**	.252**
	Sig. (2-tailed)	.000	.065	.011	.597	.000	.062	.040	.000	.000	.001	.001	.000	.000	.000		.006	.000	.002
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
VI5	Pearson Correlation	.596**	.521**	.351**	.212**	.447**	.490**	-.071	.278**	.416**	.355**	.272**	.100	.321**	.324**	.223**	1	.291**	.303**
	Sig. (2-tailed)	.000	.000	.000	.010	.000	.000	.388	.001	.000	.000	.001	.226	.000	.000	.006		.000	.000
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
AB6	Pearson Correlation	.526**	.231**	.230**	.119	.166*	.285**	.214**	.223**	.298**	.187*	.229**	.298**	.287**	.166*	.303**	.291**	1	.297**
	Sig. (2-tailed)	.000	.005	.005	.148	.043	.000	.009	.006	.000	.022	.005	.000	.000	.043	.000	.000		.000
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149
VI6	Pearson Correlation	.535**	.322**	.125	.186*	.350**	.337**	.193*	.212**	.297**	.240**	.147	.152	.292**	.308**	.252**	.303**	.297**	1
	Sig. (2-tailed)	.000	.000	.129	.023	.000	.000	.018	.009	.000	.003	.074	.064	.000	.000	.002	.000	.000	
	N	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149	149

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

* Correlation is significant at the 0.05 level (2-tailed).



Appendix 5: Reliability Test Results

5.1 Extraversion Reliability Result

Reliability Statistics

Cronbach's Alpha	N of Items
.782	2

5.2 Conscientiousness Reliability Result

Reliability Statistics

Cronbach's Alpha	N of Items
.818	2

5.3 Openness to Experience Reliability Result

Reliability Statistics

Cronbach's Alpha	N of Items
.806	2

5.4 Agreeableness Reliability Result

Reliability Statistics

Cronbach's Alpha	N of Items
.826	2

5.5 Neuroticism Reliability Result

Reliability Statistics

Cronbach's Alpha	N of Items
.823	2

5.6 Work Engagement Reliability Test

Reliability Statistics

Cronbach's Alpha	N of Items
.853	17

