TIME PRESSURE AS A PREDICTOR OF WORK ENGAGEMENT: THE ROLE OF PSYCHOLOGICAL EMPOWERMENT

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Abstract - This study aims to examine the role of psychological empowerment as a moderator variable between time pressure and work engagement. JD-R theory stated that job demands and job resources could predict work engagement. Work engagement is an essential thing that employees should have in every company because work engagement has a positive impact on employee performance, commitment to the organization, as well as the intention to survive in the workplace. The participants of this study were 208 salespeople working in IT companies in Jakarta that were obtained by accidental sampling technique. The research data is analyzed with non-linear regression and Structural Equation Modeling (SEM). The results showed that time pressure did not predict work engagement. In contrast, psychological empowerment directly predicted work engagement and significantly moderating time pressure and work engagement. In conditions of high psychological empowerment, the higher or lower the time pressure, the work engagement of employees tends to decrease. However, when time pressure is moderate, work engagement tends to increase. On the contrary, in a condition of low psychological empowerment, the higher time pressure, the work engagement of employees tends to decrease, and the lower the time pressure, the work engagement of employees will be higher.

Keywords - Work Engagement, Time Pressure, Psychological Empowerment, moderator, Standard Equation Modelling

I. INTRODUCTION

Work engagement is a positive, fulfilling work-related state of mind that is characterized by the presence of vigor, dedication, and absorption (Schaufeli, Bakker, & Salanova, 2006). Vigor is described as a desire to put effort into working because one feels enthusiastic and has energy reserves. Dedication occurs when a job meets personal psychological needs. Absorption is described as a condition of full concentration and very engrossed in work (Timms, Brough, O'Driscoll, Kalliath, Siu, Sit, & Lo, 2015). With the implication that turnover can be predicted by the three aspects of work engagement, namely absorption, vigor, and dedication, companies need to pay attention and work on all three aspects of work engagement on employees. Otherwise, research shows that it will lead to some negative impacts, such as turnover (Alarcon & Edwards, 2010; Jones & Harter, 2005), lack of organizational commitment, intention to stay in the current workplace (Van den Broeck, in Schaufeli, 2015), as well as lack of work performance (Van den Broeck, in Schaufeli, 2015).

Work engagement can be explained by the Job Demands-Resources (JD-R) theory proposed by Demerouti, Bakker, Nachreiner, and Schaufeli (2001). Based on the JD-R theory, work engagement is predicted by two things, which are job demandsand job resources (Demerouti et al., 2001). Sheng, Wang, Hong, and Zhu (2019) and Schmitt, Ohly, and Kleespies (2015) said that time pressure, as part of job demands, was proven to predict work engagement. Time pressure at a moderate level will make work engagement tend toincrease, but time pressure that is too high or too low will make work engagement tend to decrease. However, with the addition of moderator variables, which are psychological capital and high sleep quality, high time pressure predicts high work engagement as well (Sheng et al., 2019).

In another study (Inoue et al., 2014), there were different results in the relationship between time pressure and work engagement. Inoue et al. (2014) stated that time pressure significantly predicted work engagementyet did not have a large effect on it. In this study, Inoue tried to add moderator variables, which are decision latitude, supervisor support, co-worker support, and extrinsic rewards. However, the regression of time pressure towards work engagement still did not produce results with large effect sizes.

According to the research of Sheng et al. (2019) and Inoue et al. (2014), although both studies added job demands and job resources as moderator variables to affect the relationship between time pressure and work engagement, the effect sizes of both studies were still different. Thus, other variables are needed that can strengthen the relationship between time pressure and work engagement.

The relationship between time pressure and work engagement still needs an explanation to prove consistently based on the activation theory. Time pressure can weaken or strengthen work engagement. It can be explained by the activation theory which stated that variations in job characteristics, such as intensity, complexity, stimulation, and repetition of work, can affect the results of one's work (Gardner & Cummings, 1988). By referring to the analogy of activation theory, time pressure as part of job characteristics also affects the final results of one's work. High level of time pressure produces a high level of activation. When activation is experienced at

a moderate level, the individual is stimulated to do his job optimally. When time pressure is higher or lower than this optimal level, negative responses are likely to occur (Baer & Oldham; Gardner & Cummings; Ohly & Fritz, in Schmitt et al., 2017).

Humans have different levels of activation, depending on various external and internal factors. External factors that affect the level of activation, for instance, the characteristics of work and the work environment, while internal factors that affect the level of activation are individual differences or personality. Personality has a significant relationship with a variable called psychological empowerment (Simonet et al., 2019). People with high extroversion and agreeableness personality tend to have high psychological empowerment as well.

The author proposes psychological empowerment to be a moderator in the relationship between time pressure and work engagement for the following three reasons. First, previous studies have proven the role of psychological empowerment as a moderator variable on the relationship between some independent variables and work engagement, which are abusive supervision (Kirrane, Kilroy, & O'Connor, 2019) and organizational trust (Ugwu, Onyishi, & Rodriguez-Sanchez, 2014). Psychological empowerment is also proven to predict work engagement (Jose & Mampilly, 2014). The second reason, personal resources internally help individuals in understanding, formulating, and reacting to the environmental conditions they face (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). The third reason, psychological empowerment has the opportunity to act as a moderator variable because sales employees need psychological empowerment (Martin, 2006; Wallace, Johnson, Mathe, & Paul, 2011).

In this study, the authors plan to test the psychological empowerment variable as a moderator in the relationship between time pressure and work engagement. With the proposed research model, this study will explore psychological empowerment as a moderator variable between time pressure and work engagement. It is hoped that this research can be used as a suggestion for all company management and HR practitioners that work in the company to be able to keep their employees engaged by considering the time pressure and psychological empowerment factors of employees.

1.1 The Role of Time Pressure on Work Engagement

Work engagement is a positive, fulfilling work-related state of mind that is characterized by the presence of vigor, dedication, and absorption (Schaufeli, Bakker, &Salanova, 2006).Meanwhile, time pressure is an indicator of high demands in the role of work performed (Zacher, Jimmieson, & Bordia, 2014). It is defined as a period when the amount of time held is insufficient to complete responsibility for the role undertaken (Major, Klein, & Ehrhart, 2002). According to Menzies (in Beck & Schmidt, 2013), time pressure is a feeling that arises because there is not enough time to fulfill their goals.

To explain job demands that predict work engagement, the authors use the activation theory. By referring to the analogy of the activation theory, time pressure as part of job characteristics also affects the final results of one's work. High level of time pressure produces high level of activation. When activation is experienced at a moderate level, the individual is stimulated to do his job optimally. When time pressure is higher or lower than this optimal level, negative responses are likely to occur (Baer & Oldham; Gardner & Cummings; Ohly & Fritz, in Schmitt et al., 2017).

H_1: In non-linear model, time pressure significantly predicts work engagement.

1.2 The Role of Psychological Empowerment to Work Engagement

According to Spreitzer (1995), psychological empowerment exists when employees feel that they exert control over their work lives. Psychological empowerment is not a permanent personality attribute but shaped by the work environment. Spreitzer (1995) defined psychological empowerment as a motivational construct that manifests into four cognitions, namely meaning, competence or self-efficacy, self-determination, and impact.

Spreitzer (1995) has the same psychological empowerment indicator as Thomas and Velthouse (1990), which are impact, competence, meaningfulness, and choice. Meaning means the value of goals or work goals, valued with individual ideals or standards (Thomas & Velthouse, 1990). Competence or self-efficacy means an individual's belief in his ability to carry out an activity that requires skills (Gist, 1987). Self-determination is an individual's awareness that he has the choice to initiate and organize actions (Deci, Connell, & Ryan, in Spreitzer, 1995). Impact is the level of the individual to influence the results or output in the workplace (Ashfort, in Spreitzer, 1995).

To explain the psychological empowerment that affects work engagement, the author uses the Conservation of Resources (COR) theory from Hobfoll (2002). COR theory has a fundamental principle that people try to defend, protect, and build resources, and something that threatens is the potential or loss of these valued resources (Hobfoll, 1989). Resources are defined as objects, personal characteristics, conditions, or energy valued by individuals or which serve as a means to re-achieve

these objects, personal characteristics, conditions, or energy(Hobfoll, 1989). Thus, this theory shows that individuals tend to re-achieve the resources so that the same output can be produced. In this study, psychological empowerment acts as a resource that people constantly re-achieved and work engagement as expected output (work engagement).

H_2: Psychological empowerment significantly predicts work engagement

1.3 The Role of Psychological Empowerment as a Moderator in the Relationship between Time Pressure and Work Engagement

To explain job demands that affect work engagement, the authors use the Job Demands-Resources Model theory. This theoretical model stated that work engagement is predicted by two things, which are job demands and job resources (Demerouti, Bakker, Nachreiner & Schaufeli, 2001). Job demands can consume psychological and physiological resources, while job resources, including physical and psychological resources, can replace physical and psychological energy losses caused by job demands (Bakker & Demerouti; Demerouti, Bakker, Nachreiner, & Schaufeli, in Sheng et al., 2019).

In this study, psychological empowerment acts as a resource, time pressure as job demand, and work engagement as the expected output. The author plans to test the psychological empowerment variable as a moderator in the relationship between time pressure and work engagement. With the proposed research model, this study will explore psychological empowerment as a moderator variable in the relationship between time pressure and work engagement.

H_3: Psychological empowerment as a moderator in the relationship between time pressure and work engagement.

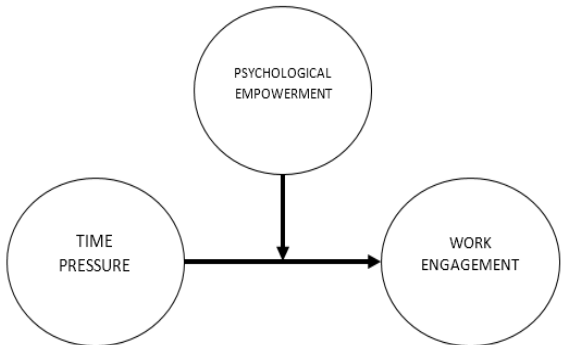

Fig.1. Research Framework

II. METHOD

2.1. Participants

Participants in this study were 208 employees of Information Technology (IT) salesperson in Jakarta. Participants consisted of 83 people (39.90%) who were female and 125 people (60.10%) who were male, with an age range of 22-36 years with an average of 29.85 years (SD = 4.039). All participants work in IT companies in Jakarta and are domiciled in Jakarta and surrounding areas. The latest education of participants varies, from D3 to S3.

The average length of work of employees at their company is 4.34 years (SD = 2.995), with a span period of less than a year to 11 years. Participants are divided into four occupational groups, namely staff/officers, first-line management (supervisors, assistant managers, coordinators, team leaders), and middle management (Managers, Executive Managers, General Managers).

The sampling technique used is non-random sampling, more precisely accidental or convenient sampling. The design of this study is non-experimental research with a quantitative approach. Quantitative research is carried out by the method of regression analysis and Standard Equation Modeling (SEM). The author uses SPSS and smartPLS software to process research data. Data is collected using an online questionnaire.

2.2 Measures

The measuring instrument used to measure work management is the Utrecht Work Engagement Scale (UWES) developed by Schaufeli, Bakker, and Salanova (2006). UWES measures the work engagement construct that has three dimensions, vigor, dedication, and absorption, and consists of 17 statement items. This UWES measurement system has an answer rating system for Likert scale to assess the frequency of occurrence of items with a range of numbers from 0 to 6, where the number 0 has the meaning "never" and the number 6 has the meaning "always" or "every day." The Alpha's Cronbach value on the work engagement measurement tool is .444 with each Alpha's Cronbach value on the vigor dimension .846, the dedication dimension .835, and the absorption dimension is .888. That is, the measurement of work engagement is quite reliable.

Measuring instruments used to measure time pressure are taken from ISTA (Instrument for Stress-Oriented Task Analysis) developed by Semmer, Zapf, and Dunckel (in Schmitt et al., 2015). This time pressure gauge has no dimensions because time pressure itself is one of the dimensions that are part of the job demands construct. This measuring device consists of six item statements that measure a person's time pressure level. The filling of the test equipment is done with the answer system of giving a Likert scale rating of five scales to assess the frequency of occurrence of items with a range of answer choices "very rare" with a score of 1 (lowest score) to "very often" with a score of 5 (highest score). The Alpha's Cronbach value on the time pressure gauge is 0.656.

That is, the level of reliability of the time pressure measuring instrument is classified as moderate.

The measuring instrument used to measure psychological empowerment is the Psychological Empowerment Scale developed by Spreitzer (1995). The Psychological Empowerment Scale consists of 12 statement items, where two items measure the dimension of meaning, four items measure the competence dimension, four questions measure the dimension of self-determination, and two items measure the dimension of impact.The answering system is done by giving a Likert scale rating to assess the frequency of items occurring in the range of numbers 1 to 7, where number 1 has the meaning "very inappropriate" and number 7 has the meaning "very appropriate." The Alpha's Cronbach value on this psychological empowerment measuring instrument is .938, while the Alpha's Cronbach value on the competence dimension .871, the impact dimension .746, the meaning dimension .677, the self-determination dimension .788. That is, as a complete psychological empowerment measurement tool can be categorized as reliable.

III. RESULTS AND DISCUSSION

3.1. Results

Descriptive Statistics and Intercorrelations

The three research variables have a picture of the correlation between variables, as shown in Table 1 below. Based on the table, it can be concluded that the correlation between Psychological Empowerment (PE) with Work Engagement (WE) has a significant positive correlation with $\rho = 0.365$, $p = 0.000 < 0.01$. Also, Time Pressure (TP) with Work Engagement (WE) was also shown to have a negative and significant correlation with the value of $\rho = -0.138$, $p = 0.048 < 0.05$. Meanwhile, the correlation between Time Pressure (TP) and Work Engagement (WE) showed insignificant results with a value of $\rho = -0.070$, $p = 0.314 > 0.05$.

		WE	PE	TP
1	WE	1.000	.365**	-.138*
2	PE	.365**	1.000	-.070
3	TP	-.138**	-.070	1.000

Table1: Intercorrelations of Study Variables

Note.
WE = Work Engagement;
PE = Psychological Empowerment;
TP = Time Pressure
Correlations are based on N = 208;
*p< 0,05, **p < 0,01

Tests of Hypotheses

Based on the data obtained, the authors conducted a non-linear regression test at time pressure on work engagement. Non-linear regression test was performed with quadratic regression analysis with the help of SmartPLS data processing applications. The amount of regression obtained from the role of time pressure on work engagement is $\beta = -0.252$, $p = 0.247 > 0.05$ with a coefficient of determination $R^2 = 0.008$. Based on the data processing information, it can be concluded that Hypothesis 1 (H_1) is rejected because time pressure did not predict work engagement.

The author conducted a linear regression test on psychological empowerment on work engagement. The linear regression test was performed with the help of the SmartPLS data processing application. The magnitude of the coefficient of determination obtained from the role of psychological empowerment on work engagement is $\beta = 0.386$, $p = 0.000 < 0.05$, and the coefficient of determination $R^2 = 0.149$. Thus, the results support Hypothesis 2 (H_2).

The author tests the role of psychological empowerment as a moderator in time pressure on work engagement. The moderator role test is performed with a moderating effect analysis on the SmartPLS data processing application.The results of the moderator test indicate that psychological empowerment acts as a moderator at time pressure on work engagement, with the moderating effect calculation value showing the number $\beta = 0.174$, $p = 0.015 < 0.05$ with the coefficient of determination $R^2 = 0.033$. Thus, the results support Hypothesis 3 (H_3). According to results, the higher the time pressure perceived by participants, the work engagement will decrease in participantsin the condition of low psychological empowerment. That is, participants who feel increasingly depressed by time will experience a decrease in enthusiasm, focus, and dedication when working when psychological empowerment is low. The illustration can be seen in Figure 2 below.

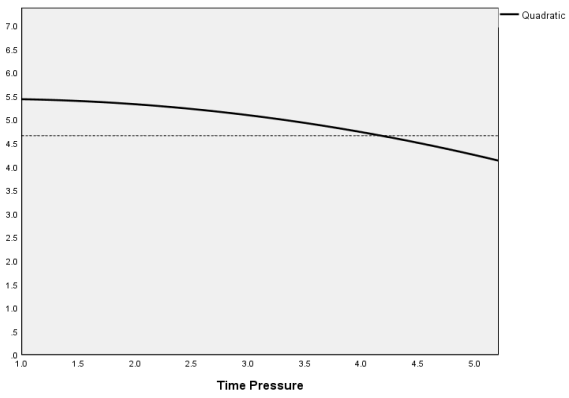

Fig.2. Relationship between Time Pressure and Work Engagement when Psychological Empowerment is Low

Meanwhile, in the condition of high psychological empowerment, time pressure that is too low or too high will make participants' work engagement decrease, and time pressure in moderate conditions will make individual work engagement increase. That is, individuals with high psychological empowerment will tend to experience an increase in enthusiasm, focus, and dedication when he gets time pressure in sufficient or moderate conditions. The illustration can be seen in the Figure 3below.

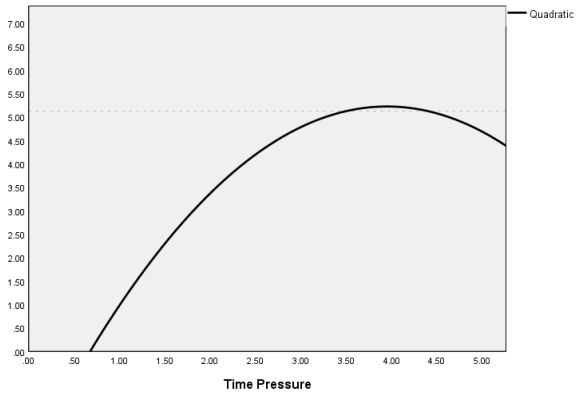

Fig.3. Relationship between Time Pressure and Work Engagement when Psychological Empowerment is High

3.2. Discussion

Based on the results, there was one research hypothesis that was not supported, namely the first hypothesis, which assumed that there was a significant role of time pressure on work engagement. In reality, the time pressure variable does not contribute to work engagement. It is contrary to previous research conducted by Schmitt, Ohly, and Kleespies (2015) that time pressure has a significant role in work engagement. Results that contradict this previous research can be caused by several things, namely differences in the characteristics of study participants. In a study conducted by Schmitt et al. (2015), the research participants used in the study were quite diverse, ranging from accountants, data admins, secretaries, teachers, computer technicians, carpenters, et cetera, while the participants in this study were IT sales. If we analyze in terms of the characteristics of the work, the employees participating in the Schmitt et al. (2015) has job characteristics that emphasize more on completion time targets. It is different from the job of a salesperson who has work characteristics that emphasize quota or profit targets that must be achieved compared to the target time. Thus participants in the research of Schmitt et al. (2015) have more engagement, which is more influenced by time pressure compared to sales employees. Therefore, further research can choose different independent variables that can be more suitable for sales employees, for example, the amount of confidence in achieving sales quota given to work engagement in the company.

Another thing that needs to be discussed in this study is the limitation of the study, for example, in terms of collecting self-report data in the form of an online questionnaire. Individuals tend to do faking good or answer questions with things that are ideal about themselves instead of answering questions based on the situation they are experiencing. Besides, the online questionnaire form made the writer unable to control the participants who filled it seriously or not. Participants also cannot ask the author directly related confusing questions, so participants can answer based on their perceptions and understandings. To solve this problem, it would be better if further research uses an offline questionnaire rather than an online questionnaire, and the distribution is done face-to-face with researchers. If further researchers still want to use the online questionnaire, one thing to reduce the tendency of faking good, different perceptions of statement items, and the lack of seriousness of participants in filling is by adding questionnaire / data Person in Charge (PIC), so it can be detected who is giving the data to the certain participants.

IV. CONCLUSION

Based on data analysis conducted by the author, the following conclusions are obtained:

1. Psychological empowerment significantly predicts work engagement among IT sales employees.
2. Psychological empowerment has a role as a moderator between time pressure on work engagement in IT sales employees.In conditions of high psychological empowerment, if the time pressure is too high or too low, the work engagement of IT sales employees tends to decrease. However, when the time pressure is moderate, the work engagement of IT sales employees will tend to increase.

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