

The Effect Organizational Based Self Esteem and Resilience to Work Engagement: Case Study Indonesian E-Commerce



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ABSTRACT: In Indonesia's rapidly growing e-commerce sector, high employee turnover rates have presented significant challenges, with companies struggling to retain a competent workforce. This study investigates the role of organizational-based self-esteem (OBSE) and resilience in fostering work engagement in this sector. Our findings firmly indicate that higher OBSE levels deeply integrate employees into their roles, nurturing an environment where individuals feel valued and effectively engaged with their tasks. Moreover, resilience plays a critical role in enhancing work engagement, with resilient employees adeptly navigating challenges and positively contributing to the workplace atmosphere. In conclusion, nurturing OBSE and resilience is crucial for fostering a highly engaged workforce, promising a trajectory of success and prosperity for e-commerce enterprises in Indonesia

KEYWORDS: e-commerce sector in Indonesia, work engagement, organizational-based self-esteem (OBSE), resilience

I. INTRODUCTION

The growth of e-commerce in Indonesia brings potential challenges, including a high turnover rate among employees in this sector, reaching 19.22%, significantly higher than other industries in the country. According to various studies (1) dan; (2) this industry faces significant challenges in attracting and retaining competent workforce, with over 70% of companies experiencing difficulties in this regard. Furthermore, less than half of the employees feel truly engaged in their work.

This creates problems related to "work engagement" among employees, which is defined as a positive mental state related to work, characterized by vigor, dedication, and high concentration while working. A high level of work engagement is associated with better performance at both individual and company levels and contributes to the organization's success in a fierce market competition. Work engagement is a key factor in achieving substantial profits for organizations and is considered a vital aspect that can enhance employee effectiveness in completing their tasks.

Employees with high "work engagement" demonstrate enthusiasm and full involvement in their tasks, motivating them to give their best efforts (3) Conversely, a low level of this engagement can negatively affect employee performance, increase the desire to switch jobs, reduce customer satisfaction, and escalate absenteeism (4)

The concept of "Organizational Based Self Esteem" (OBSE) is a crucial factor in this context, referring to the belief of organization members that they can satisfy their needs through participation and active roles within the organization (5) This factor relates to the positive emotions and awareness employees have concerned their workplace situations, where they feel capable of meeting their needs through their roles within the organizational context. Employees who feel valued and significant tend to identify themselves as part of the organization, thereby fostering a stronger bond with the organization (6) Pierce & Gardner, 2004).

Employees with strong organizational based self-esteem tend to view their organization as a valuable entity, which positively impacts their level of work engagement (7), (8). Their work engagement is enhanced by "personal resources," an intrinsic factor associated with resilience and the ability to influence their surroundings (9), (10). Research by (8) also indicates that employees with high work engagement tend to possess mental and physical strength, allowing them to exhibit greater resilience in their job performance.

Individual psychological aspects play a significant role in fostering work engagement, particularly concerning resilience, defined as the ability to handle and adapt to sources of stress or trauma in the workplace (11). This resilience also includes the capability to endure and adapt to unpleasant situations and uncertainties. Individuals with high resilience have a better capacity to adapt and overcome difficulties, subsequently influencing an increase in work engagement (12). (13) emphasized that changing factors

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in jobs could affect work output. These changes, associated with job characteristics, can support adaptation and motivate workers to learn and master new tasks, although it can also cause difficulties in applying everyday work practices. This study aims to further investigate the effects of organizational based self-esteem and resilience on work engagement. Based on the identified issues previously, this study seeks to determine the influence of organizational based self-esteem on work engagement in e-commerce companies, and the impact of resilience on work engagement in e-commerce companies in Indonesia.

II. THEORETICAL BACKGROUND

a. Work Engagement

(Several experts provide explanations regarding the theory of work engagement. (14)) describes employee work engagement as being fully involved physically, cognitively, emotionally, and mentally while working. (15) define work engagement as a positive, fulfilling mind condition related to work, characterized by vigor, dedication, and absorption. (16) states that employee work engagement is the degree to which an employee can commit to an organization, and the result of this commitment is reflected in their work manner and duration of employment.

Brown (in (17) states that an employee is said to have work engagement in their job if they can psychologically identify with their job and consider their performance essential for themselves besides the organization. High work engagement indirectly means that, regardless of the job type, they genuinely care about it (17). Employees with high work engagement possess strong mental and physical states, making them resilient in their job performance; they dedicate their mind and soul to their job wherever they are (Rotich, 2016). Based on the various previously definitions, work engagement is a behavior exhibiting a positive attitude, manifested as perseverance, care, and attachment to their job, willing to devote all their physical and mental capabilities to their work.

(14) outline three primary dimensions in work engagement, namely:

- Vigor: This illustrates a strong mental resilience while working, a willingness to exert maximum effort in completing a job, and the ability to persevere even when facing difficulties.
- Dedication: Describes deep involvement in a job, encompassing a sense of significance, enthusiasm, pride, inspiration, and challenges.
- Absorption: Involves an employee's full concentration on a job they enjoy, where time seems to pass quickly and they find it difficult to detach themselves from their work.

This research will employ the definition and dimensions of work engagement as defined by (14) as the dimensions are clearly defined and can be analyzed separately, making them an appropriate measurement tool for this study. Furthermore, (15) identifies several characteristics of employees with high work engagement, which include: (a) Concentrating on completing tasks and focusing on subsequent work (b) Feeling like a part of a team and an entity larger than themselves. (c) Feeling competent and not experiencing pressure when faced with significant advancements in their job (d) Being capable of adapting to changes and approaching challenges with a mature attitude.

Various literature has discussed the driving factors behind work engagement extensively. According to (17), there are two primary factors that influence work engagement i.g. (i) Job Resources: These include the physical, psychological, social, and organizational aspects of a job that can help alleviate job demands. (ii) Personal Resources: This refers to a positive self-evaluation that is associated with an individual's mental resilience, and also refers to an individual's feelings about their ability to successfully control and influence their environment. This study will focus on personal resources, as it is pertinent to the variables being studied. The research emphasizes examining the personal factors of employees, rather than external factors.

b. Organizational Based Self-Esteem

The initial studies on self-esteem by (18) outlined that self-esteem is a personal evaluation that individuals conduct and maintain in relation to themselves, indicating their approval or disapproval attitude towards themselves. In the organizational context, the concept of Organizational Based Self-Esteem (OBSE), as explained by (19), holds a significant role; wherein OBSE reflects the level of confidence of organizational members in fulfilling their needs through participation in organizational roles, with individuals possessing high OBSE feeling satisfied and capable in their organizational roles (20).

Meanwhile, (5) define OBSE as the awareness and positive emotions that employees have in relation to their roles within the organization, where they feel important, meaningful, and valuable. Research by (21) added that the appreciation provided by the organization can enhance the self-esteem of employees, with a greater understanding of their roles within the company possibly fostering an increase in OBSE.

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c. Resilience

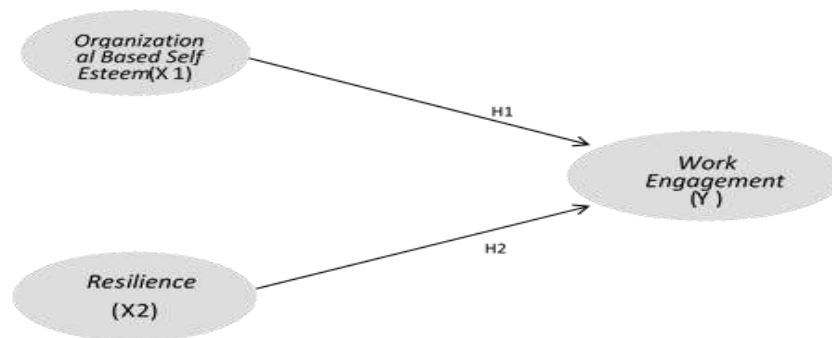
Resilience has been defined in various ways over time. (22) defined resilience simply as the ability to bend and not break, indicating an individual's capacity to positively adapt to adversities. A differing perspective was introduced (22) (as cited in (23)), identifying resilience as a relatively stable personality trait marked by the capacity to recover from negative experiences and adapt flexibly to the ever-changing demands of life.

Resilience embodies an individual's ability to endure, rise, and adjust to difficult conditions, as pointed out by (24). Resilient individuals have the skill to control emotions, behaviour, and attention during troubles. Conversely, individuals having difficulty adapting, establishing relations with others, and sustaining established connections, tend towards non-resilience. Those possessing resilience can swiftly return to pre-trauma conditions, appear immune to negative life events, and adapt to extreme stress and distress. The concept of resilience is based on the individual's capacity to acknowledge, confront, and transform the problems encountered throughout their life. It is often identified as a personality trait or a genetic predisposition. (25) elaborated that resilience can be conceptualized as a dynamic and interactive process. This perspective regards it as a function of the conscious interaction of individuals with their external environment. In the context of work, resilience is the negotiation, management, and adaptation to significant sources of stress or trauma (25). They noted that under high stress conditions, particularly lasting stress, an individual's capacity to process mental states can significantly decrease. However, if the individual can adapt and manage the sources of stress, they are considered resilient.

Discussing work engagement and organizational based self-esteem invariably involves considering the aspect of resilience within them. Resilience, as articulated by (10), falls under personal resources, pointing to a positive evaluation associated with an individual's endurance and ability to control and influence their surroundings. This concept is further elucidated by (25) as a process of adapting and managing significant sources of stress or trauma in the workplace.

Various studies indicate a positive correlation between resilience and work engagement indicating that an individual's level of resilience can influence their work engagement. Similar findings have been observed in other studies by (26), where a higher level of resilience in an individual result in higher levels of work engagement. Individuals with high resilience successfully cope with stress and negative thoughts, a quality recognized as a crucial factor within organizations, garnering attention from both academic and organizational circles, as revealed by (27).

Diagram 1. Research framework



III. RESEARCH METHODOLOGY

This research can be categorized as a careful and critical examination or testing in seeking facts or principles - diligent investigation to verify something. The category of this research is analytical research, linking independent variables (exogenous variables), namely Organizational Based Self Esteem (X1), and Resilience (X2) to the dependent variable (endogenous variable), which is Work Engagement (Y)

The method employed in this research is quantitative descriptive with a Path Analysis approach. The quantitative method involves research data in the form of numbers and analysis using statistics. The quantitative research method is utilized to analyze data obtained from the questionnaire (survey) results concerning the subjects and respondents of this study. The approach of this study is quantitative as it involves numbers, from data collection, interpretation of that data, and the presentation of the results.

Furthermore, based on its time dimension, this research falls under cross-sectional research since it is conducted at a specific point in time, meaning the researcher only takes a snapshot of the events at one time of the study. The research design crafts the details of various procedures to obtain structured information to answer the research problem. The underlying thought

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pattern of this research is deductive, meaning it addresses issues from general to specific matters. This research is conducted based on several hypotheses that will later be tested through data analysis methods using a Path Analysis approach and the Structural Equation Model (SEM).

The population in this research are the permanent and contract employees at the e-commerce company, while, the sample is a minimum of 150 permanent and contract employees at the e-commerce company. The data collection is conducted by providing a set of questions or written statements to the respondents to answer. The respondents which filling out this questionnaire are the permanent and contract employees of the e-commerce company. The employees answer the questions used to obtain primary data by choosing from the provided answers on a Likert scale.

IV. RESULT AND ANALYSIS

- Descriptive Analysis

The respondents' reactions to the organizational based self-esteem variable at the marketplace company fall into the high category, because the average score of the responses from the respondents is 4.05, which is in the range of 3.41 - 4.20. This means that organizational based self-esteem received a high or good response from the respondents. Meanwhile, the highest response from organizational based self-esteem is on the indicator "I am so involved with my job" with a mean of 4.23, which means it received a very high response from the respondents. Then, the lowest response is found on the indicator "I always work diligently even when things are not going well" with a mean value of 3.93, receiving a high response from the respondents.

The resilience variable has received high responses from the respondents, with an average score of 4.06, indicating that the marketplace company employees in Indonesia generally have high resilience. The highest response was on the indicator expressing self-confidence, which had a mean value of 4.21, while the indicator concerning having an important position received the lowest response but still maintained a high category in resilience with a mean of 3.92.

The last, Respondents gave a high response to the work engagement variable, with an average score of 4.08, indicating that employees in the marketplace in Indonesia have a high level of work engagement. The most positive response was observed in the indicator concerning collaboration and assistance among coworkers, with a mean score of 4.23, while the indicator concerning careful selection of healthy food received the lowest response with a mean score of 3.94, albeit still indicating a high level of work engagement.

- Structural Equation Modelling (SEM) Analysis

The testing of the results of structural equation modelling using the PLS approach is conducted by examining the results of the measurement model (outer model) and the results of the structural model (inner model) of the studied model.

Measurement Model Testing (Outer Model)

a. Convergent Validity

The measurement model testing (outer model) is used to determine the specification of the relationship between latent variables and its manifest variables, this test includes convergent validity, discriminant validity, and reliability. The convergent validity test can be seen from the Loading Factor value for each construct indicator. To assess convergent validity, the Loading Factor value should be more than 0.70. Based on the test results using Smart-PLS software, the following structural model results were obtained:

Table 1. Outer Loading

<i>Variable</i>	<i>Indicator</i>	<i>Loading Factor</i>	<i>Description</i>
Organizational Based Self Esteem (X₁)	X1.1	0,642	Not Valid
	X1.2	0,748	Valid
	X1.3	0,722	Valid
	X1.4	0,743	Valid
	X1.5	0,759	Valid
	X1.6	0,729	Valid
	X1.7	0,780	Valid
	X1.8	0,726	Valid
	X1.9	0,615	Not Valid
	X1.10	0,659	Not Valid
	X1.11	0,796	Valid

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	X1.12	0,650	Not Valid
	X1.13	0,737	Valid
Resilience (X₂)	X2.1	0,760	Valid
	X2.2	0,705	Valid
	X2.3	0,729	Valid
	X2.4	0,730	Valid
	X2.5	0,738	Valid
	X2.6	0,760	Valid

Based on the data presentation in table 1 above, it is known that many of the research variable indicators each have an outer loading value > 0.7. However, it is still visible that there are several indicators that have an outer loading value < 0.7, namely for the organizational based self-esteem variable on items X1.1 (0.642), X1.9 (0.615), X1.10 (0.659), and X1.12 (0.650). Then for the resilience variable on item X2.8 (0.606), and the work engagement variable on items Y.5 (0.522), Y.7 (0.627), Y.10 (0.697), Y.11 (0.693), and Y.13 (0.657), hence these ten items are declared not valid and will be dropped, followed by the following retesting.

Table. 2 Outer loading after not valid item eliminated

Variable	Indicator	Loading Factor	Description
Organizational Based Self Esteem (X₁)	X1.2	0,770	Valid
	X1.3	0,746	Valid
	X1.4	0,771	Valid
	X1.5	0,776	Valid
	X1.6	0,734	Valid
	X1.7	0,790	Valid
	X1.8	0,725	Valid
	X1.11	0,787	Valid
	X1.13	0,728	Valid
Resiliency (X₂)	X2.1	0,762	Valid
	X2.2	0,702	Valid
	X2.3	0,755	Valid
	X2.4	0,743	Valid
	X2.5	0,744	Valid
	X2.6	0,785	Valid
	X2.7	0,758	Valid
	X2.9	0,708	Valid
Work Engagement (Y)	Y.1	0,774	Valid
	Y.2	0,785	Valid

Based on the data presentation in table 2 above, it is known that each indicator of the research variable has now an outer loading value > 0.7, hence it is considered suitable or valid to be used in the research and can be utilized for further analysis

b. Discriminant Validity

This discriminant validity is related to the principle that different construct measures (manifest variables) should not be highly correlated with other manifest variables. Discriminant validity testing with PLS software can be determined from the cross-loading values by comparing the correlation of indicators with its latent variables should be larger compared to the correlation between indicators and other latent variables or by comparing the square root of AVE for each construct with the correlation values between constructs in the model. Good discriminant validity is indicated by the square root of AVE for each construct should be larger than the correlation between constructs in the model.

Based on the test results using Smart-PLS software, from the data, it can be seen that each indicator in the research variable has the highest cross-loading value on the variable it forms compared to the cross-loading value on other variables. Based on the obtained results, it can be stated that the indicators used in this study have good discriminant validity in composing their respective variables.

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c. Reliability

In PLS, to measure the reliability of a construct with reflective indicators, it can be done with a composite reliability test with the provision that if the construct has a composite reliability and Cronbach alpha value greater than 0.70, it can be concluded that the manifest variables have accuracy, consistency, and good precision of the instrument in measuring the construct. The test results using Smart-PLS software are presented in the following table:

Table 3. Cronbach's Alpha and Composite Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	<i>Description</i>
Organizational Based Self Esteem	0,908	0,924	Reliable
Resiliency	0,885	0,909	Reliable
Work Engagement	0,922	0,934	Reliable

Based on table 4, it is evident that the values of Cronbach's alpha and composite reliability generated by all constructs are very good, that is, above 0.70. Therefore, it can be concluded that all construct indicators are reliable, or in other words, all manifest variables from the four latent variables are proven to have accuracy, consistency, and precision in measuring the constructs well.

Structural Model (Inner Model)

After fulfilling the criteria for testing the outer model, the next step is to test the inner or structural model. The evaluation of this model is done by considering the R-square value for the dependent construct and the t-statistic value for testing the path coefficient. A high R-square value indicates the reliability of the prediction of the proposed research model. Moreover, the path coefficients indicate the level of significance in hypothesis testing.

The R-Square value or the coefficient of determination assesses to what extent the endogenous variable is influenced by other variables. R2 value greater than 0.67 for the endogenous latent variable in the structural model indicates a strong influence of the exogenous variables on the endogenous variables, while a value between 0.33 and 0.67 indicates a moderate influence, and a value between 0.19 and 0.33 indicates a weak influence.

After fulfilling the outer model testing requirements, the next step is to conduct the inner (structural) model testing. This model evaluation involves assessing the r-square value for dependent constructs and the t-statistic value for path coefficients. A high r-square value indicates good model prediction quality, and the path coefficient value indicates the level of significance in hypothesis testing. The scale can be used to assess the strength of the influence of exogenous variables on endogenous variables based on the obtained R-square value. The Work Engagement variable achieved an r-square value of 0.544. This means that the goodness of the model formation from the Work Engagement research is well explained by the Organizational Based Self Esteem, resilience, and self-esteem variables with a value of 54.4%, while the remaining 45.6% is explained by other variables outside those studied.

Hypothesis Testing

Hypothesis testing in this research is based on the values found in the SEM analysis with a boundary value of hypothesis testing. Below are the results of the full model testing and this research hypothesis. This test can be performed by comparing the t-value with the t-table or by looking at the significance column for each t-value. This is intended to test whether the independent variable significantly influences the dependent variable partially. The decision-making basis is If the probability value > 0.05 or t-statistics < t-table, then Ha is rejected. If the probability value < 0.05 or t-statistics > t-table, then the result is Ha is accepted. The t-table value for $\alpha = 0.05$ is 1.96.

Table 4. Hypothetical Statistic

<i>Hypothesis</i>	<i>Relation</i>	<i>Path Coefficient</i>	<i>T Statistics</i>	<i>P Values</i>	<i>Description</i>
Direct Effect					
H1	<i>Organizational Based Self Esteem -> Work Engagement</i>	0,268	3,420	0,001	influential
H2	<i>Resilience -> Work engagement</i>	0,223	2,614	0,009	influential

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Based on the hypothesis testing results in table 4.10, the direct effects can be explained as follows:

H1: The Influence of Organizational Based Self Esteem on Work Engagement

Hypothesis 1 explains the influence of Organizational Based Self Esteem on Work Engagement. Observing the results from the existing data processing, it is known that the path coefficient value is 0.268 and the t-statistic value is $3.420 > 1.96$, and the p-value is $0.001 < 0.05$, therefore H1 is accepted. This means the organizational based self-esteem variable significantly affects work engagement.

H2: The Influence of Resilience on Work Engagement

Hypothesis 2 explains the influence of resilience on work engagement. Observing the results from the existing data processing, it is known that the path coefficient value is 0.223 and the t-statistic value is $2.614 > 1.96$, and the p-value is $0.009 < 0.05$, therefore H2 is accepted. This means the resilience variable significantly affects the work engagement variable

V. FINDING DISCUSSION

Influence of Organizational Based Self Esteem on Work Engagement Organizational based self-esteem is the level of confidence an individual has, believing that they are capable, significant, and worthy members of an organization. Individuals with high OBSE feel that they are important, valued, meaningful, effective, and competent in the organization where they work. Meanwhile, individuals with low OBSE perceive themselves as irrelevant, unimportant, undervalued, ineffective, and incompetent. This research proves that organizational based self-esteem has a positive and significant influence on work engagement in marketplace companies in Indonesia. Therefore, the higher the organizational based self-esteem owned by employees, the greater the impact on the increasing work engagement of employees. Based on the results of descriptive analysis, it shows that respondents have a high organizational based self-esteem with an average response rate of 4.05, with the highest response on the indicator "so involved with the job" and the lowest on the indicator "always work diligently even when everything does not go well." Employees who have high organizational based self-esteem will feel that the work done is full of meaning, proud of the work done, in the workplace, employees will feel full of energy and feel happy when working intensively. These things will positively impact positive work engagement.

Influence of Resilience on Work Engagement Resilience is an emotional strength used to describe people who bring up courage and adaptive capabilities amidst difficulties and life problems. The higher the resilience, the higher the work engagement in its employees. Conversely, the lower the resilience, the lower the work engagement in employees. This research proves that resilience has a positive and significant effect on work engagement in marketplace employees in Indonesia. Therefore, the higher the employee's resilience, the greater the impact on increasing employee work engagement. The descriptive analysis explains that the level of resilience of marketplace employees is high with an average response rate of 4.06, with the highest response rate on the indicator "There is confidence in myself" and the lowest on the indicator "I am a person who has an important position." Employees with high levels of resilience will have a trustworthy attitude, feel needed by the organization/company, become useful and empowered people. Resilience is characterized by the state of individuals who are diligent in completing tasks, employees believe in the abilities they have, and employees will try to find a solution to the problems faced and do not abandon the responsibilities that the company has given to them. Conversely, employees with low resilience will show an attitude that is not optimistic, difficult to adapt to changes, easily give up.

CONCLUSION

Our research robustly substantiates that organizational based self-esteem exerts a profound and positive impact on work engagement within e-commerce companies operating in Indonesia. Employees with a higher degree of organizational based self-esteem find themselves deeply integrated into their roles, fostering a vibrant work environment where individuals feel valued, competent, and effectively engaged with their tasks. This heightened level of engagement not only boosts individual morale but potentially drives enhanced productivity and innovation in the e-commerce sector, solidifying a promising trajectory for companies in Indonesia.

Furthermore, the study decisively affirms that resilience plays a pivotal role in shaping work engagement among employees in Indonesian e-commerce companies. This resilience, characterized by emotional strength and adaptability amidst adversities, tends to cultivate a higher level of work engagement. Employees demonstrating greater resilience are often more adept at navigating challenges, showcasing an ability to rebound and adapt with a positive outlook. This not only augments their personal growth but also contributes to a collaborative and dynamic work atmosphere. As resilience scales up, we witness a concomitant rise in work engagement, fostering a workplace where individuals are not merely committed to their roles but are also equipped to contribute meaningfully, enhancing the overall productivity and harmony within the organization. In essence, cultivating

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organizational based self-esteem and resilience appears to be a cornerstone in fostering a highly engaged workforce in the Indonesian e-commerce sector, paving the way for thriving, successful enterprises."

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