

Work engagement, employee empowerment and work performance among salesmen in China: Basis for enhanced employee productivity model

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Abstract

This paper makes in-depth research on the employee productivity of employees in shopping malls. Work engagement, employee empowerment and work performance are obtained as basis of the strategic plan to improve these practices. It utilized the descriptive research method and the questionnaire as the source of data collection. Correlation analysis and variance analysis were used for statistical analysis. According to the investigation, Participation in decision making, perceptions of immediate supervisor, perceptions of higher management, and management of change are closely related to employee empowerment. The higher level of empowerment of sales personal, the better to encourage and motivate the salesmen to engage in the sales work, the easier it is to get good employee productivity. When sales personal want to have good work performance, there are significant relationships among work performance, communication skills, sales skills and work passion. The research also showed that There is a close relationship among work engagement, employee empowerment and work performance. According to the results, these three variables are statistically related. The more sales personnel empowered in their sales work, the more willing the respondents are to engage in the work, and the higher level of work performance of employees. Finally, an enhanced employee productivity model was developed, and the model and suggestions for the enhanced employee productivity were obtained.

Keywords: work engagement, employee empowerment, work performance

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1. Introduction

At present, Shopping is an important activity in consumer life, and it is constantly changing, investigating and understanding this field is crucial for creating a pleasant shopping experience and achieving customer satisfaction (Makgopa,2018). According to Kim, et al., (2015), today's customers tend to purchase products in shopping malls, which includes a combination of shopping and culture, rather than just going to the shopping centers to purchase products. This has become a way of life for customers. Shopping malls have become the mainstream form of shopping nowadays. It is a commercial aggregation where a variety of retail stores and service facilities are concentrated in a building or an area to provide consumers with comprehensive services. Each shopping mall usually includes dozens or even hundreds of service places, including large-scale comprehensive supermarkets, professional stores, specialty stores, restaurants, grocery stores, entertainment, fitness and leisure places (e.g.cinema and KTV).Shopping malls have a great impact on people's daily life, affecting the satisfaction of diversified needs of consumers, and ultimately affecting the quality of life of consumers.

In China, the first shopping mall -Guang Zhou TEEMALL was built in 1996, which is located in Guangzhou City, China. Since then, shopping malls in China have been developed rapidly and steadily, according to the <Report on the Contribution of Chinese Shopping Centers to Economic and Social Development in 2021> released by the China Chain Store Association, the number of shopping malls from 108 in 2002 to 6300 in2021.In 2021, the total number of customers who been to shopping malls in China was nearly 29 billion, with an average daily customers number over 18500, an increase of 10% compared to 2020. However, compared to the normal year of 2019, there was a certain decrease. The average growth rate of turnover of shopping center in main cities is 29%. Nanchang as the provincial capital of Jiangxi Province, there are more than 100 shopping malls in it. In China, shopping malls make significant contributions to promoting consumption, meeting people's needs for a better life, and driving the total retail sales of consumer goods in society.

As we all know, satisfying customers' needs and desires is the reason for the existence of shopping malls. The sales personnel are between the buyer and the seller. For shopping malls, sales work is mainly completed by sales personnel, and improving employee productivity has been one of the most important objectives for the shopping malls (Hanaysha, 2016). The employees should take the main responsibility for establishing and maintaining long-term customer relations, even if they are not fully responsible. Only by acquiring a steady stream of customers can the shopping malls have a steady stream of sell performance. Sales personnel are in the front line of sales and have direct contact with customers, higher productivity leads to favorable economic growth, large profitability and better social progress (Sharma & Sharma, 2014). Additionally, employees who are more productive can obtain better wages/ salaries, better working conditions, and favorable employment opportunities (Hanaysha, 2016).

This research focuses on building enhanced employee productivity model to explore the impact of work engagement, employee empowerment and work performance among salesmen using an evidence-based statistical approach. This is a systematic work, which contains many aspects.

Work engagement is one of the important concept in organizational behaviour and it has received a significant attention in academic research. Employee engagement is essential where positive emotional connections appear towards the work & towards the organization's goals and its values. Employees work engagement play a very important role in the survival and growth of the shopping malls. According to Tetik (2016), they are sources of knowledge and abilities, which cannot be imitated by competitors if they engaged

properly. In addition, employee work engagement is viewed as a positive and satisfactory work attitude, characterized by three dimensions of vigor, absorption, and dedication. Dedicated employees should feel these characteristics emotionally, physically, and cognitively. According to Hanaysha (2016), work engagement had a significant positive effect on employee productivity. Moreover, this study provided evidence that all of the dimensions of work engagement namely vigor, dedication, and absorption have significant positive effects on employee productivity.

Employee empowerment is significantly closely related to employees' work related outputs, such as job satisfaction, job performance, and organizational commitment. Employee empowerment can cultivate employees' creativity, quality of work-life, teamwork spirit, and organizational efficiency (e.g. more input of ideas, growth of interpersonal and guidance skills) (Turkmenoglu, 2019). Enterprises not only need to empower employees, but also encourage the empowerment of leadership. According to Ahmad & Manzoor (2017), they disclosed that employee empowerment has a significant positive effect on employee performance. However, the empowerment of employee at the workplace is often a misunderstood concept. Lots of organizations and managers believe that they understand the term of empowerment and are familiar with, while only a few actually do and still, fewer actually put it into the exercise in the workplace. Some managers do not recognize the significance of the employee empowerment effect on the employee performance level, and superiorly believe that empowering subordinates will diminish their authority and control on employees (Rehman et al., 2015).

Work performance refers to the result of employees completing the work entrusted to them with their own skills, experience, and sincerity, based on the responsibilities assigned to them (Garnida, 2017). Adnyani & Dewi, (2019) considered that job performance is a skill possessed by an employee to perform various jobs related to job needs. Due to intense business competition and immense challenges, employees are under pressure to obtain new skills and to perform a variety of tasks in their workplace. Employees' high performance is considered dispensable but creative performance is a challenging outcome and is what both people/organizations are in search for. In service industry, the communication skills and sales skills play an important role in employee' work performance. Communication is the sending and receiving of verbal and nonverbal messages within the organizational context. The expanse and importance of communication underscore the need for the workplace. Although there are many factors that contribute to salesperson performance, it has been acknowledged that sales skills are one of the key individual-level determinants that contribute to performance. Additionally, the increasing importance attached to work passion has reflected in its universality in popular and empirical discourse, passion for work means a strong identification with a job that motivates people to participate and has a positive impact (Chen, et al. 2020).

Referring to the aforementioned literatures, work engagement, employee empowerment and work performance have influences to employee productivity, therefore, determining the effect of these variables on shopping malls salesmen will be a good reference for the improvement of shopping malls salesmen productivity in Nanchang City and all shopping malls in the China.

The researcher can contribute to the success of a sales team as they will be able to understand the relationship between work engagement, employee empowerment, and work performance. By studying these factors, organizations can gain a better understanding of how to create a positive work environment that motivates and empowers sales representatives to perform at their best. The researcher also through this study can promote the work engagement, employee empowerment and work performance among sales representatives. This study can be used by the organizations to create a positive work environment that motivates and empowers sales representatives to perform at their best. This can lead to increased sales, improved customer satisfaction, and a more successful business.

Objectives of the Study - This study aimed to assess the work engagement, employee empowerment and work performance among salesmen in Nanchang City, Jiangxi Province, China and developed an enhanced employee productivity model. Specifically, the study assessed the work engagement of the salesmen in shopping

malls in terms of vigor aspect, dedication aspect, absorption aspect; described the employee empowerment of salesmen in shopping malls as to participation in decision making, perceptions of immediate supervisor perceptions of higher management and management of change; determined the work performance of salesmen in shopping malls in terms of communication skills, sales skills and work passion; tested the significant relationships among the work engagement, employee empowerment and work performance and developed an enhanced Employee Productivity Model.

2. Methods

Research Design - In order to collect the necessary information, the researcher made use of descriptive correlation method to determine the relationship among the work engagement, employee empowerment and work performance. Descriptive research method is a common research method that describes and explains existing phenomena, laws, and theories through one's own understanding and verification, it could ask questions concerning the current status of the object of the study, reveal shortcomings, describe phenomena, and introduce experiences. The descriptive research method is a procedure for collecting specific data and information from the assessed population or group. It also provides the frequency of such events or situations, which can be described by numbers such as the total or average of events or repeated trends (Brunt et al., 2017). It is a summary of various theories, more about explaining others' arguments, but it is essential in scientific research. The researcher collected information from respondents by providing and distributing questionnaires through the online survey platform "Wen Juan Xing". This had been tested to have the capability to provide essential information about the nature of the subject. This descriptive was utilized to effectively collect the data of the interviewees. Thus, the relationship among the three variables of work engagement, employee empowerment and work performance was obtained.

Participants of the Study - In this study, 315 Chinese sales personals from 5 shopping malls in Nanchang, Jiangxi provinces participated in the survey. All respondents are Engaged in sales related work positions in shopping centers. The reason for choosing salesmen as the survey objects is that the aim of this research is to study the integration of work engagement, employee empowerment and work performance among salesmen in China. Therefore, in the questionnaire survey, all the respondents are on-the-job sales personal in shopping malls, and they all undertake selling tasks in malls. One hundred percent (100%) of the respondents were given questionnaires either face-to-face or Wechat platform, which were collected via the same process, and 315 of them answer.

Data Gathering Instrument - According to the purpose of this research, the researcher made a predictive study on sales personals in some shopping malls in Nanchang, China. Effective items of the questionnaire were designed through interviews and literature research, and a complete questionnaire was constructed by combining the questionnaires and research results of Schaufeli and Bakker (2006); Schwepker & Ingram (2016); Conrad & Newberry (2011); Rippé & Dubinsky (2018); and Sigmundsson, et al., (2020). The questionnaire has been verified and tested for reliability. The survey uses modified questionnaire which including four parts. The first part of the questionnaire is the profile to the participants, such as age, gender, educational background, job position, length of service and salary, and the use of online platforms to gather the data. The second to fourth part carries out investigation, analysis and statistics from three aspects: work engagement, employee empowerment, and work performance. The researcher obtained data through online questionnaire survey.

Based on the results of the reliability, the Work Engagement, Employee Empowerment, and Work Performance Instrument has an excellent consistency as exhibited by the Cronbach's Alpha value of (.980). This was validated by the Excellent remarks from Work Engagement (.976); it was confirmed by the Excellent results from Vigor (.942), Dedication (.924), and Absorption (.933). Also, it was validated by the Excellent remarks from Employee Empowerment (.975); it was confirmed by the results from Participation in Decision Making (.933), Perception of Immediate Supervisor (.910), Perception of Higher Management (.933), and Management of Change (.958). Moreover, it was further validated by the results from Work Performance (.934); it was

confirmed by the excellent result from Communication Skills (.955), Sales Skills (.938), and Work Passion (.938), which shows that the instrument at hand passed the reliability index test. Thus, the researcher can now proceed to the actual survey using the aforementioned instrument.

Data Gathering Procedure - Affected by the epidemic situation in COVID-19, all the questionnaires were conducted online. Data collection is powered by online platform Wenjuanxing. Wenjuanxing is a professional online questionnaire survey, examination, evaluation and voting platform, focusing on providing users with powerful and humanized online questionnaire design, data collection, custom report, survey result analysis and other services. Because the content of the questionnaire is a survey on three aspects: the work engagement, employee empowerment and work performance among salesmen. Therefore, WANDA Plaza in Honggutan, Nanchang, WANGFUJING shopping center in Nanchang, RAINBOW Plaza in Xihu, Nanchang, PARKSON Plaza, and WUYUE Mall in Qingshanhu, Nanchang were chosen. In every shopping mall, researcher contacted the person in charge of the corresponding human resource management the mall. These responsible managers distributed the questionnaires to full-time sales personals who have already employed in the mall. These respondents accomplished the questionnaire voluntarily and were retrieved. There were 315 valid questionnaires, and the effective rate was 100%.

Ethical Considerations - Ethical considerations have been considered before carrying out the research work. In the prominent position of the questionnaire, it was clearly explained to the interviewees that this survey was only used for academic research so as to maintain the quality and completeness of questionnaire recovery. At the same time, the researcher also sought the consent of the responsible persons of the shopping malls interviewed by letters and correspondence. To ensure that the target interviewees can answer the necessary questions truthfully. At the same time, the target respondents answered the questionnaire in an online anonymous way. This also fully guaranteed the confidentiality and anonymity of the target interviewees. Finally, the dignity and privacy of the target interviewees were protected. All the information in the questionnaire was treated strictly confidential to fully protect the privacy of respondents.

Data Analysis - In this paper, in order to investigate work engagement, employee empowerment and work performance among salesmen in shopping malls, different variety of statistical analysis tools to count, analyze and interpret the data. Weighted mean and rank were used to assess the work engagement of the salesmen as to vigor aspect, dedication aspect, absorption aspect; to describe the employee empowerment as to participation in decision making, perceptions of immediate supervisor perceptions of higher management and management of change; and to describe the work performance in terms of communication skills, sales skills and work passion. The result of Shapiro-Wilk Test showed that p-values of all variables were less than 0.05 which means that the data set was not normally distributed. Therefore, Spearman rho was used as part of the non-parametric tests to determine the significant relationship. In addition, all data analyses were performed using a statistical software using SPSS version 28 to further interpret and analyze the results of the study.

3. Results and Discussion

As observed on table 1, among the indicators under work engagement, absorption aspect ranked the first with mean value of 2.82. The respondents prefer taking every customer and every transaction seriously, and do everything wholeheartedly for customers, so they are immersed in their work, focused on their work, and escaped from their surroundings, forgetting the time had gone. Absorption refers to a sense of detachment from the surrounding environment, a high level of focus and immersion in work, and a general lack of awareness of working hours (Yalabik, et al., 2017). And engagement refers to a person's emotional and intellectual commitment to the organization (Riyanto et. al. 2019). Salesmen with a high level of absorption will lead to better work engagement, as absorption represents a focused and serious work attitude. This has fostered a cautious attitude among employees, encouraging them to be more thorough in their work, which in turn can improve the quality of work outcomes. Absorption can help organizations achieve predetermined goals and targets, because of employees who focus on their work will be encouraged to fulfill their obligations in the

workplace (Rayton & Yalabik, 2014). Hence, we can come up with a conclusion that the sales personals' emotional and intellectual commitment to the organization.

Table 1

Assessment of Work Engagement

Indicators	Weighted Mean	Verbal Interpretation	Rank
Vigor Aspect	2.68	Agree	3
Dedication Aspect	2.73	Agree	2
Absorption Aspect	2.82	Agree	1
Composite Mean	2.74	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

Next to absorption is dedication with mean value of 2.73 and it was observed during their sales work, salesmen felt that the sales work was filled with challenges which requires sales personnel to have the characteristic of dedication. Dedication referred to a person's emotional stability and positive attitude towards work, with the aim of achieving important personal outcomes (including professional needs and identity (Sadovaya & Korchagina, 2016). Dedication to work implies a strong sense of meaning, pride, and challenges related to work. Meanwhile, dedicated employees were better able to understand and support the company's values, and tended to put in more effort in protecting the company's image (Jaya & Ariyanto, 2021). Work engagement referred to a person's emotional and intellectual commitment to the organization (Riyanto et al., 2019). They could accept and understand the organization's values, supporting them, and put in all effort to protect the organization's brand image.

Sales work is a high valuable job, which can help customers solve their problems, and improving the customer's satisfaction, and also enable enterprises to obtain rich profits. In order to better respond to these purposes, salespeople have to learning and thinking actively, constantly help them gaining inspiration from the challenges, all these activities will help the salesmen better complete the tasks assigned by the organization and maintain the company's brand image. Dedicated employees were assets for the company to achieve established goals (Bamidele & Konya, 2019).

The least effect was observed on vigor with mean value of 2.68. For the respondents in the shopping malls, it is common sense that sales work in shopping malls usually requires salesmen standing up to provide service to customers all their work time, and at the same time, every aspect of sales work requires the physical effort of sales personnel. According to Cai et al. (2020), employee vigor is considered as a positive emotional response to a person's continuous interaction with important factors in the work and work environment, including the interrelated feelings of physical strength, emotional energy, and cognitive vitality. Vigor was one aspect of employee engagement, which meant that employees have high energy, psychological resilience and investment in actual work, as well as a high level of perseverance even in the face of difficulties (Shekari, 2015). At this point, salesmen need to have the perseverance to resolve the objections and trying to make the customer accept your product. Therefore, without perseverance, sales can't really go on. A high level of employee vigor is one of the factors that support individual success and organizational success (Jaya & Ariyanto, 2021).

As observed on table 2, among the indicators under Employee Empowerment, Perceptions of Immediate Supervisor ranked the first with a composite mean of 2.80. The role of the immediate supervisor is very important in company management, especially in sales management. According to Agbozo, et al.(2017), evidence from the banking sector in Ghana, found that (37%) respondents believe that they always receive help from immediate supervisors and colleagues, (18%) respondents stated that they often receive help from immediate supervisors and colleagues, (14%) staff members responded that they sometimes receive help from their immediate supervisor when needed.” and according to the responses received, (68%) felt to a large extent that they had a cordial communication with their immediate supervisor.”

Table 2*Employee Empowerment*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Participation in Decision Making	2.70	Agree	2
Perceptions of Immediate Supervisor	2.80	Agree	1
Perceptions of Higher Management	2.67	Agree	3
Management of Change	2.59	Agree	4
Composite Mean	2.69	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

As introduced aforementioned, based on this study, these respondents might receive help from their immediate supervisor or had a cordial communication their immediate supervisor. Such as “My supervisor encourages me to continually develop my job skills”, “My supervisor keeps me informed of job problems or concerns”, “My supervisor encourages me to suggest ways to improve job quality” and so on. Therefore, we could come to a conclusion that immediate supervisor was the communication bridge between sales personnel and enterprise leaders. Based on providing support to sales personnel, they completed tasks assigned by superiors and conveyed employees' ideas and suggestions.

This was followed by Participation in Decision Making, with a composite mean of 2.70. If sales personnel have the opportunity to participate in decision-making, it helps to establish trust between employees and supervisors and generate internal rewards. These employees develop positive thinking and tend to do their best to perform well in the workplace (Wadhwa & Verghese, 2015). According to Daniel (2019) research, he found that employee participation in decision had a positive impact on employee attitudes, commitments, and productivity, and even on the efficiency of managers.

Next to Participation in Decision Making is Perceptions of Higher Management with mean value of 2.67. Higher management as the agent of the organization, the supervisor was responsible for guiding and evaluating the performance of subordinates. Supportive supervisors helped salespeople cope with the inherent pressure of sales and reduce workplace stress by gaining a deeper understanding of how to handle sales situations (Walsh et al., 2015).

The assistance and support of senior management play a very important role in sales work. Supervisor's help and support was the degree to which employees perceived their supervisor's support, encouragement, and concern. Sales work required facing all kind of customers and things, with different customers having different needs and varying degrees of demand. Some requirements of customers might exceed the authority of sales personnel, which needed support and assistance from senior management, mobilizing resources from other departments to serve customers, completing the transactions, and achieving good work performance.

The least was observed by Management of Change with a composite mean value of 2.59. As analyzed before, management of change or change management referred to the process of continuously updating the direction, structure, and capabilities of an organization to meet the constantly changing needs of external and internal customers. Change has always been a characteristic in organizational life, both at the operational and strategic levels. Therefore, there is no doubt that any organization has the ability to determine future needs and how to manage the changes needed to achieve its goals, which is of unquestionable importance to the organization (Hornstein, 2015).

Based on the result of this research, Management of Change with composite mean of 2.59, it indicated that the respondents weakly agree on the management of change in shopping malls. Management of change was a challenging task that needs to be actively promoted within the organization. According to Cameron & Green (2019), they argued that the rate of change and discovery exceeded our individual abilities. The organizations that we worked or relied on to meet our needs and desires were also undergoing significant changes in strategy, structure, systems, boundaries, and of course, their expectations for employees and managers.

Kurt Lewin's "three-step changes" (unfreezing-change-refreezing) was regarded by many people as a classic or basic method of managing change (Cummings et al., 2016). If the organization wants to undergo changes, it needs to be known and discussed in advance by all employees, which helps salesmen prepare mentally for the upcoming changes and provide improvement suggestions. In order to effectively implement change management, it was necessary to provide systematic training to all employees of the organization. Through training, help employees understand the purpose and necessity of change management, and improve their ability level through training.

Table 3*Work Performance*

Indicators	Weighted Mean	Verbal Interpretation	Rank
Communication Skills	2.88	Agree	2
Sales Skills	2.90	Agree	1
Work Passion	2.67	Agree	3
Composite Mean	2.69	Agree	

Legend: 3.50 – 4.00 = Strongly Agree; 2.50 – 3.49 = Agree; 1.50 – 2.49 = Disagree; 1.00 - 1.49 = Strongly Disagree

As observed on table 3, among the indicators under work performance, sales skills ranked the first with a composite mean value of 2.90. Sales skills refer to the skills learned by individuals to complete the basic tasks of sales work, including four different parts: sales closing skills, interpersonal skills, technical skills, and marketing skills. Sales skills as a perception or belief in a salesperson's professional knowledge when they possess special knowledge that supports business relationships. Sales skills can be improved by learning the conditions that must be met when executing sales tasks (Widiyantoro & Nasution, 2021).

Next to sales skills is communication skills with a composite mean value of 2.88. People believed that interpersonal communication and other so-called soft skills are the most important skills for sales personal today. According to Coffelt, et al. (2019), they mentioned that these skills are often directly related to Interpersonal communication. Communication has a significant impact on how customers perceive sellers and their organizations, effective sellers' communication is crucial for satisfying, attracting, and retaining customers when dealing with them. Effective communication skills seemed to be the most powerful tool among job-related skills, which were crucial for the overall success of sales activities, without high-level general, special, and practical communication skills, the seller's work performance could not be high enough.

The least was observed by work passion with a composite mean value of 2.67. It indicated that respondents lowly agreed with the viewpoint of work passion in the questionnaire. Work passion refers to a strong inclination towards work-related activities that employees enjoy and in which invest their time and energy. Work passion, as an important emotional intelligence, is composed of a series of emotional abilities - identifying the emotional states of oneself and others, using emotions to guide thoughts and behaviors, and understanding how emotions are regulated will undoubtedly affect important social and personal outcomes (Hogeveen et al., 2016). Shaban and Yadav (2018) explained the impact of work passion on sales performance of Indian salesmen, indicating that work passion had a direct and positive impact on sales skills and performance.

According to (Priyono, et al., 2016), motivation was a reward themed process that enabled employees to work efficiently and effectively. The motivation was the driving force behind employees to improve performance, enabling them to achieve the goals settled by the company (Afiyati, 2018) every salesperson who falls in love with the sales profession, she/he is deeply in love with the fulfilling brought by the transaction, not only the material rewards it brings, but also the spiritual feeling. Otherwise, salesmen have the positive work attitude, which refers to the salespersons dedicating themselves wholeheartedly to the sales industry and job positions.

Table 4 illustrates the relationship between Work Engagement and Employee Empowerment. Based on the results, the computed rho-values ranging from 0.636 to 0.774 indicate a strong direct relationship among the sub variables of work engagement and employee empowerment. It shows a statistically significant relationship between work engagement and employee empowerment since the obtained p-values were less than 0.01. The

better the degree of employee empowerment, the higher level of employee engagement. This is because organizational supervisors provide sufficient supports and empowerment to subordinates at all levels, allowing them to assume greater responsibility, and being able to mobilize resources from various departments of the company. All of these will provide employees with more opportunities and a sense of valued, and further deepening their engagement in the work and enhancing their work engagement finally.

Table 4

Relationship Between Work Engagement and Employee Empowerment

Variables	rho-value	p-value	Interpretation
Vigor Aspect			
Participation in Decision Making	0.774**	0.000	Highly Significant
Perceptions of Immediate Supervisor	0.721**	0.000	Highly Significant
Perceptions of Higher Management	0.719**	0.000	Highly Significant
Management of Change	0.657**	0.000	Highly Significant
Dedication Aspect			
Participation in Decision Making	0.774**	0.000	Highly Significant
Perceptions of Immediate Supervisor	0.751**	0.000	Highly Significant
Perceptions of Higher Management	0.744**	0.000	Highly Significant
Management of Change	0.699**	0.000	Highly Significant
Absorption Aspect			
Participation in Decision Making	0.749**	0.000	Highly Significant
Perceptions of Immediate Supervisor	0.735**	0.000	Highly Significant
Perceptions of Higher Management	0.709**	0.000	Highly Significant
Management of Change	0.636**	0.000	Highly Significant

*Correlation is significant at the 0.01 level

According to Nawaz et al. (2014), they found that when employees received the necessary empowerment and training, they felt that the organization would take care of them; They also felt that they were valuable assets, not followers, and encourage high employee engagement in the form of rewards to the organization; This in turn brought about personal creativity in the workplace. Therefore, for shopping malls, it is necessary to offer some employee empowerment when improving the employee engagement, through empowerment, making the salesmen feel that they are valuable assets, which encourage them high level work engagement in their work.

Table 5 shows the relationship between work engagement and work performance. As seen in the table, the computed rho-values ranging from 0.659 to 0.835 indicate a strong to very strong direct relationship among the sub variables of work engagement and work performance. It shows a statistically significant relationship between work engagement and work performance since the obtained p-values were less than 0.01. This shows that the work performance is closely related to the degree of work engagement. The better the degree of work engagement of the sales personal, the better the performance of sales people. This is on account of employees with highly engagement in the sales work are more passionate and responsible for their work, maintaining a high level of loyalty and dedication to the company and their profession. Moreover, employees will be enthusiastic about their work, actively complete sales tasks, and constantly seek to improve their abilities and all kinds of skills related to their work. All these leading to the work performance is improved at last.

Gülbahar (2020) investigated the mediating role of work engagement in the relationship between work resources and work performance. And found that work engagement had a significant impact on employee performance. Work engagement moderated the relationship between supervisor support and service employee performance, and perceived empowerment moderated the relationship between colleague support and work engagement.

Table 6 shows the relationship between employee empowerment and work performance. Evaluate the employee empowerment from the aspects of participation in decision making, perceptions of immediate supervisor, perceptions of higher management and management of change. As reflected in the table, the computed rho-values ranging from 0.565 to 0.778 indicate a moderate to strong direct relationship among the sub variables of employee empowerment and work performance. It shows a statistically significant relationship

between employee empowerment and work performance since the obtained p-values were less than 0.01. The better the employee empowerment, the higher the level of work performance. This is due to employees with higher level of empowerment, and they are able to enable supervisors to listen and accurately understand the expectations, thoughts, and concerns of subordinates, and making use of each person's strengths, interests, and development needs to authorize them, and delegate job responsibilities and empowerment to employees and sales personnel.

Table 5*Relationship Between Work Engagement and Work Performance*

Variables	rho-value	p-value	Interpretation
Vigor Aspect			
Communication Skills	0.676**	0.000	Highly Significant
Sales Skills	0.659**	0.000	Highly Significant
Work Passion	0.791**	0.000	Highly Significant
Dedication Aspect			
Communication Skills	0.665**	0.000	Highly Significant
Sales Skills	0.668**	0.000	Highly Significant
Work Passion	0.835**	0.000	Highly Significant
Absorption Aspect			
Communication Skills	0.724**	0.000	Highly Significant
Sales Skills	0.714**	0.000	Highly Significant
Work Passion	0.753**	0.000	Highly Significant

Table 6*Relationship Between Employee Empowerment and Work Performance*

Variables	rho-value	p-value	Interpretation
Participation in Decision Making			
Communication Skills	0.755**	0.000	Highly Significant
Sales Skills	0.741**	0.000	Highly Significant
Work Passion	0.762**	0.000	Highly Significant
Perceptions of Immediate Supervisor			
Communication Skills	0.719**	0.000	Highly Significant
Sales Skills	0.756**	0.000	Highly Significant
Work Passion	0.764**	0.000	Highly Significant
Perceptions of Higher Management			
Communication Skills	0.669**	0.000	Highly Significant
Sales Skills	0.661**	0.000	Highly Significant
Work Passion	0.778**	0.000	Highly Significant
Management of Change			
Communication Skills	0.609**	0.000	Highly Significant
Sales Skills	0.565**	0.000	Highly Significant
Work Passion	0.753**	0.000	Highly Significant

These will fully make employees feel valued, more motivated, and in order to better complete authorized works, Employees will also do their best to improve their abilities and skills, which leading to improving their work performance at last. Yilmaz (2015) studied the impact of employee empowerment on the job performance of front-line employees in the hotel industry, which shown that work performance was significantly correlated with the four dimensions of employee empowerment. Sun (2016) used the mediation function of job satisfaction to tested the impact of employee empowerment on work performance. The results indicated that employee empowerment was positively correlated with work performance and contextual performance, indicating that empowerment was considered a predictor of job performance.

Proposed Enhanced Employee Productivity Model

In this paper, a proposed Enhanced Employee Productivity Model is established, which facilitates and encourages every shopping center to actively enhance employee engagement, strengthen employee authorization, improve employee performance, and ultimately achieve a comprehensive improvement in employee productivity.

Let sales personal feel the charm of sales work in mall. This will be a good way to improve the sales performance in shopping malls.

All the above results show that the three variables studied, namely, work engagement, employee empowerment and work performance, have a strong and statistically significant correlation. That is to say, the more participating in decision making, support from supervisors and valued by organization the employee empowerment is, the more willing the respondents are to work hard, the greater their engaged in their sales work. The better the integration of employee empowerment, work engagement and work performance, the better the productivity of respondents.

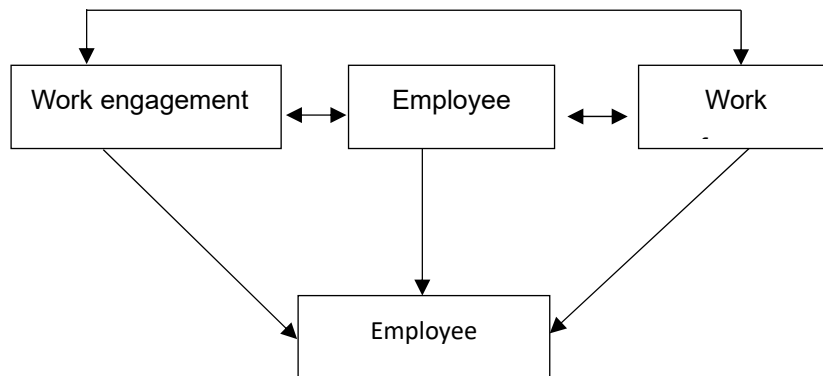


Figure 1. Enhanced Employee Productivity Model

From the above figure, it can be seen that Enhanced Employee Productivity requires that the work engagement and employee empowerment we choose tend to be used. Employers should consider investing in employee work engagement, as this research has clearly shown a positive correlation between job engagement and performance. According to Hanaysha (2016), his study provided empirical evidence to prove that work engagement had a significant positive impact on employee productivity. Therefore, employers should fully valued work engagement and regularly evaluated employee progress to ensure the welfare of their organization. An key measure to promoted employee productivity growth was employee empowerment, which was a management concept that integrates intrinsic motivation, job design, participation in decision-making, and self-management concepts (Alazzaz, et al., 2015). Such a system, such a framework is a good integration model of enhanced employee productivity for salesmen in shopping malls.

4. Conclusions and Recommendations

This paper makes qualitative and quantitative analysis on the work engagement, employee empowerment and work performance among salesmen, and draws that majority of the respondents have moderate work engagement. The respondents agreed that they are empowered as to participation in decision making, perceptions of immediate supervisor perceptions of higher management and management of change. The respondents agreed that they have average work performance. The study indicates a strong direct relationship among the sub variables of work engagement and employee empowerment. There is a very strong direct relationship among the sub variables of work engagement and work performance. An enhanced employee productivity model was developed as the proponent’s output of the study which is his contribution to the body of knowledge.

Salesmen are very willing to engage in the sales work and have better work performance. However, the shopping malls is seriously impacted by Online shopping, and many customers choose Online shopping rather than go to shopping centers in China. It is necessary for shopping malls to take some measures to attract consumers coming to malls. Sales personals may try to discover that supervisors not only let low level employee express their ideas and suggestions when organization faced upcoming change, but also have the needed decision-making power. At the same time, organizations should accelerate change management process, shift

towards a flat management model, empower employees more, and provide front-line employees with more opportunities for independent decision-making. Sales personnel try to use modern information technology as much as possible, actively transform one's sales concepts, and use the demonstration function of shopping centers to attract more new customers to the store experience. At the same time, sales personnel use modern information management technology to maintain loyal customers and enhance their loyalty. The supervisors may continuously empower the all level of employees, the better the decision-making and work engagement of respondents. As the customers have much higher negotiation level than level, and sales personal feel tremendous pressure during the sales negotiation process, the organization should pay more attention about this, and enhance the organization training with salesmen. Researcher may conduct a further study to find the relationship between training, negotiation skills and sales performance in the future.

5. References

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