

How Engage Employee Implicates Customer-Oriented Behaviours? (A Study on Logistics Industry in Jakarta)

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Abstract

This research analyzes the influence of High Commitment Work Systems (HCWS) on Work Engagement through Psychological Capital (Psycap) and its implications for Customer Oriented Behaviors. This is field research that uses purposive sampling method. The data analysis approach employs Structural Equation Modeling (SEM) utilizing the AMOS version 22. The findings indicate that High-Performance Work Systems (HPWS) had a positive effect on PsyCap and work engagement. Furthermore, PsyCap was found to have a significant positive impact on work engagement. The analysis confirmed that PsyCap mediated the relationship between HPWS and work engagement. Finally, work engagement was shown to positively influence customer-oriented behaviors. Previous studies did not further examine how the results of employee engagement can influence customer-oriented behavior. The novelty of this study is that employee engagement of delivery employees is associated with customer-oriented behavior. The logistics industry has rapidly evolved since the onset of the Covid-19 pandemic, coinciding with the surge of online businesses. Delivery employees are at the forefront of logistics industry, so customer-oriented employee behavior is an urgent matter, especially in the era of online business.

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1. Introduction

The growing demand for logistics and delivery services is accelerated by the pandemic, which has significantly improved the development of online business trends. According to data from Google Indonesia and Taylor Nelson Sofres (TNS), the e-commerce businesses value in Indonesia amounted to 8 billion USD approximately 94.5 trillion rupiah in 2013. (antaranews.com). This shows that it will influence the number of requests for delivery services. Delivery employees as the front guard who meet directly with customers must try to display the best performance in serving customers who need goods pick-up and drop-off services.

Delivery employees are human resources who are an important asset for organizational development to contribute to success (Theodorus et al., 2013). Based on performance results, HR contribution can be evaluated whether it is very good or bad. According to Nugroho (2018), employee performance is the difference between what employees actually achieve and what they hope to achieve. Employee performance will increase when the company can meet their needs. Employee performance is influenced by several variables, including commitment, colleagues work, company facilities, and employee morale (Asan & Huliselan, 2020).

HCWS is a human resources approach based on Social Exchange Theory (SET) which was developed with the aim of encouraging employee skills, commitment and productivity so that it becomes a source of competitive advantage (Maulidina & Frianto, 2021). HCWS consists of significant employee training and engagement programs, performance management systems, incentive pay, and comprehensive employee recruitment and selection processes. According to Shi & Cao (2022), HCWS have relatively high skill requirements, job design and incentive structures. Increased employee engagement and dedication to the company will show their appreciation for HCWS, which will ultimately result in good organizational performance. To ensure the company's success in achieving its desired goals, the company should pay attention to employee work engagement (Emilisa et al., 2020). The HCWS implementation positively impact employee attitudes and behaviors, leading to increased engagement, job satisfaction, organizational commitment, as well as proactive employee actions. Moreover, customer-centric organizations deliver distinctive and valuable products that effectively meet consumer needs (Gazali & Zainurrafiqi, 2023).

Sekhar (2021) investigated the PsyCap's mediating role in the relationship between HCWS and work engagement within Indian service sector, and found that PsyCap significantly mediated this connection. Work engagement positively influence working accomplishment (Hadianto et.al., 2021). One of the positive behaviors that employees produce is having a desire to provide better service to customers, which reflecting their level of engagement, this is supported by (Annaza & Rutherford, 2012) which reported that there is a connection between work engagement and customer-oriented behaviors. Based on the research background above, research was carried out again at a logistics industry located in the Jakarta area. The novelty of this research is by adding the implications for customer-oriented behaviors. So, the formulation of the research problem is how HCWS influences work



engagement through Psycap and its implications for customer-oriented behaviors of delivery employees on logistics industry in Jakarta.

2. Literature Review

HCWS is a series of management practices for human resources implemented by that a company utilizes to enhance employees' long-term emotional commitment to the organization. This framework comprises a strict employee selection or recruitment process, intensive employee training or development programs, performance evaluation, job rotation, and employees participation towards management development (Chen et al., 2021). Some researchers define HCWS as a separate but interconnected group of human resources whose practices are designed to improve employee skills or abilities. The dimensions used in this research according to Satria & Kustiawan (2023) include: 1). *Employee security*, showing how employees feel about work security and safety also to find out how the company provides job security for employees; 2). *Selective staffing*, examines how well employees understand the effectiveness and rigor of the company's recruitment as well as selection processes; 3). *Comprehensive training*, looking at how the company carries out training programs for employee development, it also measures employees' views on the company's willingness to develop resources based on skills and knowledge; 4). *Competitive compensation and benefits*, this indicator looks at the extent to which employees feel their salaries and benefits are competitive also sees how the company's compensation system applies; 5). *Employee performance*, the results obtained from work carried out by an employee that has been planned with a time limit and place determined by the employee.

Research by Shi and Cao (2022) on 336 new product development projects in Taiwan, found that HCWS were influenced by PsyCap's various components, including self-efficacy, optimism, hope, and resilience. Evans and Davis (2015) explained that training programs aimed at enhancing broad competencies, problem-solving abilities, and interpersonal skills could improve self-efficacy—an essential element of PsyCap—enabling individuals to perform a wider range of roles (Milosevic et al., 2017). Drawing from these findings, it can propose the following hypothesis:

H1: HCWS has a positive influence on Psycap.

Work Engagement is basically formed by two concepts, namely commitment and citizenship behavior, namely the behavior of individuals who are willing to work and complete their tasks beyond what is expected. SET explain that employees who invest intellectual effort as well as experience positive emotions, such as commitment, tend to develop strong connections and a sense of meaningful engagement with others or the organization (Cropanzano et al., 2005). Similarly, a theory proposes that HCWS promote employee development as well as motivation toward achieving organizational objectives, arising from the reciprocal bond between employees and the organization (Asan & Huliselan, 2020). Based on these understanding, it can propose the following hypothesis:

H2: HCWS has a positive influence on Work Engagement.



The PsyCap represents a positive psychological state in employees, defined by self-confidence to succeed, making positive attributions about success, being persistent in achieving goals and rising again to achieve success (Luthans et al., 2007). Meria & Saukani, (2022) stated that psychological capital was first popularized by Goldsmith, which was defined as part of the personality that determines individual productivity in psychology, whereas according to Iskandar & Hatta (2022), psychological capital consists of mental resources that individuals build when everything goes smoothly according to plan and covers it up when things don't go well. These resources include resilience, motivation, hope, optimism, self-efficacy, as well as self-esteem. The conclusion that can be drawn from the definition above, the author uses the definition from Luthans et al., (2007) where PsyCap is a positive psychological state in employees, defined by self-confidence to succeed, making positive attributions about success, persevering in achieving goals and getting back up to achieve them. success. PsyCap comprises four major dimensions, namely *Self-efficacy*, which refers to the confidence of an individual in the ability to self-motivate, apply cognitive resources, and perform the necessary actions to successfully complete specific tasks. Another dimension is *Optimism*, which include attributing positive events to personal efforts, viewed as lasting and transferable across different situations. Additionally, *Hope* is characterized by positive motivation arising from the combination of strong goal-directed energy (willpower) and effective strategies (waypower) to achieve those objectives. *Resilience* signifies the capacity to recover from setbacks, failures, and even successes, enabling individuals to adapt, grow, as well as move forward constructively.

Employees exhibiting high PsyCap levels generally experience more positive emotions and show greater work engagement (Suheryanto & Hatta, 2022). As a result, such employees are expected to positively influence both work engagement and long-term job performance (Simons & Buitendach, 2013). PsyCap serves as a personal resource that improves work engagement, as it enables employees to believe in the ability to meet work demands, maintain optimism, actively participate, and contribute meaningfully in th organizations (Suheryanto & Hatta, 2022). Based on these insights, the following hypothesis is proposed:

H3: Pscap has positive influence on Work Engagement.

The resource conservation theory explained by Sekhar et al. (2021) shows that humans tend to have primary resources that are oriented towards becoming human beings who develop optimally. Therefore, HCWS function as essential job resources with the capacity to enhance employees' psychological. This improvement promotes personal growth that can be translated into better general work performance. Prior research has shown a direct effect of HCWS on work engagement and signifies that HCWS positively influence PsyCap, subsequently impacting work engagement. These findings indicate that Pscap has the possibility to mediate the connection between HCWS and work engagement. Accordingly, this study proposes the following hypothesis:

H4: Pscap mediates the relationship between HCWS and Work Engagement.



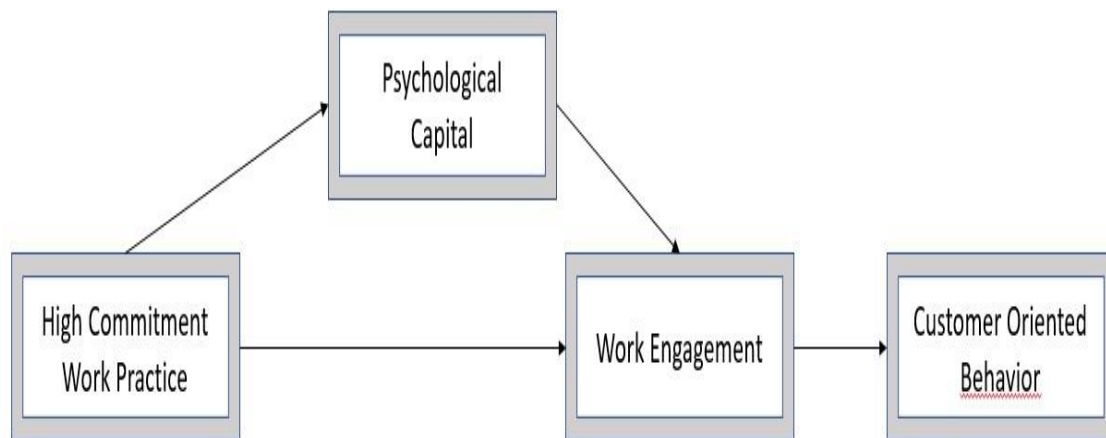
Work engagement is a positive work-related state of mind characterized by enthusiasm, dedication, and commitment to personal tasks. The state reflects employee's willingness to invest effort in achieving work objectives and the resilience in overcoming workplace challenges (Asan & Huliselan, 2020). Following the discussion, engaged employees show heightened energy and mental agility, with dedication manifesting in motivation, enthusiasm, pride, and a sense of purpose. Such individuals remain fully focused and persistent in the work (Bakker & Demerouti, 2008). Fadila and Uliani (2020) described work engagement as a state of happiness associated with positive, fulfilling, and emotionally stimulating work experiences, marked by vigor, dedication, and absorption. Furthermore, Deasy and Anggraini (2022) noted that employee engagement is essential for organizational success, as highly engaged employees are deeply committed to the vision as well as mission of the company and remain focused on the responsibilities. Bakker and Demerouti (2008) define three core dimensions of work engagement, namely *Vigor*, which refers to high energy levels and perseverance in the face of challenges. In addition, *Dedication* is characterized by enthusiasm, inspiration, pride, as well as deep participation in work, and *Absorption* is a state in which employees are fully immersed in tasks, making it difficult to detach from work. Meanwhile, Hulshof et al. (2020) outline six dimensions of work engagement, namely: *Effort*, employee efforts to complete their work which can be seen from employee initiative and perseverance; *Job knowledge*, the knowledge and skills that employees have to understand their work; *Quality*, is the quality of how well employees complete their responsibilities; *Quantity*, the amount of work that can be produced by employees; *Compliance with rules*, is employee compliance and understanding of existing rules within the company; *Interpersonal competence*, the employee's ability to build good relationships with co-workers and other people.

Customer oriented behaviors are specific employee behaviors shown while serving customers to increase customer satisfaction (Mostafa, 2019). Such behavior is generally indicated as a type of pro-social organizational behavior directed towards customers. Employees who display customer-oriented behavior will prioritize customer interests and this is done to increase the organizations' effectiveness as well as efficiency (Saadiq et al., 2022), where the behavior shown by these employees is a form of exchange for the satisfaction they feel from the organization and is shown through behavior in serving customers (Social Exchange Theory). According to Mostafa (2019) work engagement has an influence on customer-oriented behaviors. Consequently, this study proposes the following hypothesis:

H5: There is an influence of Work Engagement on Customer Oriented Behaviors.

Customer Oriented Behaviors is often called the concept of service quality, and many companies even explicitly explain that they always prioritize customers (Anaza & Rutherford, 2012). Customer orientation involves employee behavior aimed at effectively meeting customer needs (Stock & Hoyer, 2005). Thus, customer-oriented behaviors is the employee ability to offer the consumers services as well as help, which not only leads to increased customer satisfaction but is positively related to employee performance results.





Source: Research Data, 2023

Figure 1. Conceptual Framework.

3. Research Methods

This study used a cross-sectional survey design, which enabled the data collection from all elements of the population at a single point in time. The unit of analysis consisted of delivery employees in logistics sector of Jakarta, specifically those working for JNT, JNE, and Ninja Express. The choice of logistics industry was based on the largest number of deliveries in Indonesia, where the average delivery made every day was 2 million packages (katadata.co.id). This study employs a five-point Likert scale for measurement, where: 1 = Strongly Disagree; 2 = Disagree; 3 = Somewhat Agree; 4 = Agree; 5 = Strongly Agree. Indicators for each research variable are presented in Table 1.

Table 1. Description of Research Variables and Indicators

Variable	Statement
High Commitment Work Systems (Takeuchi, 2007)	1. I have experienced job rotation. 2. I am involved in the decision making process in work. 3. My job is designed based on the skills and abilities that I have. 4. I take part in job selection using interviews or tests. 5. This job requires me to have the ability to collaborate and work in a team. 6. The company selects employees by carry out screening of many prospective employees. 7. The company carries out selection and focuses on test results and overrides existing job regulations determined. 8. The company makes a selection when carrying out promotions. 9. The company makes a selection of places priority on potential for learning. 10. The company provides training consistently.

Variable	Statement
	11. The company provides a comprehensive training program. 12. The company provides appropriate training programs seeks to develop specific abilities and knowledge in employees. 13. The company provides training programs that involve work experience. 14. The company assesses employee performance objectively. 15. The company carries out performance assessments based on the achievement of predetermined targets. 16. The company provides constructive feedback. 17. Incentives are given based on team performance. 18. The company provides a compensation package including additional, more extensive benefit packages. 19. The company provides compensation with high wages. 20. The company provides an incentive system based on employee performance. 21. The company provides compensation that depends on employee performance.
Work Engagement (Widarnandana, 2019)	1. I am excited when I go to work. 2. I don't like procrastinating. 3. I feel enthusiastic when working. 4. I always remember the work/tasks that I have to complete. 5. I am willing to sacrifice my rest time in order to complete tasks/work. 6. I enjoy the job and position I currently occupy. 7. I enjoy breaking new ground within carry out tasks. 8. I always do my assignments optimally, and am a good example for my colleagues. 9. I am always able to complete work on time the time. 10. I feel happy with the work I do. 11. I like to complete work far from the deadline. 12. I feel that my work/tasks are a source of inspiration in my life. 13. The work I do is a challenge what must be done. 14. I always concentrate on my work. 15. I always want to make the best contribution to my work. 16. I always try and contribute to progress of the agency. 17. I feel that time goes by quickly when already working.
Psychological Capital (Setyandari <i>et al.</i> , 2020)	1. I feel confident to find a way out for long-term problems related to the company where I work. 2. I feel confident setting targets-targets/objectives related to the company where I work. 3. If I face a problem at work, I have various ways to solve the problem. 4. I currently feel passionate about pursuing my goals. 5. There are many solutions to any problems related to my work. 6. Currently, I see myself as quite successful with regard to my work. 7. I have many ways to achieve goals related to my work. 8. Currently, I have achieved the goals I set regarding my work. 9. When the results of the work do not match the expectations, I hope it's hard for me to get up. 10. I usually solve problems I face at work using various methods. 11. I can usually quickly overcome difficulties I experience related to work.

Variable	Statement
	12. I can get difficult times at work because I've experienced the same thing. 13. I think I am able to do various things at once related to my work. 14. I always look at the good side of things with my job.
Customer Oriented Behavior (Anaza & Rutherford, 2012)	1. I always listen to customers carefully. 2. I always make my customers feel like they are the only people I serve. 3. All customer problems are important to me. 4. I always give important attention to every customer. 5. I always complete my service to everyone.

Source: Reseach Data, 2023

The research used a non-probability sampling method, which did not offer all respondents an equal chance of selection. The sample was determined based on specific criteria rather than random selection, using purposive sampling to ensure relevance to the research objectives. According to Hair et al. (2019), the recommended minimum sample size was five to ten times the number of items in the questionnaire. Given that this research included 57 items, a minimum of 285 respondents was required for further analysis. The questionnaire was distributed to a total of 285 samples and all of them were filled in completely so that the questionnaire could be processed and analyzed with a response rate of 100%.

In this research, the analytical and data processing methods are quantitative data research. Data processing uses one of the software from Microsoft Office, namely Microsoft Excel 2010. Meanwhile, to find out each variable is based on the informant's characteristics using SPSS 21 software, and analyzing the SEM model using Amos 22 software.

4. Results

This research utilized primary data collected through questionnaires distributed to logistics companies in Jakarta, leading to a total of 285 valid responses.

Table 2. Respondent Demographics

	Unit	%
Gender		
Male	201	70.5%
Female	84	29.5%
Age		
>30	121	42.4%
20- 30	164	57.6%
Educational Background		
High School	140	36.8%
Bachelor	105	14%
Master	40	49.1%
Marital Status		
Not Married	146	51.2%
Married	139	48.8%
Company		
JNE	135	47.4%
JNT	90	31.6%
Ninja Express	60	21%

Source: Output SPSS 21, 2023



Table 2 indicates that most respondents were men, as the delivery work necessitates a robust physique and often requires overtime. Employees aged 20 to 30 years are the most dominant because at that age they are considered very productive for the workforce. Because the majority of respondents are 20-30 years old, not all of them are married. Employees based on education level are dominated by High School because the company prioritizes hard skills such as driving motorized vehicles and speed in delivering goods.

This study conducted instrument testing procedures to evaluate the reliability and validity of the instruments. This was done at the beginning of the research as a preliminary test. One way to test validity is to use factor loading, which is a test related to the level at which the scale can be used as a concept being measured. The factor loading value is determined by the sample size used in research (Hair et al., 2019), where the sample for this research is 285 respondents, so the factor loading value that is suitable to use is > 0.35 .

Table 3. Validity Test Results

Indicator	Factor Loading	Decision
HCWS1	0.778	Valid
HCWS2	0.821	Valid
HCWS3	0.741	Valid
HCWS4	0.744	Valid
HCWS5	0.760	Valid
HCWS6	0.798	Valid
HCWS7	0.705	Valid
HCWS1	0.886	Valid
HCWS1	0.830	Valid
HCWS10	0.967	Valid
HCWS11	0.978	Valid
HCWS12	0.893	Valid
HCWS13	0.886	Valid
HCWS14	0.994	Valid
HCWS15	0.966	Valid
HCWS16	0.926	Valid
HCWS17	0.977	Valid
HCWS18	0.869	Valid
HCWS19	0.925	Valid
HCWS20	0.927	Valid
HCWS21	0.786	Valid
WE1	0.783	Valid
WE2	0.795	Valid
WE3	0.797	Valid
WE4	0.817	Valid
WE5	0.856	Valid
WE6	0.773	Valid
WE7	0.883	Valid
WE8	0.725	Valid
WE9	0.985	Valid

Indicator	Factor Loading	Decision
WE10	0.975	Valid
WE11	0.743	Valid
WE12	0.792	Valid
WE13	0.726	Valid
WE14	0.914	Valid
WE15	0.948	Valid
WE16	0.822	Valid
WE17	0.785	Valid
PC1	0.759	Valid
PC2	0.802	Valid
PC3	0.994	Valid
PC4	0.880	Valid
PC5	0.807	Valid
PC6	0.748	Valid
PC7	0.862	Valid
PC8	0.999	Valid
PC9	0.780	Valid
PC10	0.874	Valid
PC11	0.739	Valid
PC12	0.769	Valid
PC13	0.717	Valid
PC14	0.825	Valid
COB1	0.774	Valid
COB2	0.819	Valid
COB3	0.769	Valid
COB4	0.797	Valid
COB5	0.843	Valid

Source: Output SPSS 21, 2023

Based in the validity test results shown in Table 3, each r-count value of indicator exceeded the r-table, confirming their validity. This shows that each indicator can describe the variable well. Once it is known that the measuring instrument used is valid, then a reliability test can be carried out. A questionnaire was considered reliable when responses to its items by participants remained consistent over time. In this study, reliability testing was conducted on the variables using Cronbach's Alpha to measure internal consistency. The basis for making reliability test decisions includes (Sekaran & Roger Bougie, 2020):

a. Cronbach's Alpha $\geq 0.6 \rightarrow$ acceptable; b. Cronbach's Alpha $< 0.6 \rightarrow$ unacceptable.

Table 4. Reliability Test Results

Variable	Amount Statement	Cronbach Alpha	Decision
High Commitment Work Systems	21	0.931	Reliable
Work Engagement	17	0.843	Reliable
Psychological Capital	3	0.770	Reliable
Customer Oriented Behavior	5	0.759	Reliable

Source: Output SPSS 21, 2023



Based on table 4, it can be seen that all indicators used to measure the variables HCWS, psycap, work engagement, customer-oriented behaviors are declared reliable or consistent because they have a Cronbach Alpha value ≥ 0.6 or exceed the standard Cronbach alpha. The following step involves evaluating the adequacy of the structural model (structural model fit). This study employed a significance test with a level of 0.05, corresponding to a confidence level of 95%. For a significance level of 0.05, each structural equation coefficient's t value needs to exceed 1.96. If a t value is below 1.96, it suggests that the relationship is not significant and does not adequately explain the latent variable indicated by the arrow.

Table 5. GoF Test Results

Measurement	Results	Criteria (Cut-off value)	Decision
Probability	0,000	$\geq 0,05$	Poor fit
RMSEA	0,081	$\leq 0,10$	Good fit
NFI	0,843	$\geq 0,90$	Marginal fit
TLI	0,887	$\geq 0,90$	Marginal fit
CFI	0,902	$\geq 0,90$	Good fit
IFI	0,903	$\geq 0,90$	Good fit

Source: Output AMOS 22, 2023

Based on the test above, the value of goodness of fit is shown in Table 5, so it can be concluded that the entire model used can be considered to meet the criteria for model suitability indicators and has good acceptance. The hypothesis test findings are as follows:

Table 6. Hypothesis Test Results

Hypothesis	Estimates	p-value	Decision
H1	0,780	0.000	Supported
H2	0.718	0.000	Supported
H3	0.753	0.000	Supported
H4	0.818	0.000	Supported
H5	0,833	0.000	Supported

Source: Output AMOS 22, 2023

Based on the hypothesis testing results, it can be seen that all hypotheses are supported because the significance value is $0.000 \leq 0.05$. HCWS affect Psycap by $0.000 \geq 0.05$, indicating acceptance of H_a and rejection of H_o with an estimated value of 0.780. Through this finding, it can be seen that delivery employees in three logistics companies agree that the human resource development practices that have been carried out by the company to make superior and competitive human resources affect their psychological condition which is characterized by growing confidence to overcome challenges. This finding are supported by Aulia Nur Ihsani (2018) on nurses at Madinah Islamic Hospital in Tulung Agung where the result is that there is an influence of high commitment systems on psychological capital. However, in the other side, the practice of high commitment work systems allows employees

to be faced with excessive workload, high work speed, and tight deadlines and feel that they are forced to intensify their work.

HCWS affect work engagement by $0.000 \geq 0.05$, signifying the rejection of H_0 and the acceptance of H_a , with an estimated value of 0.718. This finding indicate that the efforts made by the company to improve the skills, commitment and productivity of employees to become competitive superior resources make delivery employees more attached to their work and more eager to achieve targets from the company. This is also supported by the data obtained where 80% of delivery employees can achieve targets in delivering goods where on average each person has a target to be able to deliver an average of 60 packages per day, the results of this study are also supported by Sekhar (2022) on 309 Indian employees from the service industry where the results are the effect of HCWS with work engagement.

Psycap significantly affects work engagement at a level of $0.000 \geq 0.05$ which leads to the rejection of H_0 and the supports of H_a with an estimated value of 0.753. This means that the higher the psychological capital in delivery employees characterized by confidence to overcome challenges, optimism and resilience, the more committed employees are to their work, employees will be actively involved in every job they do, will feel proud of the work they do and feel important in their work, enthusiasm, inspiration, pride and feel challenged in doing their work, besides that when employees feel fully concentrated on their work, employees feel where time passes quickly as well as it will be challenging to break away from the work they experience. Against research from three logistics companies in Jakarta, it can be seen from the results that employees feel confident to find a way out for problems that are long-term related to the company where I work. this is because the problems faced by delivery employees are the same problems every day such as addresses that are difficult to find or customer cell phone numbers cannot be contacted, and the company already has SOPs to answer this so that employees become more confident to find a way out of every problem that occurs. This is in line with research conducted by Sekar (2022) on 309 industrial workers in India who found that psycap has an effect on work wngagement.

Psycap was found to mediate the connection with work engagement, as illustrated by a significance value of $0.000 \geq 0.05$. The result led to the rejection of H_0 and supported H_a , with an estimated path coefficient of 0.818. This means that with employees having positive emotions, optimism and hope for the company, this will affect the company's commitment to making employee delivery into superior human resources and increasingly making employees engage themselves to contribute more to the company. This is also supported by research by Sekhar (2022) on 309 Indian employees from the service industry found that psychological mediates the relationship between HCWS and work engagement. Meanwhile, psychological capital has a role in increasing work attachment and optimistic employees towards the company.

Work engagement positively influences customer-oriented behaviors with a significance level of $0.000 \geq 0.05$, meaning H_0 is rejected as well as H_a is accepted, yielding an estimated



value of 0.833. The findings shows that delivery employees in three logistics companies who have an attachment to their work will provide good quality service to customers, employees realize their role as the front line to be involved in the business environment so as to make delivery employees better prepared to identify customer problems and provide effective solutions to them when facing problems, This research is also supported by Mostafa (2015) on 229 restaurant employees in the UK where the results are There is the work engagement's effect on customer oriented behaviors of employees and research conducted by Mostafa, 2019 where employee engagement positively affect how employees provide the best service to customers and find that employee engagement is positively related to prioritizing behavior. When employees have an attachment to their performance, they will experience a positive influence that is expressively communicated to customers. Frontline employees can contribute strongly to the economic success of service companies by having a customer-oriented approach in personal interactions with customers.

5. Conclusion and Suggestion

In conclusion, the study found that a higher level of HCWS correlated positively with employee pscap and work engagement. As a result of this, greater pscap led to increased work engagement. Pscap serves as a mediator between HCWS and employee work engagement, which ultimately affects customer-oriented behaviors. This research also provide recommendations for logistics industry management that company managers can improve the customer-oriented behaviors of delivery employees towards customers by providing regular training so that employees can be more capable in carrying out their daily roles and evaluating the distance traveled by customers to be visited so that delivery people do not feel excessively tired due to the distance which is not balanced between customers.

Company managers can increase employee work engagement by providing opportunities for employees to provide opinions so that employees feel involved in the company, helping employees to develop themselves according to their abilities, and providing incentives that are appropriate or in accordance with their performance, as well as providing clear career path. Companies need to review compensation and rewards for their employees to see whether they are in accordance with their workload and performance. Companies can also give awards to their employees such as praise because employees need recognition and to be appreciated by their superiors and company. If work engagement can be formed, this will help the company to increase employee customer orientation. However, retaining existing employees is better than recruiting new employees, because the costs incurred by the company are not small.

Future research can use samples not only from one operational division but can use samples from other divisions and other types of companies so that it can better describe customer-oriented problems as a whole in many industries. Future research can choose larger industrial objects with more numerous and varied samples from different industries, for example the health industry, manufacturing industry, and so on. In this study, there were only four variables in conducting research, it would be better in future research to add mediating



variables like job workplace friendliness along with moderator variables such as ambiguity in its relationship with HCWS and work engagement as suggested by Sekhar (2022).

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