

# Optimizing Employee Performance in Retail Companies: The Interplay of Adversity Intelligence, Digital Literacy, and Job Satisfaction

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## ABSTRACT

This study examines how adversity intelligence and digital literacy affect retail employee performance in Jakarta, using work satisfaction as a mediator. In the face of severe retail competition, organizations must guarantee that staff have technical skills, problem-solving abilities, and technological adaptability. This quantitative study surveys 250 Jakarta shop workers. The study shows that adversity intelligence and digital literacy improve employee performance, and work happiness mediates the link. These results help HR managers build training programs that promote employee performance by improving adversity intelligence, digital literacy, and work happiness

## Keywords:

Adversity  
Intelligence, Digital  
Literacy, Employee  
Performance, Job  
Satisfaction, Retail  
Companies, Jakarta

## INTRODUCTION

The retail industry in Jakarta, as one of the rapidly growing economic sectors, faces very dynamic challenges, both in terms of business competition and adaptation to new technologies. Retail companies are required to not only improve the quality of products and services, but also to ensure optimal employee performance in order to meet consumer expectations and achieve predetermined business goals. Employee performance is a major determinant of organizational success. Adversity quotient, digital literacy, and job happiness are elements that affect employee performance and should be addressed in a supportive workplace. This research examines how these three variables affect Jakarta retail employee performance.

According to Asfan (2020), the phenomenon of increasing unemployment every day is one of the social problems that needs to be solved. The rising unemployment rate in this nation is due to a shortage of jobs. Adversity intelligence helps people overcome hurdles to success. A person with good emotional and adversity intelligence may complete tasks better. Task completion is better for those with greater levels of both intelligences. This skill is crucial for future success. Someone with emotional and intellectual intelligence, Wardani (2019).

Digital opportunity initiative (DOI) has helped developing nations tackle 'poverty alleviation' and 'economic development' Pakistan is forming 'international and national' collaborations to use global ICT resources. E-Learning technologies also provide a 'leaner' and 'collaborative learning environment' at universities, empowering students to manage their own learning. High employee performance is hard to accomplish. Experienced workers typically lack internal and external motivation. To motivate employees, institutions have trained extensively. Job satisfaction is employee view of job and workplace. Job satisfaction boosts performance, study shows. Job satisfaction motivates workers, boosts corporate loyalty, and boosts productivity. This job satisfaction may be affected by colleague and superior relationships, salary, work-life balance, and growth possibilities. Therefore, it is important to understand how

adversity intelligence and digital literacy affect job satisfaction, which then has an impact on employee performance Kazmi & Javaid, (2022)

Employee performance in the context of retail companies in Jakarta is greatly influenced by various internal and external factors. Optimal performance is not only seen from sales results or achievement of targets set by the company, but also from the quality of service provided to customers, the ability to work in a team, and the response to changes that occur in the work environment. Therefore, retail companies must pay attention to various aspects that affect employee performance to ensure that operations run smoothly and are able to face the challenges of a changing market.

This research is crucial to understanding how adversity intelligence, digital literacy, and work happiness affect retail employee performance. Many studies have examined how emotional intelligence or computer literacy affects performance, but few have combined these three elements. Retail organizations in Jakarta may increase employee performance via training, skills development, or working circumstances by understanding how these aspects interact.

In addition, job satisfaction as a mediating variable provides a new perspective in viewing the relationship between adversity intelligence, digital literacy, and performance. Recognizing that job satisfaction is influenced not only by intrinsic factors (such as motivation and engagement) but also external factors such as the ability to overcome challenges and adapt to technology, can help companies design more targeted programs to improve employee satisfaction and overall performance.

## METHOD

Survey-based quantitative research is used in this study. Around 250 Jakarta shop workers were studied. We utilized basic random sampling. The AQ scale was used to measure adversity intelligence, an instrument tailored to the retail sector was used to measure digital literacy, a developed job satisfaction scale was used to measure job satisfaction, and a performance measurement instrument based on self-assessment and superior reports was used to measure employee performance. SEM PLS was used to evaluate the association between adversity intelligence, digital literacy, work happiness, and employee performance. SEM PLs was selected for its ability to analyze direct and indirect interactions between variables, including mediating factors.

## RESULTS AND DISCUSSION

### 1. Validity Test

The validity instrument used to obtain data from all variables of this study is valid data. If all items have a correlation value of the calculation results that are greater than the r table value, which is  $> 0.1793$ , it can be concluded that all items of the research instrument are valid.

Table 1. Validity Test

Item	Pearson Correlation	r-table	Information
Y1	0.753	0.1793	Valid
Y2	0.746	0.1793	Valid
Y3	0.733	0.1793	Valid
Y4	0.773	0.1793	Valid
Y5	0.752	0.1793	Valid
Y6	0.721	0.1793	Valid
Y7	0.739	0.1793	Valid

Item	Pearson Correlation	r-table	Information
Y8	0.741	0.1793	Valid
Z1	0.725	0.1793	Valid
Z2	0.755	0.1793	Valid
Z3	0.767	0.1793	Valid
Z4	0.741	0.1793	Valid
Z5	0.743	0.1793	Valid
Z6	0.759	0.1793	Valid
Z7	0.736	0.1793	Valid
Z8	0.748	0.1793	Valid
Z9	0.766	0.1793	Valid
Z10	0.771	0.1793	Valid
X1	0.776	0.1793	Valid
X2	0.797	0.1793	Valid
X3	0.762	0.1793	Valid
X4	0.772	0.1793	Valid
X5	0.727	0.1793	Valid
X6	0.737	0.1793	Valid
X7	0.731	0.1793	Valid
X8	0.767	0.1793	Valid
X9	0.772	0.1793	Valid
X10	0.804	0.1793	Valid
X11	0.841	0.1793	Valid
X12	0.906	0.1793	Valid
X13	0.875	0.1793	Valid
X14	0.800	0.1793	Valid
X15	0.865	0.1793	Valid
X16	0.846	0.1793	Valid
X17	0.822	0.1793	Valid
X18	0.753	0.1793	Valid

Source: processed by researcher 2024

In table 1, adversity intelligence, digital literacy, employee performance, and work happiness are variables. Pearson Correlation value > r table more than 0.1793, indicating that all variable items in this research are genuine.

## 2. Reliability Test

Reliability test tools examine the same object or question correlation. Cronbach Alpha statistics test reliability measurement. A dependable construct or variable has a Cronbach Alpha > 0.70.

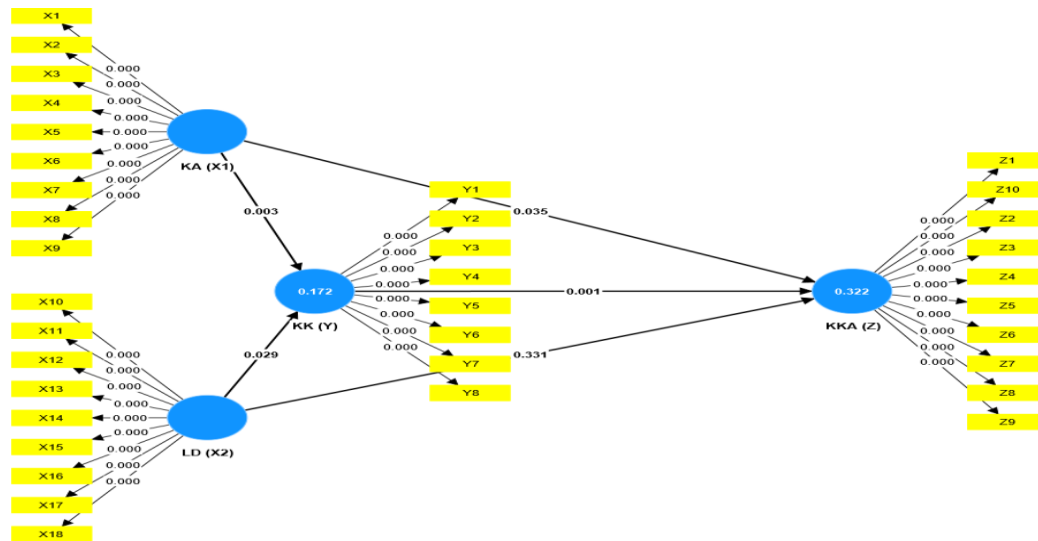
**Table 2.** Validity Test

Variables	Cronbach's Alpha	Mark	Information
Job Satisfaction (Y)	0.881	0.70	Reliable
Employee Performance (Z)	0.913	0.70	Reliable
Adversity Intelligence (X1)	0.907	0.70	Reliable
Digital Literacy (X2)	0.944	0.70	Reliable

Source: processed by researcher 2024

Table 2 demonstrates that all variable variables for adversity intelligence, digital literacy, employee performance, and work happiness have a Cronbach Alpha value > 0.70, indicating reliability.

### 3. Measurement Model (Outer Model)



**Figure 1. Result of Analysis**

The figure above illustrates bootstrap findings. This approach draws several subsamples from the original sample with replacement to estimate T-values for assessing structural route significance using bootstrap standard errors. The bootstrap finds near data normality.

### 4. Direct Effect

**Table 3. Results of Direct Effect Hypothesis Testing**

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	information
KA (X1) -> KK (Y)	0.273	0.285	0.094	2.925	0.003	Accepted
KA (X1) -> KKA (Z)	0.177	0.174	0.084	2.108	0.035	Accepted
KK (Y) -> KKA (Z)	0.409	0.404	0.118	3.478	0.001	Accepted
LD (X2) -> KK (Y)	0.219	0.227	0.1	2.187	0.029	Accepted
LD (X2) -> KKA (Z)	0.130	0.149	0.134	0.973	0.331	Rejected

#### H1: Adversity Intelligence on Employee Performance

The original sample value of 0.177 on adversity intelligence on employee performance is shown in Table 4.14's route coefficient statistical analysis. This implies that adversity intelligence boosts employee effectiveness. Adversity intelligence significantly impacts employee performance, as shown by a t statistic value of 2.108 and p values of 0.035 < 0.05. Thus, this study's basic hypothesis is accepted.

#### H2: Digital Literacy on Job Satisfaction

Digital literacy's original sample value of 0.219 on work satisfaction is seen in table 4.14's statistical analysis of the path coefficient. This suggests that digital literacy boosts work happiness. Moreover, a t statistic value of 2.187 and p values of 0.029 < 0.05 indicate a substantial impact of digital literacy on work satisfaction. Thus, the second hypothesis in this investigation is accepted.

#### H3: Adversity Intelligence on job satisfaction

Table 4.14's path coefficient statistical analysis displays the original 0.273 adversity intellect and work satisfaction sample value. Adversity intelligence may boost work satisfaction. Adversity intelligence significantly impacts work satisfaction, with a t-

statistic of 2.925 and p-values of 0.003 < 0.05. This study's third hypothesis is validated.

#### **H4: Digital Literacy on employee performance**

Table 4.14's path coefficient analysis showed that digital literacy affected employee performance by 0.130. This shows digital literacy boosts staff productivity. Digital literacy does not directly affect employee performance, according to the t statistic of 0.973 and p value of 0.331 > 0.05. Thus, this study's fourth hypothesis fails.

#### **H5: Job Satisfaction on Employee Performance**

Table 4.14 displays the original sample value of 0.409 on work satisfaction and employee performance from path coefficient statistical analysis. This suggests employment happiness improves performance. Job satisfaction significantly affects employee performance, as shown by a t statistic value of 3.478 and p values of 0.001 < 0.05. This study's fifth hypothesis is validated.

### **5. Indirect Effect**

Table 4. Indirect Influence

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values	information
LD (X2) -> KK (Y) -> KKA (Z)	0.089	0.088	0.043	2,063	0.039	Accepted
KA (X1) -> KK (Y) -> KKA (Z)	0.112	0.119	0.061	1,826	0.068	Rejected

Source: processed by researcher 2024

#### **H6: Adversity Intelligence on Employee Performance through Job Satisfaction Mediation**

Table 4.15's route coefficient illustrates that adversity intelligence influences employee performance via job satisfaction. Adversity intelligence promotes employee performance via job satisfaction, according to the three variables' impact sample value of 0.112. Adversity intelligence indirectly affects employee performance via job pleasure, with a t statistic of 1.826 and p values of 0.068 > 0.05. The sixth hypothesis is rejected in this study.

#### **H7: Digital Literacy on employee performance through job satisfaction mediation**

The route coefficient statistical analysis in table 4.15 reveals that job satisfaction mediates the effect of digital literacy on employee performance. Digital literacy boosts job happiness and employee performance, according to the three variables' impact sample value of 0.089. Work satisfaction modulates the indirect effect of digital literacy on employee performance (t = 2.063, p = 0.039 > 0.05). Therefore, this study's seventh hypothesis is validated.

## **CONCLUSION**

Adversity Intelligence impacts Jakarta retail worker performance. Employee performance improves with adversity intelligence. Digital literacy impacts Jakarta retail job happiness. Better digital literacy increases employee work satisfaction. Adversity Intelligence affects Jakarta retail work happiness. Employee work happiness increases with adversity intelligence. Digital literacy does not affect Jakarta retail employee performance. Higher digital literacy lowers staff performance. Job satisfaction boosts retail worker performance in Jakarta. Job happiness improves employee performance.



Through Job Satisfaction mediation, Adversity Intelligence does not effect Employee Performance in Jakarta retail enterprises. Higher adversity intelligence increases employee performance and work happiness. Digital literacy mediates work happiness and staff performance in Jakarta retail enterprises. Higher digital literacy lowers employee performance, which affects work satisfaction.

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