

Determinants of Work Engagement of Employees in Public Sector Universities: Insights from a Developing Country

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Abstract: Current study puts light on the role of organizational culture, job satisfaction and social influence on work engagement. Job Satisfaction plays the role of a mediator in the study. The purpose of this study is to examine how organizational culture, job satisfaction and social influence affect work engagement. Analyses of a sample of 310 employees, collected from different universities from Multan city Pakistan, explored interesting findings. Bootstrap was run using AMOS for direct relation and for the mediation study. Organizational culture, job satisfaction and social influence were found significant in predicting work engagement. Further to this, organizational culture and social influence found directly related to job satisfaction. Previous studies on work engagement have mainly focused on simple models at any given time. However, researchers increasingly claim that a complex model may give the better understanding of work engagement. To the best of the authors' knowledge, this is a unique study to address a complex structure of the proposed variables.

Keywords: Organizational Culture, Job Satisfaction, Social Influence, Work Engagement, Pakistan.

1. INTRODUCTION

Work engagement is of extreme importance in the modern era. It is of high concern for many economic support organizations and for this reason, academic phenomenon is over stressed equally among the academic and practitioners. Kahn (1990) opines work engagement as a condition where the employees of the organization comes up with feel of obligated to bring themselves more deeply into their assigned role performance as a repayment for the resources they receive from their organization. The concept of Attention deals with the cognitive availability and the span of time employees spend thinking about the role and the other concept of absorption deals with engrossed in role and refers to the intensity of employees concentration on a role. Rothbard (2001) opines work engagement is a quantifiable degree of employee's emotional attachment to their working environment. It deeply influences their willingness to learn and give maximum output at work. Harter, Schmidt and Hayes (2002) explains work engagement as the employee's involvement and satisfaction as well as enthusiasm for work.

Work engagement is assumed the opposite of burnout. On the other side those who suffers from burnout, engaged employees of the organization comes up with a sense of energetic and effective connection with their role performance and they see themselves as able to deal well with demands of their job. There are two school of thought exist on the relationship between work engagement and burnout. First approach of Maslach and Leiter (1997) assumes that engagement and burnout constitute to be the opposite poles continuum of work related wellbeing, with burnout represents the negative pole and other engagement the positive pole. For the reason Maslach and Leiter (1997) opines burnout in term of cynicism, exhaustion and decreases professional efficacy, it holds that engagement is characterized by involvement, energy and

efficacy. Therefore, by the definition these three different aspects of engagement constitute the opposite of the three corresponding aspects of burnout.

So in other words according to Maslach and Leiter (1997) the contrary scoring pattern on the three aspects of burnout as measured with the Maslach burnout Inventory (MBI) Maslach, Jackson & Leiter 1996) implies work engagement. In conclusion low score on exhaustion and cynicism scale with high score on the professional efficacy scale of the MBI is indicative of the engagement.

On the other hand burn out and engagement are measured on the same questionnaires has almost two important negative consequences. Firstly, it is not reasonable to expect that both concept be perfectly negatively correlated with each other. That is when workers in the organization are not burned-out; it does not mean necessarily that she or he is engaged with her or his role. When any employee in the organization holds the low level of engagement, this does not mean that she or he is burnout. More over the relationship among both the construct cannot be empirically studied when they are measured with the same scale. Though both concepts cannot be together included simultaneously in single model in order to study their concurrent validity.

Problem Statement

In public sector universities, low level of engagement is a problem. Instead of being fully engagement with the work that is very much useful for the public sector university employees are less engaged. Mun et al. (2013) opine that in public sector universities disengagement still prevails. Organizational culture and Social Influence can be the possible causes of this problem. Possibly this current study will help investigate work engagement by using quantitative research method.

2. LITERATURE REVIEW

Relationship among study variables

Work engagement

Bakker et al., (2008) opines work engagement as a work related state of mind and satisfaction, which is followed by vigor, dedication and absorption. There are many different reasons for the concept of work engagement being related employees in any organizations work behavior and wellbeing. First Schaufeli et al (2002) explains that work engagement is positive experience in itself. Secondly, it links to positive good health and work effect (Schaufeli et al. 2001). Most of the definitions on engagement include the aspects of behavioral component, cognition and emotions.

Cognition refers workers thinking about the management, working environment and organization. Second aspect emotional relates to workers positive attitude, working environment, organizations value as well as how they deliver words about their employer Kahn, (1990); Towers Perrin (2003); Robinson et al. (2004). Towers Perrin, (2003) opines that the behavioral component relates to the level of willingness to act in different situation, skills those high officials' offers.

Scholars deliver different definitions on work engagement. Kahn (1990) opines work engagement as harnessing of organization members selves to their role performance, in engagement, employees express and engage themselves by all means like, Cognitively, bodily and emotionally during their job performance. He puts strong emphasis on personal engagements of employees working in universities. Kahn (1990) again refers engagement as psychological presence of employee at the work. Schaufeli et al (2002) opines work engagement as a satisfying, positive work related state of mind that characterized by absorption, dedication and vigor. Seijts & Crim (2006) explained engagement of employees who is deeply involved in and eager about her or his work and give importance to the future of the organization. Those employees who are fully engaged with the work are willing to invest optimum and ultimate attempt by performing extra work. She or he with passion and feel deep belongings with their organization

The impact of Organizational Culture on Job Satisfaction

Organizational culture can be defined as improvement in commitment and motivating the employee of the organization toward common set of beliefs, core value and assumptions (Denison, 1984). More over some researchers defined organizational culture as mutual or collective restructuring pattern of norms, beliefs, values. Furthermore, they found that practices as well as organizational culture is the assumption that are used to guide the behavior of individuals or the

groups in an institute of higher education and provide a frame of reference with in which to interpret the meaning of event and action on and off campus (kuh & Whitt, 2000). This relation is discussed by Gok (2014) and he found that organizational culture is significantly correlated with job satisfaction. Again, another researcher Oktug (2013) has found that organizational culture has positive effect on jobs atisfaction. Karanika (2013) has also discussed tha same relation and found the positive relation between organizational culture and job satisfaction.

H1. Organization culture affects job satisfaction.

Organizational Culture and Work Engagement

Organizational culture is a concept that has multiple positive effects on commitment and performance of the organizations (Chatman and Caldwell 1991). Scholars have established the relation among attitude and beliefs of individuals in different organizations, commitment, performance and organizational commitment (Martins & martins, 2003; Wagner 1995). Therefore, perception of employees in different organizations is very much shaped by the culture. In order to support the idea that job satisfaction mediates the relation relationship between social influence, organizational culture and psychological empowerment. We have to reaffirm social influence and organizational culture as the predictor of work engagement. Work engagement is a construct on the social event, on the other hand culture guide to behavior in the society by shaping actions and decision made by the employee in different organization (Colquitt 2001, Hofstede 2001). So this can be inferred that culture plays vital role in shaping the perceptions of employees about reality and fairness. And this aspect also help to increase motivation and perform extra roles (Moorman (1991).organizational culture plays significantly in which employees can reconsider their perception of fairness attain in the form of intrinsic rewards for organizations.

H2. Organizational Culture effects work engagement

Impact of Job Satisfaction as a mediator on Work engagement

Job satisfaction deals with the evaluation of jobs characteristics. Job satisfaction is defined that how employees perceive about different aspects of their role assigned by the top management (Hedge & Borman, 2012).job satisfaction is how much employees like or dislike their role in organization and the degree to which they feel positive and negative about different aspects of their job. Salazar et al (2006) opine that employees are able to balance their satisfaction and their dissatisfaction and arrive at general degree of satisfaction with their role in the organization. Salazar et al also believe that employee and situational characteristics in job satisfaction. The individual characteristic holds family role, education, gender and personality. On the other side situational characteristics includes characteristics of job, characteristics of organization and at last promotional opportunities

Furthermore, Hasanzadah et al. (2013) found job satisfaction as a mediator has positive impact on the work engagement. Moreover Coomber and barriball (2007) has also discussed the same relation and found that job satisfaction has positive impact on work engagement.

H3. Job satisfaction as a mediator effects work engagement.

Impact of Social Influence on Work Engagement and Job Satisfaction

Social influence is manifested by many different networks that are established in different organization (Pastor and Montoya 1996) and exerted pressure on the employees of organizations to obey to the behavior and attitude to generate homogeneity of values and views (Santee and Jackson, 1997). Social influence acts by stronger means on the attitude and behavior of individuals in the organizations both in negative and positive ways by either promoting individuals in the organization more effectively and efficiently than the defined roles or to inhibit the basic role to be performed assigned by the top management. The positive results of work engagement are many and have wide range from positive job related outlooks general performance (Schaufeli & Salamova 2007). Specifically engaged workers experience more job satisfaction, higher commitment to their organizations, have low intentions to quit their jobs or to look for other better opportunity (Demerouti, Bakker, Jong, Janssen, & Schaufeli, 2001; Schaufeli & Bakker, 2004) and they also enjoy better psychosomatic health and mental satisfaction(Demerouti et al., 2001; Hallberg & Schaufeli, 2006;Schaufeli, Taris, & Van Rhenen, 2008).

Most of all engagement is an important aspect to increase performance. (Salanova, Agut & Peiro, 2005).in their study employees from restaurants and hotels Salanova et al. (2005) comes with the result that engaged employees works more deeply , so with increase in service quality and to organizations and performance. Harter and Schmidt (2002)found same results in their study on 7939 different business units across 36 companies found that work engagement is positively related to social influence. Moreover Sonnentag (2003) also found that work engagement is positively related to the social influence. moreover (crant 2000) have also found that employees with high level of engagement have high level of social influence. Sonnentag (2003) have found that employees who found that they had recovered adequately in their leisure time experience a very high level of work engagement on the current working day and thus result to a positive emotion led to take initiatives at work, display more proactive behavior and pursue learning goals.

Work engagement is also found to have inverse relation with the personal resources such as self-efficacy. Self-efficacy is defined as individual's confidence which he holds that to take initiative that are required to elicit desired result (Bandura 1997).so it is found that efficacy helps employees to bring high level of engagement which in turn boots efficacy beliefs Salanova, Grau, Cifre, & Llorens, 2000; Llorens, Schaufeli, Bakker, & Salanova,2007).

Same result was found by Salanova, Bakker, and Llorens (2006) that self-efficacy and organizational resources facilities work related flow which in positively influence social influence.

H4: Social Influence affects Work engagement

H5: Social Influence affects Job Satisfaction

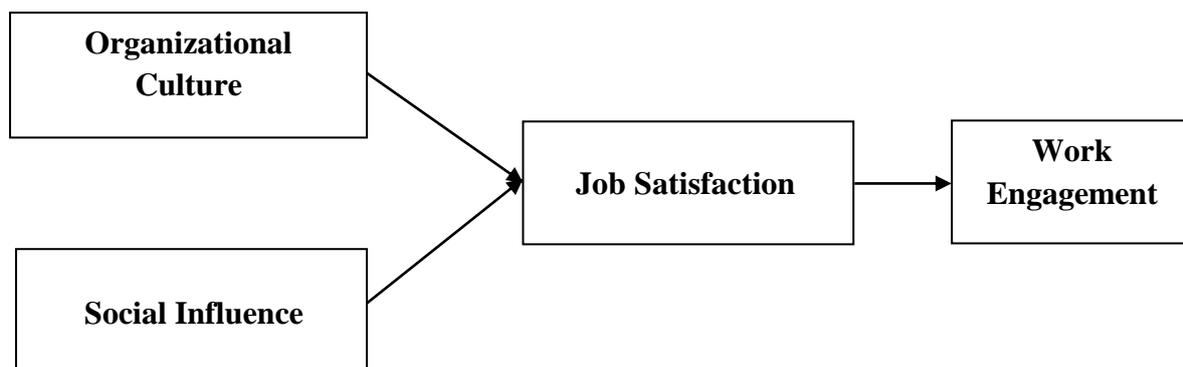


Figure 1: Conceptual Framework

3. RESEARCH METHODOLOGY

This part of the study deals with the population and sample design and data collection technique.

Target Population

The targeted population of this study deals with the public sector university lecturers of Multan, Pakistan.

Unit of analysis

In the current study unit of analysis is public sector university lecturers

Sampling Design

Convenience sampling technique is employed for data collection. Three hundred and ten (310) responses are considered for data analysis. For sample size the rule devised by Chou and Bentler (1986) has followed which explain that ratio of five, seven and fifteen Reponses per free parameter is required to obtain reliable results.

Data Collection and Procedures

This study has employed the questioner as an instrument for data collection. The questioner is used to record responses on lecturer of public sector universities. Organizational culture, job satisfaction, social influence and work engagement in public sector university of Multan, Pakistan. The structure questioners will be self-administrated. Lecturers of public

sector universities have been requested to fill up the questioners. They were ensured that collection of data would only be utilized for educational purpose all the data will be kept confidentially.

Detail of data collection instrument

Work engagement

Generally, work engagement is defined as deep emotional and intellectual commitment with their organization (Baumruk 2004, Richman 2006 and Shaw 2005). Kahn (1990) also suggested work engagement as deep belongings of employees in the role performance as repayment of the resources that are paid by the organization.

Work engagement refers that employees kept themselves fully involved physically and psychological so that they may achieve the assigned task by their supervisors. in the present study work engagement is operationalized as employees physically and mentally involvement in completing the task they are assigned.

Organizational culture

Organizational culture is defined as a psychological affiliation among employees and their organization, whereby the employees experience a self-defining affection and cognitive bond with their respective organization as a social entity Edawrd and Peccei (2007). Meal and Ashforth (1992) opines organizational culture as perception of employee’s deep belongings with their organization. Where employees define themselves in term of their organization in which they are working. In current study organizational culture is defined ad shared value and goals in order to increase their belongingness with their organization.

Job Satisfaction

The concept job satisfaction Tsai et al. (2010) and Hoppock (1935) suggested that emotion’ and attitude towards their job. Locke recommends job satisfaction as a pleasurable or positive emotional state towards their job. Job satisfaction has always been of interest for the researcher performing in the field of organizational psychology. In other words job satisfaction is being defined how much emotionally a person is being attached towards its job.

4. ANALYSIS AND RESULTS

Estimate of Direct Paths

The results of the direct effect model are reported in the table below. Organizational culture (OC) positively affects job satisfaction (JS) ($\rho < 0.05$, $\beta= 0.652$). The results correspond strongly to the literature and confirm existing findings. Furthermore, analyses of the data reveal that there is a significant relationship between organizational culture (OC) and work engagement (WE) ($\rho < 0.05$, $\beta= 0.262$). Hence, hypothesis which states that ‘organizational culture affect work engagement’ is supported.

In testing the significance of the relationship between social influence (SI) and job satisfaction, we found that change social influence have a significant direct effect on job satisfaction ($\rho < 0.05$, $\beta= 0.254$) Looking at the direct effects of SI on WE, the results suggest that SI have significant impact on WE ($\rho < 0.05$, $\beta= 0.313$). The impact of job satisfaction also received significant support ($\rho < 0.05$, $\beta= 0.216$).

Table 1. Coefficient of Direct effect

	Consequent					
	Job Satisfaction			Y (Work Engagement)		
Antecedent	Coefficient	SE	P	Coefficient	SE	P
Organizational Culture	0.652	0.066	0.000	0.262	0.083	0.001
Social Influence	0.254	0.074	0.000	0.313	0.071	0.000
Job Satisfaction	-	-	-	0.216	0.056	0.000

Estimate of Indirect Paths

The results of the mediation analysis are reported in the table below. Job satisfaction mediates the relationship between organizational culture and work engagement ($\beta = 0.105, p < .05$). Similar to the findings indicated that attitude job satisfaction mediated the relationship of social influence with work engagement ($\beta = 0.055, p < .05$). Furthermore, the bootstrap results

<i>Sobel</i>	<i>Value</i>	<i>SE</i>	ζ	<i>p</i>
Indirect effects and significance using normal distribution				
Organizational Culture	0.105	0.044	2.378	0.017
Social Influence	0.055	0.023	2.516	0.011
<i>Effect</i>	<i>M</i>	<i>SE</i>	<i>LL 95% CI</i>	<i>UL 99%CI</i>
Bootstrap results for indirect effects				
Organizational Culture	0.105	0.045	0.022	0.203
Social Influence	0.055	0.022	0.021	0.112

demonstrated that the Sobel test with a bootstrapped 99% CI around the indirect effect did not contain zero (0.021, 0.112).

Table 2. Coefficient of Indirect effect

5. CONCLUSIONS AND DISCUSSION

The understanding of how organizational culture and social influence affect work engagement was the main purpose of this study. The study further contributed to the growing awareness that public sector universities may need to build their strategies in accordance with organizational culture and social influence. The results suggested that organizational culture has a positive relationship with both job satisfaction and work engagement and this adds to existing literature. The mediation effect of job satisfaction was also significant in this context, which further augments that job satisfaction helps translate how organizational culture and social influence affects work engagement. It is thus advisable that firms should increase their focus on organizational culture and social influence to increase work engagement of the public sector university lecturers.

6. LIMITATIONS AND FUTURE RESEARCH

More constructs can be added for further studies. New constructs which can be added in the model, can be psychological empowerment, financial rewards and flexible job timing etc. Furthermore, to understanding work engagement of employees longitudinal analysis can be performed by way of time affects the results of the research. Due to time limitations, the data was collected only from the public sector universities of Multan district. In other parts of the country and in other socio-demographics results can be different. A comparative analysis is suggested for future studies.

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