

WORK ENGAGEMENT AMONGST ACADEMICS IN JORDAN

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ABSTRACT

This study examined the direct relationship between workload, work pressure, autonomy, social support, performance feedback and work engagement. The study also investigated the mediating effect of job satisfaction on the relationship between workload, work pressure, autonomy, social support, performance feedback and work engagement. Finally, the study examined the moderating effect of trust on the relationship between job satisfaction and work engagement. A total of 700 questionnaires were personally distributed to respondents from four universities in Jordan (Mu'tah University, The University of Jordan, The Hashemite University and Yarmouk University) after permission was granted by the university management. Out of the 700 questionnaires distributed, 567 questionnaires were returned, representing a response rate of 81%. However, only 532 questionnaires were usable for further analysis. The hypotheses for direct and mediating effect were tested using multiple regression analyses, and the hypotheses for interacting effect were tested using hierarchical multiple regression. The results for direct relationship showed that workload and work pressure were negatively related to work engagement and job satisfaction, while, autonomy, social support and performance feedback were positively related to work engagement and job satisfaction. The results also showed that job satisfaction was positively related to work engagement. Meanwhile, the findings for mediating effect showed that job satisfaction partially mediated the relationship between workload, work pressure, autonomy, social support, performance feedback and work engagement. Furthermore, the results from hierarchical multiple regressions showed that trust quasi moderated the relationship between job satisfaction and work engagement. The research results reported in this study suggest the need for autonomy, social support and performance feedback to enhance academics' work engagement and satisfaction, whereas, too much workload and work pressure will decrease academic's work engagement and satisfaction. Apart from that, the university management also need to consider the role of job satisfaction and trust when planning for enhancing academics' work engagement.

Keywords: work engagement, job demands, job resources, job satisfaction, trust

ABSTRAK

Kajian ini mengkaji hubungan langsung antara bebanan kerja, tekanan kerja, autonomi, sokongan sosial, maklum balas prestasi dengan keterlibatan kerja dan kepuasan kerja. Kajian ini juga mengkaji kesan perantara kepuasan kerja ke atas hubungan antara bebanan kerja, tekanan kerja, autonomi, sokongan sosial, maklum balas prestasi dengan keterlibatan kerja. Akhir sekali, kajian ini juga mengkaji kesan kepercayaan sebagai penyederhana dalam hubungan antara kepuasan kerja dan keterlibatan kerja. Sebanyak 700 borang soal selidik telah diedarkan secara peribadi kepada responden di empat buah universiti di Jordan (*Mu'tah University, The University of Jordan, The Hashemite University dan Yarmouk University*). Daripada 700 borang soal selidik yang diedarkan, sebanyak 567 soal selidik telah diterima semula dengan kadar maklum balas sebanyak 81%. Walau bagaimanapun, sebanyak 532 soal selidik boleh digunakan untuk analisis selanjutnya. Hipotesis ke atas kesan langsung dan kesan perantara diuji dengan menggunakan analisis regresi berganda, manakala hipotesis bagi kesan interaksi diuji dengan menggunakan analisis regresi berganda bertingkat. Dapatan kajian bagi hubungan langsung menunjukkan bahawa bebanan kerja dan tekanan kerja mempunyai hubungan yang negatif dengan keterlibatan kerja dan kepuasan kerja. Manakala autonomi, sokongan sosial dan maklum balas prestasi mempunyai hubungan yang positif dengan keterlibatan kerja dan kepuasan kerja. Dapatan kajian juga menunjukkan hubungan positif antara kepuasan kerja dan keterlibatan kerja. Sementara itu, dapatan bagi ujian perantara menunjukkan bahawa kepuasan kerja memainkan peranan sebagai separa perantara dalam hubungan antara maklum balas prestasi dengan keterlibatan kerja, bebanan kerja, tekanan kerja, autonomi, sokongan sosial dan keterlibatan kerja. Seterusnya, keputusan daripada analisis regresi berganda bertingkat menunjukkan bahawa kepercayaan berperanan sebagai penyederhana separa dalam hubungan antara kepuasan kerja dan keterlibatan kerja. Dapatan kajian yang diperolehi daripada kajian ini mencadangkan mengenai keperluan kepada autonomi, sokongan sosial dan maklum balas prestasi dalam meningkatkan keterlibatan kerja dalam kalangan ahli akademik. Sementara itu, bebanan kerja dan tekanan kerja yang tinggi akan mengurangkan keterlibatan dan kepuasan kerja. Selain itu, pengurusan universiti juga perlu mengambil kira peranan kepuasan kerja serta kepercayaan dalam membuat perancangan bagi meningkatkan keterlibatan kerja akademik.

Kata kunci: keterlibatan kerja, tuntutan kerja, sumber kerja, kepuasan kerja, kepercayaan

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CHAPTER ONE

INTRODUCTION

1.1 Background of Study

To survive and successfully compete in the rapidly changing and turbulent work environment, organizations need to develop and retain employees who are highly motivated and are willing to go the extra mile for them (Schaufeli & Salanova, 2007). In recognition of this fact, modern organizations are now putting less emphasis on traditional control systems and cost cutting through downsizing and redesigning of their business processes. Instead, they are focusing more on the effective management of their human capital for enhancing their efficiency and effectiveness. These organizations are, therefore, increasingly investing in conditions, which could enable them to develop employees who are “proactive and show initiative, collaborate smoothly with others, take responsibility for their own professional development and are committed to high quality performance standards” (Bakker & Schaufeli, 2008, p. 147). Thus, organizations require employees who are full with energy and self-confidence; are enthusiastic and passionate about their work; and are fully involved in their work activities. In other words, modern organizations need an engaged work force.

Organizations are becoming more and more convinced that staff engagement is the secret to maintaining business success and profitability. One of the reasons why organizations start to place greater emphasis on employees’ work engagement is because it has positive

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