WORK ENGAGEMENT AMONGST ACADEMICS IN JORDAN

ADEL ALI YASSIN ALZYOUD

DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
APRIL 2015
WORK ENGAGEMENT AMONGST ACADEMICS IN JORDAN

By

ADEL ALI YASSIN ALZYOUD

Thesis Submitted to
School of Business Management
Universiti Utara Malaysia
In Fulfillment of the Requirement for the Doctor of Philosophy
PERMISSION TO USE

In presenting this thesis in full fulfillment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that University Library can make it freely available for inspection. I further agree that permission for copying of this thesis in any manner, in part or in whole, for scholarly purpose may be granted by my supervisor or, in his absence, by the Dean of School of Business Management. It is understood that any copying or publication or use of this thesis or part thereof for financial benefit shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Requests for permission to copy or make other use of materials in this thesis, in whole or in part should be addressed to:

Dean of School of Business Management
Universiti Utara Malaysia
06010 UUM Sintok
Kedah DarulAman, Malaysia
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


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

In the name of Allah, the Most Merciful and the Most Compassionate, all praise is due to Him for giving me the capability, patience, perseverance and motivation in completing this thesis. May Allah’s peace and blessings be upon His beloved Prophet Muhammad (SAW), his family and his companions.

I would like to thank the entire academics and administrative staff of Universiti Utara Malaysia, especially the School of Business Management, College of Business for giving me invaluable support throughout my candidature. I also owe an immense debt to Dr. Siti Zubaidah Othman and Dr Mohd Faizal Mohd Isa, for all the energy, care and enthusiasm devoted to this effort. Their brilliant ideas, suggestions and above all, their belief in my potential have made me feel confident and gave me a strong focus from the very beginning of my study. Without their professional guidance and support, I would not be where I am today.

To my beloved parents, Ali Yassin Alzyoud, Najah Salama Alzyoud, all my siblings, my nephews and nieces and my relatives in Jordan, thank you for all your prayers, patience, support, and word of encouragement for me to keep going till the final end of this journey.

Finally yet importantly, I would like to express my gratitude to all the academics from Mu’tah University, The University of Jordan, The Hashemite University and Yarmouk University, for participating in the study. Without their sincere participation, this study will not be as successful as today.
TABLE OF CONTENTS

PERMISSION TO USE                                             i
ABSTRACT                                                       ii
ABSTRAK                                                       iii
ACKNOWLEDGEMENT                                               iv
TABLE OF CONTENTS                                             v
LIST OF TABLES                                                ix
LIST OF FIGURES                                               xi
LIST OF APPENDICES                                            xii

CHAPTER ONE  INTRODUCTION                                      1
  1.1  Background of Study                                      1
  1.2  Problem Statement                                        2
  1.3  Research Questions                                       13
  1.4  Research Objectives                                      13
  1.5  Significance of Study                                    14
  1.6  Scope of Study                                           15
  1.7  Definition of Key Terms                                  16
  1.8  Organization of Chapters in Thesis                      17

CHAPTER TWO  LITERATURE REVIEW                                 19
  2.1  Introduction                                             19
  2.2  Work Engagement                                          19
    2.2.1  The Concept of Work Engagement                       19
    2.2.2  Previous studies on Work Engagement                 22
  2.3  Job Demands                                              25
    2.3.1  The Concept of Job Demands                          25
    2.3.2  Previous Studies on Job Demands                    30
  2.4  Job Resources                                            33
    2.4.1  The Concept of Job Resources                        33
    2.4.2  Previous Studies on Job Resources                  37
  2.5  Job Satisfaction                                         40
2.5.1 The Concept of Job Satisfaction 40
2.5.2 Previous studies on Job Satisfaction 41
2.6 Trust 45
2.6.1 The Concept of Trust 45
2.6.2 Previous Studies on Trust 46
2.7 Conclusions and Research Issues to be Addressed 49
2.8 Underpinning Theory 51
2.8.1 Job Demands-Resources Model 51
2.8.2 Social Exchange Theory 54
2.8.3 Attribution Theory 57
2.9 Research Framework 59
2.10 Development of Hypotheses 63
2.10.1 Relationship between Job Demands and Work Engagement 63
2.10.2 Relationship between Job Resources and Work Engagement 65
2.10.3 Relationship between Job Demands and Job Satisfaction 66
2.10.4 Relationship between Job Resources and Job Satisfaction 66
2.10.5 Relationship between Job Satisfaction and Work Engagement 67
2.10.6 Job Satisfaction as a Mediator in the Relationship between Job Demand and Work Engagement 69
2.10.7 Job Satisfaction as a Mediator in the Relationship between Job Resources and Work Engagement 70
2.10.8 Trust as a Moderator in the Relationship between Job Satisfaction and Work Engagement 71
2.11 Conclusions 73

CHAPTER THREE  METHOD 74
3.1 Introduction 74
3.2 Research Design 74
3.3 Population and Sampling Design 76
3.3.1 Population 76
3.3.2 Sampling Size 77
3.3.3 Sampling Technique 78
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.4</td>
<td>Operational Definitions and Measurements</td>
<td>79</td>
</tr>
<tr>
<td>3.4.1</td>
<td>Work Engagement Measures</td>
<td>80</td>
</tr>
<tr>
<td>3.4.2</td>
<td>Job Demands Measures</td>
<td>81</td>
</tr>
<tr>
<td>3.4.3</td>
<td>Job Resources Measures</td>
<td>83</td>
</tr>
<tr>
<td>3.4.4</td>
<td>Job Satisfaction Measures</td>
<td>86</td>
</tr>
<tr>
<td>3.4.5</td>
<td>Trust Measures</td>
<td>89</td>
</tr>
<tr>
<td>3.5</td>
<td>Questionnaire Design</td>
<td>91</td>
</tr>
<tr>
<td>3.6</td>
<td>Pilot Test</td>
<td>92</td>
</tr>
<tr>
<td>3.7</td>
<td>Data Collection Procedure</td>
<td>93</td>
</tr>
<tr>
<td>3.8</td>
<td>Technique of Data Analysis</td>
<td>94</td>
</tr>
<tr>
<td>3.8.1</td>
<td>Factor Analysis</td>
<td>95</td>
</tr>
<tr>
<td>3.8.2</td>
<td>Correlation Analysis</td>
<td>95</td>
</tr>
<tr>
<td>3.8.3</td>
<td>Regression Analysis</td>
<td>96</td>
</tr>
<tr>
<td>3.8.4</td>
<td>Test of Mediation</td>
<td>97</td>
</tr>
<tr>
<td>3.8.5</td>
<td>Test of Moderation</td>
<td>97</td>
</tr>
<tr>
<td>3.9</td>
<td>Conclusions</td>
<td>98</td>
</tr>
</tbody>
</table>

**CHAPTER FOUR  FINDINGS**

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1</td>
<td>Introduction</td>
<td>100</td>
</tr>
<tr>
<td>4.2</td>
<td>Response Rate</td>
<td>100</td>
</tr>
<tr>
<td>4.3</td>
<td>Demographic Characteristics of the Participants</td>
<td>101</td>
</tr>
<tr>
<td>4.4</td>
<td>Data Screening</td>
<td>103</td>
</tr>
<tr>
<td>4.5</td>
<td>Factor Analysis</td>
<td>105</td>
</tr>
<tr>
<td>4.5.1</td>
<td>Work Engagement Measurement</td>
<td>106</td>
</tr>
<tr>
<td>4.5.2</td>
<td>Job Demands Measurement</td>
<td>108</td>
</tr>
<tr>
<td>4.5.3</td>
<td>Job Resources Measurement</td>
<td>110</td>
</tr>
<tr>
<td>4.5.4</td>
<td>Job Satisfaction Measurement</td>
<td>112</td>
</tr>
<tr>
<td>4.5.5</td>
<td>Trust Measurement</td>
<td>114</td>
</tr>
<tr>
<td>4.6</td>
<td>Correlation Analysis</td>
<td>116</td>
</tr>
<tr>
<td>4.7</td>
<td>Multiple Regression Analysis</td>
<td>119</td>
</tr>
<tr>
<td>4.7.1</td>
<td>Relationship between Job Demands, Job Resources and Work Engagement</td>
<td>119</td>
</tr>
</tbody>
</table>
### 4.7.2 Relationship between Job Demands, Job Resources and Job Satisfaction

#### 4.8 Linear Regression Analysis

#### 4.9 Multiple Regression Analysis

- 4.9.1 Mediating Effect of Job Satisfaction

#### 4.10 Hierarchical Multiple Regression Analysis

- 4.10.1 Moderation effect of Trust

#### 4.11 Conclusions

### CHAPTER FIVE DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

#### 5.2 Summary of the Research

#### 5.3 Job Demands, Job Resources and Work Engagement

- 5.3.1 Relationship between Workload, Work Pressure and Work Engagement
- 5.3.2 Relationship between Autonomy, Social Support, Performance Feedback and Work Engagement

#### 5.4 Job Demands, Job Resources and Job Satisfaction

- 5.4.1 Relationship between Workload, Work Pressure and Job Satisfaction
- 5.4.2 The relationship between Autonomy, Social Support, Performance Feedback and Job Satisfaction

#### 5.5 Relationship between Job Satisfaction and Work Engagement

#### 5.6 Job Satisfaction as a Mediator

#### 5.7 Trust as a Moderator

#### 5.8 Research Implication

- 5.8.1 Theoretical Implications
- 5.8.2 Implications for Practice

#### 5.9 Limitations and Direction for Future Research

#### 5.10 Conclusions

### REFERENCES

viii
LIST OF TABLES

Table 1.1 Level of engagement by region 3
Table 3.1 Distribution of public universities in Jordan 77
Table 3.2 Distribution of respondents for each university 79
Table 3.3 Work engagement items 80
Table 3.4 Original and adapted versions of work pressure items 82
Table 3.5 Job demand items 83
Table 3.6 Job resources items 85
Table 3.7 Original and adapted versions of job satisfaction items 87
Table 3.8 Job satisfaction items 88
Table 3.9 Original and adapted versions of trust items 90
Table 3.10 Trust items 91
Table 3.11 The Cronbach’s Alpha for each research measures from the pilot study (n = 30) 93
Table 4.1 Respondents’ response rate 101
Table 4.2 Demographic characteristics of the participants (n=532) 102
Table 4.3 KMO and Bartlett’s test of work engagement 106
Table 4.4 Rotated component matrix of work engagement 107
Table 4.5 KMO and Bartlett’s test of job demands 108
Table 4.6 Rotated component matrix of job demands 109
Table 4.7 KMO and Bartlett’s test of job resources 110
Table 4.8 Rotated component matrix of job resources 111
Table 4.9 KMO and Bartlett’s test of job satisfaction 112
Table 4.10 *Rotated component matrix of job satisfaction* 113

Table 4.11 *KMO and Bartlett's test of trust* 115

Table 4.12 *Rotated component matrix of trust* 115

Table 4.13 *Descriptive statistics, scale reliabilities, and correlations of variables* 118

Table 4.14 *Regression results of workload, work pressure, autonomy, social support and performance feedback on work engagement* 119

Table 4.15 *Regression results of workload, work pressure, autonomy, social support and performance feedback on job satisfaction* 121

Table 4.16 *Regression results of job satisfaction on work engagement* 122

Table 4.17 *Summary of mediation test (job satisfaction) in the relationship between workload, work pressure, autonomy, social support, performance feedback and work engagement* 124

Table 4.18 *Results of hierarchical multiple regression on trust as moderator in the relationship between job satisfaction and work engagement* 125

Table 4.19 *Summary of hypotheses testing* 127
LIST OF FIGURES

Figure 2.1 Research framework 63

Figure 4.1 Interaction plot between job satisfaction and trust on work engagement 126
# LIST OF APPENDICES

<table>
<thead>
<tr>
<th>Appendix</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appendix A</td>
<td>Sample of survey materials</td>
<td>164</td>
</tr>
<tr>
<td>Appendix B1</td>
<td>Reliability test (Pilot study)</td>
<td>177</td>
</tr>
<tr>
<td>Appendix B2.1</td>
<td>Factor analysis (work engagement)</td>
<td>193</td>
</tr>
<tr>
<td>Appendix B2.2</td>
<td>Factor analysis (job demands)</td>
<td>199</td>
</tr>
<tr>
<td>Appendix B2.3</td>
<td>Factor analysis (job resources)</td>
<td>205</td>
</tr>
<tr>
<td>Appendix B2.4</td>
<td>Factor analysis (job satisfaction)</td>
<td>212</td>
</tr>
<tr>
<td>Appendix B2.5</td>
<td>Factor analysis (trust)</td>
<td>218</td>
</tr>
<tr>
<td>Appendix B3</td>
<td>Reliability test (after factor analysis)</td>
<td>222</td>
</tr>
<tr>
<td>Appendix B4</td>
<td>Normality test</td>
<td>248</td>
</tr>
<tr>
<td>Appendix B5</td>
<td>Linearity test</td>
<td>257</td>
</tr>
<tr>
<td>Appendix B6</td>
<td>Homoscedasticity test</td>
<td>260</td>
</tr>
<tr>
<td>Appendix B7</td>
<td>Multicollinearity assessment on tolerance and VIF values</td>
<td>263</td>
</tr>
<tr>
<td>Appendix B8</td>
<td>Outliers test</td>
<td>264</td>
</tr>
<tr>
<td>Appendix B9</td>
<td>Descriptive statistics of the variables</td>
<td>266</td>
</tr>
<tr>
<td>Appendix B10</td>
<td>Correlation output</td>
<td>267</td>
</tr>
<tr>
<td>Appendix B11.1</td>
<td>Multiple regression output (job demands, job resources and work engagement)</td>
<td>269</td>
</tr>
<tr>
<td>Appendix B11.2</td>
<td>Multiple regression output (job demands, job resources, and job satisfaction)</td>
<td>272</td>
</tr>
<tr>
<td>Appendix B12</td>
<td>Linear regression output (job satisfaction and work engagement)</td>
<td>275</td>
</tr>
<tr>
<td>Appendix B13</td>
<td>Mediating output</td>
<td>277</td>
</tr>
<tr>
<td>Appendix B14</td>
<td>Moderating output</td>
<td>280</td>
</tr>
</tbody>
</table>
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
The contents of the thesis is for internal user only
REFERENCES


Heider, F. (1958). *The psychology of interpersonal relations*. New York: John Wiley & Sons Ltd.


163


Shirom, A., Melamed, S., Rogowski, O., Shapira, I., & Berliner, S. (2009). Workload, control, and social support effects on blood lipids: A longitudinal study among


