

**WORK ENGAGEMENT AMONGST ACADEMICS IN JORDAN**

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**By**

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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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## TABLE OF CONTENTS

<b>PERMISSION TO USE</b>	<b>i</b>
<b>ABSTRACT</b>	<b>ii</b>
<b>ABSTRAK</b>	<b>iii</b>
<b>ACKNOWLEDGEMENT</b>	<b>iv</b>
<b>TABLE OF CONTENTS</b>	<b>v</b>
<b>LIST OF TABLES</b>	<b>ix</b>
<b>LIST OF FIGURES</b>	<b>xi</b>
<b>LIST OF APPENDICES</b>	<b>xii</b>
<b>CHAPTER ONE INTRODUCTION</b>	<b>1</b>
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
<b>CHAPTER TWO LITERATURE REVIEW</b>	<b>19</b>
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
	<b>CHAPTER THREE METHOD</b>	<b>74</b>
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



3.4	Operational Definitions and Measurements	79
3.4.1	Work Engagement Measures	80
3.4.2	Job Demands Measures	81
3.4.3	Job Resources Measures	83
3.4.4	Job Satisfaction Measures	86
3.4.5	Trust Measures	89
3.5	Questionnaire Design	91
3.6	Pilot Test	92
3.7	Data Collection Procedure	93
3.8	Technique of Data Analysis	94
3.8.1	Factor Analysis	95
3.8.2	Correlation Analysis	95
3.8.3	Regression Analysis	96
3.8.4	Test of Mediation	97
3.8.5	Test of Moderation	97
3.9	Conclusions	98
	<b>CHAPTER FOUR FINDINGS</b>	<b>100</b>
4.1	Introduction	100
4.2	Response Rate	100
4.3	Demographic Characteristics of the Participants	101
4.4	Data Screening	103
4.5	Factor Analysis	105
4.5.1	Work Engagement Measurement	106
4.5.2	Job Demands Measurement	108
4.5.3	Job Resources Measurement	110
4.5.4	Job Satisfaction Measurement	112
4.5.5	Trust Measurement	114
4.6	Correlation Analysis	116
4.7	Multiple Regression Analysis	119
4.7.1	Relationship between Job Demands, Job Resources and Work Engagement	

4.7.2	Relationship between Job Demands, Job Resources and Job Satisfaction	120
4.8	Linear Regression Analysis	121
4.9	Multiple Regression Analysis	122
4.9.1	Mediating Effect of Job Satisfaction	122
4.10	Hierarchical Multiple Regression Analysis	124
4.10.1	Moderation effect of Trust	124
4.11	Conclusions	128
<b>CHAPTER FIVE DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS</b>		<b>129</b>
5.1	Introduction	129
5.2	Summary of the Research	129
5.3	Job Demands, Job Resources and Work Engagement	131
5.3.1	Relationship between Workload, Work Pressure and Work Engagement	131
5.3.2	Relationship between Autonomy, Social Support, Performance Feedback and Work Engagement	132
5.4	Job Demands, Job Resources and Job Satisfaction	133
5.4.1	Relationship between Workload, Work Pressure and Job Satisfaction	133
5.4.2	The relationship between Autonomy, Social Support, Performance Feedback and Job Satisfaction	134
5.5	Relationship between Job Satisfaction and Work Engagement	135
5.6	Job Satisfaction as a Mediator	136
5.7	Trust as a Moderator	138
5.8	Research Implication	139
5.8.1	Theoretical Implications	139
5.8.2	Implications for Practice	141
5.9	Limitations and Direction for Future Research	144
5.10	Conclusions	145
<b>REFERENCES</b>		<b>147</b>

## LIST OF TABLES

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

Table 4.10 <i>Rotated component matrix of job satisfaction</i>	113
Table 4.11 <i>KMO and Bartlett's test of trust</i>	115
Table 4.12 <i>Rotated component matrix of trust</i>	115
Table 4.13 <i>Descriptive statistics, scale reliabilities, and correlations of variables</i>	118
Table 4.14 <i>Regression results of workload, work pressure, autonomy, social support and performance feedback on work engagement</i>	119
Table 4.15 <i>Regression results of workload, work pressure, autonomy, social support and performance feedback on job satisfaction</i>	121
Table 4.16 <i>Regression results of job satisfaction on work engagement</i>	122
Table 4.17 <i>Summary of mediation test (job satisfaction) in the relationship between workload, work pressure, autonomy, social support, performance feedback and work engagement</i>	124
Table 4.18 <i>Results of hierarchical multiple regression on trust as moderator in the relationship between job satisfaction and work engagement</i>	125
Table 4.19 <i>Summary of hypotheses testing</i>	127

## LIST OF FIGURES

Figure 2.1 <i>Research framework</i>	63
Figure 4.1 <i>Interaction plot between job satisfaction and trust on work engagement</i>	126

## LIST OF APPENDICES

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

# 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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