

Work Engagement and Organizational Commitment in Private University

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Abstract: Work engagement and organizational commitment have an important role in organization. The purpose of this research is to study closely the existency of correlation between work engagement and organizational commitment. The research was conducted at a private university in West Jakarta, Indonesia. We had 124 participants, namely: 67 lecturers and 57 non-academic employees. The method measurement we used were UWES-17 for measuring the work engagement scale and OCQ for the Organizational Commitment Questionnaire Scale. We also used partial correlation techniques with the aid of SPSS 22 to analyze the correlation between work engagement and organizational commitment. The result of research shows that there is a positive and significant correlation between work engagement and organizational commitment.

1 INTRODUCTION

Work engagement of the employees is an important aspect in organizational life and is regarded as a key in improving the effectiveness of an organization (Phipps, 2013). The employees with high work engagement will exhibit positive behavior during working therefore that the company's goals and success can be met (Dicke, Holwerda, & Kontakos, 2007). More over, work engagement can also be considered as a participatory process that uses the entire capacity of workers and is designed to increase the commitment for the success of an organization (Robbins 2003). The Corporate Leadership Council conducted a research on the impact of work engagement on business performance and found out that the engagement contributed 40% to total performance improvement, while committed employees strived 57% harder on job, 80% were considered good and 87% less likely to leave the company. For those who have high work engagement, they considered work is very important for their individual self-image (Khan, 2011).

Work engagement is defined as a positive attitude, a condition that is fulfilled and associated with the work of mind characterized by vigor, dedication, and absorption (Schaufeli et al., 2006). Vigor refers to high energy levels and resilience, the willingness to strive, not easily tired and persistent to face the adversity. Dedication refers to the feeling

of being meaningful, enthusiastic and pride at work, full of inspiration and challenging. While absorption refers to concentrating fully and deeply to duties.

According to Robbins (2003) a participatory process that uses all the capacity of workers to boost commitments for the achievement of organizational goals can also be regarded as work engagement. Human resources with high commitment will create a positive vibration between the employees and the organization, hence can help to achieve the best performance toward organizational goals and can be developed furthermore (Dessler, 2006).

Meyer and Allen (1997) defined organizational commitment as a psychological state that characterizes a relationship between an employee and an organization; the employees identify themselves with the values, rules, and goals of the organization and make them have a desire to maintain and continue their commitment to the organization. There are three dimensions of organizational commitment suggested by Meyer and Allen, namely affective commitment, continuance commitment, and normative commitment. Affective commitment refers to the bonding of the employees and the organization. The key indicators of affective commitments are identified with self-belonging, warmth, happiness and with full satisfaction at work. Continuance commitment is a condition in which the employees of the organization are aware of alternative limitation compare to their own

organization. The indicators of this kind of commitment are considered with the profit and loss that could be earned elsewhere. Normative commitment is when the employee feels the obligation to remain in the organization as a result of the pressure within the internalized employee, or as a result of socialization experience that emphasizes compliance to be faithful because of the compensation received.

According to some researchers (Beukes and Botha, 2013, Choi, Tran, & Park, 2015, VanGelderen & Bik, 2016, Trofimov, Bondar, Trofimova, Miliutina, & Riabchych, 2017), organizational commitment and work engagement have strong positive correlation in which the committed employee to his organization will be more engaged to work and vice-versa. In this occasion, researchers would like to find the relationship between work engagement and organizational commitment in educational organization, i.e.: a university, because they have already been a lot of findings in the context of business organization. The success of organization is rely heavily on its human resources such as lecturers and non-academic employees. Their work engagement and organizational commitment play a big role in an organization (Eghlidi and Karimi, 2016). They also stated that employees with strong willingness to be part of the organization will get organizational value that suits with their own value, therefore will improve their commitment to the organization. Having qualified lecturers in the university will certainly contribute a success to achieve the mission and vision on educational programs. Meanwhile the non-academic employees are the main supporters for administration purposes and they give the best service for the students in university (Susanty, 2012). In this research, the formulation is to find the correlation between work engagement and organizational commitment.

Hypothesis: Work engagement positively correlated with organizational commitment.

2 METHOD

In the study of correlation between work engagement and organizational commitment at a private university in West Jakarta, Indonesia, it employs a quantitative approach. The design of this research is using correlational. The object research consisted of lecturers and non-academic employees. The methods of measurement we used were from Utrecht Work Engagement Scale-17 (UWES-17) and *Organizational Commitment Questionnaire* (OCQ). UWES-17 from Schaufeli & Bakker (2003) was developed and compiled using a Likert scale of 17 items (e.g. "At my work, I feel bursting with energy", "My job inspires me"). UWES-17 validity value was ranging between 0,423-0,78 used internal consistency from Cronbach's Alpha and its reliability value was 0,866. Mean while organizational commitment was measured using OCQ developed by Allen & Meyer (1990), with a scale of 21 items that measured three dimensions of organizational commitment (e.g. "I enjoy discussing my organization with people outside it", "Too much in my life would be disrupted if I decided I wanted to leave my organization now", "I think that people these days move from company to company too often"). OCQ validity value was ranging between 0,367-0,821 and its reliability value was 0,915. Both instruments were translated to Bahasa Indonesia and adjusted to university context. Instruments then tested to check their validity and reliability.

3 RESULT

The respondents who participated in this research were 124 participants, consisting of 67 lecturers and 57 non-academic employees. They were 68 males and 56 females. Furthermore, the researchers drew data from 40% of the total number of existing employees in each division at a private university, West Jakarta, Indonesia. The descriptive result of the study is shown in table 1 below.

Based on the calculation using Kolmogorov-Smirnov, UWES-17 showed the significance value of $0.321 > 0.05$ and OCQ showed the significance value

Table 1: Descriptive Statistics of Work Engagement and Organizational Commitment.

N	Variable	Mean	Standard. Deviation	Kolmogorov-Smirnov Z	Asymp. Sig. (2-tailed)
124	<i>Work Engagement</i>	75,40	14,60	0,955	0,321
	Organizational Commitment	70,79	9,37	0,553	0,920

of $0.920 > 0.05$. In this case the sample data taken are considered normally distributed. The mean value for the work engagement variable was 75.40 which means that lecturers and non-academic employees at this private university had a high sense of ownership and ultimately would be difficult to leave the organization. The mean value of organizational commitment for the lecturers and non-academic employees was 70.79 which means that the average of inter organizational relationship between the employees showed a willingness to stay and continued working in this organization.

Table 2: Correlation of work engagement and organizational commitment.

<i>Spearman Rank Correlation</i>		Organization al Commitment
Work Engagement	<i>Correlation</i>	.350
	Sig. (2 tailed)	.000

From the above table, it shows that the correlation between organizational commitment and work engagement was 0.350 with probability value $0.000 < 0.05$. Thus it can be said that there is a positive and significant correlation between these two variables. Moreover it shows that the higher the work engagement, the higher the organizational commitment; while the lower in work engagement resulting the lower in the level of organizational commitment. As a conclusion, hypothesis was supported, showing a positive correlation between work engagement and organizational commitment in this private university. The researchers added the data of organizational tenure to control the correlation of work engagement and organizational commitment variables. Based on the statistical analysis result, partial correlation found p value = 0,000 which means that the length of working period has no effect on the relationship between work engagement and organizational commitment.

Table 3: The differences correlation of lecturers and non-academic employees in work engagement and organizational commitment.

<i>Spearman Rank Correlation</i>		Organization al Commitment
<i>Work Engagement - Lecturers</i>	<i>Correlation</i>	.388
	Sig. (2 tailed)	.001
<i>Work Engagement - Non-academic employees</i>	<i>Correlation</i>	.348
	Sig. (2 tailed)	.001

Based on table 3, it can be seen the correlation value between work engagement and organizational commitment in lecturers was 0,388 with a significant value of 0,001 ($<0,05$), while in non-academic employees was 0,348 with a significant value of 0,01 ($<0,05$). This means both lecturers and non-academic employees have a positive and significant correlation between work engagement and organizational commitment in lecturers. We can conclude that there is no different between work engagement and organizational commitment in academic and non-academic employees.

4 DISCUSSION

Work engagement on lecturers and non-academic employees in this private university is high, with a mean of 75,40 indicating that the study sample has a high work engagement. In this case, the lecturers and non-academic employees feel proud and satisfy to their current job and enabling them to do their work with full of passion, excitement and enthusiasm. They focused on working and no longer considered the total hours of working time, because it is supported by a work environment full of sense of kinship as it is affecting the individual wellbeing. Individual who prosper well in the organization will show a positive attitude that they are engaged with their work (Guest, 2017). Positive attitude of lecturers and non-academic employees are shown through vigour, dedication and absorption aspects. The vigour aspect had a mean value of 26,66 which is considered high. In this case it means that the lecturers and non-academic employees feel energized, passionate, and persistent while working. The lecturers show these aspects in running their duties in teaching, research and community service. Meanwhile the non-academic employees express these aspects in providing services to the existing students in education process. From the data research we can conclude that the mean for dedication aspect was 22,27 which is high. In other words, they feel proud of what they do and take full responsibilities functioning, both as lecturers and non-academic employees. The research also express the absorption aspect with a value of 26,46 which is considered high. Lecturers and non-academic employees focused on doing their work so they are really in to it.

Meanwhile the commitment result to the organization on lecturers and non-academic employees was average ($M=70,79$), meaning that on average the lecturers and non-academic employees

have a commitment to the organization. A group of lecturers and non-academic employees are committed to the organization affectively, continuously and normatively. The mean value for a group of lecturers and non-academic employees with affective commitment was 24.94. The mean value for continuance commitment was 24,88 and the mean value for normative commitment was 20,84. Although the work engagement of lecturers and non-academic employees at private university is considered high and commitment to the organization is average, the correlation result show a positive and significant relationship between the two variables. This result similar with result of Beukes & Botha (2013) study, that showed a positive and significant relationship between work engagement and organizational commitment. We understood that the lecturers and non-academic employees are committed to organization depending on how they interpret their work and the purpose of working in the organization. However, whatever their objectives are they still show positive attitude at work. Based on the data in this specific private university, we noted that 50% of lecturers and non-academic employees have affective commitment, 20% of them have continuance commitment and 30% of this group have normative commitment to the organization.

With the above explanation it can be concluded that affective commitment has a contribution role in increasing the work engagement in this private university organization. The group of lecturers and non-academic employees who have affective commitment show emotional ties to the organization. The form of emotional bonding is shown by its active involvement in the organization and become more engaged with the work. Lecturers and non-academic employees with affective commitment will feel happier and enjoy their work very much. The factors which influence the affective commitment on lecturers and non-academic employees are the organizational support that create a comfortable working environment for the individual psychologically. In additional to that, the organization gives the freedom to lecturers and non-academic employees for the sake of their creativity at work and have a sense of pride being part of the organization. These factors come to the effect especially for the lecturers when they have freedom to explore in teaching, research and doing community service. Certainly all of them become psychologically meaningful at work. The last factor that can influence the affective commitment to raise the role in work engagement is a harmonious

relationship between colleague that is demonstrated by a positive support in team work where each co-worker can value and accept each individual differences.

Future studies should conduct longitudinal studies to determine the causal factors and relationship between work engagement and organizational commitment. Moreover, future studies could compare differences of relationship between work engagement and organizational commitment in private university and state university. The following are practical implications of this study:

- Organization should give support that create a comfortable working environment for the individual psychologically, such as giving freedom to employees for the sake of their creativity at work and have a sense of pride being part of the organization.
- Not only organization, colleagues should demonstrate a positive support in team work, where each employee can value and accept each individual differences.

5 CONCLUSION

The aim of this study was to explore the relationship between work engagement and organizational commitment in private university. The result showed a positive and significant correlation between work engagement and organizational commitment, implying that the higher the work engagement, the higher the organizational commitment; while the lower in work engagement resulting the lower in the level of organizational commitment. To be specific, affective commitment has a contribution role in increasing the work engagement in this private university organization. The group of lecturers and non-academic employees who have affective commitment show emotional ties to the organization.

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