

Work Engagement Investigation of Zakat Management Professional in East Java

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Abstract: Employee disengagement was found to cause a decline in organizational productivity and incur a cost of \$ 300 billion in 2004 in America (Gallup Management Journal, 2005). Therefore, there is an awareness of the organization to increase employee engagement, especially in profit organization. The studies of employee engagement are rarely investigated not for profit organization, although this context is interesting to study since most of its employees are volunteers but they have worked for decades and employees believe that their work is part of the mandate. Based on that reasons, this study wants to investigate employee engagement condition of professional zakat management in East Java. By using descriptive data analysis, the study investigated data from 230 workers that were selected randomly from total 285 professional zakah population in East Java. This study also used work engagement measurements that consist of vigour, dedication, and absorption. The result shows that in general work engagement condition of zakah management professional is in good condition. However, from three indicators, dedication has the highest value when compared to vigour and absorption. While absorption is found to be the lowest scaled indicators.

1 INTRODUCTION

Engagement is a new area of concern for academics and practitioners after Khan, 1990, 1992, introduced the term. Employee engagement is an important capital for human resource management because engaged employees work with passion and have strong connections with the organization. Employees who are engaged drive innovation and push the organization forward (Crabtree 2005). Engaged employees work with passion and have strong connections with the organization. Not only that, a survey conducted by the Gallup Management Journal in 2005 found a link between employee engagement and employees' physical and mental health. 62% of employees who have engagement with organizations feel that their working lives have a positive influence on their physical health. Even this number has skyrocketed as much as 78% when it is associated with psychological well-being.

Although the survey results show a positive relationship between employee engagement with physical health and well-being of employees, the facts indicate that the health costs incurred by organizations are skyrocketing nowadays. More than 68% of business owners in America say that health costs far exceed expensive energy costs and labor outsourcing. Even globally, the world is experiencing a crisis of employee engagement. The average rate of employee engagement is decreasing and the future trend is also stagnant.

The survey from Gallup Daily Tracking 2015 found that only 13% of employees in the entire world were engaged (Imperatori 2017: 8). In the USA less than a third of US employees are engaged in their jobs and organizations. Whereas in Canada, only 17% of employees surveyed feel engaged in their work (Galt in Koyuncu et al. 2006). Even in Indonesia based on the Gallup survey (Gallup 2014), only 8% of employees are engaged, 77% are not

engaged, and 15% are actively disengaged. Unfortunately, this employee disengagement caused a decline in organizational productivity and costed \$ 300 billion in 2004 in the United States (Gallup Management Journal, 2005).

The data was shocking, but the report came from journal practitioners' literatures and organizational consulting companies. There is still little research on engagement from academics (Saks 2006: 600), especially employee engagement research in not for profit organization. Research in this area is quite interesting because non-profit organizations are not profit oriented, but rather serve the community.

Therefore, this study wants to fill the shortage of academic literature on the topic of employee engagement, especially work engagement among the professionals managing zakat in East Java using UWES (Utrecht Work Engagement Scale) which is most widely used in work engagement research (Koyuncu et al. 2006). The focus of this study is to know how the level of work engagement of zakat management professionals in East Java, so that it could be used as input for both the organization and academically.

2 THEORICAL FRAMEWORK

The concept of engagement was first introduced by William Kahn in 1990, Kahn (in Imperatori 2017: 24) describes that people who have engagement will work and express themselves physically, cognitively and emotionally in their roles in the organization. Kahn added that engagement is an authentic expression of self that occurs during engagement that is psychologically beneficial to the individual. Therefore, engagement definition in here is based on personal engagement condition. This argument is conceptualized using the need-satisfaction approach where engagement meets personal needs (Shuck 2011).

Conversely, 'personal disengagement' refers to the absence of emotional energy, physical and psychological energy when doing work. This refers to 'unemployment' (self unemployment), self decoupling (separating self) from the job role. Disengaged people do not interpret/think about their role, they only do work, without creativity and innovation, and without showing what they are thinking and feeling (Kahn 1990, 1992).

Based on that definition, engagement shows positive conditions of worker that related with

positive attitudes toward work. Many studies show that engagement related with extra-role behavior and performance (Saks 2006; Macey & Schneider 2008; Bakker & Schaufeli 2008; Schaufeli et al. 2012)(Saks 2006). Moreover, extensive studies show that behavior is the end result of work engagement (Christian et al. 2011; Rich et al. 2010; Salanova et al. 2005) and OCB is a consequence of engagement (Saks 2006).

Maslach and Leiter in (Schaufeli et al. 2002) suggest that engagement and burnout are the opposite end of the continuum. Burnout means exhaustion or mental fatigue, cynicism or indifference, lack of professional achievement or success, in social life and technical scope. Conversely, engagement is associated with three dimensions that are opposite to burnout, namely energy (vs exhaustion), involvement (vs. cynicism) and efficacy (vs. lack of efficacy). Consistently, these authors operationalize engagement as the inverse value of burnout on the Maslach Burnout (MBI-GS) Inventory scale.

In the same perspective, Schaufeli et al. (2002, p. 74) argue that work engagement is a positive antipode of burnout, but they have arguments and show that work engagement is a different concept than burnout. They define work engagement as a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption". The researchers also showed that burnout and engagement had different antecedents and the final consequences that might be different, even though both had negative relations (Bakker & Schaufeli 2008).

However, there are still many different types of understanding about engagement. Researchers often use employee engagement, work engagement, personal engagement, and organizational engagement, alternately as these terms are the same concept. There are still inconsistencies in construct definitions and operational definitions (Macey & Schneider 2008). But even so, some empirical research has found and proved that engagement, especially work engagement is different constructs from job involvement, organizational commitment, and job satisfaction (Anitha J. 2014; Hallberg & Schaufeli in Avery et al. 2007; Bakker & Schaufeli 2008; Christian et al. 2011; Schaufeli et al. 2002).

Furthermore, Rich et al. (2010) explained that engagement is conceived as a form of overall individual investment in a role (the investment of individual's complete self into a role), which is able to explain its relevance to performance comprehensively when compared to other

management concepts (commitment, involvement, and job satisfaction) which is more superficial.

Therefore, based on that concept of engagement, this study wants to investigate work engagement conditions among zakat management professionals since majority of them are working for more than 3 years with the institution. It showed that the workers are comfortable working there. Not only that, they also showed enthusiasm for work even though the level of pay they earned was not as much if they worked in state-owned enterprises, became civil servants, or private employees. Moreover, zakat management professionals generally work voluntarily. They sincerely work to help manage zakat, as a form of worship, and are not oriented to payment. Employees in zakat management institutions in general are also not permanent employees who impact on the benefits they receive from the organization.

3 RESEARCH METHOD

This study uses quantitative research method with descriptive analysis to explore the condition of work engagement of zakat management professionals in East Java.

The population of this research is all professionals/employees of all zakah, infaq, shodaqoh institutions in Surabaya which are registered officially and recognized by the Indonesian Directorate General of Taxes. It means that the management of zakat in these institutions are professional. So that employees who work in these institutions are also professionals managing zakat, not just voluntarily working.

Based on that list, from 19 zakat management institutions in East Java, only 3 institutions were willing to participate in this research and indeed based in Surabaya. Therefore, this study focused on the three institutions with a total number of 285 employees as population.

By using the proportionate random sampling technique, the research sample was taken. with a 5% error rate, 230 samples of employees were chosen to represent the population.

Data in this study were obtained in two ways based on the type of data needed. First, primary data is obtained by using questionnaires given to research respondents to be filled. Second, secondary data is obtained from the zakat management institution's documents, as well as documents from other relevant sources.

The measurement instruments of work engagement are adopted from (Schaufeli et al. 2006) from Utrecht University which well known by UWES instrument. It consists of 17 items; 6 items of Vigor (VI), 5 items of Dedication (DE), and 6 items of Absorption (AB).

Of the 230 questionnaires distributed based on a randomly selected list of employees for each zakat management institution, only 190 questionnaires returned according to the time give (two weeks since the questionnaire was given). Of the 190 questionnaires returned, only 169 were feasible to continue as research data. This

shows a response rate of 73%, which is included in the medium category (Hair et al. 2014).

After validating the research instruments, there were 2 items not valid (Vi4 and Ab2), so those two items were dropped. The reliability analysis showed that all instruments were reliable with more than 0.79 value of Cronbach's Alpha as shown in Table 1.

Table 1: Cronbach's Alpha

Variabel	Cronbach's Alpha	Meaning
<i>Vigor (Vi)</i>	0.859	Reliabel
<i>Dedication (De)</i>	0.866	Reliabel
<i>Absorption (Ab)</i>	0.793	Reliabel

Sources: Processed Primary Data (2017)

Next step is analyzing data by using descriptive statistic analysis. Descriptive statistics function to explain the situation, symptoms, or problems. It is only related to describing or giving information about a data or situation or phenomenon. Therefore, conclusions drawn from descriptive statistics (if any) are only aimed at existing data sets (Hasan in Nasution 2017) which are shown in graphic and frequency table.

To make it easier to determine the classification of conditions for each variable, the calculation of the interval class length is determined. Based on Schaufeli et al. (2006: 714) there were seven criterias, from never (0) to always (6). The researcher made modification to this range by using seven Likert scale from 1 (never) to 7 (always). There will be seven class categories to explain mean value for each variable as can be seen in Table 2.

Table 2: Class Categories by Mean

Interval	Keterangan
1,00 – 1,86	Very Low
1,87 – 2,73	Low
2,74 – 3,59	Less
3,60 – 4,45	Average
4,46 – 5,31	Good
5,32 – 6,17	High
6,18 – 7,00	Very high

4 RESULTS AND ANALYSIS

From 169 eligible data for further processing, the researcher will provide a description of the respondents based on Vigor, Dedication, and Absorption.

4.1 Vigor Condition

Vigor variables are measured using six statements measured using Likert scale 1 to 7 which states the intensity of the conditions they feel from each vigor item (1 = never, 2 = almost never, 3 = rarely, 4 = sometimes, 5 = often, 6 = very often, to 7 = always / always). Because the results of the validity test for the Vi4 item was invalid, the item is aborted. The results of the respondent's answers to the vigor variables are shown in Table 2 below.

Table 3: Respondents' Answer for Vigor Variable

Item	Mean
At my work, I feel bursting with energy (Vi1)	5.34
At my job, I feel strong and vigorous (Vi2)	5.41
When I get up in the morning, I feel like going to work (Vi3)	4.66
At my job, I am very resilient, mentally (Vi5)	5.11
At my work, I always persevere, even when things do not go well (Vi6)	5.05
Average	5.11

Sources: Processed Primary Data (2017)

From Table 3, it can be seen that overall, the average respondents experienced a vigorous condition (a strong level of energy and mental endurance while working, and is still diligently facing difficulties in completing work) which is quite good. This can be seen from the average score of vigor variables (5.11) which is in the good class range.

The item with the highest value was obtained by the item stating that "at work, I feel bursting with energy" with value of 5,41 which is indeed in a high range of class conditions. This data shows that work as a zakat manager can make workers in this field feel full of enthusiasm and have mental endurance while working. This finding further strengthens, that work as a manager of zakat does indeed have value and idealism in their work. The professionals who manage zakat consider that this work is part of worship, because in Islam the work of managing zakat (amil zakat) is part of worship.

But even though they worked enthusiastically, but when given a statement about "when I get up in the morning, I feel like going to work", the answer to the majority of respondents was the lowest for this item, the average value was only 4.66. It means that even though majority of zakat professionals are full with energy and feel enthusiastically doing their work, but their job as zakat management professional is not their top priority. It is probably because they have other duties to do before going to work.

More than 50% of the research respondents were married (with and or without children). This shows if respondents have multiple roles, not only as workers. They also have roles as husband/wife, mother/father, and community members. Therefore, the value of this question item is the lowest in the vigor variable.

4.2 Dedication Condition

Dedication variable is measured using five statements measured using interval scale 1 to 7 which states the intensity of the conditions they feel from each item of dedication. Because the results of the validity test for the Vi4 item are invalid, the item is dropped. The results of respondents' answers about the variable dedication are shown in Table 4.

Table 4: Respondents' Answer for Dedication Variable

Item	Mean
I find the work I do full of meaning and purpose (DE1)	5.79
I am enthusiastic about my job (DE2)	5.56
My job inspires me (DE3)	5.40
I am proud of the work I do (DE4)	5.70
To me, my job is challenging (DE5)	5.25

Results in Table 4 shows that the average value for this variable is 5.54. This average value indicates that the dedication experienced by respondents is in the high class range. Dedication, is the sense of

importance, enthusiasm, inspiration, pride and challenges that employees feel when carrying out their duties in their jobs. So, it can be concluded that the employees in zakat management institutions feel enthusiasm, sense of importance, and pride and challenges in their work.

The highest score obtained in this variable is in item DE1, which states that "I find the work I do full of meaning and purpose" with an average value of 5.79 items, and a statement about "I am proud of the work I do (DE4)" that has value average of 5.70. These results further reinforce the notion that zakat management professionals in East Java have deliberately chosen this job and they have idealism when choosing this job.

This once again shows and reinforces that the work as a zakat management professional is a work that has purpose and meaning, just as the YDSF senior worker said in the donor management section, who acknowledged that the work as a zakat manager is a noble work that is worthy of worship. Because of this ideology and the value of worship they hold, they feel pride, and enthusiasm for doing their work. This statement is reinforced by the descriptive data of the second highest indicator item value dedication which states that the professionals managing zakat feel proud of the work they are doing.

4.3 Absorption Condition

Absorption variable is measured by using 6 items. However, based on validity test, item AB1, AB2, dan AB3 were not valid. Therefore, these items were dropped.

Absorption explain the conditions when employees feel full concentration, flowing in the work, which is characterized by focused attention, a clear mind, concentration of effort to not realize the situation around and forget the time, and enjoy the job. The results of respondents' answers to the absorption variables are shown in Table 5.

Table 5: Respondents' Answer for Absorption Variable

Item	Mean
I am immersed in my work (AB4)	4.47
I get carried away when I am working (AB5)	4.66
It is difficult to detach myself from my job (AB6)	4.73
Average	4.62

The result shows that in general the absorption conditions of zakat professional were in a fairly good range of classes, with an average value of 4.62. If seen from the highest value obtained in this

variable, the item statement states about "it feels difficult to break away from my current job" is an item that gets the highest score, with an average value of 4.73.

These results further corroborate the descriptive findings of the two previous variables, namely vigor and dedication, that professional zakat managers are indeed very tied to their work, feel enthusiastic, full of enthusiasm, and even find it difficult to get away from their current job. However, in general, this variable has the lowest score compared to the other two research variables.

The thing that the respondents reported made them most absorbed in their work was because they found it difficult to get away from their current job. This finding also shows that the longer the professional zakat managers work in this field, the workers feel increasingly bound and difficult to get out of work as zakat managers. This is most likely because naturally the work as a zakat manager indeed makes people have to know their jobs well, because this work is based on the trust of the zakat giver (muzaqqi) and infaq and shodaqoh donors, who entrust their zakat and shodaqoh to zakat managers, to continue to recipients of zakat (mustahiq) who are entitled. The zakat payers will also regularly give their zakat and infaq to zakat management institutions, if they already trust the institution. Therefore, the longer these zakat professionals working in this job, they feel more difficult to detach themselves from the job.

5 CONCLUSIONS

Based on the results of research and discussion about the analysis of the work engagement factor of zakat management professionals in East Java using the Utrecht work engagement measurement scale (UWES), the researchers concluded the following points:

- Professionals of zakat management in East Java feel the condition of vigor (energy levels and strong mental endurance at work, and still diligently facing difficulties in completing work) which is quite good. The majority of respondents reported that they felt strong and full of enthusiasm while working, so they worked enthusiastically. This is because the zakat management professionals have idealism for the work they consider to be worship. But there is one vigor indicator that was aborted, namely Vi4. This result shows the inconsistency of the Vigor indicator measurement.

- b. The dedication construct was found to have the highest value among the three dimensions of work engagement measurement for zakat management professionals. The thing that most strengthens the dedication of workers is feeling proud of the work they do, and the feeling that the work they do is meaningful and has a purpose. The variable dedication is also found to be the most stable between the two dimensions of measuring other work engagement, because the value of the consistency of this variable is highest and no indicator is dropped.
- c. Constructs that are found to be less stable and have the lowest value between the two dimensions measuring work engagement, is absorption. There are three indicators in this construct that were aborted, namely Ab1, Ab2, Ab3, because they did not meet the standards of convergent validity and internal consistency of item reliability.

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