

Description and Causes of Having Work Engagement in Employees

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ABSTRACT

Work engagement is a positive view of an employee towards his work that is characterized by vigour, full involvement (dedication), and high concentration during work (absorption). This study aims to determine the description and causes of having employee engagement by exploring dimensions based on the definition of work engagement proposed by Schaufeli, Gonzalez, & Bakker (2002), vigour, dedication, absorption. The research was conducted through a literature study that is finding various related sources and making conclusions in accordance with the research objectives. The credibility test used is peer debriefing, namely asking other researchers who are not involved in the research project to help investigate the thinking of researchers in all or certain parts of the research process. The results showed that the most dominant dimension of work engagement was dedication.

Keyword: *Absorption, Dedication, Vigour, Work Engagement*

INTRODUCTION

One of the determining factors for the success of an organization or company is the performance of its employees. Performance or good employee performance will be directly proportional to good results in the development of a company. Conversely, poor performance will also have a negative impact on the company. The results of employee performance can be seen from the aspects of quality, quantity, work time, and others.

One of the things that can be the key to a company's success is a situation where every employee has a high commitment to their work, also committed to the goals and values of the company. This is known as work engagement. Employees who have strong work engagement will have an enthusiastic attitude and work earnestly. Companies that have strong work engagement tend to work better and give better performance. In line with the statement above, Meyer (2012), states that workers with strong work engagement on the organization, tasks and work environment will be easier to manage work relationships, manage stress under work pressure, and manage change.

In business and consulting implies that measures to assess involvement as a psychological state must be used in projects aimed at improving employee performance and productivity. When both parties agree on these implications, joint collaborative efforts can be made to improve employee welfare and improve business success where involvement plays a key role (Schaufeli, 2013).

According to Schaufelli & Bakker, (in Leiter & Bakker, 2010), work engagement is a positive view of an employee towards his work that is characterized by vigor, full involvement (dedication), and high concentration during doing work (absorption).

Latham (2015), revealed that the involvement of employees is a symptom that the company is experiencing success. Employees who are successful and feel happy with their contribution to the company are naturally more likely to feel proud at work, are happy to come to work, and have a sense of appreciation which all leads to high engagement scores. Employees who feel they are not getting anything and are not happy with their own performance will not rank this highly.

Employees who feel engaged with their team or company do not happen because they are productive or easy to work with, but they feel that way because they think that what they do has significance in the course of the company. Happy employees will be a vital instrument to ensure smooth company performance.

This study aims to explore the most powerful dimensions of work engagement based on the definitions proposed by Schaufeli, Gonzalez, & Bakker (2002), namely vigor, dedication, and absorption.

The expected benefits of this research are: (1) can be used as input and consideration for realizing work engagement in the company; (2) an understanding of the benefits and impacts of creating work engagement on the company; and (3) as a reference and input for further research with the same research theme.

According to Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002), work engagement is a motivation and center of positive thoughts related to work characterized by vigour, dedication and absorption. A person who has these three characteristics is a person who has engaged in working. According to Kahn, (in May, et al, 2004), stated that work engagement in work is conceptualized when members of an organization that carry out their work role, work and express themselves physically, cognitively and emotionally while working. According to Schmidt, (in Mujiasih and Ratnaningsih, 2012), interpreting work engagement as a combination of satisfaction and commitment, and satisfaction refers more to the emotional element or attitude, while commitment is more involved in the motivational and physical elements. According to Robinson, Perryman & Hayday (2004), work engagement is a positive attitude held by employees towards the organization and the values within it. Employees who are engaged are aware of the business context and work with fellow employees to improve work performance for the benefit of the organization.

The characteristics of employees who have high work engagement are stated by Federman (2009), as follows: (1) focus on completing a job and also on the next job; (2) feeling themselves is part of a team and something bigger than themselves; (3) feeling able and not feeling a pressure in making a leap at work; and (4) work with change and approach challenges with mature behavior.

Furthermore, Federman (2009) states that there are seven factors that affect engagement, namely:

1. Pace. A state of increased speed in completing tasks that must be achieved within a certain period of time that has been given by superiors, individuals only focus on the task description in detail or just a small picture, individuals do not pay attention to the big picture of the tasks that have been given. Many tasks are completed efficiently because of orders from managers, but many managers do not tell exactly what the individual career goals are, because managers assume that individuals do not have time to do that.
2. Anxiety. A state of stress experienced by individuals because of the many pressures that exist within the scope of work such as competition between individuals, a sense of security in the work environment, termination of employment (layoffs), the amount of workload is not

significant, individual productivity and other things that make individuals feel like competing the competition gives the best for the organization and for the company.

3. **Schedule.** The schedule is made in such a way that the individual feels enthusiastic in completing the work that has been assigned to him. Giving time for a vacation is also needed so that individuals do not feel bored in facing the workload that has been given and the ability of the organization to create a balanced schedule for work between his personal life and work life.
4. **Technology.** The full use of the function of technology, so that the technology can facilitate individuals to work to complete their duties, individuals can connect with other divisions without having to spend excess energy, so that an efficient and easy work environment occurs for individuals and for other individuals in the organization.
5. **Turnover.** Sense of wanting to move individuals from their organizations now. Sense of wanting to move individuals from one organization to another can be reduced by determining turnover for individuals in an organization, so as to create work involvement.
6. **Productivity.** A productivity that is measured by the number of hours worked by an individual by reviewing the quality of individual work in an organization. Productivity is related to how each individual relationship with the organization's current mission.
7. **Revenue and Profitability.** A concept of income and profits. Income and profit is a thing called financial. Indicator of success of an organization is a financial that is obtained by an organization, but things This is the initial action of an organization. Developing organizations now indicate individual involvement as a success rather than as indicated by the financial income received.

According to Robinson et al, (in Mujiasih and Ratnaningsih, 2012), states that the key driving factor of employee engagement is where if employees can feel valued and involved, what influences this is: (1) employees are involved in decision making; (2) employees can channel ideas / sounds so they can feel valuable; (3) opportunities to develop work; and (4) the organization is concerned about the existence and health of employees.

Drivers of employee engagement will differ in each type of job and organization. Hewitt (in Mujiasih and Ratnaningsih, 2012), argues that engagement is influenced by several factors, including; awards (total rewards), company conditions (company practices), quality of life (quality of life), opportunities (opportunities), work activities faced (work), and other people around work (people). If the six factors are met, a high level of engagement will be achieved, and the six factors are interconnected factors.

The following is an explanation of the dimensions contained in the work engagement proposed by Schaufeli, Gonzalez, & Bakker (2002):

1. **Vigour.** It is a strong outpouring of energy and mentality during work, the courage to try hard to complete a job, and persevering in the face of work difficulties. Also the willingness to invest all efforts in a job, and still survive despite difficulties.
2. **Dedication.** Feel very involved in a job and experience a sense of meaningfulness, enthusiasm, pride, inspiration and challenges.
3. **Absorption.** In work, employees are always full of concentration and serious about a job. At work, time passes quickly and finds it difficult to separate from work.

Bakker & Leiter (2010), states that when employees are engaged, they will feel compelled to try to progress toward challenging goals, they want success. Furthermore, work engagement reflects the energy of employees brought into their work.

METHODS

The research was conducted through a literature study that is finding various related sources such as international journals and making conclusions in accordance with the research objectives. According to Danial and Warsiah (2009), the study of literature is a study conducted by researchers by collecting a number of books, magazines that relate to the problem and research objectives. This technique is carried out with the aim of expressing various theories that are relevant to the problem being faced / studied as reference material in the discussion of research results.

According to Syaodih (2009), is a series of studies relating to library data collection methods, or research whose research objects are excavated through a variety of library information (books, encyclopedias, scientific journals, newspapers, magazines, and documents).

The data used in this research is secondary data. Secondary data is a data source that does not directly provide data to data collectors, for example through other people or through documents (Sugiyono, 2015). The data in this study are sourced from books, scientific journals, newspapers or online magazines, thesis either thesis, thesis, or dissertation.

This research was conducted to find out to explore the most powerful dimensions of work engagement based on the definitions put forward by experts through the study of literature, namely finding various related sources and making conclusions in accordance with the research objectives. The publication criteria or sources used are conformity with the research theme being carried out. In this case, to search for these sources the author uses keywords; absorption, dedication, vigour, work Engagement. As for the source of the literature we choose randomly by searching based on keywords that we have determined and we choose the most appropriate for our research.

The literature we used included a research article conducted by Basikin (2007) with the title Research Vigor, Dedication and Absorption: Work engagement among secondary school English teachers in Indonesia; Sulistiobudi and Kadiyono's research article (2017) with the title Fostering Positive Engagement in Work: Through the Climate of Competition or Competency Development ?; Fitriani and Anindita (2019) with the title Measuring Work Engagement on IT Workers in Indonesia; and various other literature that are considered relevant to be a source of literature for this research.

The credibility test used is peer debriefing, namely asking other researchers who are not involved in the research project to help investigate the researcher's thoughts in all or certain parts of the research process. In this case the conclusions of the research obtained were discussed by means of peer debriefing with experts not involved in this study. The following is a brief description of the flow of research conducted in this study.

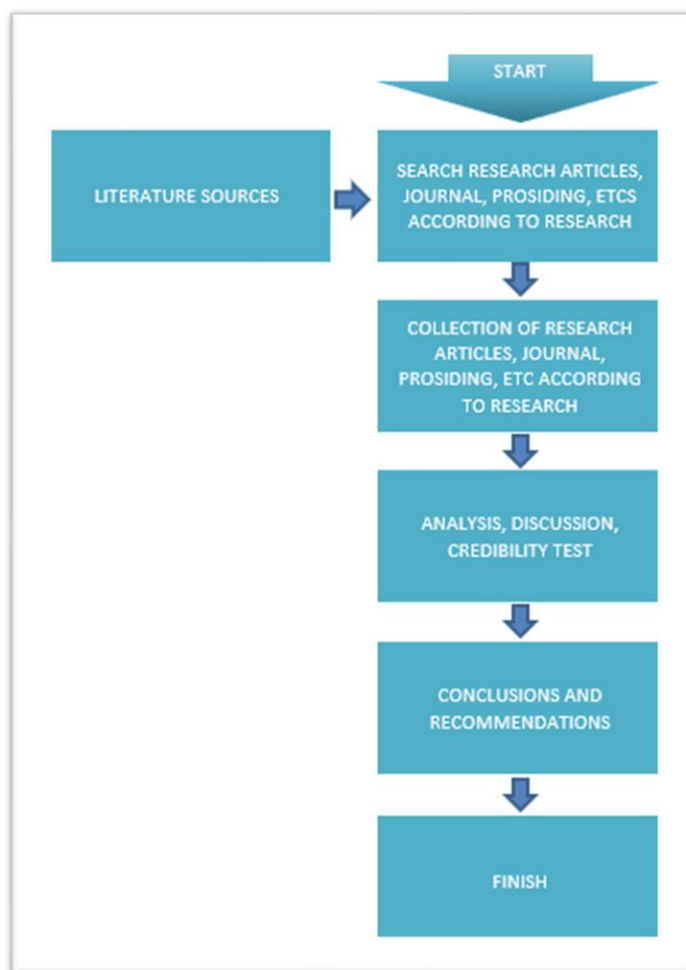


Figure 3.1
Research Flow

RESULTS AND DISCUSSION

Knowing for certain factors that can increase employee morale is very important owned by a company or organization. This will be a knowledge base that can be used to support steps to achieve company goals.

Schaufeli (2012) states that work engagement is a popular concept, both in business contexts and in the academic world. This term first appeared in the 1990s and more than 200 scientific publications have been published to discuss this issue. He also stated that work engagement is a viable concept for science and practice, and that this needs further attention.

Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002), put forward a definition of work engagement that is a motivation and center of positive thinking related to work that is characterized by vigour, dedication and absorption.

Research conducted by Basikin (2007) with the title Vigor, Dedication and Absorption: Work engagement among secondary school English teachers in Indonesia found results for each component of work engagement; 4.99 (for the vigour component), 5.44 (for the dedication component), 4.71 (for the absorption component). Here it is seen that the component of dedication is the highest value.

Priojeta (2019), in his research referring to the three dimensions of work engagement, concluded that the most dominant dimension in work engagement was the dedication dimension. The conclusions regarding the three main questions in his research are described as follows:

1. Overview of Work Engagement. Work engagement as a social fulfillment effort is depicted in responsibilities through contributions made in completing work for the common good.
2. The Meaning of Work Engagement. The meaning of work engagement for employees is a form of service implementation of organizational goals, and in addition to self-satisfaction is also to fulfill family needs.
3. Cause Employees Have Work Engagement. The results of this study indicate that the causes of the employees of the organizations studied have a work engagement consisting of 10 categories namely; job demand, enthusiasm, organizational culture, job resources, and what has only been discovered in his research are the condition of HR, employment status, relational relations, awareness, personal values, competence.

The results of research conducted by Listau, Christensen, & Innstrand (2017) show that all dimensions of work engagement (ie vigour, dedication, and absorption) are positively correlated with work-home facilitation. The dimension of dedication is considered as the most dominant dimension.

Table 4.1.
Mean, Standard Deviation, and Correlations among Study Variables (N=4378)

Variables	M	SD	1	2	3	4	5
1. Vigour	4.73	1.03					
2. Dedication	4.92	1.05	.74*				
3. Absorption	4.54	1.09	.58*	.71*			
4. Work-home facilitation	3.17	0.60	.31*	.37*	.27*		
5. Work-home conflict	3.11	0.85	-.32*	-.26*	-.12*	-.21*	
6. Gender			.33*	.10	.00	.06*	.06*
7. Age			.12*	.08*	.01	-.02*	-.07*

*p < .05, two-tailed.

Note. Gender was dummy coded with 1 = females, 0 = males.

Sources: Listau, Christensen, Innstrand (2017)

Research conducted by Sulistiobudi and Kadiyono (2017) aims to find out which dimensions of work engagement are more dominant. To find out it is calculated and compared the average value between vigour, dedication and absorption. In Figure 4.1. The following shows that dedication is the dimension with the largest average value.

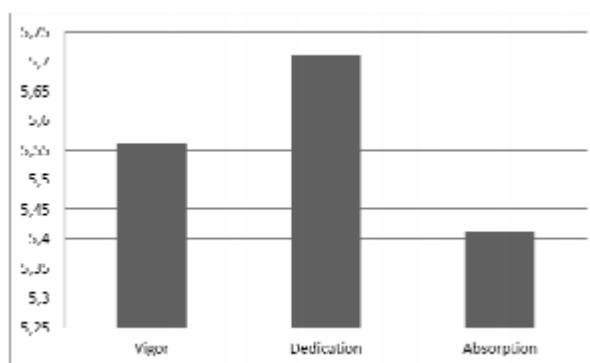


Figure 4.1.
Comparison of Average Between Work Engagement Dimensions
 Sources: Sulistiobudi and Kadiyono (2017)

This means that the most positive dimension of dedication is felt by the employee's base at the place of work. Employees feel happy at work through a willingness to serve the company, are challenged with new tasks to be faced and proud to be able to contribute to the progress of the company.

Sulistiobudi and Kadiyono (2017), specifically found that the conditions of being engaged more often were built on the dimensions of dedication. This dimension relates to enthusiasm, strong identification with work, being proud of his work, being inspired and challenged by the work he has and feeling that work gives meaning to him. If it is related to the characteristics of organizations that are state-owned companies, it seems that this is quite a concern for employees. Through their work, they serve the country's progress. Through the climate mastery, that the support of competency mastery of the company is very meaningful to foster involvement in work, feeling not easily give up despite facing difficulties because it is believed that they are able to solve them.

In a study conducted by Kong (2009), concluded that the construction of corporate culture must be profitable to eliminate fatigue and work pressure for employees, thus making them more dedicated to work.

The results of research conducted by Paramitha (2016), concluded that the dimension that most contributed to creating work engagement from the three dimensions that had been stated, was the dedication dimension that was considered more dominant. This is shown by the feeling of employees who are enthusiastic, meaningful, and proud of their work.

In the study of Fitriani and Anindita (2019), it was found that the vigour dimension appears to have a low level of dominance. This can be confirmed because there are still many employees who are lazy to come to work to work. But the dimensions of dedication and absorption are included in the more dominant categorization of work engagement. This is caused by factors from employees who consider their work as an inspiration for themselves and feel that the work will be completed when they do it.

In contrast to some of the results of research previously presented, research conducted by Shekari (2015) with the aim of assessing the dimensions of work engagement in the XYZ Social Security Organization, found the conclusion that of the three dimensions of work engagement, the dimension of absorption is higher than other dimensions in the Social Security Organization XYZ Meanwhile dedication dimension requires more attention.

Meanwhile, research conducted by Sim (2016) which aims to determine the effect of employee engagement on employee performance at XYZ Travel Company found that work engagement variables, vigour, dedication, and absorption had a significant and simultaneous effect on employee performance. The Vigor dimension has the most dominant influence on employee performance at Rodex Travel Surabaya.

Alkhalaf (2017), said that in the modern business world, to compete effectively, organizations must not only recruit top talent, but they must also inspire and enable employees to apply their full capabilities to their work. Modern organizations need employees who are psychologically connected to their work, willing and able to invest themselves fully in their roles, and who are proactive, responsible, showing initiative, and devoted to high quality performance standards. In short, organizations need employees who feel passionate, dedicated, and involved with their work.

Employees involved feel energized, dedicated and absorbed in their work. In addition, these employees also have a positive impact on the people around them. Thus, the workers involved who communicate their optimism, positive attitude and proactive behavior to their colleagues create a positive team climate, regardless of the demands and resources on which they are exposed. This shows that the workers involved influence their colleagues and consequently allow their groups to perform better as a team. Furthermore, work involvement increases the quality of work responsibilities, focus on existing tasks, and experiences positive emotions; it also increases flexibility, creativity, integration, and efficiency of thought. The success of an organization depends on the work environment involved, because involvement has been closely linked to creativity and guiding employees to perform better.

Meanwhile Yalabik, Rayton, Rapti (2017), stated that when employees are satisfied with work, they are more likely to have engagement. This finding supports the perspective of social exchange and specifically the norm of reciprocity. In other words, employees who are satisfied with their work will display more vigor, dedication, and absorption. Organizations that care about employee welfare; consider the goals, values, and opinions of employees; and helping employees with the problems they face will have employees who are energetic, enthusiastic and enticed in their work, and who are involved with the entire organization.

The research results obtained were discussed by means of peer debriefing that is consulting with other researchers who were not involved in the research, in this case one researcher from another university on behalf of Dimas Novrisal who was conducting research on the employees of PT. Angkasa Pura II. The results of discussions with Mr. Dimas Novrisal stated that from his observations the most dominant dimension of work engagement was the dimension of dedication.

CONCLUSION

From the results of a review of our various sources, we found that in general the results of the study stated that of the three dimensions of work engagement proposed by Schaufeli, Gonzalez, & Bakker (2002), namely vigour, dedication, and absorption, the dedication dimension was the most dominant or strongest to realize work engagement on employees. Based on the various literature previously stated, we summarize that dedication arises, among others, due to factors as follows:

1. Employees consider their work as an inspiration for themselves and feel that the work will disappear when they do it.
2. The existence of an enthusiastic feeling, meaningful, and proud of his work.
3. The existence of a strong identification with the work, inspired and challenged by the work he had and felt that the work gives meaning to him.

This is in accordance with the definition proposed by Schaufeli, Gonzalez, & Bakker (2002), that dedicated employees are employees who feel very strongly involved in a job and experience a sense of meaningfulness, enthusiasm, pride, inspiration and challenges.

Based on the conclusions of this study, it is important for companies or organizations to realize work engagement. Matters covered in the dimension of dedication need to get more attention, but the dimensions of vigour and absorption should also not be ruled out.

Companies or organizations not only recruit top talent, but must also inspire and enable employees to apply their full capabilities to work. Modern organizations need employees who are psychologically connected to work, willing and able to invest themselves fully, and who are

proactive, responsible, showing initiative, and devoted to high quality performance standards. In short, organizations need employees who feel passionate, dedicated, and involved with their work (Alkhalaf, 2017).

Employees who are satisfied with their work will display more vigor, dedication, and absorption. This can be realized by paying attention to employee welfare; consider the goals, values, and opinions of employees; and help employees with the problems they face.

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