WORK ENGAGEMENT: SEQUENTIAL MODEL OF INTERNAL FACTOR

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ABSTRACT

This study focused on the antecedents of work engagement by using sequential model. Factors that affecting work engagement comes from internal individuals. Based on internal factor perspective, meaningful work influence work engagement, and self-concept-job fit influence meaningful work. Sample size in this study are162 respondent from Bank, Hospital, Non Government Organization (NGOs) in Yogyakarta. Structural Equation Modeling (SEM) by alternative method of Partial Least Square (PLS) by using WarpPLS 3.0, to test hypotheses. Self-concept-job fit positively significant effect to the meaningful work. Than, meaningful work positively significant effect to work engagement.
Keywords: self-concept-job fit, meaningful work, work engagement

INTRODUCTION

Turnover intention becomes the topic that always discuss among the researcher and practice, but the rising topic to be conducted are engagement. Engagement focuses how to work which give the impact for organization and employee (individual outcomes). As stated by Krishnan (2012) that the individual outcomes is a dominant aspect which can contribute to the sustainability of the organization in the long term. Beside that, organization must be respected to employee until the feel comfort in the organization. As stated by Michaelson et al. (2014) the organization's scientists and policy makers should focus on the humanity aspect. Both organization and employee must get the advantage, so, policy taker of organization must watch out the internal condition and happiness of employee.

Beside that, Schaufeli and Bakker (2010) in Song et al. (2012) argued that the engagement has a different concept with extrarole behavior, organizational commitment, job satisfaction, and workaholic. Fearon et al. (2013) engagement is enabled when there is psychological safety, which allows individuals freedom of expression to be themselves within an organizational context, without fear of negative consequences. Engagement facilitate employee to explore their capability and making high organizational performance.

Schaufeli & Bakkker (2004) found that work engagement influenced job resources, saks (2006) found that work engagement influenced by job characteristic, perceived organizational support, perceived supervisor support, etc. the result of research only focus on external factor. But still limited literature that focus on internal factor that make employee engage for organization. They found that employee engagement just drived by external factor, so internal factor must be

conducted to be research due to get the comprehension perspective that influence work engagement.

Meaningful work was predicted has strong influence toward work engagement. May et al. (2004) found that meaningful work positively effect toward work engagement. They argued that meaningful work as predictor which can make employee more engage to the organization. *Broaden-and-Build Theory* which states that individuals who involve cognitive and affective aspects of the work will improve themselves in the role of work (Fredrickson, 1998). Employee who feel comfort and happy in organization they will work by dedication and vigor.

On the other hand, the factors that affect the meaningful work is individual factor. Meitar et al. (2009) stated that meaningful work will be achieved when members of the organization plays a positive impact on self-improvement. Meaningfulness in the workplace make employees can improve rational capacity, making physical comfort, and support the moral development (Bowie, 1998). Scroggins (2008) showed that the meaningful work is influenced by the individual itself through self-concept-job fit. *Self-Verification Theory* addressed by Swann (1983), which states the individual will strive to maintain self consistency which will feel meaningful. sequential model is very important to be researched because Indonesia known as high context. Internal factor that influence work engagement becomes more meaning.

The next part of this article about literature review, hypotheses development, method. The next section are the results empirical tests, discussion, conclusions, limitation and suggestions for future research.

LITERATURE REVIEW

Wiersma and Morris (2009) the meaningful work is a focus for individuals and organizations. Meaningful work give the positive impact both organization and individual. Soane et al. (2013) stated that the meaningful work is a component which potential to continue in expanding and building process. Beside that, meaningful work also as one of source to achieve the meaning in life (Baumeister, 1991; in Markow et al., 2005; Steger and Dik, 2009). Hackman and Oldham (1975) defines the level of meaningful work as perceived by the employees that work as a meaningful, appropriate, and fun. May et al. (2004) defines the meaningful work as value of the work goal that perceived by individual based on their standard or ideal. Soane et al. (2013) stated that the positive perceptions in job-related affective and cognitive processes that can improve the application of their work role. Employee

Kantian Theory suggests that the meaningful work should include two parts. First, the meaningful work to provide wages sufficient to meet the physical well-being and contentment on some desired. Second, the organization must support and enhance human dignity. Bowie (1998) states that the *Kantian Theory* of meaningful work is more directed to the moral aspect than on the economic aspect. Chalofsky (2003) described the concept of meaningful work leads to three interrelated parts, namely, the viewpoint at yourself, work itself, and the point of view of balance.

Self-Concept-Job Fit

Self-concept is a view of self-related, so that it becomes an interest to continue to study. Based on the attribution perspective, self-concept can be viewed as theories related to one's view of himself as an experience and a process of interaction with the outside world (Epstein, 1973, in Gecas, 1982). Self-concept became a discussion very rapidly in the field of social psychology (Gecas, 1982). According to Shamir (1991) self-concept that individual views about the

working conditions in accordance with the itself concept. Self-concept developed by Scroggins (2003) became self-concept-job fit, where he has proved that the person-job- fit with the self-concept-job fit is a different construct. It has been proven through empirical testing related to construct development and validation of self-concept-job fit.

Scroggins (2008) states that self-concept is a multidimensional construct. The first dimension relates to the individual's beliefs are driven by the characteristics and properties of individuals. The second dimension consists of the value or difference shown by the role of the individual. Other dimensions include evaluation components or self-esteem, and a reflection of the self-evaluation. Scroggins (2003) defines self-concept-job fit that perception between work procedures with the feelings of individuals in accordance with his perception and / or self-ideally desire. He stated that the individual perception related knowledge, skills, abilities, and behavior on the job in accordance with the declaration of knowledge by employees.

Work Engagement

Work engagement include psychological security, psychological comfort, and psychological significance (Xu and Thomas, 2011). Employee involve cognitive, emotionally, and physically in their job, so they feel comfort in their job. Kahn (1990) defines engagement as a full member of the organization centering on their job role in binding the employees so that they express physically, cognitively, and emotionally for job roles. Work engagement is positively mutually beneficial relationship between the employee and the organization that will lead to a more dynamic participation related to the performance of employees at a given workload in the workplace (Galpin, Stairs, and Page 2008 in Song et al., 2012). Schaufeli et al. (2002) defined work engagement as a positive outlook and the fulfillment of the work associated with the mind that characterized by vigor, dedication, and absorption.

Saks (2006) also showed that organizational commitment is a concept that different from the engagement. Engagement will apply on positive work behaviors and dedication. Saks (2006) states that the engagement is a unique construct that consists of cognitive components, emotional, and behaviors that associated with individual job's roles. According to Song et al. (2012) engagement will impact on six factors, namely; workload, control, bonuses and rewards, community and social support, perceived fairness, and value. Based on the sixth aspect indicates that employee engagement impact on the organization and the individual. Work engagement is divided into three-dimensional (Schaufeli et al., 2002), as follows; vigor, dedication, and absorption.

Self-Concept-Job Fit and Meaningful Work

Self-concept became an area that is constantly being developed related to scientific management. Shamir (1991) stated that the literature on the relationship between self-concept and behavior is one of theoretical that should continue to be explored. Self concept become basic for people to behave. Scroggins (2008) states that self-concept-job fit correlated with the meaningful work, and the effect will be stronger than the person-organization fit and person-job fit. Self-concept-job fit related to self-concept and individual consistency individual about their job.

Swann (1983) developed the *Self-Verification Theory* that provides a perspective of how individuals maintain self-consistency. Employees who are consistent with the self concept will be more meaningful because they are sticking with the concept. Self-concept-job fit shows that the work procedures in accordance with the self concept will make the employee will be more meaningful work.

Social psychology suggest that people will be motivated if the self concept in accordance with the self-consistency (Scroggins, 2008). Individuals will be work if the employee has a perception that its work in accordance with the self concept. He explained that the information,

roles, and behaviors that are consistent with the self concept will feel the meaningful work. Based on the mechanism, this study assumed that the self-concept-job fit positively influence on the meaningful work as formulated in the hypothesis 1.

Hypotheses 1: Self-concept-job fit positively related to meaningful work.

Meaningful Work and Work Engagement

Individuals who achieve the meaningful work will impact to a positive outcomes for the organization (Geldenhuys, Profit, and Venter, 2014). Soane et al. (2013), stated that the individual outcomes will have an impact on engagement. Employee who feel meaningful work, they will doing their job by dedication and vigor. Karatape and Aga (2012) stated that the engagement is an effective way to get a positive work outcomes. Fredrickson (1998) defines *Broaden-and-Build Theory* that individual perceptions related to the positive emotions which extends on aspects of affective and cognitive processes that can improve the implementation of self-related job roles. Individuals who perceive a meaningful work then they will do their work by vigor and dedication.

Michaelson et al. (2014) stated the meaningful work may facilitate the search behavior and psychological experiences that affect pro social. Work engagement as a result of the achievement of meaningful work to be predictors of decline in intentions to quit (Shuck et al., 2011), lower employee turnover intention (Bhatnagar, 2012), increase job satisfaction (Mouraa et al., 2014). Kahn (1990) states that employees who work with the involvement of cognitive, affective, and emotional will be impact on organization and individual outcomes. According to Steger et al. (2012) the meaningful work occurs when employees engage themselves in activities of significant work that provides value and broader goals.

Chalofsky and Krishna (2009) developed a framework which indicates that the meaningful work has a relations with the engagement and organizational commitment, because of the meaningful work is a stronger intrinsic motivation. Fairlie (2011) showed that the meaningful work has the strongest relationship with the engagement and the other individual outcomes, compared with the influence of other job characteristics. Followers dedication to the job not only have an impact on improving the performance of followers on their task, but also the psychological effect on the achievement of followers job satisfaction. Therefore, such a mechanism shows that the meaningful work has positive influence on work engagement so this study formulate hypotheses 2.

Hypotheses 2: meaningful work positively related to work engagement

RESEARCH METHODS

This study uses a quantitative approach by using surveys. Number of questionnaires distributed are 200 and there are 162 questionnaires was processed . Samples to be taken in this study are employees of NGOs, Bank, and Hospital. The sampling technique in the research by using nonprobability sampling method using purposive sampling. Geldenhuys et al. (2014) stated that a necessary condition for the research topic of meaningfulness that is a minimum of one year has been working in the company. Testing hypothesis by using SEM-PLS.

Self-concept-job fit refers to Scroggins (2003) which consists of two dimensions, namely: self-esteem and identity that consists of 5 items with *Likert scale*. Meaningful work refers to the instruments developed May et al. (2004), consisting of 6 items with *Likert scale*. Work engagement refers *Utrecht Work Engagement Scale* 17 (Uwes-17) developed by Schaufeli, Bakker, and Salanova (2006) and has been translated by Amalia (2012), consists of 17 items with *Likert Like scale*.

RESULT AND DISCUSSION
Evaluation of Measurement Model
Evaluation of the measurement models used to determine the quality of the measuring instruments of a construct. In the evaluation of the measurement model there are two measurements they are reflective and formative measurement. This study uses only one measurement that is only reflective measurement, measurement of reflective valued at the loading on each construct. Discriminant validity test can also be assessed by comparing the loading constructs measured by loading other constructs (Sholihin and Ratmono, 2013). Validity and reliability of test results described in Table 1.

**Table 1. Result of Reliability Test**

Variable	AVE	*Cronbach's Alpha*	*Composite Reliability*
Self-concept-job fit	0.699	0.648	0.792
Meaningful work	0.807	0.891	0.917
Work engagement	0.686	0.924	0.934

Reliability test conducted to determine the internal consistency of each item statement contained in the measurement variables through Cronbach's alpha coefficient a and composite reliability. Hair et al. (2010) stated that the rule of thumb the coefficient of reliability test with values $\leq$ 0.60, the reliability considered bad, but still can be used for further analysis. Then, the coefficient showed values between 0.60 to 0.70, the reliability is acceptable, then if the coefficient with a value $\geq$ 0.80, the reliability is considered good. The higher the coefficient, the better the measurement instruments are used in research.

Table 1 describes that all constructs in the study have met the internal consistency reliability. It can be proved by the coefficient Cronbach's alpha and composite reliability greater than 0.60.

Evaluation of Structural Model
The results of the analysis conducted in this research that includes the hypothesis test results were analyzed by using Structural Equation Modeling (SEM) with an alternative method of Partial Least Square (PLS) by using software of WarpPLS 3.0. Testing the hypothesis in this study is to look at the path coefficient value and the value of significance (*p-value*).
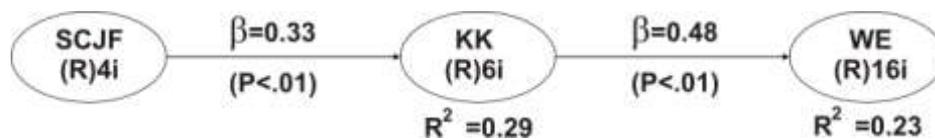
Figure 1. Result of Research

Positive path coefficient value means the positive effect of exogenous variables to the endogenous variables, while a negative value means that the path coefficient exogenous variables negatively affect the endogenous variables. While the value of significance is divided into three categories, namely *p-value* <0.01 (significant at the 1% level), *p-value* <0.05 (significant at the 5% level), as well as *p-value* <0.1 (significant at rate of 10%).

Table 2 discusses the results of each hypothesis. Hypothesis test results are shown in Table 2.

Table 2 Result of Hypotheses Test

Variable Relationship	Path Coefficient	*P-Value*
SCJF → KK	0,325	<0,001***
KK → WE	0,480	<0,001***

*significant at level 0.1 (*2-tailed*)
** significant at level 0.05 (*2-tailed*)
*** significant at level 0.01 (*2-tailed*)

Hypotheses 1 states that self-concept-job fit positively influence on the meaningful work. Self-concept-job fit positively significant effect on the meaningful work shown by the path coefficient value SCJF → KK amounted to 0.325, with a *p-value* of <0.001 (less than 0.01). The test results showed that the self-concept-job fit positively influence on the meaningful work, so that the second hypothesis supported.

The last hypothesis of this study is hypothesis 2 states that the meaningful work has positively influence on work engagement. Meaningful work positively significant effect on work engagement as indicated by the value of the path coefficient KK → WE amounted to 0.480, with a *p-value* of <0.001 (less than 0.01). The test results showed that the meaningful work has positively influence on work engagement, so the second hypothesis supported.

Self-concept-job fit positive influence on the meaningful work. Results were consistent with studied by Scroggins (2008) self-concept-job fit positive influence on the meaningful work. Employees considered that such work in accordance with the standards ideally of self concept, so that they feel fit and feel comfortable on the job. *Self-verification Theory* (Swann, 1983) that employees who cling to the self concept shows the self consistency of the employees to the self concept. Employee who consistent with their concept they will perceived meaningful work because they feel success in keeping their concept.

According to Shamir (1991), humans are not only limited in order to achieve goal-oriented, but also to express himself. Gecas (1982) stated that people are motivated to maintain and increase self-awareness, inner strength and self-consistency. It is also aligned with the framework developed by Chalofsky (2003), meaningful work is also associated with the view to yourself. Employees feel fit and happy with his job not because of the influence from outside itself, but the employee is considered that his job is in conformity with the standards of his own ideal. Scroggins (2008) empirically found that self-concept-job fit related to a higher level with the meaningful work.

The context of the employees who work in hospitals, banks, and NGOs in Yogyakarta, the work is considered in accordance with their ideal concept. Employees feel the job has been matched with her and was pleased with his work. They work not only limited to the achievement of a goal in itself, but his work also as a form of expressing himself. Therefore, employees assess the work of a fun and meaningful for him because the work is assessed in accordance with self concept.

Meaningful work can apply to work with vigor, dedication, and absorption in the work place. The study's findings fit with previous research (May et al., 2004; Soane et al., 2013; Geldenhuys et al., 2014). Chalofsky and Krishna (2009) stated that the meaningfulness of an intrinsic motivation that is stronger than extrinsic motivation. Fairlie (2011) in his research also found that the meaningful work is unique factor and has a strong influence on work engagement. *Broaden-and-build Theory* (Fredrickson, 1998, 2001) stated that the positive feelings effect on cognitive processes and lead to useful results.

Employees who feel positive will be focused and diligent in doing the job. Working with vigor and absorption there is no element to torture yourself so that employees feel called to do the work. Meaningful work extends on cognitive activity and develop personal resources of employees (Soane et al., 2013). Employees who feel the meaningful work affect their cognitive activity as evidenced by concentrating the energy, mental maps, as well as working diligently (Song et al., 2013). Employees who work do not feel distressed and burdened so that they continue to develop their personal resources.

Employees who work in hospitals, banks, and NGOs in Yogyakarta who feel fit and happy with her job as a positive feeling to work so that a positive effect on cognitive processes are demonstrated with vigor and dedicated to his work. They work be driven by their own motivations which assesses job a pleasant and suitable for them. Employees are also dedicated to his job as a job as well as a form of devotion itself. Work engagement driven by internal factor, employee in hospitals, banks, and NGOs in Yogyakarta will engage to their job if they perceived that their job meaningful. Thus, meaningful is driven by self-concept-job fit

CONCLUSION AND SUGGESTION

Conclusions built based on empirical results of self-concept-job fit positively significant effect on the meaningful work. The more employees perceived that his job is in conformity with the standards ideally then the employee will increasingly reach the meaningful work. Meaningful work positively significant effect on work engagement. Employees are increasingly reaching the meaningful the work will be vigor, dedication, and absorption of the work. Work engagement driven by internal factor (meaningful work), and then meaningful work is driven by self-concept-job fit.

Bias must be reduced, further research is recommended to reduce bias by counting statistics submitted by Podsakoff. Data were collected using cross-sectional method. Beside that, further research is recommended to perform longitudinal data retrieval methods to strengthen the results, both external and internal factors on the meaningful work. Further research is recommended to include other variables that come from external factors which may affect the meaningful work, such as self-efficacy and core self-evaluation.

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