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The Role of Personal Resources on Lecturers Work Engagement

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ABSTRACT

Job demand is the moderating variable that influences the job resources and personal resources on work engagement. Work engagement is a condition in completing the work related to a state of mind which is characterized by vigor, dedication, and absorption. The level of work engagement is calculated based on vigor, dedication, and absorption indicators. This research aims to analyze the effect of personal resources on lecturers' work engagement based on the Job Demands-Resources Theory. The results of this research are expected in identifying factors that influence the lecturers' work engagement considering that work engagement has been identified as a determinant of employee turnover rates. The increased work engagement is expected to reduce the turnover rate of lecturers, especially for young lecturers. Based on the purposive sampling technique, the samples used in this research were 33 lecturers on Universitas Slamet Riyadi. This study uses personal resources of hardiness as main variables with commitment, control, and challenges as independent variables. Besides that, this research also uses work engagement as main variable with vigor, dedication, and absorption as dependent variable. The results of this research found that the effect of challenge on vigor, commitment to dedication, commitment to vigor, and control on dedication was significant. While the effect of challenge on absorption, challenge on dedication, commitment to absorption, control of absorption, and control of vigor has no significant effect.

Keywords: *Hardiness, Personal Resources, Work Engagement*

INTRODUCTION

Employees as human resources are one of the factors that cannot be duplicated nor imitated by competitors. It also considered as the most valuable assets when it is managed and involved properly. One of the approaches to managing human resources is focusing on employee engagement. Employee engagement is an employee's response to the job and the company where they work (Noercahyo et al., 2021). In line with this, researchers focused on identifying the predictors of employee engagement as managerial efforts to encourage the increasing of employee engagement. Currently, a prominent trend in engagement research is to translate the substansial body of empirical result based on job-demand resource (JD-R) model into operational strategies to foster the employee engagement (Mazzetti et al., 2021).

Bailey (2017) stated that job demands–resources is the most popular theoretical framework in empirical studies on employees' engagement. The concept of work engagement was created in conjunction with the job demands-resources. All aspects of work environments can be classified as job demands or job resources, depending on whether they positively or negatively affect work engagement (Borst et al., 2017). Job resources begin the motivational process that leads to work engagement and become more prominent in increasing employees' motivational potential when they are faced with high job demands. The theory of job demands–resources by showing that job resources and personal resources are interrelated, both independently or in combination to have a positive impact on work engagement with high job demands. This means that job resources and personal resources become an independent variables that affect to work engagement.

Meanwhile, job demand is the moderating variable that influences the job resources and personal resources on work engagement. One form of personal resources that has not been widely integrated into job demands-resources theory is a hardiness. The hardiness as a dispositional personality style that encourages positive beliefs about oneself, an optimistic attitude about the world, and contributes to the ability to control and influence into someone's life. This hardiness theory is in line with the definition of personal resources of the job demands-resources theory (Loebel, 2020). Hardiness is a personality trait that describes one's capacity for overcoming obstacles, from the usual difficulties into extreme difficulties. Hardiness is one of basic traits in personality's resources as cooperation, trust and creativity (Hachaturova, 2013). Hardiness as a personal resource produce more psychological resilience which will encourage the intrinsic motivation in work engagement (Chen et al., 2015). This opinion implies that hardiness can act as an independent variable that increased the work engagement.

The lack of research on work engagement that examines the role of hardiness becomes an opportunity for further research regarding the same theme. Based on this, it is important to conduct research to examine the role of hardiness in relation

to work engagement. Based on the phenomenon above, the researchers is interested in conducting research on lecturer work engagement. The objective of this research is to analyze the effect of personal resources of hardiness on lecturers' work engagement, especially for young lecturers.

LITERATURE REVIEW

Work Engagement

Work engagement is a condition in completing the work related to a state of mind which is characterized by vigor, dedication, and absorption. Work engagement has been identified as a predictor of outcome aspects such as organizational commitment, job satisfaction, and organizational citizenship behavior (Priyono et al., 2022).

Engagement is an important construct in positive organizational behavior perspective. Positive organizational behavior as the study and the application of positive human resource strengths and psychological capacities that can be calculated, developed, and managed effectively to improve the workplace performance (Heinitz et al., 2018). Positive organizational behavior is an approach based on positive psychological conditions. Many definitions of engagement come from the literature among academics and practitioners. However, there is no universal definition of constructs resulting in a confusing approach to its understanding and development in organizations.

Regarding of many similar constructs, various definitions and engagement terms, the term of work engagement was commonly used rather than employee engagement since it refers to the relationship between employees and their work. By including the relationship with the organization, the distinction between engagement and traditional constructs such as organizational commitment and extra-role behavior is blurred. The term of employee engagement is often used by practitioners, while work engagement is often used by academics. The approaches of academics and practitioners are very different in both goals and outcomes.

Practitioners are more concerned with the companies goal from employee engagement, called retention rates and productivity. Meanwhile, the academic perspective focuses on the individual level for better understanding of antecedent variables development and engagement consequences. Besides, the definition and operationalization of engagement construct is unambiguous.

Hardiness as a personal resource

Personal resources improve worker well-being by allowing them to cope more effectively with demanding work conditions and preventing them from exhaustion and burnout (Contreras et al., 2020). Mazzetti (2019) compared the definition of personal resources with the definition of hardiness, called a personality structure that contains an approach to commitment, meaning and life activities with

a better sense of control over life events, and the ability to experience change as a challenge, and the opportunities to grow and learn. These aspects imply that hardiness can be considered as a personal resource that acts as a protective factor for employees in facing demanding and threatening situations and promotes the adaptive behavior. In line with this, Loebel (2020) states that the definition of hardiness as a dispositional of personality style that encourages the positive beliefs about oneself, an optimistic attitude about the world, relieving stress and contributes to control and influence in someone's life. This understanding is in accordance with the definition of personal resources in the context of job demands-resources theory.

Hardiness is a personality structure consisting of three general traits related to commitment, control, and challenge that has the function as a source of resistance in dealing with stressful conditions. The level of hardiness is measured based on commitment, control, and challenges indicators (Moreno-Jiménez et al., 2014).

The concept of hardiness was initially introduced by Kobasa as a personality trait or pattern linked to long-term good health and performance under stress (Mund, 2016). He was the first researchers to examine at personality aspects and showed that people who experience high levels of stress without mental or physical illness have different personalities from those who ill under the stressful conditions. Hardiness is strongly associated with a self-efficacy and a sense of coherence personality. Hardiness is usually associated with a person's ability to manage and respond to stressful life events with coping strategies that turn potentially unfortunate circumstances into learning opportunities (Buheji & Jahrami, 2020).

Personal resources called hardiness produce more psychological resilience which will improve the intrinsic motivation of work engagement (Chen et al., 2015). This opinion implies that the hardiness as an independent variable that encourages the increased of work engagement.

This research uses work engagement as main variable with vigor, dedication, and absorption as dependent variable. Furthermore, this research also uses hardiness as the main variable with commitment, control, and challenges as independent variables. Based on that, the research hypothesis are;

1. Commitment has a significant effect on vigor
2. Commitment has a significant effect on dedication
3. Commitment has a significant effect on absorption
4. Control has a significant effect on vigor
5. Control has a significant effect on dedication
6. Control has a significant effect on absorption
7. Challenges have a significant effect on vigor
8. Challenges have a significant effect on dedication
9. Challenges have a significant effect on absorption

RESEARCH METHODOLOGY

Samples and Sampling Techniques

The population is a group of objects or subjects that have certain qualities and characteristics chosen by researchers to study and draw the conclusions from (Kriekhoff, 2022). The population in this research were all 140 lecturers at Universitas Slamet Riyadi, Surakarta. The sampling technique used is purposive sampling method. The number of samples or respondent used in this research were 140 lecturers. From 140 respondents, only 33 respondents who were willing to answer the questionnaires that had been distributed. Since the number of samples was less than 100 people, the whole respondents were used as a sample. This is in accordance with the opinion of Arikunto (2013), that stated when the number of population is less than 100, then it is better to take the entire population as a sample. Thus, the research data processing is based on data from 33 respondents.

Data Collection Method

This research uses primary data sources that obtained directly from business manager/owner with the questionnaire instrument. Primary data is original and first collected by researchers for the purpose of the study (Tran & Khuc, 2021). The data will be collected by field officers who assist researchers in collecting data for this research. All field officers who involved in this research have received relevant training for minimizing the errors in collecting the data.

Questionnaire is a set of questions or statements that must be answered/responded by informants (respondents) relating to research variables. Each question/statement outlined in the questionnaire has prepared with options or alternative answers, then the respondents are required to choose the appropriate answer based on their experience.

RESULT AND DISCUSSION

Outer Model (Measurement Model)

Validity Test

A valid questionnaire is when the statements on a questionnaire are able to express what is measured by the questionnaire itself. The stages of validity test are divided into convergent validity and discriminant validity. The convergent validity will be fulfilled when each variable has an AVE value above 0.5 with a loading value bigger than 0.5 for each variable. The discriminant validity test can be measured from cross-loading value that the correlation value for each statement must be bigger than the correlation value to other variable statement items. Besides, by comparing the correlation value, the correlation value of each variable is bigger

when compared to the correlation value of all other variables (Ghozali, I., & Latan, 2012). The testing stages of the validity test is as follows:

Convergent Validity

The convergent validity test can be conducted with Average Variance Expected (AVE) value with the requirement that the AVE value of each variable is above 0.5 and the loading value for each statement item with a category value must bigger than 0.5. When there is a loading value has a value below 0.5, this it must be deleted for not reducing the Average Variance Expected (AVE) value in variable. The following table presents the item loading values and Average Variance Expected (AVE).

Table 1. Item Loadings and Average Variance Expected (AVE)

Variable	Code	Loading	AVE
Commitment	X11	0.797	0.766
	X12	0.947	
Control	X23	0.924	0.744
	X24	0.797	
Challenge	X33	0.826	0.783
	X34	0.941	
Vigor	Y12	1.000	1.000
Dedication	Y21	0.932	0.884
	Y22	0.949	
Absorption	Y32	0.900	0.803
	Y33	0.893	

Source: Processed Data

Based on the data presented in the table, it is known that each statement item for each variable has a loading value above 0.5 and there is no Loading value below 0.5. In addition, the loading value of each item and Average Variance Expected (AVE) fulfill the requirements of convergent validity test. It can be concluded that all variables in this research have passed the convergent validity test.

Discriminant Validity

The results of discriminant validity test will be described by examining the correlation value for each variable which is bigger than the correlation value for other variables.

Table 2. The Correlation Values between Variables

Variable	Absorption	Challenge	Commitment	Control	Dedication	Vigor
Absorption	0.896					
Challenge	0.467	0.885				
Commitment	0.493	0.673	0.875			
Control	0.406	0.280	0.430	0.863		
Dedication	0.111	-0.084	0.515	-0.094	0.940	
Vigor	0.213	0.033	0.648	0.082	0.949	1.000

Source: Processed Data

Based on the table above, the correlation value for each variable to the variable itself is bigger when compared to the correlation value of other variables. It can be concluded that the variables in this research can fulfill the discriminant validity test.

Based on the results of data processing with SmartPLS 3.0, it can be stated that each statement item used in this research has fulfilled the validity test, each indicator for each variable has met the convergent validity and discriminant validity test requirements. Thus, the indicators for each variable can be declared feasible or valid and can be used for further analysis.

Reability Test

The reliability test is used to measure the consistency of measuring instruments, or to assess the reliability of statement items for each variable in a questionnaire. To test the reliability value of statement items on each research variable, it can be conducted with a composite reliability test. A variable is declared reliable when it has a composite reliability value of ≥ 0.7 . The following table presents the composite reliability value of each research variable.

Table 3. The Values of Composite Reliability Variable

Variable	Composite Reliability
Commitment	0.920
Control	0.768
Challenge	0.874
Vigor	1.000
Dedication	0.881
Absorption	0.756

Source: Processed Data

Based on the data presented in the table above, it can be seen that each variable has a composite reliability value of ≥ 0.7 . These results indicates that each variable has fulfilled the composite reliability test and can be concluded that each variable is reliable. From the results of validity test and reliability test, it is known that each statement item for each variable in this research has met the requirements

for validity test and reliability test, then it can be said that the statement items for each variable are feasible and valid. Each variable that are fulfilled the reliability test can be stated as fairly high reliable value and can be used for further analysis.

Inner Model (Structural Model)

After testing the outer model value, the next test is to examine the inner model through r-square and t test. Inner model testing is conducted to find out the relationship between variables for examining the influence and significance value of the research model (Ghozali, I., & Latan, 2012).

r-Square

Inner model test in this research is conducted by examining the r-Square value to find out the percentage of independent variables has on the dependent variable through value analysis of coefficient of determination r-Square between one and zero. The r-Square value that is closer to one value indicates the bigger influence. Based on the results of research data processing, the obtained of r-Square value is presented below:

Table 4. r-Square Value

Variable	R-Square
Vigor	0.739
Dedication	0.707
Absorption	0.437

Source: Processed Data

Based on the data presented in the table above, r-square value for Vigor variable is 0.739, which means that commitment control and challenge variables affects the vigor variable by 74%, while the remaining 26% is influenced by other variables outside this research. Furthermore, the dedication variable has an r-square value of 0.707, which means that commitment control and challenge variable affect the dedication variable by 71%, while the remaining 29% is influenced by other variables outside this research. Meanwhile, the absorption variable has an r-square value of 0.437, which means that the commitment control, and challenge variable affect the absorption variable by 44%, while the remaining 56% is influenced by other variables outside this research.

Influence Significance Test

The effect of independent variable on the dependent variable is significant when it has a statistical t value bigger than t table, called 1.96 (α 5%). The statistical t-value presented in table below:

Table 5. Significance Test

Variable Influence	t statistics
Challenge > Absorption	0.850
Challenge > Dedication	1.948
Challenge > Vigor	2.076
Commitment > Absorption	0.884
Commitment > Dedication	4.667
Commitment > Vigor	5.378
Control > Absorption	1.361
Control > Dedication	2.202
Control > Vigor	1.521

Source: Processed Data

Based on the results presented in the table above, it is known that the effect of challenge on vigor, commitment on dedication, commitment on vigor, and control on dedication is significant because it has a t statistic > 1.96 (α 5%). Meanwhile, the effect of challenge on absorption, challenge on dedication, commitment on absorption, control on absorption, and control on vigor is not significant because it has a t statistic < 1.96 (α 5%).

Hypothesis test

The results of inner model test can be used to test whether the hypotheses in this research are accepted or rejected. The results of inner model test show the statistical t value of each hypothesis used for analysis are accepted or rejected. The research hypothesis is accepted when t statistic value is bigger than t table, called 1.96 (α 5%). Through inner model test, the results of hypothesis testing obtained in this research are presented as follows.

Tabel 6. Hypothesis Test

Hypothesis	Variable Influence	t statistic	Result
H1	Challenge > Absorption	0.850	Rejected
H2	Challenge > Dedication	1.948	Rejected
H3	Challenge > Vigor	2.076	Accepted
H4	Commitment > Absorption	0.884	Rejected
H5	Commitment > Dedication	4.667	Accepted
H6	Commitment > Vigor	5.378	Accepted
H7	Control > Absorption	1.361	Rejected
H8	Control > Dedication	2.202	Accepted
H9	Control > Vigor	1.521	Rejected

Source: Processed Data

CONCLUSIONS AND SUGGESTION

Conclusion

This research concludes that personal resources of hardiness which is positioned as an independent variable cannot predict the lecturer work engagement. There is a possibility that hardiness is more appropriate when it is positioned as moderating variable and not as an independent variable. The results of this research found that the effect of challenge on vigor, commitment to dedication, commitment to vigor, and control on dedication was significant because it had a t statistic > 1.96 ($\alpha 5\%$), while the effect of challenge on absorption, challenge on dedication, commitment to absorption, control of absorption, and control of vigor has no significant effect because it has a t statistic < 1.96 ($\alpha 5\%$). The results of this research found that not all the dependent variables from the main variable work engagement could be predicted by the independent variables from the main variable of hardiness. From the research result, it can be concluded that the hypothesis number 7, 2, 1, 5 was accepted and other hypothesis was rejected.

Suggestion

The authors suggest for further research with hardiness as a moderating variable on the effect of job characteristic on work engagement.

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