

Employee Engagement in University in Indonesia

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Abstract: *Some of the problems faced by lecturers in higher education are the lack of time for research because of teaching. Another problem is: a career as a lecturer is an endpoint or basis for a career elsewhere? The question is that the position of lecturer or being a Professor is still something interesting, prestigious, or not? Padjadjaran University is the number 6 Best University in Indonesia in QS World version in 2018. The number of lecturers is 1780 Lecturers. The purpose of this research is to find out Employee Empowerment, Psychological Contract and Employee Engagement at Padjadjaran University. The unit of analysis is 65 Permanent Lecturers at Padjadjaran University. The results of this study found that the effect of Employee Empowerment, Psychological Contract on Employee Engagement was only 15%. This indicates that the Padjadjaran University Lecturer does not yet have a strong Empowerment and Psychological Contract to produce a strong attachment to the University.*

Keywords: Employee Empowerment, Psychological Contract, Employee Engagement, Padjadjaran University, Indonesia

1. Introduction

Most of the lecturers who work in State Universities (PTN) in Indonesia are Civil Servants (PNS), so administratively no performance based contract is available. The arrangement is poured in the form of a Ministerial Decree on State Apparatus Determination with more than 30 lecturers' assignments, and each academic position has its provisions. Lecturer performance is assessed using the DP3 instrument which measures performance of integrity and loyalty more, but not to elude academic performance.

Lecturers who are either active in researching, writing or not getting an award that is relatively the same as the implications can cause reluctance to work. There have never been any lecturers at PTN in Indonesia who were stopped because they had never researched or never had international publications. Instead it is coaching by senior lecturers to junior lecturers. This coaching is inherently automatic as a senior duty and officials above it.

Some of the problems faced by lecturers in universities include the absence of time for research that is pushed by teaching. Another problem is: is a career as a lecturer an endpoint or basis for a career elsewhere? More extreme, there are lecturers who are state universities that move abroad that show symptoms of brain drain. Being a question, is the position of lecturer or becoming a Professor a matter of interest, prestige, or not? (Prof. Dr. Laksono Trisnantoro, 2008)

On the other hand, the recruitment of lecturers at various universities in Indonesia is mostly from a young age so it takes a long time to become a mature lecturer. When on a career as a lecturer there is a problem that will cause a group of lecturers who are less productive. Meanwhile, to add direct lecturers, as can be done at universities abroad.

Academic abilities of state universities are weak because of the problem of lecturer recruitment and development which still does not meet the standards of international universities. Therefore the management of state universities must change. If not, foreign universities will enter Indonesia and / or we will continue to lose competition. We must dare to change,

which can be started from universities and faculties who dare to make changes (Laksono Trisnantoro). Actually the human resources at the university are very extraordinary. This is indicated by the number of lecturers who are consultants and commissioners of local, national, or international companies. However, the situation and management in the university institutions themselves cannot be managed properly. (Cipto Subroto)

Based on the profile data of Universitas Padjadjaran 2016, the total number of Universitas Padjadjaran PNS lecturers are 1780 lecturers. This number is a combination of 16 faculties.

The number of Universitas Padjadjaran lecturers is currently developing, especially after Universitas Padjadjaran became PTN-BH. Universitas Padjadjaran also accepts Universitas Padjadjaran non PNS lecturers. The number of lecturers is adjusted to the needs of each faculty within the Universitas Padjadjaran.

Job satisfaction is a very important theory or practical concept, because it is an impact or result of the effectiveness of performance and success in work.

Low job satisfaction in organizations is a series of (1) decreasing implementation of tasks, (2) increasing absenteeism, and (3) decreasing organizational morale. While at the individual level, job dissatisfaction is related to (1) a great desire to leave work, (2) increased work stress, and (3) the emergence of various psychological and physical problems.

2. Literature Study

Psychological Contract

What is a psychological contract? The term psychological contract is different from a work contract. Robinson and Rousseau (2000) state that work contracts generally refer to written documents that govern the rights and obligations of an employee and are subject to company regulations. whereas a psychological contract is an implicit contract between an individual and his organization that specifies

what each of them expects from each other to give and receive in a work relationship.

Rousseau (2000) in Conway and Briner (2005) suggests that psychological contracts are individual beliefs, formed from organizations where the belief refers to agreement between individuals and their organizations.

According to De Vos (2002), psychological contracts include aspects of the employment relationship both the company does to employees and employees to the company. The organization promises to its employees in terms of (a) Career development, (b) Job Offer, (c) Social environment, (d) Finance and (e) Balance with employee personal. While employees promise to the organization in the form of (a) Business and performance performance, (b) Flexibility, (c) Loyalty, (d) Better behavior and (e) Availability. So it can be concluded that the psychological contract aspect refers to reciprocity between the organization and its employees. Employees believe in matters promised by the organization both in terms of fairness, salary provision, clarity of work status, employee welfare and clear career advancement. The organization also expects employees who can always contribute to the progress of the company.

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The objectives of this study are: (1) Empowerment, Psychological Contracts and Employee Engagement, lecturers at Padjadjaran University. (2) The unit of analysis is PNS lecturers who work at Padjadjaran University, Bandung - West Java.

Empowerment

The use of the term empowerment stems from a political environment that aims to strengthen political influence, generally among people who are not involved in decision making. Then, the use of this term then developed into the organizational environment, where the notion of empowerment does not lead to aspects of personality but rather describes individual beliefs about their relationship with the environment (Spreitzer, 1997).

According to Stewart (1998) employee empowerment means enabling and providing opportunities for employees to plan, implement plans, and control work plans that are their responsibility or group responsibility. Whereas Luthans (1998) defines empowerment as the authority in making

decisions in an area of work without requiring approval from others. Empowerment can be divided into two general perspectives, namely: relational perspective (organizational empowerment) and psychological perspective (psychological empowerment). Relational empowerment believes that empowerment is created when higher levels in the corporate hierarchy divide their power to lower levels. While psychological perspective focuses on perceptions of empowerment that employees have. Psychological empowerment is a variable that reflects or reflects the level of empowerment felt by employees. (Spreitzer, 1997; Conger and Kanungo, 1988).

Employee's Engagement

Employee engagement is a feeling of emotional attachment to work and organization, motivated and able to provide their best ability to help succeed from a series of tangible benefits for organizations and individuals, (McLeod, 2009).

Perrin's Global Workforce Study (2003) defines employee engagement as the willingness and ability of individual employees to realize the success of the organization in achieving its goals, by contributing to sustainable thinking and efforts. Based on the study stated that the attachment of individual employees to organizations is formed by emotional attachment and rational factors related to work experience and work environment.

Engagement is defined as a positive, meaningful, and motivational attitude, characterized by vigor, dedication, and absorption (Schaufeli, 2002 in Bresco, Schaufeli, & Salanova, 2010). Vigor is characterized by high energy levels, resilience, the desire to try, and not giving up in the face of challenges. Dedication is characterized by feeling valuable, enthusiastic, inspiring, valuable and challenging. Absorption is characterized by full concentration on a task.

3. Research Methods

This study uses descriptive, verificative and explanatory methods, namely a method used to obtain a concrete and accurate description of the characteristics of the variables under study. Using this method will be described in detail and clearly, the behavior of each variable studied. This research is categorized as descriptive because it describes or captures the variables studied. While the nature of research verification basically wants to test the truth of a hypothesis that is carried out through data collection in the field using a method *survey*.

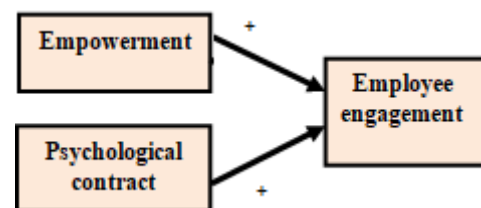


Figure 3: Linkage of Empowerment and Psychology Contracts with

Employee Engagement

As described in the previous section, there are no previous studies that have comprehensively revealed the interaction

between Empowerment and Psychological Contracts in Employee Engagement. Samples number in this research are 65 lecturers from 16 faculties at Universitas Padjadjaran. The population are all of lecturers which are 1780 lecturers.

4. Discussion

The Effect of Empowerment on Employee Engagement

Amount of data used was 65 respondents consisting of lecturers in 16 Faculties in Universitas Padjadjaran. The minimum number of answers to questions submitted by the Likert method is 2. While the maximum value is 11. The average response of respondents is 6.58, which means that the majority of respondents are in the "agree" answer to the questions posed by the questionnaire. The number of standard deviations or the level of deviation that occurs is equal to 2.3. A psychological contract is an unwritten contract, this contract is only within the psychological employees. A high level of psychological contract from employees, will improve employee performance. This is because employees feel proud to be able to work in a company that has fulfilled their expectations and desires (Ivancevich, 2006: 166).

The results of data analysis show that at the time of the study, the study sample had a psychological contract for the company in the low category. The test of this hypothesis shows that psychological contracts can determine employee performance. Employees who have psychological contracts with large companies within themselves will feel proud to be able to work in a company that has fulfilled their expectations and desires so that employees will show good performance trends.

Effects of Empowerment and Psychological Contracts on Employee Engagement

In the table above it is illustrated that:

- 1) On average the respondents answer 2.8 or the average answer is disagree or neutral.
- 2) The maximum answer is 5, meaning that the average states agree to the effect between x_1 and x_2 on y . The deviation that occurs is 1.15%.

Model in this study is:

$$Y = -0.929 + 0.849X_1 + 0.193X_2 + e$$

This shows that: The greater the value of X_1 and X_2 will result in the stronger the attachment of employees (lecturers) to the institution in Padjadjaran University.

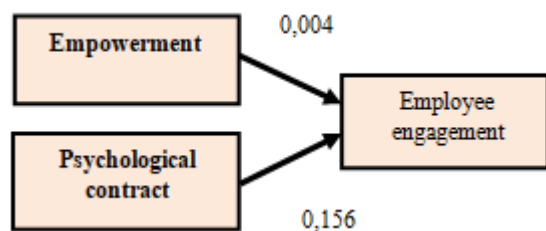


Figure 4: Correlation between variables

5. Conclusion

- 1) The results of this study found that there is a positive influence between empowerment and positive employee attachment to Padjadjaran University lecturers. It support what Spreitzer, G.M. (1995). (Ketut IR Sudiardhita et al (2018).
- 2) The results of this study found there were positive influences between Psychological contracts and Employee Engagement. It support what Conway dan Briner. (2005), David E. Guest, Neil Conway. (2002), Rousseau, D. M. Dan Parks, J. M. (1993).
- 3) There is a positive and significant effect of the two independent variables on the dependent variable of the Padjadjaran University Lecturer while the value of influence is 15%.

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