



**Faculty of Cognitive Science and Human
Development**

**THE RELATIONSHIP OF JOB CHARACTERISTICS AND SELF-
ESTEEM WITH WORK ENGAGEMENT**

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THE RELATIONSHIP OF JOB CHARACTERISTICS AND SELF-ESTEEM WITH WORK ENGAGEMENT

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This project is submitted in partial fulfilment of the requirement
for a Bachelor of Science with Honours
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The project entitled '**The Relationship of Job Characteristics and Self-Esteem with Work Engagement**' was prepared by **Rasiah binti Roslan** and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

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ABSTRACT

THE RELATIONSHIP OF JOB CHARACTERISTICS AND SELF-ESTEEM WITH WORK ENGAGEMENT

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This study is aimed at finding the relationship of job characteristics (autonomy, feedback, task identity, task significance and skill variety) and self-esteem with employee engagement. This research was done by using quantitative method where the data was collected by using questionnaires as the instrument. The data was collected from 95 samples in one of the hotel at Bintulu, Sarawak. The data were then analyzed by using both descriptive and inferential statistics. Besides, Spearman Correlation test procedure was used to measure the relationships between the independent variables and dependent variables. The findings have shown that there is a significant relationship of job characteristics and self-esteem with employees' working engagement. It was also found that the self-esteem is the most dominant factor affecting the work engagement. As such, the researcher has recommended a focus on the study that may guide the organizations and future researches.

Keywords: Job characteristics, Self-esteem, Work engagement

ABSTRAK

HUBUNGAN CIRI-CIRI KERJA DAN HARGA DIRI DENGAN PENGLIBATAN KERJA

RASIAH BINTI ROSLAN

Kajian ini bertujuan untuk mencari hubungan ciri-ciri kerja (autonomi, maklumbalas, identiti tugas, kepentingan tugas dan kepelbagai kemahiran) dan harga diri dengan penglibatan kerja pekerja. Kajian ini dijalankan dengan menggunakan kaedah kuantitatif di mana data yang dikumpulkan dengan menggunakan soal selidik sebagai instrumen kajian. Data dikumpul daripada 95 sampel dalam salah satu hotel di Bintulu, Sarawak. Data dianalisis dengan menggunakan statistik deskriptif dan inferensi. Selain itu, ujian korelasi Spearman digunakan untuk mengukur hubungan antara pembolehubah bebas dan pembolehubah bersandar. Hasil kajian telah menunjukkan bahawa terdapat hubungan yang signifikan di antara ciri-ciri kerja dan harga diri dengan penglibatan kerja pekerja. Ia juga didapati bahawa harga diri adalah faktor yang paling dominan mempengaruhi penglibatan kerja. Oleh itu, pengkaji telah mencadangkan tumpuan kepada kajian yang boleh membimbing organisasi dan kajian masa depan.

Kata Kunci: Ciri-ciri Pekerjaan, Harga Diri, Penglibatan Kerja

CHAPTER ONE: INTRODUCTION

1.0 Introduction

The purpose of this research is to determine the relationship of job characteristics and self-esteem with work engagement among employees. This chapter consists of several sections. The first section describes the background of the current study. The next section elaborates the problem statement followed by stating the research objectives and questions. A conceptual framework is also constructed to picturize the main idea of this research in a simpler way. The significance and limitation of the study were also discussed, then by defining several important terms used in this study. This chapter ends with a summary.

1.1 Background of Study

Kahn (1990) who is one of the first to theorize engagement of work. Engaged workers are described as having a complete mental, cognitive and physical link with their job roles. Based on Macey et al. (2009), engagement in work has been described as energy that specifically focuses on company's objectives or targets. Schaufeli et al. (2002) reported that engagement of work is described as a satisfying, constructive, state of mind which relate to work that can be characterized by three elements: vigor, devotion, and also absorption.

According to Gallup (2013) the level of engagement of work among employees around the globe remains very low. In comparison, only 13 percent of working workers were identified worldwide and the other remaining half were disengaged and deliberately disengaged. Gallup's (2013) stated that the largest proportion of disengaged employees worldwide existed in Malaysia, with only 11% of employees who were engaged while the other remaining percent were actively disengaged employees. In addition, a report conducted by International Data

Corporation (IDC) discovered that only 23% of engaged and happy Malaysian professionals were at the workplace, as Jiminez (2016) noted. According to the New Straits Times (2016), 52 percent of workers in Malaysia belonged to the disengaged group while 23 percent were neutral and another 23 percent belonged to the engaged group also known as the 'happy employee' category from Jobstreet.com survey. Singapore and Malaysia thus have the least engaged Asian workplace staff reported by HR Asia (2017) through the AON Corporation study in 2017 on global employee engagement research.

According to Bakker and Demerouti (2007), from the basic assumption in the JD-R model, job characteristics (job resources) are positively linked to engagement in work, which also linked to positive results and also constituted the process of motivation. According to Demerouti et al. (2001), characteristics of job are work that includes the or social, physical, organizational or psychological or social aspects that can help to minimize labor demands, achieve work goals and promote personal or individual development and growth. Furthermore, job participation is an affective motivational state of well-being for employees that involves vigour, commitment and absorption (Schaufeli, Salanova, González-Roma, & Bakker, 2002). In this analysis, the relationship between five variables of job characteristics described by Hackman and Oldham (1974) is being tested, namely: autonomy, input, skill variety, role identification, and job significance among employees working in the hotel industry.

In addition, Xanthopoulou et. Al. (2007) claimed that the JD-R model demonstrates personal characteristics that may have the same motivational capacity as characteristics of job and can contribute positively to work commitment as well as to positive outcome on work. Another investigation by Xanthopoulou et. Al. (2009) claimed that characteristics on an individual can be independent predictors according to which personal characteristics and work characteristics are both interrelated. Thus, workers who have won high score on self-esteem , self-efficacy, motivation, and resilience can monitor their workplace characteristics, and are

usually more concerned with their work. Based on Hobfoll et al. (2003), personal or employee characteristics are positive self-assessments that refer to the ability of an individual or employee to handle and influence the environment effectively, and are also linked to resilient. Moreover, self-esteem is considered a trait of a worker, and is respected in its own right which has been stated by Hobfoll (2001). Self-esteem is characterized, according to Rosenberg (1965) and Janssen et al. (1999), as a positive assessment of an individual's ability, importance, and self-worth. In this analysis, self-esteem is included as normal employee characteristic or personal characteristics that can be advantages for achieving positive results related to the research that Hobfoll (2001) has reported. Therefore, this study measures the relationship between employee characteristic which mainly on self-esteem toward work engagement among employees in the hotel industries.

1.2 Problem Statement

The aim of this research is to find out the relationship of job characteristics (autonomy, skill variety, task significance, feedback, task identity) and personal characteristic (self-esteem) on working engagement among employees working in hotel sector. An earlier study by Airila et al. (2014) has examined on only one occupation field which is firefighter. Despite the need for some caution in evaluating the effects of job participation, they believe the research can be investigated in different or another occupational sectors. In addition to this, an earlier study by Adriani (2019) on the effect of job characteristics on employee engagement at a company of port service in Surabaya was suggested that future study should be able to measure working engagement in another different organizations of the study in order to obtain more and detailed information on engagement of work measured from different organizations of the study. In addition, past studies by Salanova et al. (2001); Ouweneel et al. (2013); and Federici & Scaalvik (2011) have conducted research concentrating solely on self-efficacy towards

engagement of work among employees, while lack of study on other variables in personal characteristics which include self-esteem.

In addition, earlier research by Gabr and El-Shaer (2013) stated that the hypothesis of JD-R model that characteristics of the job are relevant to work engagement and it can be said that characteristics of the job play a highly significant and relevant role in the engagement of among employees in health sector (head nurses). In this analysis, there are only four variables in work characteristics tested including growth opportunities, performance input, and job control and organizational support. Therefore, the current study is examining other variables of job characteristics based on the Hackman and Oldham theory of work characteristics which are feedback, flexibility, role identification, skill variety and task significance. Cooman et al. (2013) also performed research on work characteristics and their consequences for effort in work and hence said that job characteristics encourage high levels of effort which is also leads to a larger commitment level. They thus agree that the job characteristics operationalization was minimal, though defensible in the sense of a service with large population of frontline employees. Next, several other job features are likely to brings affect to the engagement of work among the employees. Hence, this study is intended to establish certain job characteristics which include flexibility and feedback that may affect employees working engagement. In another previous study by Lee, Shin and Baek (2017) on characteristics of the job and employees working engagement, they only identified two variables in job characteristics, such as competence and autonomy, which could fulfil the fundamental needs of individuals. Therefore, in this analysis, as also claimed from the Hackman and Oldham work engagement theory, certain work or role characteristics set out in the Work Characteristics Model are taken into account.

1.3 Objectives of Study

1.3.1 General Objective

To find out the relationship of job characteristics and self-esteem with work engagement among employees.

1.3.2 Specific Objectives

There are seven specific objectives of this study which are to;

- determine the relationship between autonomy with work engagement.
- determine the relationship between feedback with work engagement.
- determine the relationship between skill variety with work engagement.
- determine the relationship between task identity with work engagement.
- determine the relationship between task significance with work engagement.
- determine the relationship between self-esteem with work engagement.
- determine the dominant factor among job characteristics and self-esteem

1.4 Research Hypotheses

This paper will be guided by the following hypothesis;

- H1: There is a relationship between autonomy with work engagement.
- H2: There is a relationship between feedback with work engagement.
- H3: There is a relationship between skill variety with work engagement.
- H4: There is a relationship between task identity with work engagement.
- H5: There is a relationship between task significance with work engagement.
- H6: There is a relationship between self-esteem with work engagement.
- H7: There is a dominant factor among job characteristics and self-esteem.

1.5 Conceptual Framework

Figure 1 below shown a conceptual framework which is adapted from the JD-R model of work engagement by Bakker and Demerouti (2007) that showed job characteristics and employee characteristics combined or independently influence work engagement.

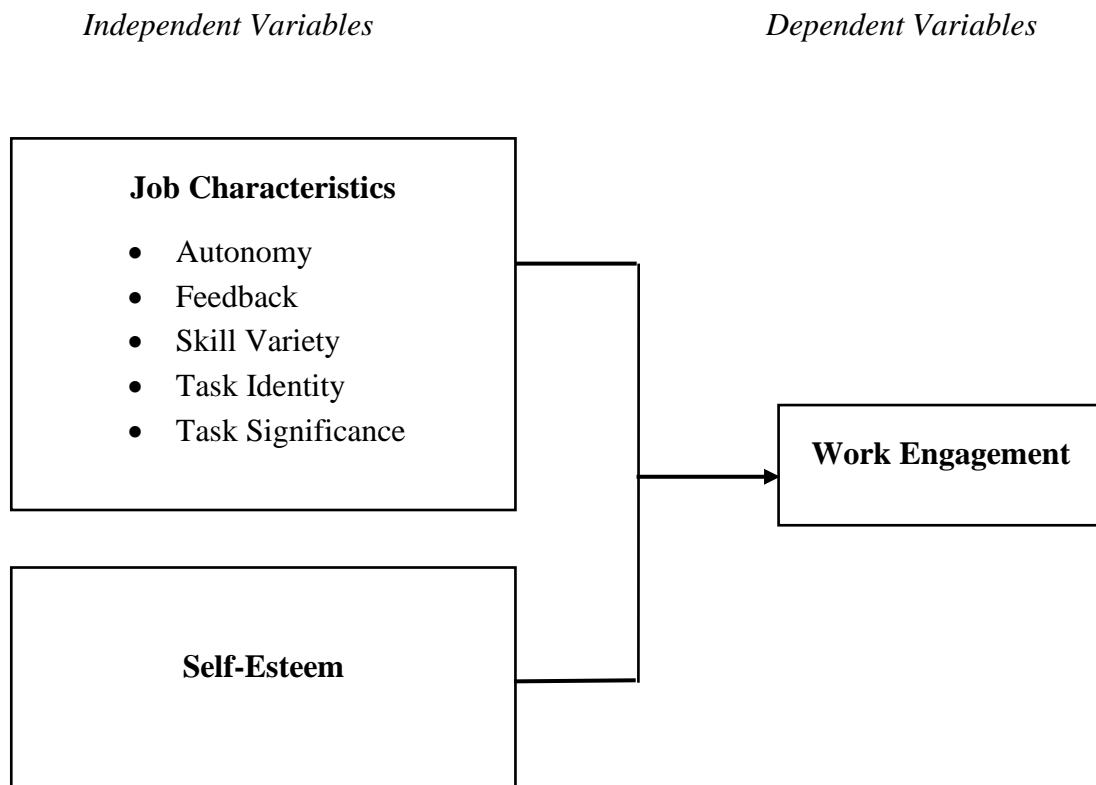


Figure 1: Conceptual framework

1.6 Significance of Study

This work can be said to be important because it can lead to various aspects of this study. Firstly, research on the relationship between five characteristics in job characteristics and self-esteem with work participation has not been done before. So, it may lead to other future studies related to this topic. This study could help potential researchers go deeper into the issues around job engagement and find more valuable ways to help the organization be better. Therefore, the results of this research will lead to a deeper understanding of the value of job characteristics and self-esteem that can help to accomplish and enhance the work engagement among employees.

Other than that, this academic research work is a knowledge for the respective group of individuals, in particular employers, who are intended to provide employees with a properly structured organizational policy. This is because the research findings can help them to be aware of the importance of each job and the characteristics of the employee, as they will affect the rate of work engagement. Employee is a significant asset to the company, and it is crucial that the employer makes an effort to prove better organizational practices that will make the employee more involved in their job. In this case, this study will help employers achieve high level of employee engagement through the implementation of well-structured organizational policies.

In addition, this study is considered important because it can serve as a better or spontaneous method that company should introduce to ensure that employers obtain the workplace participation of employees. This research is focused primarily on the job characteristics and self-esteem, as well as their relationship to work involvement. In order to provide better legislation and workplace practice, understanding how to boost the job characteristics and self-esteem of the employees is an important part. This is because the job requirements and self-esteem are the two contributing factors to work participation problems,

because we can solve the issues by providing well designed workplace strategies and best practices.

1.7 Limitations of Study

The limitation of the research is the respondent sample and the variables which affect the engagement of the work among employees. The respondent to this study is confined to workers who are working in the hotel sector and not workers who are working in other sectors. Moreover, job characteristics have several other important variables that may affect employee working engagement, but this analysis focuses only on five job characteristics which include feedback, skill variety, autonomy, task significance and task identity based on the Hackman and Oldham theory (1974). Other than that, although there are many other variables exist in the employee or personal characteristics, this analysis would merely focus on the relationship between an employee's trait of self-esteem against employee engagement on work.

1.8 Definitions of Terms

Table 1 below shown the conceptual and operational terms that related to this study.

Table 1 Definitions of terms

Terms	Conceptual Definition	Operational Definition
Job Characteristics	Refer to social, physical or psychological organizational aspects of the work which can help attain job objectives and influence development and growth of an individual (Demerouti et al., 2001)	Absence or presence of five characteristics that decide whether the work motivates workers to their highest performance and to feel happy
Self-Esteem	An aggregate measure of one's own worth or interest (Rosenberg. 1965)	Unconscious believes it is true how dignified, valuable, lovable and capable an individual is
Work Engagement	Positive work-related state of mind, in which employees can handle the demands of their jobs well (Schaufeli et al., 2006)	Positive mind, or positive attitude at work, which results in positive work-related results

Terms	Definition
Autonomy	The willingness of the subjects to make wise decisions about their own wellbeing, assisted by the social environment in the decision-taking process according to their own judgment
Feedback	Detailed details about the contrast between the results observed and a standard with the goal of enhancing results
Skill Variety	Degree to which a specific job requires a number of different tasks, so that the employee can use various abilities and talent
Task Identity	To what degree a task requires doing a full work from start to finish and recognizable work with a clear outcome
Task Significance	To what degree an identifiable job affects, or is significant for, others

1.9 Summary

In summary, this chapter has discussed on the main idea of this research which is on the relationship of job characteristics and self-esteem with work engagement. This chapter has also discussed on the important information needed to conduct the research such as the research objectives, research hypotheses, significance and limitations of the research as well as the definition of important terms used in this study. The next chapter delves with the literature review.