

# Predicting Faculty Member's Work Engagement In Indonesia Testing The Role Of Optimism, Perceived Organizational Support And Self Efficacy

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**Predicting Faculty Member's Work Engagement In Indonesia: Testing The Role Of Optimism, Perceived Organizational Support And Self Efficacy**

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8 **Abstract**

One of the human resources that affect the process of quality development in universities in Indonesia is lecturer. The roles of lecturer one of them is to participate in realizing the goals of national educational to create intellectual life of the nation and able to improve the quality of Indonesian's citizens become better and more civilized. The contribution of lecturers to Indonesian universities will be important, if it is done with effective actions and behave correctly, not only the effort but also the direction of the attempt, the characteristics within the lecturer, the effort or the willingness to work, and also support from universities is very important for the success of lecturers performance, thus every lecturer needs to know with certainty the main responsibility, performance, and can measure itself according to their indicators of success. One possible thing that will improve the performance of the organization is to see how well the lecturer's performance is. Some studies related to work engagement include organizational support and optimism perceptions. This research has purpose to see some psychological construct related to perception of organizational support and optimism have an effect on work engagement by using self- efficacy mediator variable at college lecturer in Surakarta. The sample used in this research was 393 lecturers of Sebelas Maret University Surakarta. Data was analyzed by using Structural Equation Modeling (SEM) using Lisrel 8.70 program. The result of the analysis showed the fit model and there is a significant influence between the perception of organizational support and optimism on the engagement of lecturer with mediated by self- efficacy, with RSMEA value: 0.082, CFI: 0.98., GFI: 0.92., SRMR: 0.045

**Keywords:** Work engagement, perception of organizational support, self efficacy, and optimism

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**Introduction**

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In accordance with the functions and objectives of education of Indonesia as listed in the Law of National Education System Number 20 of 2003 article 3, suggests that national education functions to develop the ability and form the character and civilization of a dignified nation in order to educate the nation and develop the potential of learners to be faithful to Almighty God, glorious, healthy, knowledgeable, capable, creative, independent and become a democratic and responsible

citizens. In addition to the above mentioned Law on National Education, Law No. 12 of 2012 on higher education Article 4 also explains that higher education functions to develop the ability and form the character and civilization of a dignified nation in order to educate the nation's life, develop an innovative, responsive, creative, skilled, competitive, and cooperative academic community through the implementation of Tridharma; and develop science and technology by observing and applying the humanities value. In line with the above statement, higher education is a necessary form of education in the context of achieving that goal.

One of the human resources that affect the process of quality development of universities in Indonesia is lecturer. Lecturer is one of the most essential components that has a role to participate in realizing the national educational goals in the form of intellectual life of the nation and able to improve the quality of Indonesian's citizens become good and civilized. In accordance with Law Number 14 of 2005 on teachers and lecturers, the Law has been explained about the understanding of lecturers as professional lecturers and scientists with the main task of transforming, developing and disseminating science, technology and the arts through education, research and community service (Chapter 1, article 1, verse 2).

In order for organizational success to be achieved, appropriate effort is needed, in order to maintain the human resources within the organization. One effort that can be done is engagement. Engagement is the compliance of an individual in the organization concerning vision, mission and corporate goals in the work process within the organization. Working engagement within the lecturer is built through the process, it needs a long time and high commitment from leaders also from personal. For that, it takes consistent leadership in mentoring employees and lecturers. In creating work engagements, organizational leaders are expected to have some skills. Some of them are communicating techniques, giving feedback techniques or feedback on what has been done and performance appraisal techniques (McBain, 2007).

Many studies have examined the characteristics of work contexts that address the theme of work engagement. However, some personal characteristics may also affect engagement. For example, when individuals are optimistic about the future, engagement is more likely to occur (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). The study examined the roles of three personal resources (self-efficacy, self-esteem based organization, and optimism) in predicting employee engagement. The results showed that employees are very effectively involved, they believe that they can meet the demands faced in a set of contexts. In addition, the workers involved

believe that they will generally get good results in life (optimistic) and can fulfill their needs by participating in an organizational role. Not only that, those three personal resources also make a unique contribution to explain the variants in employee engagement over time, beyond the impact of employment sources and previous levels of engagement (Bakker, Schaufeli, Leiter, & Taris, 2008).

Some of the above studies show varied relationship with employee engagement. Our research will try to look at some theoretical constructs that can be related to work engagement, one of which is psychological capital or commonly called psychological modal. Psychological capital is the positive state of psychology of a person consisting of the characteristics of self-efficacy in the tasks, optimism, hope, and the ability to conceive and when faced with a problem (resilience) (Luthans et al., 2007).

Schaufeli & Bakker (2003) state that work engagement is basically influenced by two things, namely JD-R model (jobdemand-resources model) and psychological capital (psychological modal). The JD-R model covers several aspects such as the physical, social, and organizational environment, salary, career opportunities, supervisor support and co-workers, and performance feedback. As for the psychological capital include self-confidence (self efficacy), optimism, hope and resilience. The research we will do besides looking to see the influence between optimism and the perception of organizational support with work attachment, will also see the extent to which things related to self efficacy mediate the relationship between the two. Self efficacy is thought to mediate for the maximum achievement of psychological capital in obtaining employee engagement. Efficacy is widely known to come from 4 main sources to be submitted that fit with employee engagement. Individuals with high efficacy are usually characterized by their persistence in perseverance, driven by their belief in future success. Low Efficacy appears to predict burnout, the opposite of engagement. Therefore, the higher the self efficacy in a person then it is believed the employee's engagement to the organization will be higher too.

Research conducted by Eisenberger et al (1986) showed that perceptions of organizational support or perceptions of organizational support (POS) can improve the emotional engagement of employees to the organization. In his research, Eisenberger et al (1986) defines POS as a form of employees' belief in the organization, that the organization appreciates the contributions and efforts made by employees and care about their welfare. Employees with socio-emotional needs are met more easily committed to the organization than those who do not.



One of the major theories underlying the reason why we want to do this research is the field theory of Kurt Lewin, which emphasizes human-environmental interaction with the formula  $B = f(E, O)$ . Behavior is a function of the environment and organism. The essence of this theory is the existence of Life Space (LS) which is a constellation of the factors that determine both individual and environment. One's behavior (B) can be described as a function of the Life Space (LS) where LS consists of personal factors (P) and environment (E). In relation with this research, Behavior (B) in this research is engagement, Environment (E) in this research is perception of organizational support, and Organism (O) in this research is self efficacy and optimism.

### **Prior Model Of Work Engagement**

The concept of engagement was popularized by Kahn (1990), which relates this concept to the idea of a psychological presence. By definition, engagement refers to conditions when individuals express themselves physically, cognitively, and emotionally in their roles. Kahn (1990) argues that engagement culminates in a state called the psychological presence, a state in which the inner aspects can be fully expressed. In these circumstances, individuals do not need curb their beliefs, values, thoughts, feelings, trends, and relationships. All of these aspects are realized in behavior at work. Kirkpatrick, (2007) also defines engagement as an involvement to a job consisting of interest, enthusiasm, and employees investment in doing their work. Further Kirkpatrick argues that empirical studies have revealed that engagement is associated with positive behaviors and produces results for both employees and organizations. Schaufeli et al. see attachment in different constructs and it is defined as the fulfillment of positive, work-related circumstances and is accompanied by a thought that is characterized by vigor, dedication, and absorption. (Schaufeli, Salanova, Roma, & Baker, 2002).

Nelson and Simmons, (2003) have defined engagement more completely such as when employees feel positive emotions for their work, think that their work is meaningful, consider their workload to be managed, and have expectations about the future of their work (Attridge 2009).

### **The Importance of Perceived Organizational Support**

Perception of organizational support is a concept developed based on the theory of social exchange (social exchange theory). In social exchange theory it is mentioned that work as an exchange between effort and loyalty with perceived benefits (tangible benefits) such as, salary and compensation and social rewards (Gould, 1979; Levinson, 1965; Rhoades & Eisenberger, 2002).

When the individual is treated well by the other side, then the norm of reciprocity in which the individual will respond with good treatment (Gouldner; Eisenberger et al., 2001). This also applies in relationships between employees and organizations. Employees will show effort and loyalty to the organization, if the organization also shows appreciation for the contribution made by employees and care about their welfare.

Eisenberger et al. (1986) defines the perception of organizational support as a growing global belief in employees about the extent to which organizations evaluate contributions and care about their well-being. This belief emerges based on the employee's personification in viewing the treatment provided by the organization as an indication of the extent to which the organization assesses its contribution and cares for the well-being of its employees.

The perception of organizational support plays a role in meeting the socio-emotional needs of the employee and providing assurance to the employee of the need for help. This determines the organization's readiness to reward and compensate for the efforts made by employees for the benefit of the organization. The perception of organizational support is also assessed as a guarantee of the availability of assistance from the organization in times of need.

#### **The Mediational Role of Self-Efficacy**

Self efficacy is defined as a person's belief in his ability to exert minds to obtain a special outcome (Luthans and Youssef, 2004). In 1998, Stajkovic and Luthans in Luthans, Youssef and Avolio (2007) gave their opinion on a broader definition of self efficacy than the prior understanding, a belief (confidence) about one's ability to urge the motivation, reason and sequence of actions needed to successfully carrying out specific tasks within a context. According to Maddux (2002), as a belief, self efficacy is declared to be the most important determinant in the selection of behaviors to bind him and how persistent a person faces obstacles and challenges. While Liam, Page and Donohue (2004) describe self efficacy simply as an openness to the challenge and the desire to spend effort in the pursuit of success.

According to Bandura (1977), self efficacy is a belief that one can execute the behaviors necessary to produce a successful outcome. In addition, Saks and Gruman (2011) research states that self efficacy is important to get individuals bound. They found a positive relationship between job fit perceptions, positive emotions and self-efficacy with employees' engagement to new employees. New individuals joining an organization with great self-efficacy will feel safer and psychologically willing to tie themselves into their new roles (Saks and Gruman, 2011).

<sup>4</sup>  
With regard to self efficacy as a mediator variable, according to Baron and Kenny (1986); (Saks, 2006) there are three conditions that must be met to form mediation. First, the independent variable must be associated with the mediator variable. Second, the mediator must be related to the dependent variable and the third, the significant relationship between the independent variable and the variable will be reduced or no longer significant when controlling the mediator. All three conditions are theoretically fulfilled, so the model offered in this research is to make self efficacy variable as mediator from perception of organizational support and optimism to the engagement of work to lecturer in Indonesia.

### **Optimism as a Psychological Capital**

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Optimism is an important part of Psychological Capital consisting of self efficacy, optimism, resilience and hope (Luthans, et al., 2007). Optimism is a positive approach to life (Myers, 2002). Optimism has important implications for both physical and psychological health (Carver and Scheier, 2009). According to the Indonesian dictionary, the definition of optimism is the attitude or outlook of life that sees all things well and expect good results as well. In psychological studies, optimism is expressed as a hopeful expectation in certain situations (Scheier and Carver, 1988; Reivich and Gillham, 2003). In general, optimism is associated with a variety of health conditions. According to Reivich and Gillham (2003), optimistic individuals will tend to experience fewer symptoms of depression and physical symptoms, as well as more effective coping strategies than non-optimistic (pessimistic) individuals.

Seligman (1990) describes optimism and pessimism associated with the tendency of individuals to think about the causes of events that occurred in his life. An optimistic individual will tend to relate the problem to something as temporary, specific and external. While pessimistic individuals will tend to connect the problem they experienced as something permanent, comprehensive and internal. Therefore, optimism is associated with higher rates of motivation, achievement and physical well-being, as well as lower rates of depressive symptoms (Reivich and Gillham, 2003).

### **Hypothesized Model**

#### *Hypothesis 1: Self Efficacy Affects Work Engagement*

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The theories put forward by Bandura (1986, 1997 (Luthans et al., 2007) explain that self efficacy can be defined as one's beliefs about his ability to mobilize the motivations, cognitive resources, and actions necessary to successfully perform certain tasks in a particular context.



Individuals with self efficacy have characteristics: 1. have high goals, 2. have the ability to solve challenges, 3. have motivation, <sup>5</sup> 4. invest the effort required to achieve goals and., 5 despite facing obstacles, individuals is persistent. Individuals with high efficacy is assumed to be able to work well and consciously become part of the organization.

*Hypothesis 2: Perceptions of Influential Organizational Support on Work Engagement to Self Efficacy Mediator Variables*

One that is assumed to be related to work attachment is related to the environmental conditions of the organization. Environmental conditions in the organization have a positive contribution in interpreting the lecturer's work engagement. Lecturers will have perceptions as to the extent to which organizations assess their contributions and the extent to which organizations <sup>10</sup> care about their well-being (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). Perceptions of organizational support relate to matters expected by employees, such as rewards from the organization, favorable working environment and support, and support from colleagues and leader (Rhoades & Eisenberger, 2002). Individuals will assess how much support the organization provides to them and in response to it, they will appreciate and help achieve organizational goals (Safari, TamiziFar, & Jannati, 2012). Positive support from elements within the organization, including leader and co-workers, will make the work environment conducive so that employees will be encouraged to work better (Lusdiyanti, 2011).

*Hypothesis 3: Optimism Influences Work Engagement With Self-Efficiency Mediator Variable*

Optimism is one of the variables that can affect the quality of human life. In fact, optimism has a fundamental role in the management of adjustment to the precarious state and the achievement of goals. Through adjustment <sup>15</sup> management of personal goals and development and by using active coping strategies, optimistic individuals are significantly more successful than pessimistic individuals to face undesirable events and when important goals in life have not been achieved (Worsch and Scheier, 2002). In addition, McGee (2006) in the Office of Chief Researcher (2007) emphasizes that good adaptability is one factor that can <sup>20</sup> predict employee engagement.

<sup>25</sup> Social issue research center (2009) also states that optimism plays an important role in human experience as a positive aspect in thinking about the future. Individuals who have optimism will evaluate outcomes within the framework of positive thinking and expect positive results as a result of the effort that the individual has performed, whereas the individual who has no optimism



(pessimism) will evaluate the outcome in a negative frame of mind and expect a neutral or negative result (Tuten and Neidermeyer, 2004).

A similar opinion is also expressed by Scheier, Carver and Bridges (1994) that optimism can make individuals more likely to have positive expectations about their future, whereas individuals who lack optimism (pessimism) will tend to have negative expectations about their future. Michelman (2004) in the Office of Chief Researcher states that one of the stimulus of employee engagement is the setting of employee expectations. An optimistic employee is an employee who has a positive expectation of the future (Carver and Scheier, 2002) so that the employee is more engaged to his or her job and company than an employee with no optimism (pessimism).

In 2003, Carver and Scheier stated that the optimistic individual assumes that the difficulties will be dealt successfully. An optimistic individual assumes that he or she is very talented, because the individual works hard, blessed, lucky, has friends in the right place or a combination of these things, so that individuals can get the desired results (Carver and Scheier, 2003). When faced with unwanted events or failures, the optimistic individual will explain that it is not because of something that is in him, not permanent and limited only to specific circumstances (Hefferon and Boniwell, 2011).

Stein and Book (2001) stated that optimism allows individuals to self talk about themselves so as to increase resilience to face failure or negative events. Optimism makes individuals believe that the obstacles arising in their lives will be handled successfully. While pessimism will make individuals expect failure to face obstacles (Carver and Scheier, 2002). Differences in attitude to face obstacles will affect the way the individual to face stress. Khalatbari's research (2012) found that optimism has a positive correlation with mental health. Individuals who have optimism in facing obstacles will tend to frame their minds with a positive mindset, thereby avoiding stress that can lead to disruption of one's mental health. Supporting these statements, optimism is a variable that provides benefits of physical and psychological well-being and is usually associated with positive psychology (Scheier, et al., 1994).

Broadly, the results of the literature review stated that optimism has a very positive impact on work attitude that is job satisfaction (Rauf, 2010a). Job satisfaction has an emotional, cognitive and behavioral component. Emotional components refer to feelings about work (boredom, anxiety and excitement), cognitive components refer to beliefs about a job (feelings about a job that is

mentally demanding and challenging), while the behavioral component refers to the action of an individual related to work (Ahmed , 2012). In the study conducted by Ahmed, it was found that optimism has a positive relation with job satisfaction. Subsequently on a review of different title, Rauf (2010b) stated that optimism fastens a sense of belonging to work. When the individual has such feelings, then the sense of responsibility towards the achievement of organizational goals will increase, which will ultimately increase productivity.

Schmidt (2004) in the Office of Chief Researcher (2007) states that job satisfaction and commitment encourage employee engagement. Individuals who are satisfied with their work and organization will tend to be more committed than individuals who are dissatisfied with their work and organization. A similar opinion is also expressed by Robinson, et al (2004) that training and development, communication and job satisfaction are decisive factors that can make the individual feel valuable, thus making him more engaged to his company. Individual satisfaction with his work is one of the items used in measurement of engagement by Wellins, et al (2008).

Based on the above elaboration, it can be seen that the optimism makes the individual has active coping, mental health, positive mood, little stress experience and positive thinking. In addition, optimism also makes individuals feel job satisfaction. Through the positive impacts of optimism in the workplace, the individual will have a feeling of joy towards his work and feel a sense of responsibility in the pursuit of organizational goals, which will ultimately increase the level of individual engagement within his organization, and ultimately the individual has an engagement to work in the organization.

## **Method**

### **Participant**

The subject of this research is 393 lecturers working at Sebelas Maret University Surakarta with the criterion has worked at least 1 year as a lecturer at Sebelas Maret University. Faculties used in this research are 10 faculties spread in Sebelas Maret University Surakarta. The sample in this research is the lecturer of the state university in Surakarta which has the following characteristics 1. Lecturer with rank/class of minimal expert assistant, 2. Minimum 2 years working period, 3. Age 30-65 years.

### **Procedure**

The researchers conducted a research-scale tryout by distributing 400 research-scale booklets to 400 lecturers working at Sebelas Maret University Surakarta. After waiting for

approximately 3 months of scale spreading, the researchers got the scale back 375 copies and 20 damaged scales, due to incompleteness in filling, so the total scale back to the researchers that researchers can do the test of differentiation and reliability as much as 355 scale. After the reliability and validity test, the researcher gets the scale to be given to the research subject of 400 lecturers. After dissemination of research scale given to lecturer, from 400 scale back 393 scale can be continued at analysis stage, while 7 pieces of scale can not be analyzed because of incomplete in filling, so that the number of sample that made as subject in this research are 393 lecturers.

### Measures

This study used four research scales, namely the scale of organizational support, the scale of work engagement, the scale of self efficacy, and the scale of optimism. The four scales are the Likert model scale, each scale has the characteristics of four alternative answers that are separated into favorable and unfavorable statements moving from highly unsuitable to very suitable. At the POS scale the item of different power index moves from 0.468 up to 0.799 with cronbach alpha of 0.965. The scale of the working engagement of the item different power index moves from 0.250 to 0.491 with cronbach alpha of 0.768. Self efficacy scale differential power index item from 0.404 to 0.655 with cronbach alpha of 0.899. The scale of optimism, the item different power index moving from 0.348 to 0.625 with cronbach alpha of 0.874. By using confirmatory factor analysis, it is found that the scale items are declared valid and reliable as following table.

Table 1. Confirmatory Factor Analysis of Work Enggement Scale

Indicator	$\lambda$	$t_i$	1- $\epsilon$	$t_{1-\epsilon}$	Note
Engagement 1	0,98	0,46	0,04	0,01	Valid, Reliable
Engagement 2	0,62	0,28	0,61	0,12	Valid, Reliable
Engagement 3	0,66	0,35	0,56	0,15	Valid, Reliable

Table 2. Confirmatory Factor Analysis Perception Scale of Organizational Support

Indicator	$\lambda$	$t_i$	1- $\epsilon$	$t_{1-\epsilon}$	Note
POS1	0,79	18,61	0,37	12,49	Valid, Reliable
POS2	0,87	21,53	0,24	11,10	Valid, Reliable

POS3	0,93	24,20	0,13	7,62	Valid, Reliable
POS4	0,91	22,92	0,18	9,67	Valid, Reliable

Table. 3 Confirmatory Factor Analysis of Self Efficacy Scale

Indicator	$\lambda$	$t_i$	1- $\epsilon$	$t_{1-\epsilon}$	Note
EFI1	0,83	19,07	0,32	9,70	Valid, Reliable
EFI2	0,87	20,29	0,25	8,02	Valid, Reliable
EFI3	0,85	19,78	0,28	8,76	Valid, Reliable

Table. 4 Confirmatory Factor Analysis of Optimism Scale

Indicator	$\lambda$	$t_i$	1- $\epsilon$	$t_{1-\epsilon}$	Note
OPT1	0,79	17,08	0,38	9,47	Valid, Reliable
OPT2	0,88	19,70	0,22	5,45	Valid, Reliable
OPT3	0,74	19,58	0,45	10,77	Valid, Reliable

From the four Confirmatory Factor Analysis, it is found that to evaluate the manifest (observed) variables that make up the latent variable can be done by testing the structural coefficient generated by t test. Besides, it also used standardize solution. The overall results of the t test and the standardize solution show a valid and reliable item.

### Results

11  
Based on the model test conducted, it shows that the model is fit. Some characteristics of goodness of fit indicate fit can be seen in table fit model test as below.

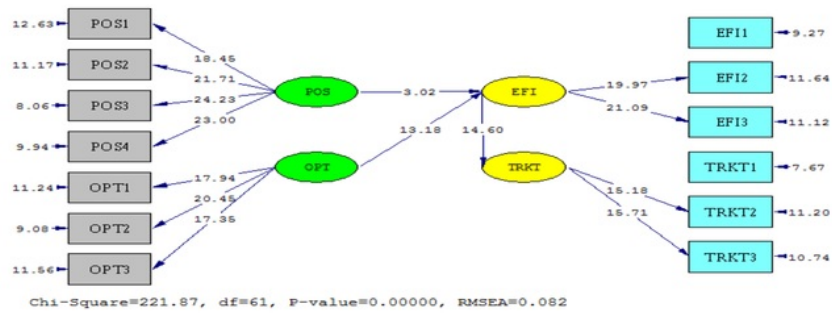
16  
Table. 1 Goodness of fit model

Statistic	Value	Criteria of Fit	Note
Chi Square	0,000	$p > 0,05$	Not fit
RMSEA	0,008	$\leq 0,1$	Fit
GFI	0,92	$> 0,9$	Fit
SRMR	0,045	$< 0,05$	Fit
AGFI	0,88	$> 0,9$	Not Fit



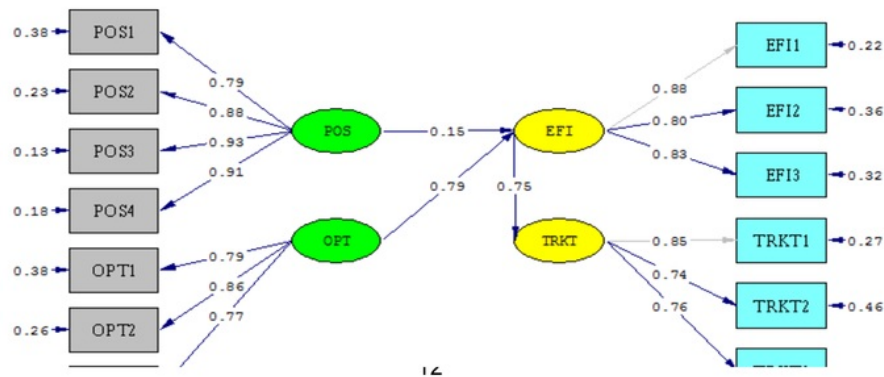
PGFI	0,62	>0.9	Not Fit
NFI	0,98	>0.9	Fit
NNFI	0,98	>0.9	Fit
PNFI	0,76	>0.9	Not Fit
CFI	0,98	>0.9	Fit
IFI	0,98	>0.9	Fit
RFI	0,97	>0.9	Fit

From the results of the above fit model, it can be seen that some fit model criteria have been met, i.e. on RMSEA, GFI, SRMR, NFI, NNFI, CFI, IFI and RFI indicated fit criteria. Test t model can be seen as the following picture.



Picture 1. T Model Test

While standardized solution can be seen in the picture as follows.



Picture 2. Standardized Solution Model

**Hypothesis Results**

1. <sup>10</sup> There is a positive influence between self efficacy and work engagement with t value is 14.60, so that the more self efficacy is, the higher work engagement has the lecturer. Based on the result, hypothesis 1 is accepted
2. There is a positive influence between the perception of organizational support with self efficacy with a t value of 3.02 so that the higher the value of the perception of organizational support is, the higher the self efficacy is. Based on this result, the <sup>11</sup> second hypothesis is accepted
3. There is a positive influence between optimism on self efficacy with t value of 13.08 so that the higher the value of optimism is, the higher the self efficacy is
4. Self efficacy becomes a good mediator variable between the perception of organizational support and optimism with work engagement

Table 1. Categorization of research data

Variable	Categorization				
	Very low	Low	Moderate	High	Very high
Work engagement	0	1 (0,25%)	16 (4,07%)	217 (55,22%)	159 (40,46%)
POS	1 (0,25%)	2 (0,51%)	65 (16,54%)	210 (53,44%)	115 (29,26%)
Self Efficacy	0	2 (0,51%)	69 (17,56%)	203 (51,65%)	119 (20,28%)
Optimism	0	0	25 (6,36%)	212 (53,94%)	156 (39,70%)



From the research data above, it can be seen that the work engagement has high average categorization value for 217 people (55.22%), high average POS variable for 210 people (53.44%), self efficacy variable high average for 203 people (51.65%), high optimism variable for 212 people (53,94%).

### Discussion

The research we have done will look at some theoretical constructs that can be related to work engagement, one of which is psychological capital or commonly called psychological modal. Psychological capital is a person's positive psychological state which consists of the characteristics of self-efficacy in all tasks, optimism, hope, and ability to survive and advance when faced with a problem (resilience) (Luthans et al., 2007).

The results of this study support what has been proposed by Schaufeli & Bakker (2003) which state that work engagement is basically influenced by two things, namely JD-R model (jobdemand-resources model) and psychological capital (psychological modal). The JD-R model covers several aspects such as the physical, social, and organizational environment, salary, career opportunities, supervisor support and co-workers, and performance feedback. As for the psychological capital include self-confidence (self efficacy), optimism, hope and resilience.

Sweetman and Luthans, (Bakker and Leiter, 2010) argue <sup>10</sup> that there is a positive relationship among efficacy, optimism, hope, and resilience with work engagement. Efficacy is widely known to come from 4 main sources to be submitted that fit with employee engagement. Individuals who have high efficacy are usually characterized by their persistence in perseverance, driven by their belief in future success. Low Efficacy appears to predict burnout, the opposite of engagement. Therefore, the higher the self efficacy in a person then it is believed the employee's engagement to the organization will be higher too. <sup>9</sup> According to Bandura (1977), self efficacy <sup>15</sup> is a belief that one can execute the behaviors necessary to produce a successful outcome. In addition, Saks and Gruman (2011) research states that self efficacy is important to get individuals bound. They found <sup>12</sup> a positive relationship between job fit perceptions, positive emotions and self-efficacy with employees' engagement to new employees. New individuals joining an organization with great self-efficacy will feel safer and psychologically willing to tie themselves into their new roles (Saks and Gruman, 2011).

On the optimism side, our research is also in line with Seligman's opinion (Seligman & Schulman, 1986) which describes optimism as an attribute measured by explanatory style. An



optimistic individual who achieves success will behave in a general way (I can succeed from scope to scope) consistently (I can always succeed) internally (I am the one who created this success).

When a failure occurs, the individual will be specific, inconsistent, and externally. Another explanation of the optimism put forward by Carver and Scheier (2003) that the optimistic individual expects good things to happen to him, has significant attitude and cognitive implications. It is important to know that the psychological modes assign the value of realistic optimism, because unrealistic optimism leads to negative outcomes (Seligman, 1998). An optimistic individual is responsible for what is being done and has hope for a positive outcome. Good psychological availability will increase engagement (Kahn, 1990). Overall, the psychological capital optimism component is directly related to the devotion and absorption component of the work engagement.

In relation to educational institutions, the results of this study show that optimism is needed to make educational institutions go forward and develop well. Human resources that exist in educational institutions are also expected to have an attitude of optimism.

Studies conducted by Christian and Slaughter (2007); Halbesleben (2010); (Albrecht et al, 2010) state that some of the predictors of engagement include social support, self efficacy, optimism and organizational climate. Self Efficacy and optimism play a role in improving employee engagement with supportive organizational climate. It is obtained when employees perceive the organization to provide support to the work done by employees. The above research shows a strong influence between self efficacy and supportive optimism of our research results.

Wiley, et al (2010); Albrech, et al (2010) also found a number of facts that work engagement will be well established when the individuals within the organization feel energized and have the opportunity to develop. Organizations have a stake in providing opportunities to develop individuals, without which it is unlikely that individuals will have an engagement to the organization. The results also has relevance to the results of our research. One of the efforts that will be made by the organization to maximize the potential that exists in the company is to provide an individual opportunity to develop well, so that individuals will maximize the potential to make the organization grow rapidly.

Sweetman and Luthans (2010); Baker and Leiter (2010) state that their preliminary research indicated that among self efficacy, optimism, hope and resilience in relation to work engagement, there is a mediator variable namely positive emotions. Specifically, high positive emotions will increase the effect of self efficacy, hope, optimism and resilience to employee engagement.

Sweetman and Luthans (2010) mentioned that these positive emotions are related to the behavior of employees in the organization. Halbesleben (2010); Baker and Leiter (2010) argue that both hypotheses related to the linkage between social support, autonomy, feedback, positive organizational climate, and self efficacy are proven. From the results of his research, there is a link between autonomy and self efficacy that has a high relationship with the work engagement itself. Xanthopoulou et al (2009a); Baker and Leiter (2010) states that personal resources containing self-efficacy, confidence, and optimism, along with work resources containing work autonomy, supervisory coaching, employee performance and employee development opportunities have very close relationship with work engagement. Interpersonal resources and work resources complement each other in making a positive contribution to the development of work engagement. In another study Xanthopoulou et al (2009b) also investigated that self efficacy and optimism become two of several criterias for the meaning of the work engagement itself.

### **Implications for Reserach**

The results showed that the model fits by entering the self efficacy variable as a mediator variable. Self efficacy will be a meaningful variable in the development of the work engagement of the lecturer. The results of our research are in accordance with the research conducted by Bandura (1997) which states that self efficacy is a person's belief about his ability to mobilize motivation, cognitive resources, and actions to do which is necessary to successfully perform certain tasks in a particular context. Self-efficacy becomes a good mediator variable for organizational support perception variable and optimism on work engagement to lecturer.

### **Study Limitations**

The research we have done found some things related to the characteristics of work engagement of the lecturers at the Sebelas Maret University. The interesting thing that can be used as reference in this study is the subject of research derived from educational institutions. Some of the limitations of this study are related to the limited scope of the study, and the amount of samples that can certainly be supplemented by widening the research area. Despite its weaknesses due to the limited scope of the study, this study was able to establish several major theories related to engagement and self efficacy.

### **Conclusion**

1. Self-efficacy becomes a good mediator between the perception of organizational support and optimism, with work engagement of lecturers.

2. The higher self efficacy, optimism, and perception of organizational support are, the higher the lecturer's work engagement is.
3. The existence of the results of this study is expected to answer the controversy and uncertainty theory found in some psychological literature related to the work engagement. The problems related to lecturer professionalism related to the certification of lecturers require very deep attention, so it is interesting to be used as one of the topics in the research and the result of this research reveals that the work engagement of the lecturer will be good if accompanied by organizational support to the improvement of lecturer's performance .

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PAGE 1

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PAGE 2

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PAGE 3

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PAGE 4

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PAGE 5

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PAGE 6

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PAGE 7

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PAGE 8

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PAGE 9

---

PAGE 10

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PAGE 11

---

PAGE 12

---

PAGE 13

---

PAGE 14

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PAGE 15

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PAGE 16

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PAGE 17

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PAGE 18

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PAGE 19

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PAGE 20

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PAGE 21

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PAGE 22

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PAGE 23

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PAGE 24

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PAGE 25

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PAGE 26

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PAGE 27

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