Are Love of Work, Perceived Organizational Support, and Psychological Well-Being Predictors of Work Engagement?

Luqman Tifa Perwira
Faculty of Psychology, Universitas Ahmad Dahlan
luqman.perwira@psy.uad.ac.id

Aulia
Faculty of Psychology, Universitas Ahmad Dahlan
aulia@psy.uad.ac.id
corresponding author

Cindy Oktarina Jocom
Faculty of Psychology, Universitas Ahmad Dahlan
Cindyoktarina05@gmail.com

Abstract

Job engagement is an essential factor in an organization because its' effect on individual and organizational performance is relatively large. Therefore, researchers need to understand the determinants of work engagement. This study aims to determine the relationship between love of work, perceived organizational support, and psychological well-being with work engagement. As many as 433 Polda Metrojaya police officers participated in this study. The participants came from all work units with a minimum service period of one year. The analysis technique used is multiple linear regression. Our findings reveal that love of work, perceived organizational support, and psychological well-being have a significant relationship with work engagement (R=.632), with the effective contribution of the three variables reaching 39.9%.

Keywords: Love of work, psychological well-being, work engagement, perceived organizational support.

Introduction

Work engagement is a positive attitude and thought that a person has towards their job, which allows them to dedicate and appreciate themselves physically, cognitively, and affectively at work (Schaufeli & Bakker, 2006). Workers with high work engagement would show more willingness to invest time and effort in their work. They would also have stronger perseverance when facing difficulties at work. One of the reasons for this is because workers tend to have a more enthusiastic attitude and would feel a sense of pride in overcoming challenges in the work that has been assigned to them.

It is critical for employees to have high level of work engagement in an organization. Employees with no work engagement could be a source of trouble for the company because they are more likely to have poor work commitment and motivation (Aktouf, 1992). According to Noerant & Prihatsani (2018), work engagement has a positive relationship with various factors related to organizations and employees. Schaufeli & Bakker (2003) explained that people with no work engagement shows less energy, enjoyment, and stamina when working. They could be more likely to view their work as neither meaningful nor challenging, might not feel immersed in their job, and could have no difficulty letting go of the job.

Based on a work engagement study by Smulders (2006) on 4.000 Dutch participants, police were considered as one type of occupation with low levels of work engagement. This result ignited our interest to investigate further the work engagement of police officers, specifically in Indonesia. The main tasks of the National Police of the Republic of Indonesia in Law No. 2 of 2002 are to maintain public security and order, enforce the law, and provide protection, protection, and services to the community. Police officers must also handle crimes that threaten their safety – not just public safety – and control their emotions when facing internal and external pressures. They should be capable of carrying out investigations on a large or small scale to fight crime (Gul & Delice, 2011).

The previous explanation shows that police officers face high demands and risks. Meanwhile, jobs with high demands and risks could lower a person's work engagement. Likewise, high-risk jobs can cause burnout or chronic fatigue to occur. A study by Bakker & Leiter (2010) states that when someone has a high work engagement, it is likely that he or she will experience low burnout and vice versa. When someone has low work engagement, then the possibility of that person experiencing burnout becomes higher. This statement is supported by Bakker, Demerouti, & Sanz-Vergel (2014), who found that one of the causes of burnout is high job demand.

Many factors affect work engagement. However, in this study, researchers only focused on three possible predictors of work engagement. Among these factors are the love of work, perceived organizational support, and psychological well-being variable. Love of work is one critical factor that could have influenced the degree of work engagement a person has towards their job. Love itself is a reciprocal positive emotional relationship between workers and their

work, has a deep meaning, and is characterized by sincere sacrifice when doing work. Hadley (2006) describes the love of work factor as a combination of affective, motivational, and cognitive elements manifested in Sternberg's love triangle (1987; 1988), which includes workers' intimacy, commitment, and passion towards their work. The love that a person has towards their job is reflected through the way they work. Aulia (2019) described the dimensions of love for work as zeal, emotional closeness, loyalty, and heartiness at work.

Aulia (2018) and Aulia, Sutanto, & Hidayat (2019) explained that the love of work has a strong correlwith the work engagement of the Indonesian Army (TNI AD). According to Arnett (2000) and Shulman & Nurmi (2010), many people are more deeply attached to work because of love. One's love for work will provide extraordinary energy, longing to make new creations, and motivation to improve one's work quality continuously. Therefore, the more intense a person's relationship is with work, the higher work engagement the individual would have.

Saks (2006) stated that one of the factors that could influence job engagement is perceived organizational support (POS). According to Rhoades & Eisenberger (2002), perceived organizational support is the employee's perception of the extent to which an organization values employees' contributions and cares about their welfare. Similarly, Colakuglu, Culha, & Atay (2010) explained that perceived organizational support could be defined as how the organization values contributions and cares about employees. POS is also considered as a global belief that each employee forms about employees' assessment of organizational policies and procedures. This assessment is formed based on employees' experience with organizational policies and procedures, acceptance of resources, interactions with organizational agents (e.g., supervisors), and their perception of the organization's concern for the organization and their well-being (Rhoades & Eisenberger, 2002).

A study done by Ramdhani & Sawitri (2017) stated a significant positive correlation between perceived organizational support and employees' work engagement. Dwitasari, Ilhamuddin, & Widyasari (2015) added that organizational support could partially influence work engagement. That finding strongly indicates that it is critical for every organization to develop goood organizational support. Additionally, a study by Aulia, Sutanto, & Choliq (2019) towards members of TNI AD also shows that the more optimistic members' perceptions of

organizational support, the higher the work engagement, and conversely, the more negative members' perceptions of organizational support, the lower the work engagement.

Other than the love of work and POS, another factor influencing work engagement is psychological well-being. Psychological well-being is the attainment of perfection representing the realization of an individual's true potential (Ryff, 1995). If it is related to work, psychological well-being is one of the factors that can affect employee attitudes and performance. The employee can realize the potential within himself, realize this potential, and show good performance. Robertson and Cooper (2010) stated that the interaction between psychological well-being and work engagement of workers could create conditions of full engagement, namely conditions where employees have a healthy psychological state and a high level of engagement that lasts for a long time.

According to Robertson & Cooper (2010), psychological well-being is one factor that affects work engagement. If a person has high well-being, it can help increase work engagement and vice versa if his well-being is low. It can lead to low work engagement. Simon (2011) states that a person can be engaged if he has personal motivation at work, finds meaning in his work, has positive interpersonal support, works in an efficient work environment, is involved in decision making, expresses ideas and opportunities to carry himself.

Based on the descriptions above, this study examines the relationship between love of work, perceived organizational support, and psychological well-being on job attachment to police officers.

Method

Respondent

Participants in this study involved 433 members of the Police from Polda Metrojaya with a minimum service period of 1 year. The data collection process was carried out from May to July 2020. The age of the participants ranged from 18 to 58 years. The proportion of police officers aged between 18-37 years was 70.8%, and 37-58 years was 29.2%. Meanwhile, the working period of the police officers who become participants ranges from one to 35 years. As many as 43% of the total participants had worked as a police officer for less than 10 year while the remaining 57% had more than 10 years of experience.

Instruments

This study used four measurement tools: The love of work scale, perceived organizational support scale, psychological well-being scale, and work engagement scale. Love for work is measured using the dimensions of love for work by Aulia (2019), which includes dimensions of zeal, emotional closeness, loyalty, and heartiness. The reliability coefficient of the love of work measuring instrument obtained is $rtt = 0.918$. Furthermore, perceived organizational support is measured using the perceived organizational support scale compiled by Aulia (2018) using dimensions from Rhoades and Eisenberg (2002), consisting of a sense of justice, superior support, and rewards from the organization and working conditions. The reliability coefficient for this measurement is $rtt=0.9$. Next is the measurement of psychological well-being variables using the dimensions of self-acceptance, positive relationships with others, independence, environmental mastery, life goals, and self-growth compiled by Rohimah (2017). The reliability coefficient of this measuring instrument is $rtt=0.913$. Work engagement is measured using the Utrecht Work Engagement Scale (UWES) from Schaufeli & Bakker (2003), which has been modified by Aulia (2018). This measuring tool represents three measurement dimensions which include the dimensions of vigor, absorption, and dedication. The reliability coefficient of this modified UWES is $rtt=0.850$.

Data Analysis

In this study, the test was carried out by statistical tests using multiple regression analysis techniques. Data processing is done computationally using the SPSS 16.00 for Windows Evaluation Version program. Before testing the hypothesis, the researcher first tested the assumptions or prerequisites as a condition for doing parametric testing, namely the multiple regression analysis techniques. Normality and multicollinearity test was done to test the assumptions before conducting the regression analysis technique.

Result

Table 1 depicts the result of the normality test based on the residual score of the study sample.

Table 1
Normality Test Result

KSZ	Sig.	Description
.870	.435	Normal

The normality test results show the value of p = .435 (p> 0.05), so it can be said that the residuals meet the assumption of a normal distribution. The assumption test in the regression analysis was done using the Variance Inflation Factor (VIF) multicollinearity test. The results of the multicollinearity analysis can be seen in Table 2.

Table 2.
Multicollinearity Test Result

Variable	VIF	Description
Love of work	2.028	No Multicollinearity
Perceived Organizational Support	2.037	No Multicollinearity
Psychological Well-being	1.114	No Multicollinearity

Multicollinearity analysis of the relationship between love of work and work engagement shows a VIF value of 2,028. The multicollinearity analysis result of perceived organizational support and work engagement achieved a score of 2,037. On the other hand, the multicollinearity analysis of psychological well-being and work engagement achieved a score of 1,114. The results of the analysis show that the VIF value of all variables is below 10. This finding indicates that all variables meet the assumption that there is no multicollinearity. In other words, there is no interconnection between the independent variables.

Based on the normality and multicollinearity assumption test results, the data analysis used in this study for the next stage would be the multiple regression analysis. The multiple regression analysis of the independent variables (i.e., love of work, perceived organizational support, psychological well-being) and work engagement using a sample of 433 Polda Metro Jaya police officers found a significant simultaneous relationship between those variables. This conclusion

is highlighted through F= 94.889 (p< .001), R=.632, R^2=.399 (Hypothesis 1 accepted). Based on this finding, it can be seen that the effective contribution of the love of work variable, perceived organizational support, psychological well-being, to work engagement is 39.9%, and the effective contribution of 60.1% comes from other variables not discussed in this study. Table 3 shows the results of the hypothesis testing.

Table 3
Regression Analysis Result

F	R	R^2	Sig.
94.889	.632	.399	.000

Next, Pearson correlation analysis was done. Based on the product-moment correlation test, a significant positive relationship between love of work and work engagement was found among police officers (r_{x1y}=.616, p<.001) (Hypothesis accepted). Similarly, there was also a significant relationship between perceived organizational support and work engagement (r_{x2y}=.476, p<.001) (Hypothesis accepted). Another significant relationship was found between psychological well-being and work engagement (r_{x3y}=.308, p<.001) (Hypothesis accepted). The findings indicate that the effective contribution (39.9%) comes from the independent variables of this study since they have a significant positive correlation based on the product-moment correlation analysis. However, the effective contribution of the love of work variable to the work engagement of police officers has the largest contribution among the other two variables, which is 33%. In contrast, the effective contribution of perceived organizational support to work engagement is 2.7%, and the effective contribution of psychological well-being to work engagement is 4.2%. Table 4 shows the correlation test results and describes the results of the analysis of the work engagement model of police officers.

Table 4.
Product-moment Correlation Analysis Result

Variables	r	p	R^2
Love of work - Work engagement	.536	.000	33%
Perceived organizational support - Work engagement	.057	.285	2.7%
Psychological well-being - Work engagement	.135	.001	4.2%

Discussion

The multiple regression analysis result shows a value of F=94,889 (p<.001), R=.632, and R2=.399. These results indicate that love of work, perceived organizational support, and psychological well-being can predict the work engagement of police officers at Polda Metrojaya. This study explains that these three factors relate to how much police officers give enthusiasm, energy, and dedication to work.

The existence of a significant relationship between perceived organizational support and work engagement indicates that external factors originating from the organization have an essential role in creating work engagement. The police officers' perception of how much the institution provides adequate support for implementing tasks would increase their work commitment, allowing them to remain dedicated to the tasks assigned by the institution. This finding is in line with a study by Sun (2019), which stated that the perception of fairness, support from superiors and co-workers, and human resource (HR) performance affect job satisfaction and happiness. Similarly, Rich, Lepine, & Crawford (2010) also found that perceived organizational support could act as an antecedent of work engagement. However, perceived organizational support gave the smallest contribution to the work engagement of participants in this study. In other words, the point of view of the dedication and love of police officers towards their job exceeds transactional considerations between job providers and workers. The dedication of personnel to work has exceeded the limits of the psychological contract with the institution where they work (Montes, Rousseau, & Tomprou 2015).

Bakker stated that one of the driving factors of work engagement is job resources (Bakker 2011). Job resources are defined as physical, social, or organizational aspects of a job that can reduce the psychological burden or support the achievement of an employee's work targets. The participants' perceived organizational support is also classified as one of the job resources factors. Support can be in work facilities, work atmosphere, and supervision to make employees more involved with their work. In addition, job aspects such as the freedom to make decisions, autonomy, and the variety of skills required by one job will support the achievement of work engagement (Schaufeli, 2012).

Psychological well-being contributed 4.2% of the factors that could explain work engagement. Although this figure is not too significant, it hints towards the critical role of psychological

well-being on participants' work engagement. Participants who typically feel content at work would feel more attachment towards their work. A positive working environment and supportive co-workers are some of the sources of happiness at work. This positive working environment becomes one of the job resources that could elicit work engagement (Bakker et al., 2014). Other factors that could influence happiness at work, such as work meaningfulness and life purpose, indicate that personal factors could influence work engagement (Rich et al., 2010). Participants who have both internal and external drive would have more attachment towards his work because those factors allow him to optimize his work.

Findings from the correlation test of the three independent variables with work engagement reveal that love of work contributes to the dependent variable (33%). This result explains that love of work is a strong predictor of the police officers' work engagement level. The stronger their love of work is, the stronger their attachments are towards their job and vice versa.

Love of work, which consists of zeal and heartiness, becomes a source of energy for the workers to work. This love for their work allow workers to enjoy each task given despite the challenges and high risks (Hayati, Maslihah, & Musthofa 2020). In other words, jobs with high risk for self and family will still be fulfilled wholeheartedly.

Love for work is constructed as a reciprocal positive emotional connection that one has with his or her job (Aulia et al., 2019). This positive emotional connection causes workers to feel a sense of attachment towards their job – shown from their attitude, emotion, and behavior. Behaviorally, the attachment that workers have is seen from their dedication to accomplish a given task. In addition, police officers' love of work causes their self-identity as police officers to fuse with their personal identity, causing their working time to seem attached to their daily lives (absorption). Love of work causes police officers to feel more satisfaction when successfully carrying out tasks. On the other hand, they also feel more emptiness when doing something unrelated to work (Aulia, Sutanto, & Hidayat 2019).

Despite the high risk of experiencing work stress from life safety risk, community pressure, and workload (Hayati et al., 2020), the Polda Metrojaya police officers still have a relatively high work engagement level. The strongest predictor of work engagement comes from the love of work. For that reason, institutions should think of strategies that could increase their

workers' love of their work by providing continuous support. This strategy will consequently improve the work engagement and work performance of the workers. It acts as an external or situational factor of work engagement (Bakker et al., 2014).

The conclusion of this study was obtained from the population sourced from only one police work unit (Polda Metro Jaya). As a consequence, this sample limits the generalizability of this research. The results obtained will be more generalizable if the sample represents the population of police personnel throughout Indonesia. Furthermore, the population selection process was not carried out by random sampling. Random sampling would have ensured the representativeness and generalizability of the research results (Acharya, Prakash, Saxena, & Nigam, 2013).

Next, the number of samples involved in this study is still limited. Thus, increasing the number of samples will strengthen the results of hypothesis testing in this study. Future research is also advised to conduct a descriptive analysis of the categorization findings based on the length of tenure of the participants. This analysis was not conducted in this study, but it could provide an interesting insight for future study to explore.

Conclusion

This study concludes that love of work, perceived organizational support, and psychological well-being can simultaneously predict the work engagement of police officers at Polda Metrojaya. This study explains that these three factors are related to how much enthusiasm, energy, and dedication police officers give to work. Furthermore, compared to perceived organizational support and psychological well-being, it was found that love of work has the greatest contribution to influencing the level of work engagement of police officers.

References

Acharya, A. S., Prakash, A., Saxena, P., & Nigam, A. (2013). Sampling: Why and how of it? *Indian Journal of Medical Specialities*, *5*(4), 330-333.

Aktouf, O. (1992). Management and theories of organizations in the 1990s: Toward a critical radical humanism? *The Academy of Management Review, 17*, 407-431. doi:doi.org/10.2307/258717

Arnett, J. J. (2000). Emerging adulthood: A theory of development from the late teens through the twenties. *American Psychological Association, 55*(5), 469-480. https://doi.org/10.1037/0003-066X.55.5.469

Aulia, A. (2018). *Keterikatan kerja ditinjau dari cinta pekerjaan, efikasi diri, dan persepsi dukungan organisasi.* Tesis. Program Magister Manajemen Universita Ahmad Dahlan: Yogyakarta.

Aulia. (2019). *Berkorban demi Ibu Pertiwi: Esensi dan dinamika cinta pekerjaan pada Pasukan Elit Indonesia.* Disertasi. Program Doktor Ilmu Psikologi Universitas Gadjah Mada: Yogyakarta.

Aulia, A., Himam, F., Hidayat, R., & Budiarto, A. (2019). Sacrificial love as the essence of love of work phenomenon in Indonesian elite forces. *Journal of Educational, Health and Community Psychology, 8*(3), 215-238.

Aulia, A., Sutanto, A., & Hidayat, A., C. (2019). Determinants of work engagement for TNI-AD (Indonesian Armed Forces-Army) personnel [Determinan keterikatan kerja personel Tentara Nasional Indonesia-Angkatan Darat (TNI-AD)]." *ANIMA Indonesian Psychological Journal, 35*(1), 35–55.

Bakker, A. B. (2011). An evidence-based model of work engagement. *Current Directions in Psychological Science, 20*(4), 265–269.

Bakker, A. B. & Leiter, M. P. (2010). *Work engagement: A handbook of essential theory and research.* New York: Psychology Press.

Bakker, A. B., Demerouti, E., & Sanz Vergel, A. I. (2014). Burnout and work engagement: The JD-R approach. *Annual Review of Organizational Psychology and Organizational Behavior 1(1),* 389-411.

Colakoglu, U., Culha, O., & Atay, H. (2010). The effects of perceived organisational support on employees' affective outcomes: Evidence from the hotel industry. *Tourism and Hospitality Management, 16*(2), 125-150.

Dwitasari, A. I., Ilhamuddin, & Widyasari, S. D. (2015). Pengaruh perceived organizational support dan organizational-based self esteem terhadap work engagement. *Jurnal Mediapsi, 1,* 40-50.

Gul, Z., & Delice, M. (2011). Police job stress and stress reduction/coping programs: effect on the relationship with spouses. *Turkish Journal of Police Studies, 13,* 19-38.

Hadley, C.N. (2006). *What does it mean to "love your job?* Investigating the construct. Paper presented at the Academy of Management Conference, Atlanta, Georgia.

Hayati, U., Maslihah, S., & Musthofa, M. A., (2020). Stres kerja pada Polisi. *Jurnal Sains Psikologi, 9*(2), 96-103.

Montes, S.D., Rousseau, D.M. & Tomprou, M. (2015). *Psychological contract theory.* In Wiley Encyclopedia of Management (eds C.L. Cooper, P.C. Flood and Y. Freeney). https://doi.org/10.1002/9781118785317.weom110075

Noerant, S. O., & Prihatsani, U. (2018). Hubungan antara iklim organisasi denganwork engagement pada anggota sabhara polda jateng semarang. *Empati, 6*(4), 354-361.

Ramdhani, G. F., & Sawitri, D. R. (2017). Hubungan antara dukungan organisasi dengan keterikatan kerja pada karyawan pt. X di Bogor. *Jurnal Empati, 6*, 199-205.

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: a review of the literarute. *Journal of Applied Psychology, 87*(4), 698-714.

Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal, 53*(3), 617-635.

Robertson, I. T., & Cooper, C. L. (2010). Full engagement: the integration of employee engagement and psychological well-being. *Leadership and Organizational Development Journal, 31,* 324-336.

Rohimah, S. (2017). *Hubungan antara kesejahteraan psikologis dan keterikatan kerja pada pegawai pemerintahan.* Skripsi. Program Sarjana Psikologi Universitas Ahmad Dahlan: Yogyakarta.

Ryff, C. D. (1995). Psychological well-being in adult life. *Current Direction in Psychological Science, 4*(4), 99-104. doi:10.1111/1467-8721.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of managerial psychology, 21*(7), 600-619. Doi://10.1108/02683940610690169.

Schaufeli, W. B. (2012). Work engagement. what do we know and where do we go? Work engagement in everyday life, business, and academia. *Romanian Journal of Applied Psychology, 14*(1), 3–10.

Schaufeli, W. B., & Bakker, A. B. (2003). *Utrecht work engagement scale: preliminary manual.* Department of Psychology. The Netherlands: Utrecht University.

Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A Cross-National Study. *Educational and Psychological Measurement, 66*, 701-716. doi:10.1177/0013164405282471.

Shulman, S., & Nurmi, J.-E. (2010). Understanding emerging adulthood from a goal-setting perspective. *New Directions for Child and Adolescent Development, 6*(130), 1-11. doi:10.1002/cd.277

Simon, S. S. (2011). The essential of employee engagement in organizations. *Journal of Contemporary Research in Management, 6*(1), 63-72.

Smulders, P. (2006). *De bevlogenheid van werknemers gemeten* [Assessing employee's work engagement]. Hoofddorp: TNO-special September.

Sternberg. R. J. (1987). Liking versus loving: a comparative evaluation of theories", *Psychological Bulletin, 102*(3), 331 – 345.

Sternberg. R. J. (1988). Triangulating love. In R.J. Sternberg and M. L. Barnes (eds). *The Psychology of Love*. New Haven and London: Yale University Press.

Sun, L. (2019). Perceived Organizational Support: A Literature Review. *International Journal of Human Resource Studies*, 9(3),155-167.