

**PSYCHOLOGICAL CAPITAL AND WORK ENGAGEMENT OF JOB ORDER
EMPLOYEES**

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ABSTRACT

The study aims to determine the relationship between psychological capital and work engagement of job order employees using quantitative non-experimental design utilizing correlation method to 105 job order employees. Mean, Pearson-r and linear regression were the statistical tools used in the data analysis. The findings showed that the level of psychological capital of the job order employees was high as well as their work engagement. There was a significant relationship between psychological capital and work engagement. Psychological capital significantly influences work engagement of job order employees. Regression equation model was developed to predict work engagement of job order employees.

KEYWORDS

Job Order, Psychological Capital, Work Engagement, Durability, Motivation, Confidence, Concentration, Dedication to Work, Optimism, Hope

INTRODUCTION

Employees in the Philippines had been given equal opportunities rights in terms of job employment. Every local government shall be responsible to improve the human resources by providing employment to casual labourers of the country. Specific employees were characterized as Job Order employees that when defined are those who do a "piece work (*pakyaw*) or intermittent or emergency jobs such as clearing of debris on the roads, canals, waterways, etc. after natural/man-made disasters/occurrences and other manual/trades and crafts services such as carpentry, plumbing, electrical and the like. They intend to perform specific work according to specified requirements, with specific timeframe and cost estimates (Civil Service Commission, 2002).

It is therefore essential when specific laws are created which are bound to protect them and rules to be implemented to govern them. Creation of the permanent positions may be considered for regular functions while hiring casual and contractual personnel, may be considered for projects and activities that are temporary in nature and may help each employee's development (ABS-CBN News, 2017).

Employee engagement is the emotional commitment the employee has to the organization and its goals. These workers not only work just to be paid or just for the next promotion, but they work on behalf of the organization's or their company's goals. This then mean they are engaged because they use discretionary effort (Kruse, K. (2012).

The concept of psychological capital on the other hand was originally designed for organizations. Luthans suggested that growth in organizations needs to focus on psychological rather than educational development since they possess two types of knowledge, the explicit and tacit knowledge (Luthans, 2007).

LITERATURE REVIEW

Psychological capital's core construct is a positive organizational behavior. The first order positive psychological resources include hope, confidence, optimism and durability. Related to desirable work outcomes has helped psychological capital to grow and maintain its practical relevance (Luthans, 2007).

Work engagement is predicted by typical job resources related to personal resources and leads to higher job performance. Thus, work engagement is an important indicator of occupational well-being for both employees and organizations (Bakker, n.d).

In the study, entitled the "*Effect of Psychological Capital on Work Engagement*", Psychological Capital showed a positive effect on the subjects of organization behaviour such as performance, job satisfaction and organizational commitment. Employees with high self-sufficiency, hopeful, resistant to adverse conditions and optimistic contribute more to the organization (Erbasi, et. al 2016).

Positivism towards work has been valued for years, in the field of psychology and organizational behaviour this has been applied and have become operational in recent years (Luthans, et.al, 2007). Data were obtained on the measures of central tendency and descriptive statistics and correlation and regression analysis. It was found that the linear combination of values of self-sufficiency, hope, optimism, durability, and work engagement from psychological capital components to predict work engagement at a significant level. Found in the regression equation, the component of hope, durability, and optimism is significant to predict work engagement. In addition, durability component was found to be the psychological capital component predicting the work engagement. Work engagement on the other hand is a multidimensional structure consisting of the employee's work-related mental expressions (Gonzalez-Roma et al., 2006).

Work engagement has three basic variables: Vigor, engagement, absorption. "Vigor is refer to high levels of energy and resilience, the willingness to invest effort, not being easily fatigued, and persistence in the face of difficulties. Engagement refers to the deriving a sense of significance from a specific work, feeling enthusiastic about the job, and feeling inspired and challenged by it. Absorption refers to being happily immersed in one's work and having difficulties detaching from it (Schaufeli, 2008).

OBJECTIVES OF THE STUDY

This study aims to determine which domain psychological capital best predict work engagement of job order employees.

RESULTS AND DISCUSSION

This section presents the analysis and interpretation of the data gathered.

Presented in Table 1 is the level of psychological capital of job order employees and it showed a high level with the mean rating 4.13. This means that psychological capital is often manifested among job order employees. All the indicators revealed a high level of satisfaction with the mean ratings of 3.89 for confidence, 4.12 for hope, 3.98 for optimism and 4.31 for durability respectively. Moreover, the standard deviation shows homogeneity of the responses. This finding supports the concept of Luthans (2007) that psychological capital is a positive organizational behavior.

Table 1. Level of Psychological Capital of Job Order Employees

Indicator	SD	Mean	Descriptive Level
Confidence	0.75	3.89	High
Hope	0.69	4.12	High
Durability	0.78	4.31	Very High
Optimism	0.94	3.98	High
Overall	0.59	4.13	High

Presented in Table 2 is the high level of work engagement among job order employees which showed a mean rating of 4.09. This means that the work engagement of job order employees is often manifested. Among the three indicators, motivation showed the highest rating with the mean of 4.29 or very high. This affirms the proposition of Bakker et. al (n.d.) that personal resources leads to higher job performance and work engagement is an important indicator of occupational well-being for both employees and organizations.

Table 2. Level of Work Engagement of Job Order Employees

Indicator	SD	Mean	Descriptive Level
Motivation	0.72	4.29	Very High
Dedication to Work	0.68	3.94	High
Concentration	0.68	4.04	High
Overall	0.61	4.09	High

Disclosed in Table 3 is the significant relationship between psychological capital and work engagement of job order employees as revealed in the R-value of .818 with p-value of .000 which is lesser than .05 level of significance. All indicators of psychological capital have a direct relationship to the work engagement. This implies that there is a significant relationship between psychological capital and the work engagement of job order employees. This finding affirms with the proposition of Schaufeli (2008) that engagement refers to the deriving a sense of significance from a specific work, feeling enthusiastic about the job, and feeling inspired and challenged by it.

Table 3. Significant Relationship Between Psychological Capital and Work Engagement of Job Order Employees

Psychological Capital	Work Engagement			Overall
	Motivation	Dedication to Work	Concentration	
Confidence	.586**	.581**	.529**	.644**
	.000	.000	.000	.000
Hope	.759**	.513**	.586**	.708**
	.000	.000	.000	.000
Durability	.762**	.585**	.663**	.765**
	.000	.000	.000	.000
Optimism	.699**	.511**	.524**	.661**
	.000	.000	.000	.000
Overall	.824**	.647**	.677**	.818**
	.000	.000	.000	.000

****Significant at 0.05**

Presented in Table 4 is the significant influence of psychological capital on the work engagement. The R-square value is 67.6 which means the variance of 32.4 % is attributed by other factors not governed in the study. The psychological capital significantly influenced work engagement as revealed by F-value of 52.257 and the p-value of .000 which is lesser of .05 level of significance, implying the rejection of null hypothesis. Furthermore, durability as parameter of the psychological capital is the best predictor of the work engagement. This finding corroborates with the proposition of Gonzalez-Roma et al. (2006) that psychological capital components predict work engagement. Work engagement on the other hand is a multidimensional structure consisting of the employee's work-related mental expressions. Regression equation model was developed to predict work engagement of job order employees.

Table 4. Significant Influence of Psychological Capital on the Work Engagement of Job Order Employees

Psychological Capital	Work Engagement		
	Beta (β)	T value	P value
Confidence	.193	3.237	.002
Hope	.148	1.782	.078
Durability	.344	3.896	.000
Optimism	.154	2.110	.037
R ²	67.6%		
F value	52.257		
P value	0.000		

Regression Equation: $Y = .605 + .193 X_1 + .148 X_2 + .344 X_3 + .154 X_4$

METHODOLOGY

The researchers used non-experimental quantitative research design utilizing correlation method to 105 respondents. Adapted questionnaires were the instruments used in the gathering of data. Statistical tools used were mean, Pearson-r and linear regression.

CONCLUSION

After comprehensive analysis, the researchers concluded that the level of psychological capital of the job order employees was high as well as their work engagement. There was a significant relationship between psychological capital and work engagement. Psychological capital significantly influences work engagement of job order employees. Regression equation model was developed to predict work engagement of job order employees.

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