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## THE EFFECT OF WORK ENGAGEMENT ON SELF-ESTEEM: A FIELD STUDY AT THE CENTER OF THE IRAQI MINISTRY OF HIGHER EDUCATION AND SCIENTIFIC RESEARCH

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**ABSTRACT**

This study aimed to investigate the effect of work engagement on self-esteem, so the theoretical concepts of these variables have been viewed add to use the statistical methods to approve the correlation between these two variables. The search has been applied on a sample include of 310 employees in The Center of Ministry of Higher Education and Scientific Research their specialties and job grades have been varied. Some results have been reached the most important of them was there is no strong effect of work engagement on self –esteem because of difference in levels of each of them for a sample of study according to the results that the statistical analysis showed it. so, a set of recommendations were developed, the most important of them was the need to prepare a work environment helps the employees in the searched organization to engagement with their work by give them tasks get away from the routine and important make the employees feel like they are important and the organization can depend on them.

**Keywords:** *Work Engagement, Self-Esteem*

**INTRODUCTION**

Since the emergence of the behavioral approach in management as one of the modern approaches in organization's study at that time, The new idea also emerged which was building a suitable environment and climate for workers within their organizations that motivates them to perform well and helps them to involved with their jobs, not only through an involvement with drawn by the features of the formal organization and the lines of organizational structures and hierarchy, but takes a social and psychological involvement that makes work part of the employee entity and complementary to his personality, and this has the positive effect which enhances the employee's performance toward achieve his goals and the goals of organization and every success achieved by the organization is, of course, his own success, because he feels that he

contributed in this success, In addition to the impact of the work engagement on the employee's performance within his organization, it also has other effects relate with psychological aspects of employee which experience inside the work environment, and one of these psychological aspects is self-esteem which refers to a person's view of himself in term of his abilities and skills that make him feels he is important to his organization and to what extent of this view to self can effect positively on employee's performance and his loyalty to organization, so this search came to add new knowledge to previous scientific efforts in investigating about the effect of work engagement on self-esteem by clearing the concepts and dimensions of these variables in addition to using the statistical methods to exploring the effect of work engagement on self-esteem.

## MYTHOLOGY

Because of pressures which characterize the Iraqi organizational environment, then the existence of link between the employee and his organization became the main issue that the organizations have to deal with, and the most important organization is Ministry of Higher Education and Scientific Research (Center of Ministry) , the work engagement has major effect on job performance and moral of employees working in the center of ministry, and it plays role in developing and motivating the employees toward achievement the organizational goals, it also develop the personal characteristics and the positive view to himself as the active , effective and reliable for the organization, so this search have focused on investigating about the levels of engagement of employee with their work and the feeling of self-esteem they have, in addition to the effect of work engagement on self-esteem. This search considers like complement to previous studies that examined the link between these two variables. Two hypotheses have been set to explore the effect of work engagement on self-esteem:

1. First major hypothesis (There is a significant correlation between the work engagement and self-esteem) which branch from it three branch hypotheses:

- There is a significant correlation between cognitive work engagement and self-esteem.
- There is a significant correlation between emotional work engagement and self-esteem.
- There is a significant correlation between physical work engagement and self-esteem.

2. Second major hypothesis (There is a significant effect of work engagement on self-esteem) which branch from it three branch hypotheses:

- There is a significant effect of cognitive work engagement on self-esteem.
- There is a significant effect of emotional work engagement on self-esteem.
- There is a significant effect of physical work engagement on self-esteem.

## LITERATURE REVIEW

### Work Engagement

(Khan,1990) is the first who put theories about the work engagement, he described the engaged employees as they are connected physically, emotionally and cognitively with their roles in work, and this engagement refer to the focused energy that go to the organizational goals (Bakker,2011:265). (Schaufeli,etal,2002) described the work engagement as it's

positive mental status and loyalty that is distinguished through vitality, dedication and Comprehension in work (Bakker, et. al, 2014:391), and it's a form of involvement with job which link positively with useful results like positive emotions, self-well-being, job satisfaction and organizational commitment ,but On the other hand link negatively with negative results like work rotation and Psychological Burnout (Culbertson, et. al, 2012:1156). Also refer to active customization of personal resources toward to tasks that relate with work's roles (Christian, et. al, 2011:91).

So we can say the work engagement is the status that employee focuses his energy, effort and mental focus in tasks which associate with his roles in work because when he is doing his work, he feels kind of pleasure and self-gratification.

### **Dimensions of Work Engagement**

(Khan, 1990) put three dimensions of work engagement and this dimensions have been depended in this search (Kuok & Taorminab, 2017:266-267) :

#### **1. Cognitive Work Engagement**

It is reinforcement of effective awareness that oriented to organizational tasks, goals and actions, which require voluntary attention to job, owning positive thoughts about it and existence of desire to

developing the efficiency in these tasks, goals and actions of organization (Kuok & Taormina, 2013:142) and in this kind of engagement the employees are more positive in Interesting and maintaining with information that came from their peers, therefore increase these real information that employees keep it about their organizational programs(Potoski & Callery, 2018:1488). According to (Shuck & Herd, 2012) this dimension is the first step to work engagement processes which is organizing of cognitive that determine if there are enough resources to finish the present task (Valentin,2018:57).

#### **2. Emotional Work Engagement**

It refers to individual's effective involvement in work (Sia, et. al, 2015:62) whatever the individuals were connected emotionally with their work it is likely they will have better job performance (Ogunyemi, 2019:273). This sort of engagement is built on the concept of emotional effort in work that refer to process by which the individual arranges his emotions in workplace so if the individual is more connected with their work they will feel with good feeling and happiness about their work and they will experience positive factor that give them pleasure's feelings when they do their work (Kuok& Taormina, 2017:266).

### 3. Physical Work Engagement

It is the consumption the energy and effort voluntarily to achieve the organizational goals (Ogunyemi & Babolola, 2019:2). It refers to physical participation in any sort of tasks. The individuals exert energy and effort to finish the task regardless of the amount of exerted effort which vary according level, type and job of individual (Kuok & Tarmina, 2017:267).

#### Organization Based Self Esteem

According to (Rosenberg, 1965) generally the self-esteem refers to total evaluation by the individual to his self and abilities , and it is evaluation and description of his self-concept which make and maintain it in view of what relate with issues of his self, so the self-esteem is the personal evaluation that show what persons think about themselves (Pierce & Gardner, 2004:592). But in the organizational level the self-esteem refers to the degree by which the individual believe he can satisfy his needs by participation in roles inside the organizational environment (Pierce, 1989:625). In general the intellectual roots of organization based self-esteem came from studies are given by (Korman, 1970, 1971, 1976). According to these studies the organizational events play main role in individual evaluation about himself as a result these events will form features and behaviors of individual in workplace, and

the employees with high evaluation about themselves will show positive attitudes and behaviors, also the experimental studies have shown that the high self-esteem led to high levels of commitment and motivation of employees (Rotich, 2016:116). (Coopersmith, 1967) observed that self-esteem refer to extent by which the individual believe he is qualified and important to his organization (Pierce & Gardner, 2004:593). (McAllister & Bigley, 2002) also found that there is positive relationship between the organizational care and self-esteem , in other word the employees whose their needs and values are central to motivation that drive them score a high level of self-esteem (Unal & Turgut,2016:76).

## RESULTS

### 1. Internal consistency test results

Internal consistency or stability test results came by correlation coefficient of (Cronbach Alpha) which used to measure the stability of scale instrument in terms of internal consistency of scale items as shown in table (1) which the internal consistency has been proven to all the items of scale to all dimensions of variables when the values of Cronbach Alpha crossed its minimum acceptable (0.70), and this prove the internal consistency of scale thus constancy of the required in case of repetition of test.

The scale	Cronbach Alpha
Work Engagement	0.86
Psychological ownership	0.81
All the questionnaire items	0.88

## 2. Stability of Questionnaire

(Split –Half) method used in measure of stability which summarized by finding the correlation coefficient between the odd items and even items of questionnaire ,and the correlation coefficient is corrected by (Spearman –Brown) equation, if the stability coefficient was (0.67) according to equation it is sufficient for research that depend on questionnaire as its tool , so when we applied this method on this research the value of correlation coefficient was (0.90) that means the questionnaire in its different scales has good stability and it can be depended in different times to the same sample and give the same results.

## 3. Descriptive analysis of research variables

This analysis aim to explore the reality of research's variables in the center of ministry of higher education, so it will be depended on arithmetic mean and standard deviation of questionnaire's answers in addition to level of relative importance to every dimension to each variable, this

research depended on (Likert) scale to analyze the answers of questionnaire, the level of each variable will be around (1-5) in four levels as illustrated in table (2) , it includes two levels if it increases from the hypothetical mean which is (2.60 to 3.39) it will be good if it is around (3.40 to 4.19), and it will be very good if it is around (4.20 to 5), also it includes two variables if it decreases from hypothetical mean which is (2.60 to 3.39) , it will be weak if it is around (1.80 to 2.59), and very weak if it is around (1 to 1.79)

Weighted Average	Answer Scale	Answer Level
1to7.79	I don't totally agree	Very Weak
1.80 to 2.59	I do not agree	Weak
2.60 to 3.39	Neutral	Middle
3.40 to 4.19	Agreed	Good
4.20 to 5	Totally agree	Very Good

### Work Engagement

The arithmetic means of work engagement reached (2.93) and with standard deviation

(0.61), this indicate that the work engagement of employees is in the middle level, this means that the work engagement to the searched sample wasn't in a high level , and this is maybe because the nature of work environment inside the organization which is unmotivated to work and there is no atmosphere of social interaction inside the searched organization.

For the dimensions of work engagement, the cognitive engagement was the highest mean which was (3.04) although it was in the middle level but it was higher from the emotional engagement and physical engagement, that means the employees have information and thought about their jobs but this doesn't lead to make them involved with their jobs or engaged emotionally with them, in addition to they don't make a high effort to achieve extra tasks.

### Self-Esteem

The arithmetic mean of self-esteem reached (3.49) with standard deviation (0.57) ,this means the self-esteem of searched sample was good relatively , may be this is due to the employees feel self-confidence and the organization depend on them in achieving much of tasks and they take their tasks seriously ,in addition they feel that their presence and achievement of their tasks make a deference in the

organization. Table (3) illustrates these arithmetic means and standard deviations of dimensions of two variables.

Dimensions of Variables	Arithmetic Mean	Standard Deviation
Cognitive Engagement	3.04	0.68
Emotional Engagement	2.75	0.69
Physical Engagement	3.01	0.76
Work Engagement	2.93	0.61
Self-Esteem	3.49	0.57
N=310		

### Correlation hypotheses test

It is clear from the table (4) correlation coefficients and significant levels between the work engagement with its dimensions and the self-esteem.

### -Test of First Major hypothesis

This hypothesis states that "there is a significant correlation between the work engagement and self-esteem", it is clear from table (4) the value of correlation coefficient with the work engagement and self-esteem is (0.552\*\*) in significant level (0.000) , this means there is significant correlation in middle level between the

work engagement and self-esteem, which means that the employee's engagement with their jobs doesn't lead to a sense of self-esteem.

**- Sub- hypotheses testing**

**-Test of first sub- hypothesis**

This hypothesis states that "there is a significant correlation between the cognitive engagement and self-esteem", it is clear from table (4) the value of correlation coefficient with the cognitive engagement and self-esteem is (\*\*0.478) in significant level (0.000), this means the significant correlation between cognitive engagement and self-esteem is a bit weak, which means that the employee's cognitive engagement doesn't always lead to a sense self-esteem.

**-Test of second sub- hypothesis**

This hypothesis states that "there is a significant correlation between the emotional engagement and self-esteem", it is clear from table (4) the value of correlation coefficient with the cognitive engagement and self-esteem is (\*\*0.330) in significant level (0.000), this means that the significant correlation between emotional engagement and self-esteem is a weak, that means the emotional engagement of employees doesn't make them feel with self-esteem.

**-Test of third sub-hypothesis**

This hypothesis states that "there is a significant correlation between the physical engagement and self-esteem", it is clear from table (4) the value of correlation coefficient with the physical engagement and self-esteem is (\*\*0.609) in significant level (0.000), this mean the correlation between these variables are strong compared with others dimensions, so the exert additional effort from employees in the organization lead to make their feelings of self-esteem become better.

Table(4) The values of Correlation coefficients between Work Engagement and its dimensions and Self-Esteem

Work Engagement and its dimensions	Correlation and its significance	Self-Esteem
Cognitive Engagement	R	**478.0
	Sig	.0000
Emotional Engagement	R	**0.330
	Sig	.0000
Physical Engagement	R	**609.0
	Sig	.0000
Work Engagement	R	0.552**
	Sig	.0000
**. Correlation is significant at the 0.01 level (2-tailed)		

**Test of Effect Hypotheses**

From Table (5) the effect hypotheses will be tested which correlate the two variables.

**Test of Second Major Hypothesis**

This hypothesis state "there is significant effect of work engagement on self-esteem", in light of the results in the table (5) the value of computed F between work engagement and self-esteem is (134.67) which is more than the value of tabular F (3.94) in significance level (0.000), which is less than significance level in (0.05), this means there is a significant effect of work engagement on self-esteem so this hypothesis is accepted. The value of coefficient of determination R<sup>2</sup> reached (0.304), this means the work engagement can explain (30%) of change in self-esteem but the (70%) it is back to other factors not included in model of search. The value of B reached (0.513), this means the change that occur in the level of work engagement by one unit lead to change in self-esteem by (0.513), the constant value reached (1.989), so the regression equation of the second major hypothesis is :

$$Y=1.989+0.513X$$

Y self-esteem

X work engagement

**-Test of First sub-hypothesis**

This hypothesis state "there is significant effect of cognitive engagement on self-esteem", in light of the results in the table (5) the value of computed F between cognitive engagement and self-esteem is (91.182) which is more than the value of tabular F (3.94) in significance level (0.000), which is less than significance level in (0.05), this means there is a significant effect of cognitive engagement on self-esteem so this hypothesis is accepted. The value of coefficient of determination R<sup>2</sup> reached (0.228), this means the cognitive engagement can explain (22%) of change in self-esteem but the (78%) it is back to other factors not included in model of search. The value of B reached (0.401), this means the change that occur in the level of cognitive engagement by one unit lead to change in self-esteem by (0.401), the constant value reached (2.275), so the regression equation of the second major hypothesis is :

$$Y=2.275+0.401X$$

Y self-esteem

X cognitive engagement

**-Test of second sub-hypothesis**

This hypothesis state "there is significant effect of emotional engagement on self-esteem", in light of the results in the table (5) the value of computed F between

emotional engagement and self-esteem is (37.666) which is more than the value of tabular F (3.94) in significance level (0.000), which is less than significance level in (0.05), this means there is a significant effect of emotional engagement on self-esteem so this hypothesis is accepted. The value of coefficient of determination  $R^2$  reached (0.109), this means the emotional engagement can explain (10%) of change in self-esteem but the (90%) it is back to other factors not included in model of search. The value of B reached (0.273), this means the change that occur in the level of emotional engagement by one unit lead to change in self-esteem by (0.273), the constant value reached (2.743), so the regression equation of the second major hypothesis is :

$$Y=2.743+0.273X$$

Y self-esteem

X emotional engagement

**-Test of third sub-hypothesis**

This hypothesis state "there is significant effect of physical engagement on self-esteem", in light of the results in the table

(5) the value of computed F between emotional engagement and self-esteem is (181.810) which is more than the value of tabular F (3.94) in significance level (0.000), which is less than significance level in (0.05), this means there is a significant effect of physical engagement on self-esteem so this hypothesis is accepted. The value of coefficient of determination  $R^2$  reached (0.371), this means the emotional engagement can explain (37%) of change in self-esteem but the (63%) it is back to other factors not included in model of search. The value of B reached (0.458), this means the change that occur in the level of physical engagement by one unit lead to change in self-esteem by (0.458), the constant value reached (2.116), so the regression equation of the second major hypothesis is :

$$Y=2.116+0.458X$$

Y self-esteem

X physical engagement

Table(5) The Effect of Work Engagement and its dimensions on Self-Esteem

Independent variable	Dependent variable	F	R2	Constant value	B	Sig
Work Engagement		134.67	0.304	1.989	0.513	0.000
Cognitive Engagement		91.182	0.228	2.275	0.401	0.000

Emotional Engagement	Self-Esteem	37.666	0.109	2.743	0.273	0.000
Physical Engagement		181.810	0.371	2.116	0.458	0.000

Computed F =3.94

## CONCLUSIONS AND RECOMMENDATIONS

This search reached to a set of conclusions and recommendations from analyzing the answers of sample on the questionnaire:

1.The employees on the searched organization don't feel with strong engagement with their work and this due from the organization doesn't provide the proper work environment help the employees to engage with their actions and jobs which they perform in the organization in addition to that the actions of organization are routine and monotonous and may don't help to create the challenging spirit of employees and make the actions more attractive for them, so the researcher see that there is a necessity of interesting in social aspect in works of organization that lead to make work environment assist to motivating the feelings of engagement with organization's actions.

2.The employees feel that they are paramount and they are reliable and able to make a change in the organization if they are given the chance, that what have been reached from the answers of

questionnaire, so the researcher see that the organization should interest in these feelings in order to developing the employee's performance in it, and give them the opportunity to participate in decision making.

3.Although there is a correlation between the work engagement and self –esteem but this correlation isn't strong enough to say that the self-esteem of employees come from engagement with their work, so their work engagement may come from another reasons. But the physical engagement has the strongest correlation with self-esteem among the rest dimensions, this means that exerting of additional efforts by employees may motivate to exist positive feeling toward themselves and make them feel that they are very important to organization, so the researcher see there is a need for developing they employees by motivating them physically and morally to exerting more physical efforts in actions that perform in the organization because these efforts help the employees to make good image about themselves in the organization.

4. The results showed that the work engagement doesn't have the strong effect on self-esteem of employees in the searched organization, but the effect of physical engagement is the strongest among the other dimensions this what was concluded from  $R^2$ , so the researcher see that the organization should care of the physical aspects and physical interaction with job because it has the effect in create positive feelings among employees that they are important to organization and the organization can depend on them to achieve the organizational jobs.

5. Self-esteem that the employees feel with link more with another factors than the work engagement, maybe because the virtue of nature of organization's

community the self-esteem back to the social status for the government job or the amount of salary and incentives provided from organization but it doesn't come from the trust and care that the organization give them to the employees ,so the researcher see there is a necessity to adopt another type of caring for employees that depend on make them feel that they are reliable and trustworthy by assigning additional tasks for them and give them the sense that anything they do in the organization it makes a different in the organization's situation and the decisions that make.

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