

FACTORING EMPLOYEE ENGAGEMENT OF FULL TIME LECTURERS

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Abstract

Purpose of this study is to identify factors in employee engagement of lecturers at ABC University. Based on understanding that in order to have competitive advantage, an organization needs supported qualified human resources. Important qualified human resources in higher education is lecturer. Lecturers as talented people are expected to be motivated in their work and committed, enthusiastic, eager to do her/his job well. Then lecturers require some conditions that will lead to loyalty and survive in organization. Exploratory study conducted on 50 lecturers who work more than five years at ABC. The results obtained that 80% (40 lecturers) proud as lecturers of ABC now. Only 45% (23 lecturers) satisfied with the compensation and benefits. To discuss issue in depth, qualitative research method was conducted in this research. Through literatures studies, in-depth interviews, observation, that aim to get deeper information. Informants are two lecturers who had worked more than five years; Head of Departments as direct supervisor. Collecting data using triangulation method. Data was collected by interviewing two lecturers who had worked more than five years. Results shown that organizational support and relationship within organization has impact to employee satisfaction. While employee satisfaction has impact to build employee engagement. Research contributions provide input to higher education managers in managing lecturers as human resources to build employee engagement.

Keywords: *Employee Engagement, Motivation, Full time Lecturer*

JEL Classifications: *M12, D23*



INTRODUCTION

Work organization need supported of qualified human resources in order to have a competitive advantage. However the quality of an organization is determined by both quality of employees that will affect the performance and quality of the organization itself (Siagian, 2012). Lecturers as talented people, who are dealing with students in delivering the learning process, they are expected to be motivated in working and committed, enthusiastic, and passionate in doing her/his job. Performance of lecturers is basis for achieving the performance of organization. Each lecturer as faculty member should enriching performance by Tridharma. According Law No. 20 /2003 on National Education System that stated universities are obliged to provide three obligations to do, named Tridharma such as lecturing, research, and community service.

Lecturer Workload is main task of professional educator and scientist to transforming, developing and disseminating science, technology and the arts through education, research and community service (dikti.go.id, 2010). Because of that lecturer as an employee requiring some conditions that will lead to loyalty and survive in the University. Perception of lecturer is important to define because the perception is the process of giving meaning to the environment by individuals (Gibson et al, 2006). Conditions of lecturer engagement as an employee is a feeling that makes employees feel more enthusiastic about the work that tries to show her/his best performance, loyal and retain in the organization. This is in line with the statement Robins and Judge (2013) that employee engagement is an employee's positive attitude towards the values and goals of the organization. By having engaged workers, organization will try to have an understanding and awareness how to achieve its objectives in the long term.

Based on exploratory study conducted on 50 lecturers of ABC University who have worked more than five years showed that: 65% of lecturers felt always do something better than what was expected. Then 80% of lecturers feel proud to be part of ABC. Only 45% of lecturers satisfied with the compensation and benefit. Observations done on largest Faculty in ABC which has majority number of students, shows that in the period since the academic year 2008/2009 until 2013/2014 there has been a turnover of tenured faculty. For example in the period 2011/2012 the number of permanent lecturers were 34 persons, recruiting new



lecturers is four person. But lecturer turnover were seven person. Turnover more than 2% according Hasibuan (2007), can be ranked high. Some reasons are because family problems; wanted better salaries and benefits; changed careers; does not fit to organization culture.

On the other hand the data from the Education Minister expressed need of lecturers in Indonesia is still high. Meaning, that Indonesia is still has shortage of people who are interested and qualified as a lecturer. The number of lecturers in Indonesia reached about 160 thousand people, while the number of students reaching around 5.5 million (Desita, 2013). If allowed to continue, it is a dangerous potential to performance of the organization. Thus the employee engagement in ABC will be needed, because the organization needs the support and loyalty of the lecturer to achieve the objectives and improved organizational performance. Because according to Gallup (2010) that stated the employees who have engaged will be more productive. Previous research on employee engagement is done with quantitative methods titled “Employee Engagement: Antecedents and Consequences Unit Studies in PT. Telkom Indonesia Semarang” by Nusatria and Suharnomo (2011), analysis shows that the job characteristics, perceived supervisor support, appreciation and recognition has a positive influence. Some researchs also showed that employee engagement has a positive influence on job satisfaction and organizational commitment (Siddhanta and Roy, 2010; Lamidi, 2010; Nusatria and Suharnomo, 2011, Polii, 2015). The benefits of employee engagement can create success for the company through employee performance, productivity, safety, attendance and retention, customer satisfaction, customer loyalty, to profitability. Because of that employee performance can be one of the things that became a result of the creation of employee engagement. Therefore it is important to conduct research to identify factors build employee engagement of lecturers in ABC with a qualitative method approach to get deep insight perceptions from lecturers’ side.

Based on the background mentioned above it can be concluded that the issue became the focus of this issue is :

How are factoring employee engagement of lecturers at ABC University?



LITERATURES

Motivation

Human Resource Management (HRM) according Ivancevich (2010) is a program that is in direct contact with humans as an employee and helps employees achieve the goal of both organizations and individuals. HRM consists of several activities, such as: Fulfillment of equal employment opportunity; Job analysis; HR planning; recruitment, selection, motivation, and employee orientation; Performance evaluation and compensation; Training and Development; Industrial relations; Healthy safety work. In HRM, motivation is very important. To understand the motivation of employees cannot be ignored because it will encourage employee motivation achievement (Notoadmojo, 2009; Pentury, 2010). Motivation is the driving someone achieve the goal which man cannot be separated from the need and desire necessary to respond. Maslow's theory explains there are five levels of needs: physiological, safety, social, esteem, self-actualization. Later developed by Herzberg in motivation and hygiene factors. Equipped of view Aldefer known as ERG theory (existence, relatedness, growth). Hezberg in theory two factors stated factors such as policies, corporate administrations, and an adequate salary in a job will be to reassure employees. When these factors are not sufficient then people will not be satisfied. It can be interpreted person in carrying out his work is influenced by two factors is a requirement: (a)Hygiene Factors are factors relating to the maintenance of human nature that wants to obtain peace of corporal . The health needs of these is a requirement that is ongoing , because this requirement will be returned to the zero point after met; (b)Motivation Factors are the motivating factors concerning an individual's psychological needs that perfect feeling of doing the job. This motivational factor associated with an appreciation of the personal directly related with job (Aamodt, 2012) .

Job Satisfaction

Job satisfaction can be defined as an emotional state that is pleasant or unpleasant in which employees view their work (Hasibuan, 2007; Sunyoto 2009). Sutrisno (2009) also stated the factors which may influence job satisfaction such as: (1)The psychological factor is



related to the psychology of employees, such as interests, tranquility in the work, the attitude of the work, talent, and skills. (2)The social factor that is associated with the interaction between the employee or the employer. (3)Physical factors are associated with physical conditions that exist in the workplace such as type of work, rest periods, work equipment, state of the room, temperature, lighting, air vents. (4) The financial factor that is associated with the guarantee as well as employee benefits, including salaries, benefits (social security, benefits, facilities, promotion). If the organization motivate employee well, the employee will feel a positive condition and is satisfied that they would be willing to do more than expected performance (Sugandi et al., 2013; Meilani, 2009). However, employees can also feel the condition of dissatisfaction that according to Robbins and Judge (2009) may be manifested in the form such as:(1) Exit, namely through behavior leads to leave the organization or resign; (2)Voice, through the efforts of actively and constructively trying to improve the situation, including suggested improvements, discuss the matter with his superiors. (3)Loyalty, shown passively, remains optimistic about waiting for the conditions to improve, even defended the organization if there is criticism and trust organizations and management did the right thing. (4) Neglect, ie the act of letting the condition gets worse, such as defaulter, often too late, reducing the effort in working, errors in work increases.

Organizational Support

Organizational support is arise where organizations face a dynamic and changing environment in order to adaptation organizations themselves. The organizational support is experienced which employees believe their contributions rewarded and concerned by organizations. Precious research shows people feel their organization is supportive when awards consider fair, employees can participation in decisions and if they were considered supportive supervision. If the perceived organizational support and commitment strong and positive it is likely to give high job satisfaction (Hasibuan, 2007; Sunyoto 2009; Robbins and Judge,2009).



Employee Engagement

Employee engagement is a complex problem in HRM. If organization wants to have a competitive advantage, require employees with good performance and restraints. The reason is employee engagement will make employees feel happy and enthusiastic to work in well performance (Handoko, 2010). Employee engagement can be divided into three aspects: physical / personal , emotional and cognitive aspects . The physical aspect is the level of engagement in person with the organization. Emotional aspects can be realized with a condition in which the employee is willing to cooperate or to empathize with superiors and colleagues. The cognitive aspect is the awareness of the role played by the organization. Characteristics on employee engagement related to the organization's efforts in improving employee performance and organizational performance (Robbins and Judge , 2009).

Loyalty

Loyalty is a condition of the willingness of employees in order to have a long association with the company. Loyal employees will be loyal in the long term, even to defend and keep the organization from a statement that is not good (Robbins, 2013 ; Siagian, 2012; Hasibuan, 2007) that loyal employees will be loyal in the long term, to defend and keep the organization from a statement that is not good. In the study Soegandi et al (2013) concluded that employee loyalty is positive and significant impact on Organizational Citizenship Behavior employees, although the effect is weaker than job satisfaction.

RESEARCH METHOD

The method used is qualitative, based on the philosophy post positivism, used to examine the condition of natural objects. Data analysis inductive and qualitative research results further emphasize the significance rather than generalization. Qualitative research is a method of unstructured exploratory research that is based on a small sample that provides insight and understanding of a problem situation. This is in line with Sugiyono (2007) and Creswell (2009) adds that qualitative research is the excavation effort, understanding, and meaning to what happens in the various individuals or groups, who comes from a social or humanitarian issues. The purpose of qualitative research is helping researchers to deepen



existing social phenomena through the perspective gained from key informants who have been determined. The object this research is lecturer of ABC. Data collection method used by conducted through: direct observation method (observation), the method of using questions (interview), special method (questionnaire for exploration) and also secondary data derived from the theories, the company archives or previous research (Nazir, 2007; Ihalauw, 2008). In this study, the unit of analysis that will be studied is individual. Because this paper discusses factoring employee engagement of fulltime lecturers.

The selected key informants in this study are lecturers with period of work more than five years. The consideration is during five years work at ABC able to provide an overview of the process that is received from ABC. Observations made on the key informant at the facts that occurred to see how the ways in building employee engagement factors at ABC. Both key informants election conducted with consideration of ease gain access to data and their availability and willingness. However, both informant only willing to use the name initials disguised as Mr X and Mrs Y, this is done as privacy because they still work at ABC University.

This research using triangulation, is done by combining data obtained from various sources. The source can be either from the observation, key informant interviews, and secondary data derived from the theory, the company archives or previous research. This is done to reduce error and bias. While the validity of the use Validity is the degree of accuracy of the data occurs in a research project with data that can be reported by researchers (Sugiyono, 2008). Validity can be divided into three, namely (Yin, 2003): (1)Construct validity: establishing correct operational measures for the concepts to be studied. (2)Internal validity: establish causality, where certain conditions are shown in order to direct other conditions, as distinguished from a pseudo relationship.(3)External validity: set the realm in which the findings of a study can be generalized. This study uses an external validity test, which put more emphasis on the extent to which these results can be generalized to other contexts.



Key Informant Profiles

Through informant profiles can be understood that the two speakers are lecturers with tenure period of employment more than five years; age over 40 years; married; has national registration number of lecturer named NIDN, has formal academic hierarchy named *Jenjang Jabatan Akademik* (JJA), lecturer certification; and S2 of from domestic (Indonesia) graduates. According to Indonesia's regulation concerning the terms of lecturers in Indonesia should have minimum S2 (magister degree) can be a full-time lecturer for S1(bachelor degree).

The first informant is male (Mr. X), aged 48 years old, period of work is five years. Although not yet have a doctoral degree, but already has JJA rank as lector 300. In the competence level of the position still further towards to be a Professor. Especially in an academic environment there are still unwritten cultural and views about different treatment based on the status of academic or graduate level. As a Magister degree, first informant although deemed to have seniority, but should still be trying to get recognition and privileges attached as a senior lecturer. Especially in the age of 48 years, the first informant in his performance required to be more competent in teaching and others good personal competence to survive. But JJA rank lector and lecturer certification still required for the profile lecturers in department/faculty, so he still has strong enough bargaining position.

The Second informant is female (Mrs. Y), aged 40 years old, period of work is 9 years, holding Magister degree. In the competence of the ladder is at the lowest level for the profession of lecturers as Asisten Ahli 150(AA). But the second speaker still has the opportunity and the desire to continue doctoral education level. Which is an added value for both speakers are already have professional certification (serdos) so shall doing and reported Tridharma regularly. Collecting data in this study conducted using interviews and observation. Interviews were conducted in all informants in a different time. Then proceed to observations and Focus Group Discussion (FGD) with Head of Departments.

FINDING AND DISCUSSION

Based on FGD with head of departments as a direct supervisors of key informants that considers even though lecturer not yet has emotional engagement, but it is already happening



cognitive engagement and behavioral engagement. This can be explained based on observations that ABC has standardized system in employee socialization. Then an understanding of the vision, mission, goals, strategies, both at the organizational level and the level of department delivered in a comprehensive, holistic and periodically to the lecturer through training and seminars and regular meetings. So lecturers know what the obligations, the job description which impact on attachment behavior. Supported by the rules in force in accordance rule book published by the Human Resources Department of ABC as a guidance in the operational followed by lecturers to do the job including Tridharma elements. This is according to a statement by Rusdin (2013) and Mc. Bain (2007) that stated employee engagement include attachments cognitive, emotional, and behavior that is not optimal can also contribute positively and significantly to improve organizational performance. Because engagement related cognitive emotion felt by individuals as a result of an engagement of the situation. So that employee engagement built through a long process and requires management support and conducive leadership. Lecturers who have an attachment to consciously or emotionally connect with the leaders.

Based on observations and literatures review, as a private university ABC known have good facilities in Indonesia. Such as modern learning facilities of laboratories, digital libraries, e-libraries, as well as sports and arts facilities (gym, football field, track, field athletes and various facilities concerts). As an education provider for S1 dan S2, has approximately 400 full-time lecturers and graduate S2, S3 graduates from domestic and overseas. Spiritually committed to developing students with the development of character and knowledge. Basic recruitment believes the importance of placement in the right position in the management of international standard education. Then the lecturer is a key factor in increasing knowledge and interest of students in science. ABC's organizational culture is very strong and visible management role in decision making top-down management. Therefore, the existing norms follow the vision and mission that is constantly trained to the employees. Starting from the orientation of the new employees are given directly by the top managerial ranks of the rector. To better understand these norms also confirmed by written rules on employee regulations are reviewed every three year by the HR Department. Kotler (2000) states that a positive organizational culture will lead to organizational commitment. It



is expected that lecturers can see himself in the positive values of the organization to then take an active role in achieving the objectives of the University. ABC shows through the existing norms established organizational commitment organizational trust lecturer and vice versa. Further organizational commitment will assist the employees in this case a lecturer in running performance. The following will be presented table informant interviews regarding the issue of research.

Table 1. Results of Both Informants Interviews

Research Questions	First Informant (Mr. X)	Second Informant (Mrs. Y)	Category	Pattern and Variables
1. Meaning of your work?	<i>Very meaningful, because it is my profession.</i>	<i>Through my job trying to glorify God .</i>	Meaningful, Glorified God.	The informants are lecturers who are work more than five years and each person has NIDN, JJA, Lecturer certification from Government as recognition of their professional ism. They
2. How does working facilities obtained ?	<i>The facilities are very good comfortable to work with computers , office equipment</i>	<i>Appropriate and good to do a good job in the classroom and in the private office.</i>	Good. Comfortable for work in classroom and private office.	
3. How rights taken?	<i>adequate and nice .</i>	<i>Once was not given hospitalized for my children, but clear after knowing the procedure.</i>	Given as promised and as procedur e.	
4. What	<i>Never too late given the contract as promised.</i>	<i>Others is ok.</i>		



personal relationship with head of department ?		<i>Mediocre, more important to do the job properly.</i>	Formal and mediocre.	feel that work at ABC meaningful and can glorified God through job. They obtained organization al support such as good and comfortable working facilities, the rights given as promised procedurally . Personal relationship with direct supervisor (head of department) is mediocre, formal just for working. But
5. What personal relationships with colleagues ?	<i>Least once a week we meet if there are weekly worship, formal just for work.</i>	<i>Friend like a brother/sister. If differences of opinion also does nothing .</i>	Strong relationships ip to supported .	
6. How is the training available?	<i>same team supported each other .</i>	<i>Training is supported inside or outside that can be accounted in favor of competence teaching or research .</i>	Provided and supported by organizati on.	
7. How do you get development process?	<i>training provided either internal/external .</i>	<i>There is also spiritual development so lecturers know the purpose of his/her life.</i>	Self learning; spiritual	
8. How can	<i>JJA up. Only Developing self-</i>	<i>Some accepted</i>		



appreciation for your idea ?	<i>learning.</i>	<i>and some are not accepted.</i>	formation .	relationship with colleagues is very strong and supported each others. Training and development provided by organization through internal and external training.
9. How is the income received compared to the workload ?	<i>Accepted well but implementation depend on supervisor.</i>	<i>is good.</i>	Accepted but depend on superviso r.	
10. How do the financial support Tridharma?	<i>Just ordinary enough.</i>	<i>Supported with a budget that is controlled by superiors</i>	Enough and good.	
11. How is the working Environment ?	<i>Conducive because many rules and regulations.</i>	<i>Very Satisfied.</i>	Supporte d with strict supervisi on.	Developme nt done by the informants self learning, organization also supported on spiritual training.
12. How is your satisfaction ?	<i>Satisfied.</i>	<i>Medium</i>	Conduciv e good environm ent.	
13. How is the cooperation	<i>Not bad for cooperation at work.</i>	<i>encouragement , but among employee building their</i>	Satisfied.	Compensati on and



among employees?		<i>relationship naturally.</i>	Teamwork is good.	benefit feel enough and good. For example
14. How head of department encouraged cooperation?	<i>Not really involved to encouraged, but teamwork is well.</i>	<i>I do research, teaching, community service regularly and achieve good performance.</i>	Not involved; Among employee build their relationships naturally. Doing Tridharma a well and achieve good performance.	Financial supported to do Tridharma by strict controlling and supervision of superior. Both informants feel satisfied and believe that working can running well by teamwork. The superior (head of department) not significantly involved to encouraged teamwork thus among
15. How is your work performance?	<i>Good enough I do my duties and Tridharma well.</i>	<i>Often, for job and students needed.</i>	I will give good recommendation for Christian University. I can accepted.	
16. Do you willing to work over office hours?	<i>Yes, sometimes when job needed.</i>			
17. Do you recommend ABC as a good place to work?	<i>Yes, but depend on your expectation especially for Christian spirituality.</i>			
18. How do	<i>It is okay, every workplace have</i>	<i>I can face that it is match my values.</i>	Willing to work overtime. Give	



you face the weakness of your organization?	<i>it.</i>		good	lecturers
19. How do you face organization culture?	<i>I am not stay, so I feel match.</i>	<i>As lecturer I should explore to do better in job.</i>	recommen- dation for Christian Universit y.	building their relationship naturally. Tridharma (teaching, research and publication, community service) as work performance of teacher can done and achievable, because the informant willing to work over office hours for job and students needed.
20. How do you explore yourself in work?	<i>I always learning to be innovative in teaching.</i>	<i>It doesn't matter if the managerial explain the standard clearly.</i>	Okay and can accepted.	
21. How do you see the goal of your department?	<i>Very dynamic sometimes confusing.</i>	<i>Absolutely proud.</i>	Match my values.	
22. Do you proud of ABC?	<i>Yeah I am Proud.</i>	<i>Yes, it is okay I think</i>	Explorati- on by innovatio- n way to teaching.	
23. Why do	<i>I will as allowed by God.</i>		Very dynamic and confusing if there isn't	They will good recommend- ation for Christian



<p>you still work at ABC in the next ten years?</p>	<p>explain standard clearly. Proud. Willing stay and loyal as allowed by God</p>	<p>university good place to work. They stand until now in ABC because feeling match with their values. They also explore innovative way to teach although goal of department very dynamic, they can accepted if supervisor can explain it clearly. Then informants proud and feel happy work at ABC as</p>
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God
allowed.
From the
patterns on
variables
that arise
include :

1. Organizational Support
2. Relationship within organization
3. Employee Satisfaction
4. Employee Engagement

Source : Interview Protocol

Present findings based on interview with informants, they are stated that there is organizational support at ABC such as good and comfortable working environment; given right as promised; fairly financial compensation and benefit; financial support to do Tridharma). Based on observation there are good facilities to work such as private room, provided personal computer with WIFI supported, working stationary. And ambient such as good cafeteria, futsal and soccer field, gym, swimming pool, green garden. Good library. The classroom itself provided some equipment such as whiteboard, LCD, computer and WIFI. Thus employee feel happy to work and as lecturers they can perform well to do teaching, research and community service. Related Sutrisno (2009) that stated it can be categorized as



physical aspect of employee engagement. The physical aspect is the level of engagement in person with the organization can be named as personal engagement. ABC doing human resource management well start from recruiting phase that can be implied from the fit values between informants as lecturers (individual) and organization. In this case informants admit that they are not only taken several internal and external training that supported them doing job well as lecturers. They also taken spiritual side to development from training by Leadership Enrichment Module (LEM) that offering modules to be more integrative as a Christian lecturers in Christian worldview. ABC know the important of employee motivation through good HRM, in line with Pentury, 2010 that stated understand the motivation of employees cannot be ignored because it will encourage employee motivation achievement. Through motivation and organizational support both informants has positive perception toward work and work place (ABC). They feel satisfied, then they want to work more than work hours, try to be innovative at teaching. Based on Sutrisno (2009) there are factors that influence job satisfaction include (1)social factor: implied on good relationship among employee and good teamwork; (2)physical factors. are associated with physical conditions that exist in the workplace such as type of work, rest periods, work equipment, state of the room, temperature, lighting, air vents. (4) the financial factor that is associated with the guarantee as well as employee benefits, including salaries, benefits (social security, benefits, facilities, promotion).

Informants also have pride as member of ABC, so they like to give good recommendation of ABC as Christian University; good working place to work. Meaning ABC has motivate the employee well then employee will feel a positive condition and is satisfied that they would be willing to do more than expected performance (Sugandi et al., 2013; Meilani, 2009). Although relation with supervisor (head of department) find in average level, but both informant agree that does not affect completion of the work. Beside that team work is running well because among employee building their relationship naturally. It can be occurred in condition that employee feel happy then they engaged as a team work and has strong relationship to supported each other. There is employee engagement will make employees feel happy and enthusiastic to work in well performance (Handoko, 2010). It can be explained that motivating factors according Herzberg is a profession of teaching itself, the



success achieved, growth opportunities, career advancement and recognition from others. While for more hygiene factors to influence of the environment such as superiors and colleagues work. In this case informants as lecturers getting a boost internally feel motivated, so they pleased with the work that was engaged with profession. Finally all informants wants to be stay and loyal to ABC in the next ten years because they feel happy to do their job and profession.

Proposed Proposition

Some important concepts in this study will be assembled into a proposition . Proposition is a statement that consists of one or more concepts or variables (Sanusi, 2011). Each proposition shows the interrelationship between the two concepts. Propositions are as follows:

Proposition 1: Organizational Support affected to Employee Satisfaction

Perceived organizational support positively reflected in the statement of research informants that they feel satisfied with all facilities; personal relationship with colleagues; compensation; team work that running naturally, while they expressed that they also can accepted values of organization. Both informants feel The work meaningful to glorified God. The meaning is interviewee feel that the job should give to glorified God that match with vision of ABC university: True knowledge, Faith in God, Godly characters. Although the relationship with the supervisor (head of department) is mediocre but it does not affect the execution of the work that still runs through good teamwork. It is related to Robin and Judge (2009); Nusatria and Suharnomo (2011) states that employees who feel that they have the support of the organization will have a sense of meaningfulness in the employees themselves then they feel satisfied.

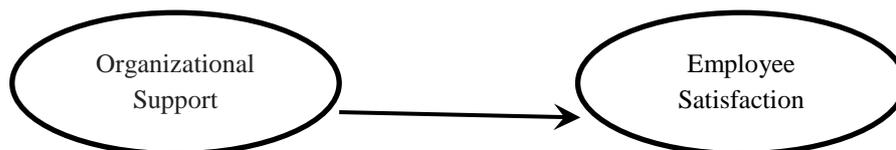


Figure 1

Proposition 2 : Relationship Within Organization affected to Employee Satisfaction

Social interactions within the organization will help employees at work and outside of work. Both informants stated has strong relationship to supported each other with faculty colleagues, then teamwork is good and although supervisor not involved to encourage among employee has build their relationship naturally. Related to As'ad, 2012, stated there some of the things that cause satisfaction, and one of them is social factors which are factors associated with good social interaction between fellow employees , and their superiors, and employees of different types job.

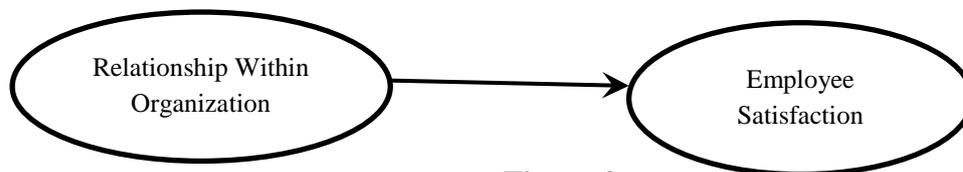


Figure 2

Proposition 3: Employee Satisfaction affected to Employee Engagement

While employee feel satisfied for some factors such as compensation and benefit, job it self, coworker or supervisor, physical atmosphere at work they will have positive feeling about their organization (Sunyoto 2009; Hasibuan, 2007; Sutrisno ,2009). In this study informants feel satisfied by organizational support, relationship within organization. Then as lecturers they feel engaged as cognitive, emotional, attitude to ABC University. Related to David Macleod(engageforsuccess.org, 2016) that stated when employee feeling pride working in an organization they have positive attitude and behavior to improve business outcomes and will offer their capability and potential.



Figure 3

Model Proposed

In this section, propositions that have been formed and then assembled into a theory or model. The model was created by linking a proposition with other propositions. Then the models created in the study are as follows:

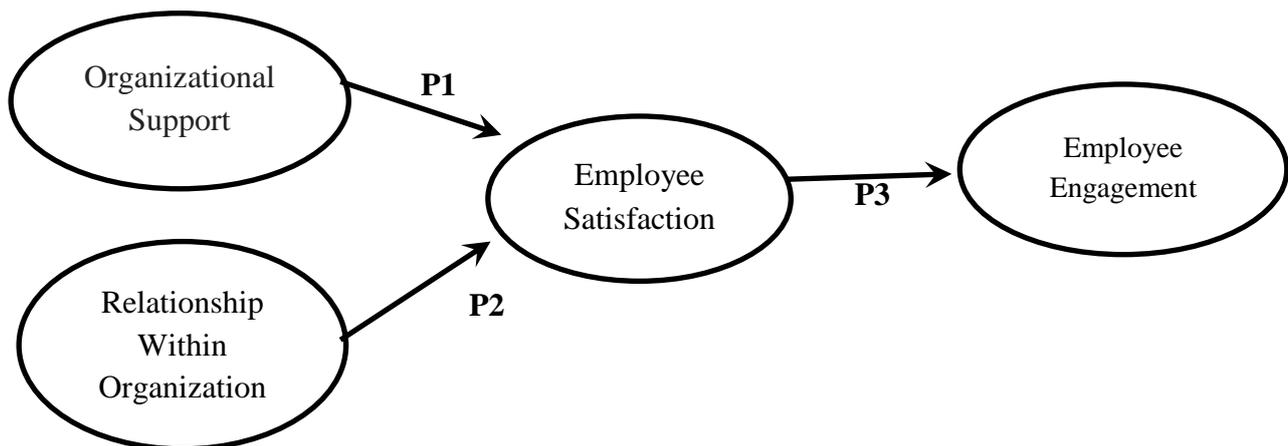


Figure 4

CONCLUSION AND SUGGESTION

Conclusion

As an University ABC need to know how their employees especially lecturer feel engaged with organization. To know engagement feeling based on informants representative of lecturer in ABC University, organization need to support as external motivation of lecturer. ABC University consider are able to provide motivation in the form of organizational support of the employees will make employees feel valued so as to make a positive feeling. Then employees will feel satisfied with the situation encountered in occupational and environmental support as hygiene factors. In term of relationship within organization can affect employee satisfaction because in ABC University there are several communication to make sure that every employees know what is the goal but in this case supervisor roles very important. Managers should already know and understand the characteristics of lecturers. This is very important because the position of lecturers in university (company). Lecturers do not merely as an element of production but also as an

element of an effective corporate investment. Because of the quality of their human resources need to be developed and maintained not only in the context of performance but also job satisfaction. Head of department as direct supervisor of lecturer should give fair, clearly standard of performance then build atmosphere that can encourage teamwork. If employee satisfaction reached indeed, employee will feel more engaged. In this case the employee will be more obedient to the organization with respect to the vision, mission, goals that should which is connected to an organization characterized by several things: (1) understands the vision, mission and objectives of the program as well as the rules of the organization; (2) please and enjoy their work with all responsibilities; (3) high employee motivation; (4) always improve the quality of the performance; (5) is a source of new ideas, innovative; (6) the manager and employees of mutual respect; (7) able to build team work reliably; and (8) to feel as part of a large family of companies.

Suggestion

Managerial implication for ABC University should implementation of the system that inherent value to needs of employees. Meaning ABC University should maintain their lecturers through people management. Especially for direct supervisor should be good leader to enhanced lecturer's performance toward the goal by Tridarma (teaching, research and publication, community service). ABC University should not be too oriented on profit alone, but ignore the needs of lecturers welfare. And do not forget the managerial must always accommodate new ideas from lecturers. Then it is not impossible because lecturers so tightly bound, lecturers will give hard work and produce their best performance in Tridarma.

Research Limitation

In conducting this study, there are limitations, such as: conducted by qualitative method through interviews with limited informants so it should not be generalized to all lecturers; Unable to perform focus group discussion lecturers and head of department because they are not willingness. This study only focus on lecturers perception toward lecturers engagement in ABC University. Then the theoretical suggestions need further research using quantitative methods and conduct empirical testing of the models.



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