

IS GENDER ISSUE STILL RELEVANT IN WORK ENGAGEMENT CONTEXT?

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ABSTRACT

Research purposes- Gender issues was being relevant issue in the past decades. Also, work engagement play important roles to boost organization profitability. This paper aimed to investigate the differences between male and female employees in work engagement.

Methodology- Sample for this study were 243 banking employees. Validity and reliability conducted in this study was using Confirmatory Factor Analysis (CFA) with the Work Engagement CFA score was .802 (sig.000) and Cronbach Alpha score for Work engagement was .900 (Minimum Score is 0.7) in SPSS 25. Independent T-test used in this research to find out the differences between male employees and female employees work engagement.

Findings- The research Levene's Test for F score was 1.820 (sig. 0179) or in other words is insignificant. So, the result conclusion was that it was not any differences in engagement significant level between female employees and male employees in the Indonesia banking sector.

Practice Implication- To enhance productivity through work-engagement, banking industry has wide choice in recruiting female and male employee (both gender suitable with banking industry job description).

Originality- Findings in this research occurred the relationship model between work-engagement based on gender perspectives.

Keywords: *Gender, Work Engagement, Productivity*

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INTRODUCTION

Gender issues in an organization had been discussed massively in many research. In previous pictures, segregation of woman and men was both horizontal and vertical in the business and public organization in Britain, for example, the woman had represented 80 percent of hairdressers, cleaners, caterers, and clerical workers, but, only 0.8 percent of surgeons, 12 percent of solicitors, 16 percent of secondary headteachers and at most 22 percent of managers (Biswas & Cassell, 1996). But, in the last 20 years, the academics found many women had worked in factories, supermarkets, female office workers, in particular secretaries (Biswas & Cassell, 1996). In fact, women, who worked in the organization through experiences, were considered to get lower labor value and play minor roles in the organization (Leung, 2002). Moreover, some perspective about how the gender issue became crucial in the organization, especially when the company faced a “change” condition. Many executives had afraid if the company became “going soft”. It was compared with the previous style that more authoritative, patriarchal, competitive, and confrontational (Linstead, Brewis, & Linstead, 2005). The debates still have not gained the finish line about gender issues in an organization. On another side, work engagement as a part of important roles to boost organization productivity was inseparable from the gender issue.

Work engagement helped the organization to achieve high productivity was facing a gender issue. Work engagement is explained as “a positive, fulfilling work-related of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al, 2002 in Albrecht S. L, 2012). Work engagement itself had boosted many organizations into peak performance, including financial stability, financial enormous growth, high productivity in 94 global companies over 2008 until 2012 (Merry, 2013). Thus, the classic question still debatable related to work engagement was “where women and men can equally demonstrate their engagement in the workplace?” (Banihani, Lewis, & Syed, 2013). The discussion had little known related to work engagement depends on gender

(Liu, Cho, & Eka, 2017). Thus, the academic discussion on the service field was known little to discuss even the service field were containing enormous psychological pressures, unclear working hours and work shifts, unhealthy working condition, long working hours, low wages, and extensive emotional labor (Liu, Cho, & Eka, 2017). Banking as the service areas also included in the little discussion which had related work engagement based on gender perspective. Even, the banking sector played important roles in conventional economy circulation, especially how the bank had collected funds from the public then distribute funds to society (Lisa, 2016). Bank as the main driver of the global economy, especially in ASEAN regions (particularly Indonesia) which had dramatically significance in the economic growth (Mirza & Wee, 2014) and, also, in open economic condition, Banks had the task to build proper liquidity management and it was becoming very imperative and challenging (Ismal, Assessment of liquidity management in the Islamic banking industry, 2010) (Ismal, Depositors' withdrawal behavior in Islamic banking: case of Indonesia , 2011). In purpose to comply with those duties, the Bank should have an employee with high engagement in the organization.

Based on the previous discussion about work engagement and gender issue limited to Banihani, Lewis, & Syed (2013) and Liu, Cho, & Eka (2017) who tried to relate work engagement in gender perspective in various organizations, but the previous research had an unfinished discussion and never touched banking sector even the banking sector played important role in the conventional economic. The purpose of this study had to respond to a few research that deliberate interconnection between work engagement and gender issues. In summary, this study wants to answer (1) Were female employees more engaged in the workplace than male workers or vice versa?

LITERATURE REVIEW, HYPHOTHESES, AND MODELS

Gender in Organization

Equal opportunities policy was needed by the organization culture in purpose to achieve highest productivity at workplace (Biswas & Cassell, 1996). Moreover, promoting women and other diverse groups had become more popular in 1996 to against economic recession and uncertainty in business circumstances. Moreover, Biswas and Cassell (1996) argued that companies should pay attention on diverse workforce, especially in sex (gender), ethnicity, disability or whatever to propose the effecting organization. Otherwise, Biswas and Cassell (1996) did not disavow that the hotel industry was a fertile environment in which to study issues surrounding women's experience of work and women occupied low status in role in that industry such as, chambermaids, and men occupied more prestigious roles such as, managers and chefs.

Gender issues and dilemma also influenced in Multinational Corporations (MNC). Feminist theories which adopted in organization studies had created a gender impact in MNC (Frenkel, 2017). The MNC operated in new locations, especially in developing countries should give impact to local related with gender concern. But, in the several decades, MNC which had a massive increase in the export - processing sector, tax-free industrial zones, organization, and management studies still had little impact to women rights and opportunities and on gender relations around the globe (Frenkel, 2017). The barriers were occurred from social, economic, and cultural context in which MNC's operated. Thus, Frenkel (2017) sent three key critics to MNC's relate to the failure to improve gender issue in the host country; "(1) cultures are emerging properties that are changing over time, especially in an era of globalization when people are extensively exposed to other cultures on a daily basis. From this perspective, the MNC and its different domestic and foreign unites should not be understood as being forced to accept local gender cultures. Their intended and unintended decision to accept or challenge local gender norms should be understood as part of their managerial strategy aimed at

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increasing efficiency and profitability (2) Values, habits, and norms are less important than the more formal rules and legislation developed to regulate employment in general and the gendered division of labor at home and in the labor market (3) Both gender-culture gender and institutions should pay more attention to the local and transnational power relations in the household, on the social and political levels, and in the market sphere” (Frenkel, 2017).

A gender issue was becoming important manners in Hongkong industry. Hongkong had been under British rule for 150 years when China regained sovereignty over the territory in 1997. But, during the past two decades, Hong Kong economic development had created enormous opportunities for women, and business pragmatism and opportunism to avoid gendered ideology and sex bias (Leung, 2002). Gender stereotypes still influenced attitudes and personnel practices in the Hong Kong workplace, which hindered women to gain management positions. Leung (2002) tried to answer how the secretaries work roles and identities and the nature of their career path and the secretary relations with their boss and how these relations construct sexuality. And, the result found that “the fact that secretarial work lacks standard job descriptions and rational criteria, and is hard to quantify, which put the secretaries in a relatively powerless position when it came to direct their careers”. The next question related with how the relationship between women and their bosses was (1) father-daughter discourse (2) Perception women as master-housekeeper discourse (3) Friend-friend discourse (Leung, 2002).

Women more suitable when the organization faced “change” situation even the male was also considered as change agent had unavoidable. Women more suitable as the change agent in the organization because they had (Maddock, 1999) capability to (1) process approach to change and new relationships, (2) people approach not a systematic approach, (3) more confidence in the social values of the organization, (4) more local connectedness or social awareness, (5) confidence that those who are the margins or challengers were instrumental in social transformation, and (6)

more confidence in the community and the workforce that inspired trusting relationships (Linstead, Brewis, & Linstead, 2005). Strengthened his opinions Maddock (1999) added more perspective that women capable to (1) more confidence in alternatives based on social values, (2) had more ability to handle diversity, ambiguity and change, (3) experience in developing organizations where social objectives determined work, (4) an awareness of diversity and gender cultures, and (5) had more capacity to be critically aware and capable of trusting others. Even, women had competitive advantage, but many researchers did not accept Maddock research. They argued that gender comparisons should pay attention on age, class, and ethnics differences as non-work variable apart (Linstead, Brewis, & Linstead, 2005).

Work Engagement

Work engagement explained as “a positive fulfilling work-related of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al, 2002, p.74 in Albrecht S. L., 2012, p.3) (Schaufeli et al, 2002, p.74 in Aktar & Pangil, 2018, p.5) ((Schaufeli et al, 2002, p.74 in Farndale, Beijer, & Van Veldhoven, 2014, p.3) (Nazir & Ul Islam, 2017). Vigor was characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties; dedication by being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge; and absorption by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

Work engagement is the integration of both cognitive and emotional work and work activities, experiences which made an individual behave while performing a job (May et al, 2004 in Aktar & Pangil, 2018, p.5) (Nazir & Ul Islam, 2017).

Kahn (1990 in Farndale, Beijer, & Van Veldhoven, 2014, p.4) who was a founder of work engagement had discovered that “people occupy roles

at work to varying degrees (personal engagement or disengagement), suggesting that people could use varying degrees of their personal selves-cognitive, emotionally, and physically-in the roles they perform”. Moreover, Kahn (1990) said that meaningfulness at the workplace, availability, and safety are fundamental construction of engagement (Farndale, Beijer, & Van Veldhoven, 2014).

Work engagement is defined as the condition persists and pervasive affective and cognitive state that was not focused on any particular object, event, individual, or behavior (Schaufeli et al, 2007, p.70 in Khoreva & Van Zalk, 2016). Also, work engagement was charged with energy and fully dedicated to one’s work (Khoreva & Van Zalk, 2016).

Work engagement represented as “a psychological or motivational concept that is related to a willingness of the individual to dedicate personal resources (physical, emotional, and cognitive energies) to their job with a focus on the actual work tasks, as opposed to the characteristics of the organization or job (Christian et al, 2011 in Prottas, Van Fossen, Cleaver, & Andreassi, 2017)

Work engagement was defined as “a positive, fulfilling, work-related state of mind that reflected in the concepts of vigor, dedication, and absorption (Barnes, Collier, & Robinson, 2014).

“Work engagement construct comprises three-dimension. Vigor referred to the levels of energy, mental resilience, and persistence. The dedication was about the mental and emotional state that reflects on experience a sense of significance, enthusiasm, inspiration, and pride. Finally, absorption means being completely concentrated in one's work” (Ferreira & de Oliveira, 2014).

Debate related Gender and Work Engagement

Women were more easier to engage than men. The argumentation occurred that women had better psychological in (1) Meaningfulness,

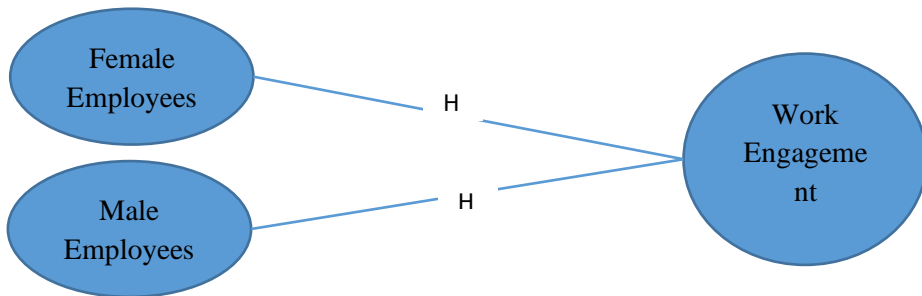
(2)Safety, (3)Availability (Banihani, Lewis, & Syed, 2013). Even, Banihani et al (2013) mentioned that women easier to engage than men. But, he said that conducted empirical studies was needed to gain a big picture his perception. To prove Banihani et al (2013) research, the research was conducted by Liu et al (2017) in 107 restaurants in a Midwest US town which was involving 149 respondents (from 598 questionnaires had been spread out but only 149 came back or in other words only gain 28 percent response rate). The findings in this research revealed that self-efficacy rules in moderated Perceived organization support (POS) and work engagement only work for women even in this study mentioned that women's self-efficacy was considered as the lower level (Liu, Cho, & Eka, 2017).

To gain more evidence related between work engagement and gender issue, this study proposed some problem question, they were:

H₁= Female Employees were more engaged at workplace than Male employees

H₂= Male employees were more engaged at workplace than Female employees

Figure 1.1 Conceptual Framework



METHOD, DATA, AND ANALYSIS

Data Collection Procedure and Sample

As many as 300 questionnaires were spread randomly to Banking employees in Indonesia during mid-year 2018 until beginning 2019 and in August 2018 received 40 questionnaires, September 2018 gained 55 questionnaires, December 2018 received 60 questionnaires, and January 2019 gained 66 questionnaires, and the last reception on February 2019 had received as many as 22 questionnaires. It had 81 percent response rate or 243 responses had been received. Likert scale was used by this research had scored 1 until 5 which 1 had meant very disagree and 5 had meant very agree.

Validity Result

Table 1 Work Engagement Validity Result

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.802
Bartlett's Test of Sphericity	Approx. Chi-Square	2251.756
	Df	36
	Sig.	.000

Source: Processed data, 2020

Reliability Result

All items inside variable could be said reliable if the Cronbach alpha more than 0.70 (Ghozali, 2013).

Table 2 Work Engagement Reliability Result

Reliability Statistics	
Cronbach's Alpha	N of Items
.900	9

Source: Processed data, 2020

Table 2 shown reliability score for Work Engagement as 0.900 (higher than 0.70) that could be concluded that all items in Work Engagement is reliable (Ghozali, 2013).

RESULTS AND DISCUSSION

Demographic Statistics Result

Table 3 Respondents Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	113	46.5	46.5	46.5
Female	130	53.5	53.5	100.0
Total	243	100.0	100.0	

Source: Processed data, 2020

Male in this research as many as 113 respondents or 46.5 percent and Female respondents were 130 people or 53 percent.

Table 4 Respondents Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 20 years	127	52.3	52.3	52.3

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21 - 31 years	70	28.8	28.8	81.1
31 - 40 years	31	12.8	12.8	93.8
More than 41 years	15	6.2	6.2	100.0
Total	243	100.0	100.0	

Source: Processed data, 2020

The majority respondents in this study were less than 20 years old as many as 127 respondents, and the minority respondent ages were more than 41 years old.

Table 5 Respondents Education Background

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Junior High School	25	10.3	10.3	10.3
Senior High School	117	48.1	48.1	58.4
Diploma (D1)	49	20.2	20.2	78.6
Diploma (D3)	5	2.1	2.1	80.7
Undergraduate (S1)	41	16.9	16.9	97.5
Master (S2)	6	2.5	2.5	100.0
Total	243	100.0	100.0	

Source: Processed data, 2020

The most respondents education were senior high school as many as 117 respondents and the minorities were diploma level I (D1) as many as 5 people.

Descriptive Statistics Result

Each three item represented the work engagement indicators or dimension: Item 1 until 3 had represented vigor at workplace, item 4 until 6 had represented dedication, and item 7 until 9 had represented absorption at workplace.

Table 6 Item 1, “In the early morning, I feel enthusiastic to work”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do Not Know	43	17.7	17.7	17.7
	Agree	151	62.1	62.1	79.8
	Very Agree	49	20.2	20.2	100.0
	Total	243	100.0	100.0	

Source: Processed data, 2020

Table 6 described the majority respondents they had enthusiastic at workplace for 82.3 percent. And, the rest or 17.7 percent they felt don’t know if they enthusiastic at workplace or not.

Table 7 Item 2, “I feel I can’t wait to start working at workplace”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do Not Know	45	18.5	18.5	18.5
	Agree	154	63.4	63.4	81.9
	Very Agree	44	18.1	18.1	100.0
	Total	243	100.0	100.0	

Source: Processed data, 2020

Table 7 illustrated the majority respondents said they feel energize to work 81.5 percent and the rest 18.5 percent they did not know if they felt energizes or not.

Table 8 Item 3, “I had to stimulate myself with positive words at workplace”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do Not Know	44	18.1	18.1	18.1
	Agree	147	60.5	60.5	78.6
	Very Agree	52	21.4	21.4	100.0
	Total	243	100.0	100.0	

Source: Processed data, 2020

Table 8 described 81.9 percent could stimulate him or herself with positive at workplace and only 18.1 percent did not know if they could stimulate him or herself with positive words at workplace.

Table 9 Item 4, “I can’t sleep well in the evening, if I did not finished my task in the office”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do Not Know	55	22.6	22.6	22.6
	Agree	139	57.2	57.2	79.8
	Very Agree	49	20.2	20.2	100.0
	Total	243	100.0	100.0	

Source: Processed data, 2020

Table 9 illustrated 77.4 percent mentioned that they could not sleeping well if their task was unfinished at workplace in the morning and 22.6 percent did not if they could sleep well or not if their task was unfinished at workplace in the morning

Table 10 Item 5, “I felt guilty when I came back in my home If I could not finished my job in the office”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do Not Know	49	20.2	20.2	20.2
	Agree	156	64.2	64.2	84.4
	Very Agree	38	15.6	15.6	100.0
	Total	243	100.0	100.0	

Source: Processed data, 2020

Table 10 described 79.8 percent had felt guilty if they came back from workplace without could finished their job and 20.2 percent respondents did not know had felt guilty or not if they could not finished their job in the office.

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Table 11 Item 6, “I am not realized my colleagues present when I am working”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do Not Know	24	9.9	9.9	9.9
	Agree	168	69.1	69.1	79.0
	Very Agree	51	21.0	21.0	100.0
	Total	243	100.0	100.0	

Source: Processed data, 2020

Table 11 illustrated 90.1 percent respondents they focused to their job and 9.9 percent respondents did not know if they focused at workplace or not.

Table 12 Item 7, “I felt time flies when I was working at workplace”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do Not Know	40	16.5	16.5	16.5
	Agree	163	67.1	67.1	83.5
	Very Agree	40	16.5	16.5	100.0
	Total	243	100.0	100.0	

Source: Processed data, 2020

Table 12 described 83.6 percent respondents felt that they did not realize time flies during they were working at workplace and 16.5 percent did not know if time flies or not at workplace during they were working.

Table 13 Item 8, “I prefer to focused to finish my job rather than talk to my colleagues in the office”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do Not Know	41	16.9	16.9	16.9
	Agree	153	63.0	63.0	79.8
	Very Agree	49	20.2	20.2	100.0
	Total	243	100.0	100.0	

Source: Processed data, 2020

Table 13 described 83.2 percent respondent choose to continue working rather than talked to their colleagues and 16.9 percent said they did not know or did not remember which ones they were chosen talk to their colleagues or continue working

Table 14 Item 9, “It is difficult to detach me and my job/task when I am working in the office”

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Do Not Know	39	16.0	16.0	16.0
	Agree	160	65.8	65.8	81.9
	Very Agree	44	18.1	18.1	100.0
	Total	243	100.0	100.0	

Source: Processed data, 2020

Table 14 illustrated 83.9 percent respondents felt they found difficult to detach from their job and 16.1 percent respondents felt they did not know or did not sure if they could detach easily or not.

Independent T-Test Result

To measure differences between male and female employees, we used Independent T test which the statistic result shown:

Table 15 T-Test Model for Work Engagement

Variable	Gender	N	Mean	Std. Deviation	Std. Error Mean
Work	Male	113	3.9978	.41052	.03862
Engagement	Female	130	4.0034	.45095	.03955

Source: Processed data, 2020

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Work Engagement	Equal variances assumed	1.820	.179	-.101	241	.920	-.0556	.05564	-.11521	.10401
	Equal variances not assumed			-.101	240.47	.919	-.05560	.05528	-.11449	.10329

Table 16 Independent sample test

Source: Processed data, 2020

Levene’s test shown significance score 0.179 which had meant the data fulfilled homogeneity requirements (sig. > 0.05) and table 16 shown result about T-test score was 0.920 (sig. <0.05) it had meant that there was not differences work engagement level between male and female employees in banking sectors. Even, male employees were less engaged in the workplace (mean score was -0.056) than woman but it had insignificant. In other words, this study result was there did not differ between woman and man in engagement level in the Indonesia banking sector. Thus, this research did not support Banihani, Lewis, & Syed (2013)

that mentioned women more less engaged than man. Also, this research did not support Liu, Cho, & Eka (2017) research that mentioned women more engaged than man.

Hypotheses test

None of the research shown tendency to women or man in the previous research even some studies mentioned

H₁= Female Employees were more engaged at workplace than Male employees

H₁ is rejected

H₂= Male employees were more engaged at workplace than Female employees

H₂ is rejected

This research results against previous research or had differences with previous research because many factors. First factor was this research respondents' age characteristics. This study age respondents majority were an early adulthood whom this kind of respondents more independent, intimacy, generativity (Nevid, 2009), also, "adolescents come to see themselves as unique and integrated persons with an ideology or they become confused about what they want out of life" (Bernstein & Nash, 2008). Perhaps, it caused majority respondents more emotionally to respond every questionnaire item. The second factor was this research variables focus on gender only if it was compared with Banihani, Lewis, & Syed (2013) research which it had more variables for example (1) meaningfulness (2) safety (3) availability and work engagement. Thus, Liu, Cho, & Eka (2017) research had two variables such as, perceived organizational support (POS) and demographic variables. Other reasons related to the result where women usually more capable to more confidence in alternative based on social value, had more ability to handle diversity, ambiguity and change, experience in developing organizations

where social objectives determined work etc. But, it had happened if the age, social class, and ethnic differences were become consideration (Linstead, Brewis, & Linstead, 2005). Also, revealing the study demographic result, especially in educational background whom majority respondents were graduated from senior high school influenced this study result (Linstead, Brewis, & Linstead, 2005).

CONCLUSION

The result of this study answered the gender issue in the workplace, especially in Banking area which this research outcome was not any differences between women and men engaged level. Even, this study mentioned that there had any differences between women and man in office but it was insignificant.

IMPLICATIONS

Based on study results, companies in Indonesia, especially Banking areas, were not worried about gender issue gave impact to their work engagement. Moreover, concern about other factors that influenced to work engagement rather than gender issue such as perceived organization performance (Farndale, Beijer, & Van Veldhoven, 2014), Corporate responsibility (CSR) (Ferreira & de Oliveira, 2014), leadership style, organization culture, job satisfaction, role ambiguity, job involvement (Barnes, Collier, & Robinson, 2014), job security, safety, work-life balance, empowerment/autonomy, sense of accomplishment, work tasks, communication, diversity & inclusion, enabling, infrastructure, performance management, customer focus, innovation, talent & staffing, senior leadership, supervision, collaboration, brand/reputation, pay, benefits, recognition, career opportunities, learning and development (Merry, 2013).

LIMITATIONS AND SUGGESTION

This study have a few limitation such as, (1) this study only focused in Banking sector perhaps it will gain different result when it implemented

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in the different sector, (2) Sample is gathered randomly and perhaps next research could get use different sample method such as, stratified sample method or etc (3) bigger sample is needed to gain better perspective in the future especially in Indonesia which consist of many ethnic, race, and religion.

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