

Organizational determinants of service engagement in the Armed Forces

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Plan presentation

- What is the work engagement?
- Resources as antecedents of work engagement.
- Consequences of work engagement.
- Our study of the Polish Armed Forces.



Work engagement (Schaufeli, Bakker, 2004)

is a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.

- Vigor is 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 refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge.
- Absorption, is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work'

Resources as antecedents of work engagement

- extroversion,
- positive affectivity,
- emotional intelligence,
- conscientiousness,
- self-efficacy,
- optimism,
- active strategies for coping with stress
- organizational support,
- ethical culture of the organization,
- delegating leadership,
- organizational justice,
- open communication

Consequences of work engagement

- improvement of business performance,
- higher job satisfaction,
- better initiative, innovation, productivity,
- sharing knowledge with colleagues,
- organization civil behavior,
- decreases counterproductive work behavior,
- reducing turnover and absenteeism
- reducing the number of conflicts at work,
- extra role performance behavior,
- organizational commitment

Study of the Polish Armed Forces

The foundation of work engagement in the Job Demands – Resources model are the resources at the workplace (Bakker, Demerouti, 2007). The aim of this study is to determine the impact of resources and requirements on engagement in service in the army.

INSTRUMENTS

Utrecht Work Engagement Scale (UWES). (Schafeli, Bakker, 2003)

Organizational climate questionnaire (Paluchowski, 1998),

Person - organization fit (Maslach, Leiter, 2010),

The Minnesota Satisfaction Questionnaire (MSQ)(Weiss, Dawis, England, 1967),

Organizational stress questionnaire (Dudek, Waszkowska, Hanke, 1999),

Maslach Burnout Inventory (MBI) (Maslach, Jackson, Leiter, 1996),

Organizational Commitment Scales (Meyer, Allen, 1997),

Organizational justice questionnaire (Macko, 2009),

Organizational support scale (Cieślak, Widerszal-Bazyl, 2000).

SAMPLE

- 165 soldiers
- Age M = 42,0, SD = 4,99
- Land Forces – 60%, Air Force – 15%,
- Navy – 10%, others -15%



SAME RESULTS



Organizational climate

	Positive relationship superior - subordinate	Tolerating risk and conflict	Good access to information	Identification with the team	All positive attitude towards organization
Vigor	,275**	,409**	,256**	,525**	,370**
Dedication	,384**	,464**	,265**	,552**	,408**
Absorption	,275**	,328**	,211**	,461**	,317**
Work engagement	,342**	,441**	,269**	,563**	,401**

** p = 0.01

* p = 0.05

Organizational justice

	Vigor	Dedication	Absorption	Work engagement
distributive justice	,180*	,137	,148	,170*
procedural justice	,421**	,457**	,357**	,453**
retributive justice	,270**	,291**	,263**	,301**
retributive justice	,411**	,486**	,349**	,457**
Interpersonal justice from colleagues	,355**	,321**	,282**	,351**
justice total	,436**	,455**	,371**	,462**

Job satisfaction

Vigor	Dedication	Absorption	Work engagement
,501**	,564**	,365**	,527**

Organizational support

	Vigor	Dedication	Absorption	Work engagement
Support from superiors	,455**	,489**	,406**	,494**
support for co-soldiers	,415**	,325**	,282**	,376**

Organizational Commitment

	Vigor	Dedication	Absorption	Work engagement
affective commitment	,474**	,527**	,413**	,518**
continuance commitment	,180*	,237**	,192*	,222**
normative commitment	,414**	,472**	,390**	,467**

- Obrigado pela sua atenção
- Vă mulțumim pentru atenție
- ध्यान देने के लिए आपका धन्यवाद
- Merci de votre attention
- Vielen Dank für Ihre Aufmerksamkeit
- Bedankt voor uw aandacht
- Thank you for your attention
- Děkuji za pozornost
- Grazie per l'attenzione
- Kiitos huomiota
- Hvala vam na pažnji
- Takk for din oppmerksomhet



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