



An Assessment of Employee Engagement: Understanding Organisation with Employees to Increase High Performance

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Abstract

Human resource management (HRM) is a critical component of every firm that focuses on the success of each individual employee. Employee contentment is now regarded to assist employees in performing at a higher level. The new aims of this study is to assess the degree of work engagement and the effect of job insecurity and ethical leadership on work engagement. To quantify work engagement, the aspects of work engagement were measured using a survey approach. Job instability and ethical leadership are also used in this study to investigate how they affect work engagement. This study was carried out through a survey with a data collection instrument in the form of a questionnaire containing a series of structured questions. The questionnaire includes statements that describe the dimensions and variables that were investigated. In this study, the population consists of 225 employees from the Faculty of Economics and Business at Universitas Jenderal Soedirman. The researchers used stratified proportional random sampling. Simple regression analysis and moderated regression analysis were used in this study. The highest level of work engagement found in the opportunity and corporate support dimensions, followed by the job dimension, and the lowest level is found in the organisational dimension.

Keywords: Organization, Ethical Leadership, Engagement, Job Insecurity

JEL : L25, M51

1. Introduction

Human resource management (HRM) is an important part of the organisation where the focus is on the success of each employee in the organisation. Organisations are currently deemed insufficient to support employee performance based just on employee satisfaction. Employees who are satisfied with their jobs may not be motivated to give their best effort. Employees are expected to have engagement, involvement, commitment, a desire to contribute, and a sense of ownership towards



work and the organisation, including the emergence of mutual trust, loyalty to work and the organisation, pride in the organisation, and a spirit of collaboration, in addition to job satisfaction.

Study related to HRM at the employee-level has resulted in attitudinal outcomes, one of which is work engagement. Ethical leadership is considered important for organisations because of its positive effects on a variety of employee attitudes and behaviours such as job performance, in-role performance, creativity, and organisational citizenship behaviour (Bouckenooghe, Zafar, & Raja, 2014; Park, Kim, & Song, 2015; Javed, Khan, Atique, & Arjoon, 2016; Yang & Wei, 2017). A plenty of literatures have proven the relationship of ethical leadership to work engagement, including the direct effect of ethical leadership on work engagement (Özsungur, 2019; Adnan, Bhatti, & Farooq, 2020), and its effect by combining with other variables (Ahmad & Gao, 2018; Naeem, Weng, Hameed, & Rasheed, 2019; Özsungur, 2019; Adnan, Bhatti, & Farooq, 2020). Despite this, little empirical study on the role of ethical leadership in the relationship between job insecurity and work engagement has been done.

The Faculty of Economics and Business establishes an organisation by expanding and increasing the cooperation and involvement of every member of the organisation in order to accomplish the aim of “World Class University”. Employee dedication to work is a factor in work engagement. Therefore, human resource activities at the Faculty of Economics and Business are being prioritized in order to increase work engagement commitment that has previously been deemed insufficient for achieving organisational goals. To determine the extent of organisational transformation success, work engagement commitment must be measured as a form of interpretation of the new culture that is being developed.

The purpose of this study, therefore, is to examine on which dimension work engagement applies the highest. It also examines how job insecurity and ethical leadership impacts work engagement. In addition, this study was conducted to answer the lack of study regarding ethical leadership as the moderating effect between job insecurity and work engagement. We specifically aim to respond to the following research questions:

How is the implementation of work engagement in each dimension?

What effect does job insecurity have on work engagement?

What effect does ethical leadership have on work engagement?

In the relationship between job insecurity and work engagement, what is the role of ethical leadership?

Based on the background of the phenomenon above, the researchers felt the need to examine an assessment of employee engagement to understand organisation with employees to increase high performance. Literature review is very important to support the development of theoretical conceptual model and empirical model. Conceptually, three hypotheses are proposed. The proposed hypotheses in this research are as follows:

H₁: Job insecurity has a negative impact on work engagement.

H₂: Ethical leadership has a positive effect on work engagement.

H₃: Ethical leadership moderates the relationship between job insecurity and work engagement.

This article is structured using several sections. First, highlighting the dimension of work engagement, job insecurity, and ethical leadership. Second, it provides related literature to develop hypotheses regarding the effect of job insecurity on work engagement and the moderating role of ethical leadership. The third part contains the methodology and research results obtained from the



sample in Faculty of Economics and Business, Universitas Jenderal Soedirman.

The findings of this study are expected to provide several benefits to the following individuals:

The author, who can develop knowledge as a theoretical goal and add insight into the implementation of engagement aimed at all employees in order to form and develop commitment, work focus, and performance improvement in order to achieve organisational success.

Employee engagement results in positive attitudes from employees and a shared commitment to developing a performance-based organisational culture. As a result, both employees and organisations can continuously improve performance, giving the faculty a competitive advantage.

Organisational development is the process of restructuring an organisation in order to create a performance-based organisation and culture. Encouraging the use of high ethical standards by implementing a new corporate culture that is highly focused on all employees and adapts to the strategic business needs of each work unit. So that it can outperform competitors and achieve Improvement & Growth (Shaping the End Game) in order to become a World Class University on par with universities in Southeast Asia.

2. Literature Review

2.1. Work engagement

The viability and expansion of organizations depend on their ability to identify the circumstances that encourage employee job engagement (Bakker & Demerouti, 2008; Den Hartog & Belschak, 2012; Tims, Bakker, & Xanthopoulou, 2011). According to Tims, Bakker, and Xanthopoulou (2011), the employee's work energy and mental condition are related to their level of involvement at work. Based on Salanova, Agut, & Peiró, (2005) and Bakker and Demerouti (2008), work engagement is not a momentary state of mind, but is persistent and not directly focused on a particular object, event, individual, or behavior. Work engagement is interpreted as a positive, fulfilling work-related motivational state of mind characterized by vigor, dedication, and absorption (Schaufeli et al. 2006). Employees who exhibit strong levels of energy, resilience, readiness to put forth effort, and persistence in the face of challenges are said to be exhibiting vigor. A worker that is dedicated will show excitement and pride in their profession, be inspired by it, and have a general sense of the importance of their work. A state of mind known as absorption describes a worker who is completely focused on and absorbed in their work. Time goes by, and it's tough for them to step back from their work.

2.2. Job insecurity

The anticipation of this stressful event in such a way that the nature and continued existence of one's job are perceived to be at risk (Sverke & Hellgren, 2002) is what is meant by "job insecurity". Sverke, Hellgren, and Näswall (2002); Cheng and Chan, (2008) stated that job insecurity is a general concern about the continued existence of the job in the future. According to Huang, Zhao, Niu, Ashford, and Lee, (2013); Rosenblatt and Ruvio, (1996), and Sverke and Hellgren (2002), the experience of job insecurity is regarded as a widespread workplace phenomenon that can occur regardless of any specific crisis circumstance. Job insecurity has been found to negatively affect employees' job satisfaction, organizational commitment, job participation, trust in the organization, and health (Cheng & Chan, 2008; Sverke et al., 2002) and it is one of the most significant and frequent sources of workplace stress.

2.3. Ethical Leadership

The ethical behavior of leaders or in other words the expression of a moral identity in leader is



receiving increasing attention in leadership research and such leaders have a strong impact on followers (Brown & Treviño, 2006). According to a qualitative study, ethical leadership is "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making" (Brown et al. 2005). Leaders act as role models through a communicative process by articulating and transferring ideals to followers thereby providing a sense of identity: the values and ideas of the leader become part of the self-concept of followers through the internalization of values and identification with desired values (Shamir, House, & Arthur, 1993). Fundamentally, ethical leaders act both like moral individuals and moral supervisors at the same time. The facet of an ethical leader's moral personality relates to particular traits that are founded on dependability, honesty, and integrity. On the other hand, an ethical leader's role as a moral supervisor involved making impartial, logical decisions, communicating the expected links with the accomplishment of sustainable organizational goals, and looking out for the welfare of the workforce (Stouten, Dijke, & Cremer, 2012).

3. Research Method

Employees of the Faculty of Economics and Business, Universitas Jenderal Soedirman are designated as research subjects and the Faculty of Economics and Business, Universitas Jenderal Soedirman is the research location. This study was carried out through a survey with a data collection instrument in the form of a questionnaire containing a series of structured questions. The questionnaire includes statements that describe the dimensions and variables that were investigated.

To find out which dimension of work engagement is most applied, a questionnaire with an ordinal scale of 1 to 4 was use, where a scale of 1 indicates a lack of commitment to work engagement, a scale of 2 indicates the commitment of work engagement in the job is low, a scale of 3 indicates the level of commitment to work engagement in the job is adequate, and a scale of 4 indicates the level of commitment to work engagement in the job is high. The dimensions that comprise work engagement commitment based on subdimensions are classified as follows:

1. Organisational dimension is formed through policies and organisational structure, strategic direction, communication, inspiration and leadership, product and service quality, and organisational image.
2. Job Dimension is formed through cooperation, responsibility and authority, behaviour and culture, performance expectations, competencies, and work processes.
3. Dimension Employee opportunities and organisation support is formed through performance management as well as training and development.

The short version of the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli *et al.* (2006) was used to assess work engagement. The scale has nine items. A sample item is, "At work, I feel bursting with energy". All items were rated on a scale of 1 to 5, with 1 indicating "never" and 5 indicating "always".

Job security perceptions were assessed using Job Insecurity Scale from Hellgren *et al.* (1999), which has two dimensions: concerns about losing one's job and concerns about losing job privileges. The responses were graded on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree) (strongly agree). Sample items including, "I am worried about having to leave my job before I would like to" and "My future career opportunities in [the organisation] are favourable". Items measuring concerns about losing job privileges, as opposed to concerns about losing the job itself, refer to positive feelings about the job. To ensure consistency and ease of interpretation, items



measuring concerns about losing job privileges were reverse-coded, so that higher scores in both dimensions indicate higher perceived job insecurity (Metin Camgoz, Tayfur Ekmekci, Bayhan Karapinar, & Kumbul Guler, 2016).

Employee perception of ethical leadership was measured using a 10-item scale developed by Brown *et al.* (2005). Sample items included “Defines success not just by results but also the way that they are obtained,” “Makes fair and balanced decisions,” and “Sets an example of how to do things the right way in terms of ethics”. The response descriptors varied from 1 to 5, with 1 indicating “strongly disagree” and 5 indicating “strongly agree”.

The total number of elements that share one or more characteristics is referred to as the population. In this study, the population consists of 225 employees from the Faculty of Economics and Business at Universitas Jenderal Soedirman.

Because there is a population element with heterogeneous characteristics, and this heterogeneity has a significant meaning in achieving the study objectives, the researchers used stratified proportional random sampling. The first action is to select subjects from each study program in proportion to the number of subjects in each work unit (Proportional Sampling). The sample is then drawn by dividing the population elements into non-overlapping groups called strata and then randomly selecting a sample from each stratum.

In this study, the following data collection techniques were used:

1. Interview Method: this method is carried out by engaging in direct communication aimed at the method under consideration.
2. Method of Questionnaire: this method is carried out by presenting the respondents with a list of questions.
3. Method of Library Research: this method involves gathering information from books or research-related references.

The researchers conducted a survey to determine the level of commitment, involvement, and attachment of employees and organisations to cultural values. The work engagement survey was divided into three parts. Overall, the employee engagement survey is viewed through three lenses: organisation, job, and employee career development opportunities.

4. Result and Discussion

The Faculty of Economics and Business Unsoed was established on October 9, 1963, by the Decree of the Minister of Higher Education and Science (PTIP) Number: 127 of 1963. The Faculty of Economics and Business Unsoed was established in the Purwokerto Lor village meeting hall building and the Arts building on Jl. Ragasemangsang 384 Purwokerto. In 1971, it relocated to the Kalibakal building until 1983 and to a new building on the Grendeng Campus in 1984, where it remains to this day.

The Faculty of Economics and Business, Universitas Jenderal Sudirman, as an organisation formed from the Departments of Management, Accounting, Economics Development Studies (IESP), and other departments, has issues with the different cultures of each individual who has joined the organisation. It will be felt when interacting with other members of the department or unit. The most fundamental issue is how to transform an organisation's values and organisational culture into employee work behaviour, so that working conditions support employee opportunities to grow and develop which then resulting in employee work engagement. Regardless of how long the engagement has been running in the organisation, the success of the engagement must be measured



using assessment standards.

According to **Table 1**, the majority of the respondents (19 people) worked in the administration department, Accounting Lecturer as many as 12 people, Management Lecturer as many as 11 people, and IESP Lecturer as many as 8 people. This demonstrates that there is a nearly balanced number of samples from various department units at Universitas Jenderal Sudirman.

Table 1 Respondent Data Tabulation

Explanation	Q	Proportion	Sample Proportion
Management Lecturer	50	22.2%	11
Accounting Lecturer	55	24.4%	12
IESP Lecturer	35	15.6%	8
Administration Employee	85	37.8%	19
	225	100%	50

Table 2 Work Engagement Commitment Dimension Survey Results

	Organisation Dimension	Job Dimension	Opportunity and Organisational Support Dimension
Policy & Organisational Structure	3.06		
Strategic Direction	3.28		
Communication	3.02		
Leadership	3.28		
Product & Service Quality	2.76		
Organisational Image	3.03		
Cooperation		3.14	
Responsibility and Authority		3.21	
Behaviour and Culture		3.07	
Performance Expectations		2.97	
Competencies		3.15	
Work Processes		3.12	
Performance Management			3.28
Training & Development			3.26
Mean	3.07	3.11	3.27
Total		3.15	



An organisation is a group or collection of people who collaborate to achieve predetermined goals. According to the survey results, organisational commitment to work engagement has an average value of 3.07, as shown in the table. On the basis of the predetermined scale, it is possible to conclude that organisational commitment to work engagement is adequate. These findings can be further refined by calculating the average value for each organisational sub-dimension.

In the organisation dimension, the average score in the sub-dimensions of policies and organisational structure, strategic direction, communication, inspiration and leadership, as well as organisational image is 3.06, 3.28, 3.02, 3.28, and 3.03. This demonstrates that respondents' responses to the organisational sub-dimensions at Universitas Jenderal Soedirman, particularly in the Faculty of Economics and Business, are deemed adequate. The sub-dimension of product and service quality received an average of 2.76, indicating that respondents' responses to the sub-dimension are low.

Job is a duty or responsibility that employees as members of the organisation must complete. Information concerning job activities, job standards, job context, requirements, as well as behaviour and equipment employed, are all included in the scope of work inside the firm. Work engagement commitment to job regards work as a psychological relationship that enables employees to carry out their responsibilities. According to the survey's findings, the job has an average of 3.11 in terms of scope of work engagement commitment to job. Thus, it is possible to conclude that job commitment to work engagement is adequate. These findings can be further refined by calculating the average value for each organisational sub-dimension.

In the work dimension, the average score in the sub-dimensions of cooperation, responsibility and authority, cultural and organisational behaviour, competence, and work processes is 3.14, 3.21, 3.07, 3.15, and 3.12. This demonstrates that respondents' responses to the organisational sub-dimensions at Universitas Jenderal Soedirman, particularly in the Faculty of Economics and Business, are deemed adequate. The sub-dimension of performance demands received an average of 2.98, indicating that respondents' responses to the sub-dimension are low.

Employees are given support and opportunity to develop and improve their performance as a result of the organisation's efforts. The dimensions of opportunity and organisation support for employees received an average of 3.27 in the study. These findings show that Universitas Jenderal Soedirman's Faculty of Economics and Business is capable of providing opportunities and support for employees to advance in their professions. The average score in the sub-dimensions of performance management and training & development in the opportunities and organisation support dimension is 3.28 and 3.26, respectively.

Product Moment Correlation is used in this study to assess the validity of research items. The instruments used have been adapted from previously tested instruments, so that the validity can be assured. Table 3 shows that each item in this study has a significance value less than 0.05, it indicates that each item in this study is valid.

The reliability test is performed by comparing the calculated r value to Cronbach's Alpha; if the calculated r value is greater than 0.6, the instrument is considered reliable. As shown in the Table 3, the instrument used in this study is reliable because it has a calculated r value greater than 0.6. In other words, the items measure the same construct because they have a high correlation.



Table 3 Validity and Reliability Result

Variable	Dimension	Item	r _{comp.}	Sig.
Work Engagement (Dependent Variable)	At my work, I feel bursting with energy	EE1	0.000	.761
	I find the work that I do full of meaning and purpose	EE2	0.000	.791
	Time flies when I am working	EE3	0.000	.773
	At my job, I feel strong and vigorous	EE4	0.000	.761
	I am enthusiastic about my job	EE5	0.000	.776
	When I am working, I forget everything else around me	EE6	0.000	.778
	My job inspires me	EE7	0.000	.761
	When I get up in the morning, I feel like going to work	EE8	0.000	.755
	I feel happy when I am working intensely (Source: Schaufeli <i>et al.</i> (2006), measured using 5-point Likert scale)	EE9	0.000	.749
Job Insecurity (Independent Variable)	I am worried about having to leave my job before I would like to	JI1	0.000	.753
	There is a risk that I will have to leave my present job in the year to come	JI2	0.000	.759
	I feel uneasy about losing my job in the near future	JI3	0.000	.739
	My future career opportunities in [the organisation] are favourable (R)	JI4	0.000	.735
	I feel that [the organisation] can provide me with a stimulating job content in the near future (R)	JI5	0.000	.738
	I believe that [the organisation] will need my competence also in the future (R)	JI6	0.000	.732
	I believe that [the organisation] will need my competence also in the future (R) (Source: Hellgren <i>et al.</i> (1999), measured using 5-point Likert scale)	JI7	0.000	.763
Ethical Leadership (Moderating Variable)	Listens to what employees have to say	EL1	0.000	.753
	Disciplines employees who violate ethical standards	EL2	0.000	.756
	Conducts his/her personal life in an ethical manner	EL3	0.000	.741
	Has the best interests of employees in mind	EL4	0.000	.741
	Makes fair and balanced decisions	EL5	0.000	.737
	Discusses business ethics or values with employees	EL6	0.000	.740
	Sets an example of how to do things the right way in terms of ethics	EL7	0.000	.740
	Defines success not just by results but also the way that they are obtained	EL8	0.000	.740
	When making decisions, asks “what is the right thing to do?”	EL9	0.000	.737
	At my work, I feel bursting with energy (Source: Brown <i>et al.</i> (2005), measured using 5-point Likert scale)	EL10	0.000	.733

A prerequisite for the regression model is to pass the classical assumption test. The CNLR assumption can be used to reflect the parameter estimator that is used to achieve the necessary statistical properties such as unbiasedness and minimum variance (BLUE properties) which is carried out using ordinary least squares (OLS).

The significant value of Monte Carlo is one approach to test for normality using the Kolmogorov-Smirnov method. As seen in the Table 4, the significance value of Monte Carlo is more than 0.05, it indicates that the data is normally distributed.

Table 4 Normality Test Result

One-Sample Kolmogorov-Smirnov Test		Unstandardized Residual
N		50
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.49351818
Most Extreme Differences	Absolute	.125
	Positive	.100
	Negative	-.125
Test Statistic		.125
Asymp. Sig. (2-tailed)		.049 ^c
Monte Carlo Sig. (2-tailed) Sig.		.280 ^d
	95% Confidence Interval Lower Bound	.156
	Upper Bound	.404

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. Based on 50 sampled tables with starting seed 299883525.

The VIF value and the tolerance value were used to perform the multicollinearity test. The study avoids the signs of multicollinearity if the VIF value obtained is less than 10 and the tolerance value is more than 0.1. According to the **Table 5**, the variables of job insecurity, ethical leadership, and interaction variables have no symptoms of multicollinearity.

Table 5 Multicollinearity Test Result

Model		Collinearity Statistics	
		Tolerance	VIF
1	stant)		
	nsecurity	.833	1.201
	al Leadership	.909	1.101
	action	.882	1.134

a. Dependent Variable: Work Engagement

Heteroscedasticity was assessed using the Glejser method. There is no evidence of heteroscedasticity if the significance value obtained is greater than 0.05. Table 6 shows that the significance values of job insecurity, ethical leadership, and interaction variables are 0.67, 0.054,

and 0.838, it can be concluded that there is no evidence of heteroscedasticity.

Table 6 Heteroscedasticity Test Result

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	2.533	.341		7.439
	Job Insecurity	-.043	.101	-.066	-.429
	Ethical Leadership	-.167	.085	-.293	-1.980
	Interaction	-.005	.024	-.031	-.205
					Sig.
					.000
					.670
					.054
					.838

a. Dependent Variable: ABRES

The value of R^2 (coefficient determination) indicates the magnitude of the influence of job insecurity and ethical leadership on work engagement.

The R^2 value of the relationship between job insecurity and work engagement is 0.123 or 12.3%, implying that variable job insecurity has a 12.3% effect on work engagement. While the R^2 of the relationship between ethical leadership and work engagement is 0.339 or 33.9 %, variable ethical leadership has a 33.9 % effect on work engagement. For the moderation model, it has 0.488 or 48.8%. It means that job insecurity, ethical leadership, and interaction variables influenced work engagement by 48.8 %, while the remaining 51.2 % can be explained by other variables that were not investigated.

The findings summary of the first simple regression model in Table 7, the t statistic value of job insecurity (-2.595) is less than the value of -t table (-1.677). With a significant value of 0.013 which is less than 0.05, H_a is accepted. It indicates that job insecurity has a negative and significant impact on work engagement. As a result, the first hypothesis stating that job insecurity has a negative impact on work engagement is supported.

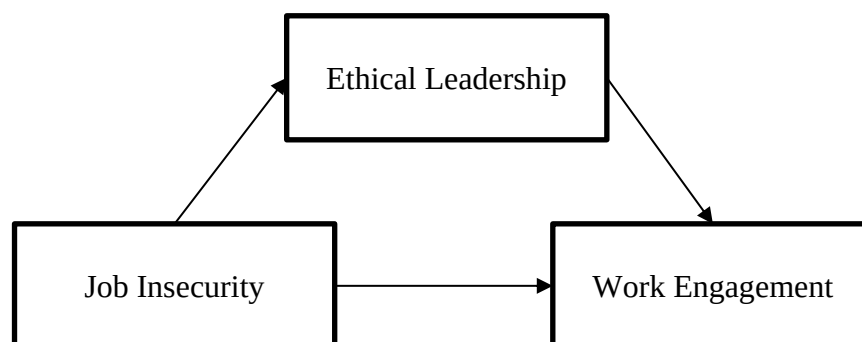


Figure 1 Research Model



Table 7 First Simple Regression Result

Independent Variable	R ²	t _{stat}	t _{table}	Sig.
Job Insecurity	0.123	-2.595	1.677	0.013
Constant	0.34			
Regression Coefficient	0.473			

Dependent Variable: Work Engagement
Predictors (Constant), Job Insecurity

The results summary of the second simple regression model in the Table 8, the t statistic value of ethical leadership (4.956) is greater than the value of t table (1.677) with a significance value of 0.000. As a result, H₀ is rejected while H_a is accepted. It proves that ethical leadership had a positive and significant impact on work engagement. The second hypothesis that states ethical leadership has a positive effect on work engagement, is supported.

Table 8 Second Simple Regression Result

Independent Variable	R ²	t _{stat}	t _{table}	Sig.
Ethical Leadership	0.339	4.956	1.677	0.000
Constant	0.34			
Regression Coefficient	0.87			

Dependent Variable: Work Engagement
Predictors (Constant), Ethical Leadership

According to the results summary of Moderated Regression Analysis (MRA) in Table 9, the t statistic value of interaction variable (3.059) is greater than the value of t table (1.677) with a significance value of 0.004, which is less than 0.05. Thus, H_a is accepted. It shows that ethical leadership moderated the relationship between job insecurity and work engagement. The third hypothesis stating ethical leadership moderates the relationship between job insecurity and work engagement, is supported.

Table 9 Moderated Regression Analysis Result

Independent Variable	R ²	t _{stat}	t _{table}	Sig.
Job Insecurity	0.488	-2.913	1.677	0.006
Ethical Leadership		4.224	1.677	0.000
Interaction		3.059	1.677	0.004
Constant	0.784			
Regression Coefficient	0.111			

Dependent Variable: Work Engagement
Predictors (Constant), Interaction, Ethical Leadership, Job Insecurity

4.1. Discussion

The three dimensions of work engagement show that work engagement commitment is 3.15. With an index of 3.15, it can be concluded that Universitas Jenderal Soedirman's work engagement commitment is adequate. According to the result, the organisation's work engagement commitment has an index of 3.07, the work engagement in job dimension has an index of 3.11, and the



commitment to work engagement in opportunities and organisation support dimension has an index of 3.27. With the lowest result of 3.07, the following are the primary causes of low organisational work engagement commitment:

1. Quality products and services are lacking at Universitas Jenderal Soedirman's Faculty of Economics and Business. The resulting survey score of 2.76 reflects this.
2. With an index of 3.02, communication where the delivery of formal or non-formal information between fellow employees as well as with the overall organisational structure is quite poor.

Work engagement can be influenced by a variety of factors. The study's findings confirm that job insecurity has a negative impact on employee work engagement at Faculty of Economics and Business, Unsoed. These findings are consistent with Vander Elst *et al.* (2012) research, which found that job insecurity is associated with poor health and well-being, including low work engagement. Employees with job insecurity believe that their employer lacks the necessary skills in this exchange relationship, therefore they withdraw and are no longer engaged by the job (De Witte, 2005).

It has been proposed that ethical leadership can influence employee and organisational outcomes. This study, on the other hand, explores the hypothesis that when employees are the receivers of ethical leader behaviours, they respond with greater work engagement. The findings suggest that ethical leadership has a positive impact on work engagement at Faculty of Economics and Business, Unsoed. This finding endorses up the research conducted of Ahmad *et al.* (2018) and Brown *et al.* (2005).

The moderating influence of ethical leadership in the relationship between job insecurity and employee work engagement is investigated in this study. Employees' perceptions of powerlessness to address threats are considerably reduced when ethical leadership is present (Hawass, 2015). This study discovered that ethical leadership moderated the relationship between job insecurity and employee work engagement. When ethical leadership is high, the relationship is diminished. Hawas (2015) explained that fairness in rewarding and punishing subordinates for valuable contributions clearly demonstrates that maintaining present job characteristics is a function of hard work and attaining goals. Therefore, subjective concerns about losing job aspects are decreased or eliminated.

5. Conclusion

The overall survey score was 3.15, based on the three dimensions of work engagement commitment. With a score of 3.07, organisational work engagement commitment is the weakest. Work engagement commitment in job dimension has a score of 3.11. Employees have the greatest commitment with the value of 3.27 to work engagement on opportunities and organisational support dimension.

The overall survey score was 3.15, based on the three dimensions of work engagement commitment. With a score of 3.07, organisational work engagement commitment is the weakest. Work engagement commitment in job dimension has a score of 3.11. Employees have the greatest commitment with the value of 3.27 to work engagement on opportunities and organisational support dimension.

The result of this study, job insecurity has a significant negative impact on work engagement. This means that the higher the level of job insecurity, the lower the level of work engagement. This study also found that ethical leadership has a significant positive impact on work engagement, with the higher the level of ethical leadership, the more employees will engage. Finally, ethical leadership



was found to have a moderating effect on the relationship between job insecurity and work engagement in this study.

The lowest index is 3.07 for organisational work engagement commitment. In providing support to Universitas Jenderal Soedirman's Vision, the managerial implication that can be done by the Faculty of Economics and Business is by improve the quality of its products and services, as well as its communication. This can be accomplished by improving the quality of services or products and services produced in accordance with the expectations of the interested parties. Then, both informal and non-formal communication between co-workers and structural members must be strengthened, clarified, and deepened.

In order to harness employees' identity and achieve better levels of work engagement, leaders must treat their followers with honour, respect, and attention. We also propose that, in order to improve employee engagement and prevent the loss of a superior workforce, a stable climate be established in organisational work environments in which employees' sense reduced job uncertainty.

Managers should be able to anticipate threats perceived by members of the organisation and assist them in resolving these difficulties, while also cultivating close relationships with members so that they do not assume the managers are avoiding important issues. Employees are more concerned about issues that are near to their daily life, such as interactions and attitudes, which can help to reduce anxieties and minimize disengagement at work.

The results of this research enrich the scope and repertoire of knowledge, especially in the realm of human resource management studies with a focus on efforts to increase work engagement. The results of this research can also be used as a material consideration in increasing work engagement in general and in particular at Universitas Jenderal Soedirman. The managerial implications generated in this research are generally beneficial for organisation leaders and in particular for the directors or leaders of Universitas Jenderal Soedirman in an effort to optimise work engagement.

This research only focuses on work engagement, in fact there are many perspectives that can be used to analyse work engagement. In future research, various aspects of work engagement need to be included in a more comprehensive and specific way. Several aspects can be considered in future research, including the type of implementation (internal or external), organisational design, or other aspects. Researcher fully understands that these aspects are important to note. However, because this research focuses on the organisational level, the inclusion of these aspects comprehensively will make the model in this research complex. Therefore, the inclusion of more comprehensive aspects is a challenge for the next research agenda.

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