RELATIONSHIP BETWEEN POWER DISTANCE AND WORK ENGAGEMENT

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Abstract

This study explore work engagement reacts with power distance, include to studying four factors: gender, marital, education, and tenure influence on work engagement and power distance. Additionally, expect that a large power distance is evinced in organizations since the hierarchy system is a root of Indian culture. Correlations analyses were used to detect theirs relationship. The results showed that work engagement and power distance is minimal react in a negative way, and education level has a negative relation with power distance, work engagement is higher in participants who are more years of experiences in organizations, whereas genders do not present their influence on work engagement and power distance. Therefore, implications for organization should not overpass with how to develop work engagement in staff level, and how to close the gap of power distance, and knowledge-based environment could decrease power distance and increase employees' work engagement. Furthermore, creating the climate of work engagement in organizations should implement low power distance environment; equity, leadership, employee's involvement, and centralize policy.

Keyword: Power Distance, Work Engagement, Culture

Introduction

Work engagement not only provides benefits for organization, but favor employees to happy in work also, since work engagement involves employees well-being (Page & Vella Brodrick, 2009).Work engagement has been receiving considerable attention from both scholars and practitioners in the fields of human resource development, organization development, psychology, and business (Kim & Kold and Kim, 2012). How to form employees to raise their work engagement, logically if we want a consequence must be completely realize about antecedence, therefore this present study aims to study factors impact on work engagement. If we understand how factors influence on work engagement, including which kind of factors are matter, these would be helpful. Social factor like culture, which are explained in term of shaping people's behavior in each society. Work engagement involves with emotion and behavior (Kahn, 1990), therefore culture could be emphasized as an effect on work engagement. However, culture is large and complex, therefore this present study focus on one dimension of Hofstede's framework (1990), namely power distance, to explore culture influences on work engagement. Power distance (Hofstede, 1980) refers to the degree of less powerful person accept and expect to unequally, the large power distance could be observed in some situation as the employees avoid to make conflict with superior, the supervisors always make decision without consult with their staff, including centralized management.

Objectives

o To study power distance and work engagement in organizations.
o To find the relationship between power distance and work engagement.

Methods and Materials

The research' method was constructed base on Hofstede's cultural dimensions, work engagement concept, and concerning of four demographic

characteristics, gender, marital status, education and organization tenure, which might be related to power distance and work engagement and three components of work engagement as vigor, Dedication, and Absorption. The survey was conducted in August - October 2019 in Tiruchirappalli. A self-evaluation survey by teachers from various educational institutions totally 50 completed the questionnaire.

Data analysis and interpretation

The participants presented there are more hierarchy gaps between authorities and subordinates, accepting power equity, centralize management, and less participation by subordinates, for examples, two of third participants are agree and strongly agree with "by their experience, The employees always afraid to disagree with higher positions", and three of fifth participants are agree and strongly agree with "It is frequently necessary for a manager to use authority and power when dealing with subordinates", and three of fifth participants said they agree and strongly agree with "managers should seldom ask for the opinions of employees".

Relationship between Power Distance Index and Work Engagement

Power Distance Index	Correlation value	Statistical inference
Work Engagement	0.918	.010<0.01 Significant

Research Hypothesis: There is relationship between Power Distance Index and Work Engagement.

From the Karl Pearson coefficient correlation test indicates that there is significant relationship between Power Distance Index and Work Engagement among teachers. The calculated value is grater than the table value. The research hypothesis is accepted.

Conclusion

This present study explore how work engagement react with power distance, a large power distance will pull down work engagement, therefore to increase work engagement in organization should be focus on how to create an organizational environment with small power distance. A size of power distance is depend on organization system; decentralize management, employee participation channel, employee involvement tools, depend on leadership style; transformation and servant leadership, and depend on employees; knowledge worker. However, work engagement level are differences among organizational tenure, and between management level, thus to research about why they are differences in work engagement, these could be know how to enhance work engagement in another ways. The findings could have significant implications for large power distance organizations, to concern with equity, power gap, leadership, employee participation, and management systems in organization to increase employees' work engagement, including human resource development while design human development program by increasing knowledge employees to decrease power distance gap and to enhance work engagement in organizational.

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