Collective Engagement and Spiritual Wellbeing in Knowledge Based Community: A Conceptual Model

Olivia Fachrunnisa[1], Ardian Adhiatma[1(✉)],
and Heru Kurnianto Tjahjono[2]

[1] Department of Management, Faculty of Economics,
Sultan Agung Islamic University, Semarang, Indonesia
{olivia.fachrunnisa,ardian}@unissula.ac.id
[2] Department of Management, Faculty of Economics and Business,
Universitas Muhammadiyah Yogyakarta, Bantul, Indonesia
herukurnianto@umy.ac.id

Abstract. The purpose of this study is to develop a model of collective engagement on strengthening community spiritual welfare. In knowledge-based economy, community of practice (CoP) is created to support the dispersion of knowledge among community. However, the large area of expertise in knowledge-based community sometimes create little friction that will ultimately hard to solve. Therefore, we need a social engineering model to maximize the existence of the community towards the realization of community's welfare. Specific targets to be achieved is an understanding on the application of the concept of collective engagement, dimensions, forming factors and its impact on the community's spiritual wellbeing. A four propositions is build based on literature review. Future research agenda is provided to address validity of the proposed model.

Keywords: Collective engagement · Spiritual wellbeing ·
Knowledge-based community

1 Introduction

The problems that arise from the study of literature is the lack of studies on the concept of collective engagement at the level of community of practice. Community of practice (CoP) is a group of people who agree to develop expertise on the basis of knowledge or expertise that they have. Therefore, this study becomes important to draw up a description and basic concepts concerning collective involvement in an organization. Once the basic concept is found, then the dimension and scale of measurement will be developed to validate the new theory of collective community engagement.

Collaboration in a community should be increasingly emphasized to the members of CoP given the fact that each practitioner runs his own community, and even maybe just think about the welfare of people who become part of the community. Another fact is the imbalance of the spirit of competition and cooperate or collaborate among each group. The balance between cooperation and collaboration becomes an important factor

to improve the community welfare. The next fact is that every community no longer seeks to develop core competencies but rather the willingness to master all the competence and autonomous or independent.

The results of this study will contribute to improving spiritual welfare of the community in terms of the theory of community wellbeing, especially in engagement theory that developed from the individual level to the organizational level following the measurement scale from the perspective of knowledge-based community. Engagement is a behavior that indicates the degree to which people moved to blend with the job in an organization. Entanglement of individuals with tasks and objectives of the group will create a positive effect on the level of innovation and creativity [1]. Collective engagement is more than the aggregate amount of the individual's involvement in the organization [2]. Engagement has two basic components. First, the individual must be aligned to a common goal and, secondly, they must be committed to mutually support each other's efforts [3]. When the members of each organization involved is focused on achieving the goal, then knowledge management practices such as sharing of information, shared values and shared vision will mutually reinforcing each other. In the end, when individual has full engagement and focus on the purpose of the organization's goals, then a relationship of mutual support and individual efforts will result in the group's energy, enthusiasm and focus on achieving common goals.

The concept of employee engagement has been discussed extensively by some previous researchers. In this case, employee engagement is measured at the individual level that indicates an individual engagement with the organization. Kahn [4] defines engagement as a more comprehensive description of the investment in the attitude of affective, behavioral and cognitive energy a person in the workplace. In a group or association, engagement will be measured at the level of organization involving all members of the organization's with other organizations such as, employers' associations, traders associations, business associations and other forums. Thus, collective engagement is a construct of the level of organizations and groups is an indicator of the presence of a motivational environment in organizations (the motivational aspect).

2 Literature Review

2.1 Value Congruence and Collective Engagement

Community is defined as a collection of citizens who are joined together because of geography proximity and interact with each other so that identity is created [5]. It is in line with Crane et al. [6] who define community as individual citizens or groups of citizens organized to represent their common interests. Whereas according to Fawcett et al. [7], community is a group-based approach including community members who might then have an impact/strategic on the company. Community engagement is a pattern of activities carried out by companies to work collaboratively with and through groups of people to overcome problems that affect the social welfare of these people [8, 9]. Hence, it can be concluded that community engagement is the attachment of community members to a community that works collaboratively for a common goal.

Research by Vogel et al. [10] states that job involvement will increase if the value congruence increases from low to high. Moreover, Rich et al. [11] stated that value congruence is positively related to engagement. This explains that the higher the value congruence will increase the level of engagement. The involvement of high work with a high level of conformity of values to the organization will create community engagement. Hence, it can be concluded that value congruence affects community engagement. In addition, Bhargava et al. [12] states that value congruence is positively related to the effectiveness of job performance. This will happen if someone has high self-esteem so that it results in more appropriate self-value with the value of the community which results in him becoming increasingly tied to his community.

P1: Value congruence (similarity values among community members) will produce a collective engagement.

2.2 Collective Engagement and Spiritual Welfare

In the research by Slåtten, Svensson, and Sværi [13], the condition that support employees to feel as "we" in company make the engage collectively, physically, cognitively, and emotionally to be creative and innovative in the role of their performances in achieving appraisal performance. Previous research by Albdour and Altarawneh [14] also show that employee engagement influence positively towards organizational commitment. Slåtten and Lien [15] show that there is positive influence between collective engagement and company ability to create innovation. Cognitive collective engagement develops cognitive attitude, managing and sharing knowledge and experience, and involvement. Then, it can create emotional awareness to commit in the role of performance, increase the ability of individual to think more creative. This creativity is needed to increase innovation performance.

A positive effect on the level of innovation and creation is the result of individuals' engagement with the tasks and objectives of the group [1]. However, group leader must understand how to translate individual engagement to organizational engagement or collective engagement as suggested by Barrick, Thurgood, Smith, and Courthright [16]. In the organization, the aggregate amount of the individual's involvement can be called as collective engagement [17]. There are two basic components in engagement or involvement. First, organizational members should have a common goal and, secondly, they must have an effort to support each other [18]. Members must be involved in achieving goal in order to reinforce a mutual value by sharing information, values and vision. In the end, when member has full engaged and focus on organizational objectives, the relationship of mutual support and individual effort will produce group's energy, enthusiasm and focus on achieving common goals.

However, despite the suggested link between employee engagement and organizational performance, there is no many researches examine engagement at the organization level [19]. Moreover, Barrick et al. [16] has investigated the role of collective organizational engagement in mediating the relationship between firm resources and firm performance. However, they discuss collective organizational performance from all aspects which are physically, cognitively, and emotionally, while Zhang and Bartol [1] explain about the concept of psychological empowerment that will grow creative process engagement.

P2: Collective engagement (engagement collectively) will produce spiritual welfare of community members.

2.3   Engagement and Spiritual Wellbeing

Cooperation is an agreement between two or more mutual or cooperative as "two or more persons to carry out joint activities in an integrated manner which is geared toward a target or specific purpose." Thus, it can be concluded that by joining in a community is efforts to improve themselves, while the community needs to build a strong community association. One strategy to achieve the results and objectives of the organization, leaders is how to translate individual collective engagement. Kahn [4] defines engagement as a more comprehensive description of the investment in the attitude of affective, behavioral and cognitive energy a person in the workplace. Collective engagement is a construct of organizational levels and is an indicator of the presence of a motivational environment in organizations (the motivational aspect). Antecedent of collective organizational engagement is motivating work designs, HRM Practices and CEO Transformational Leadership Behaviors [20]. Three of the organization's resources are sufficient to meet the needs of meaningfulness, psychological safety and psychological availability. Meaningfulness influenced by the characteristics of the task and the job role, psychological safety is an individual comfortable feeling for his role in the organization, without fear of the consequences of negative self-image, status or career [4]. Operationally, motivating work design can be done by giving tasks and challenges that are meaningful to the individual.

A set of HR practices can be designed to improve psychological safety. HR practice-oriented investment and also inducement HR practices that increase the expectations of the individual in the organization is considered to be improving psychological safety. While psychological availability is how someone joins himself to a task or role to consider the adequacy of resources for the physical, emotional and psychological. It is influenced by the level of trust of one's feelings about his ability to work, as well as the relationship status of a person in the organization [20].

Collective Engagement will benefit a community in some way. First, when community members interact with each other, then they will share the element of positive behavioral elements such as affective, motivational and attributes that can improve performance attributes such as collective efficacy and the high potential of the group. Second, each member will be mutually comparing their input and output in the organization. This refers as a process of social comparison. Each will compete to customize their engagement results compare with contributions other members in the group. So, it is clear that collective engagement would improve organizational welfare.

Third, leaders are able to increase the level to which members feel connected and identify the destination itself with organizational objectives, which at a later stage will override his desire to achieve organizational goals that are more valuable [21]. Therefore, collective engagement increases organizational value through improved organizational welfare.

P3: Value congruence will generate high social identity community.

P4: The identity of a strong social community will generate the spiritual welfare of the community.

3   Research Method

This paper deals with the development of conceptual model on the relationship between value congruence, social identity, collective engagement and spiritual welfare. This paper is based on secondary data which has been collected from books, journals, newspapers, and internet. A conceptual framework has been developed describing the aspects of value congruence, collective engagement and social identity to create community spiritual welfare.

4   Conceptual Model

Based on literature review in the previous section, the conceptual models can be described in Fig. 1. Community spiritual welfare can be raised from collective engagement and social identity. Meanwhile, social identity and collective engagement would increase if members of the community have a high value congruence.
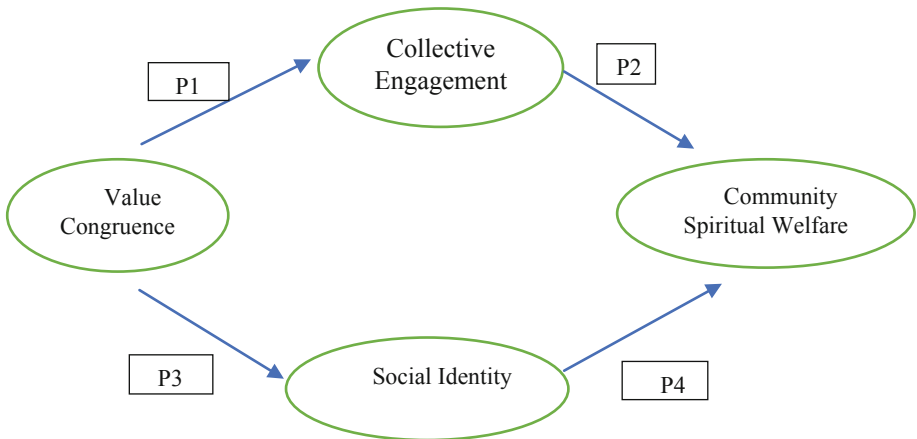

Fig. 1. Conceptual models of collective engagement and spiritual wellbeing in knowledge based community

In the complex business world, the main task of community of practices is to manage their members smoothly, with the objective of enhancing their psychological attachment to the community [22]. The link between HRM practices and organizational outcomes such as commitment, job satisfaction and performance have been discussed widely by scholars [22, 23]. With the development effort to concern on community welfare perspective, it is needed to perform a model to create social identity and member's engagement to achieve community welfare.

A social value is explained as an equality practice for all human beings as they are all community members. We have to respect their personality. A community which takes role as a pillar in economic activity, should enrich the welfare of its member. As a

community member, s/he needs to engage with the community who has relationship with the institution. The institution, therefore, need to develop a creative process engagement. Social identity and collective engagement are hypothesized as requirements to create creative process engagement which will further enhance the community welfare.

Measurement of proposed concepts is provided in Table 1.

Table 1. Concepts measurement

No.	Variable	Definition	Measures
1.	Value congruence	Level of conformity between individual and organizations towards common goals' attainment	• Altruism
			• Relationship
			• Security
			• Authority
			• Prestige
			• Autonomy
2.	Collective engagement	Collective attachment of community members towards their community	• Problem identification
			• Involve in information searching
			• Ideas for problem solving
			• Involve in decision making process
3.	Social identity	Identity that represents a set of social relationships based on membership in a group or community	• Social categorization
			• Social identification
			• Social comparation
4.	Spiritual welfare	A positive feeling with life spirit to be a better man	• Calling
			• Membership
			• Happiness
			• Contribution
			• Satisfaction
			• Meaningful

5   Conclusion and Future Research

The concept of collective community engagement and its impact on spiritual community welfare has not been widely discussed in the current literature. This paper aims to build a conceptual model and hypotheses development for collective community

engagement and spiritual community welfare. In the future, we plan to further validate the proposed models. Moreover, further research will be done in 4 stages of research which are:

1. Validate dimensions of all the proposed concepts.
2. Validate measurement of each variable (value congruence, collective engagement, social identity and community welfare). Items and concepts derived from the structural development and the theory of group engagement.
3. Implement several pilot studies to improve the variable measurement. Pilot studies will carry out to get the opinion of the general public or a layperson on the concept of collective engagement and spiritual well-being.
4. Conducting a survey to the respondents each CoP to test the validity of the instrument developed by structural and nomological.
5. Test the proposed model.

References

1. Zhang, X., Bartol, K.M.: Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, engagement and creative process. Acad. Manage. J. **53**(1), 23 (2010)
2. Kline, R.B.: Principles and Practice of Structural Equation Modeling, 2nd edn. Guilford Press, New York (2005)
3. Christian, M.S., et al.: Work engagement: a quantitative review and test of its relations with task and contextual performance. Pers. Psychol. **64**, 89–136 (2011)
4. Kahn, W.A.: Psychological conditions of personal engagement and disengagement at work. Acad. Manage. J. **33**, 692–724 (1990)
5. Bakker, A.B., Xanthopoulou, D.: The crossover of daily work engagement: test of an actor-partner interdependence model. J. Appl. Psychol. **94**(6), 1562 (2009)
6. Crane, A., Matten, D., Moon, J.: Stakeholders as citizens? rethinking rights, participation, and democracy. J. Bus. Ethics **53**(1–2), 107–122 (2004). https://doi.org/10.1023/B:BUSI.0000039403.96150.b6
7. Fawcett, S.B., Paine-Andrews, A., Francisco, V.T., Schultz, J.A., Richter, K.P., Lewis, R., Williams, E.L., Harris, K.J., Berkley, J.Y., Fischer, J.L., Lopez, C.M.: Using empowerment theory in collaborative partnerships for community health and development. Am. J. Community Psychol. **23**(5), 677–697 (1995)
8. Scantlebury, M.: The Ownership Structures of Heritage Tourism Enterprises in Barbados and Their Institutional and Community Involvement. University of Waterloo, Waterloo, Canada (2003)
9. Vogel, R.M., Rodell, J.B., Lynch, J.W.: Engaged and productive misfits: how job crafting and leisure activity mitigate the negative effects of value incongruence. Acad. Manage. J. **59**(5), 1561–1584 (2016). https://doi.org/10.5465/amj.2014.0850
10. Rich, B.L., LePine, J.A., Crawford, E.R.: Job engagement: antecedents and effects on job performance. Acad. Manage. J. **53**, 617–635 (2010)

11. Bhargava, Shivganesh, Pradhan, Harsh: Work value congruence and job performance: buffering role of leader member exchange and core self evaluation. Asian Soc. Sci. **13**(1), 98 (2017)
12. Slåtten, T., Svensson, G., Sværi, S.: Empowering leadership and the influence of a humorous work climate on service employees' creativity and innovative behaviour in frontline service jobs. Int. J. Qual. Serv. Sci. **3**, 267–284 (2011)
13. Albdour, A.A., Altarawneh, I.I.: Employee engagement and organizational commitment: evidence from Jordan. Int. J. Bus. Manage. Invent. **19**(2), 192–212 (2014)
14. Slåtten, T., Lien, G.: Consequences of employees' collective engagement in knowledge-based service firms. J. Serv. Res. **2016**(8), 95–129 (2016). https://doi.org/10.1007/s12927-016-0006-7
15. Barrick, M.R., Thurgood, G.R., Smith, T.A., Courthright, S.H.: Collective organizational engagement: linking motivational antecedents, strategic implementation, and firm performance. Acad. Manage. J. **58**(1), 111–135 (2015)
16. Kim, H.J., Shin, K.H., Swanger, N.: Burnout and engagement: a competitive analysis using the big five personality dimensions. Int. J. Hosp. Manage. **28**, 96–104 (2009)
17. Bailey, C., Madden, A., Alfes, K., Fletcher, L.: The meaning, antecedents and outcomes of employee engagement: a narrative synthesis. Int. J. Manage. Rev. **19**, 31–53 (2017)
18. Fachrunnisa, O., Adhiatma, A., Mustafa.: Social identity, collective engagement, and communal patent for successful digital collaboration. Paper presented at the Conference 8th Knowledge Management International Conference (KMICe), Chiang Mai, Thailand (2016)
19. May, D.R., et al.: The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. J. Occup. Organ. Psychol. **77**(11), 11–37 (2004)
20. Alfesa, K., et al.: The link between perceived human resource management practices, employee engagement and behavior: a moderated mediation models. Int. J. Hum. Resour. Manage. **24**, 23 (2013)
21. Rich, B.L., Lepine, J.A., et al.: Job engagement: antecedents and effects on job performance. Acad. Manage. J. **53**, 617–635 (2010)
22. Zeffane, R., Connell, J.: Trust and HRM in the new millennium. Int. J. Hum. Resour. Manage. **14**, 3–11 (2003)
23. Zangoueinezhad, A., Moshabaki, A.: Human resource management based on the index of Islamic human development. Int. J. Soc. Econ. **38**(12), 962–972 (2011). https://doi.org/10.1108/03068291111176329