

THEORETICAL FRAMEWORK SAMPLE

It is the assumption of the study that the level of work engagement of academic unit heads is significantly associated with their level of received organizational support and organization-based self-esteem – an assumption hinged on the following theories or concepts: social cognitive by Bandura, work engagement by Schaufeli, Salasova, Gonzalez-Roma, and Bakker (2001); organizational support by Eisenberger, Huntington, Hutchinson, & Sowa (1986), and organization-based self-esteem by Pierce, Gardner, Cummings and Dunham (1993).

The overarching theory of the study is that of Bandura's social cognitive theory that explains how human behavior is shaped. Bandura (1986) articulated his theory of human behavior in a three-way dynamic model, that is, personal factors, environmental influences, and human behavior interact continually. Plainly put, human behavior is influenced by both personal and environmental factors. Personal factors may include knowledge, skills, attitude, self-efficacy, and self-esteem, among others. On the other hand, environmental factors may pertain to social influences or organizational factors that may include organizational support, interpersonal relationship, and organizational culture. This present study, however, limits its independent variables to organizational support and organization-based self-esteem in relation to work engagement (human behavior), which is the dependent variable.

On work engagement, the study considers the concept of Schaufeli et al. (2001). As defined, work engagement is a fulfilling and positive state of mind that is related to work and is characterized by three dimensions as follows: vigor, dedication, and absorption. Vigor refers to a high level of mental resilience and energy during work. Also, vigor is defined as the individuals' willingness to invest much effort in their work and their high persistence even when faced by difficulties at work. Dedication is the individuals' strong involvement in their work and their experience of having a sense of enthusiasm, significance, pride, inspiration, and challenge. Absorption is referred to as the individuals' full concentration and happy engrossment in their work so that they become oblivious of time and have difficulties detaching themselves from their work.

Complementing the above postulation is that of Kahn (1990) defining the term "engagement" as employees' involvement in tasks assigned to them. He posited that employees are personally engaged in their tasks by putting positive, emotional and cognitive energy in what they do (Truss et al., 2014). Further, he argued that work engagement is a psychological and emotional state that is shaped by the forces within the employees' work environment. That is, environmental forces do shape employees' psychological state to engage or to disengage. These environmental forces include the job itself, the peers and superiors, and the organization itself. According to Gruman and Saks (2011), employees' level of engagement largely depends on the people, nature of the job, procedures, work life quality, and support of the organization.

Moreover, Maslach, Schaufeli & Leiter (2001) and Shamir (2002) contended that individuals with high score on vigor usually have high energy, stamina, and zest when they are working. On the other hand, those with low score on vigor have low energy, stamina, and zest when working. On dedication, individuals with high score identify themselves strongly with their work that is attributed to having a meaningful, challenging, and inspiring experiences at work, thus feeling proud and enthusiastic about their work. The opposite is true among individuals with low score on dedication. As to absorption, individuals with high score are

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