

THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND WORK ENGAGEMENT MEDIATED BY SELF-EFFICACY IN PT MITRA UTAMA MADANI

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Abstract

This study aims to determine the relationship between Perceived Organizational Support (X1) and Work Engagement (Y) mediated by Self-Efficacy (Z) at PT Mitra Utama Madani. The study was carried out for seven months from November 2020 to June 2021. The research method used is the survey method. The number of affordable employees in this study is 180. The sample size for this study is 124 respondents. The sampling technique used is the purpose sampling technique. The data analysis techniques used are (1) Analysis requirements test, including the validity and reliability tests. The test results show that the three variables are valid, and the value of the work input variable is reliable, namely 0.939, the perceived organizational support variable 0.903 and the self-efficacy variable 0.913; (2) Model suitability test consisting of absolute fit indices, incremental fit indices and parsimony fit indices. The test results show that the three variables fit; (3) The hypothesis test in this study uses SEM AMOS 22. In this study, the Sobel test was used to test the intervention variables. The results show that self efficacy mediates the relationship between perceived organizational support and work engagement.

Keywords: perceived organizational support, self-efficacy, work engagement.

INTRODUCTION

Employee engagement is essential for the company's long-term growth and increasing profitability in an increasingly competitive business world. Employees in a company are not only part of carrying out the company's functions, but also become a valuable asset in the success of the company. To realize the success of the company, the company's valuable assets, namely employees, must have a full commitment to their work.

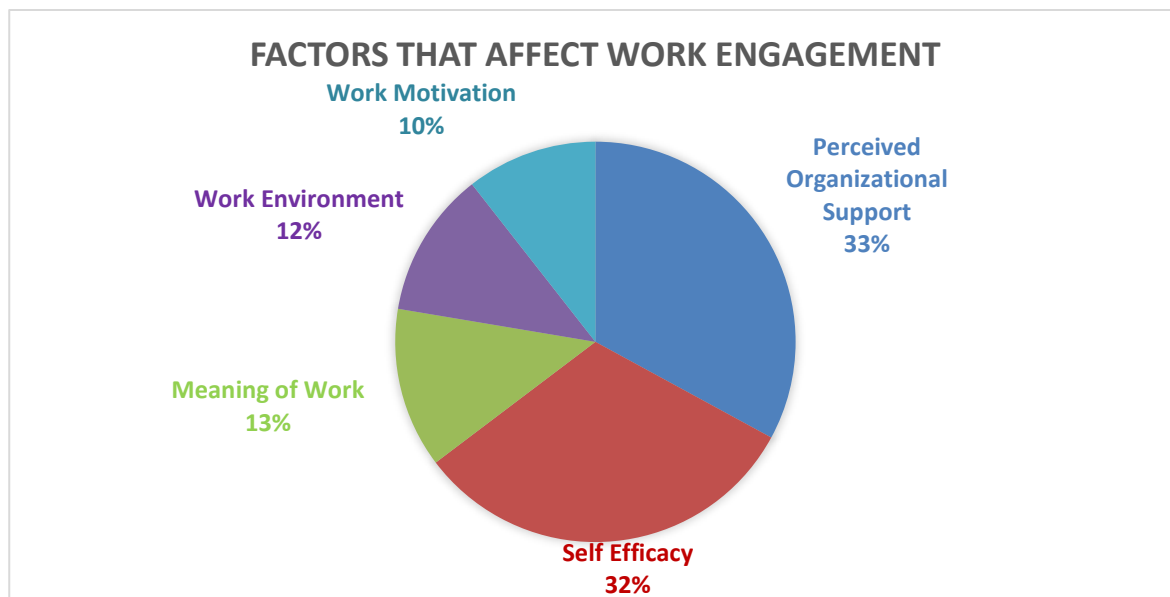
On the other hand, not all companies have employees with good work engagement, quoted in Tribunnews.com "A survey conducted by the Dale Carnegie Institute revealed that, in Indonesia

alone, 62.6% of the workforce are millennials and only 25% of them who are fully tied to the company they work for". This happens because many employees are lazy to come to work, have a feeling of being unimportant and unappreciated when they are engaged in work and even have the intention to leave the company (turnover intention).

Table 1. PT Mitra Utama Madani Turnover Data for 3 Years

Year	Number of Employees at the beginning of the year	Number of Exiting Employees	Number of Employees Login	Number of Year-End Employees
2018	240	15	2	227
2019	227	25	6	208
2020	208	30	2	180

Based on the table above, turnover data for the last 3 years, from 2018 to 2020 can be said to have increased. Where in 2018 the number of employees who left was 15 people, while the number of employees who entered was 2 people. In 2019 the number of outgoing employees increased to 25 people, while the number of employees who entered was 6 people. While in 2020 the number of employees who left was 30 people, while the number of employees entered was 2 people. If this situation continues, the consequences can affect the sustainability of the company, namely in achieving the company's goals that have been previously set.



Picture 1 Diagram of Factors that Affect Work Engagement

Based on the pre-research that the researcher has done, it is known that the factor with the highest value that affects work engagement is the perceived of organizational support, namely the extent to which employees judge the company to give appreciation for employee work, provide opportunities for employee self-development, and listen to employee opinions.

But in fact, based on interviews with leaders and employees regarding the perceived of organizational support at PT Mitra Utama Madani is also low, it can be seen from the leadership

statement which states that employees lack motivation to do their jobs, employees also justify the absence of support or appreciation from the company for employees so that employees have high enthusiasm in doing their jobs. Quoted in Economy.okezone.com, "To maintain employee performance and productivity, leaders need to make efforts to ensure employees feel supported physically, mentally, and emotionally". It also has the same meaning with interviews with employees that employee work engagement is low due to the lack of support provided by the company, so this problem is also a concern for leaders to always provide support to their employees. Another factor that has the highest value from previous pre-research is that self-efficacy affects the success of the company depending on how employees believe in their abilities to be able to carry out their work to the fullest. The company has hopes for employees who are confident in their own abilities so that the company can easily manage more competent human resources because they already have a basic belief in themselves to do things under various pressures or no pressure at all.

The fact is that self-efficacy at PT Mitra Utama Madani is low, this can be seen from interviews with previous leaders, where the leadership stated that employees lacked confidence in their abilities. Quoted in Tirto.id "Self-efficacy plays a major role in how individuals perceive situations and behave in response to various different situations". To increase employee confidence, companies can provide training as a form of organizational support to employees and at the same time to increase employee self-efficacy. Employee self-efficacy is very important in the current advanced era, where the level of competition between companies is very high. Companies need employees who are active, responsive, and able to work independently but also interspersed with good teamwork.

Based on the results of the pre-research that the researchers have done, the researchers are interested in conducting research with the title: "The Relationship Between Perceived of Organizational Support With Work Engagement Mediated By Self-Efficacy".

LITERATURE REVIEW

Work Engagement

According to Kahn (1990) Work engagement is defined as the harnessing of organization members selves to their work roles by which they employ and express them selves physically, cognitively and emotionally during role performances. In line with Schaufeli, Bakker and Salanova (2006) Work engagement is defined as a positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption." Then according to Mujiasih (2015) Work engagement is the attitude and behavior of employees in working by expressing themselves in a totality full of energy both physically, cognitively, affectively and emotionally. Based on the experts and research above,

it can be concluded that work engagement is an employee who performs his job role with a sense of attentive and passionate attachment for the purpose of the interests or success of the company.

Perceived Organizational Support

According to Eisenberger et al (1986) Perceived organizational support is described as employees' perception of the organization's importance and concern for their well-being and their perception of the organization's implementation of employee-related activities. In line with Erdogan & Enders (2007) Perceived organizational support refers to the degree to which individuals believe that the organization cares about them, values their contributions, and provides them with help and support. Then according to Casper & Buffardi (2004), the perceived organizational support is a general view of the value and importance of the organization, and supports the view that the support provided by the organization improves organizational relationships. Perceived organizational support is the feeling that employees are safe for them and that the organization supports them. Based on the above experts, it can be concluded that the perception of organizational support is the organizational support felt by employees in the form of organizational care, such as giving work rewards, providing opportunities for self-development, and listening to employees' opinions.

Self Efficacy

According to Wood and Bandura (1989), self-efficacy refers to the belief that a person has the ability to mobilize motivation, cognitive resources, and actions necessary to meet the needs of a given situation. Similar to the view of Yusuf (2011), self-efficacy refers to an individual's personal belief or confidence in their ability to effectively perform a specific task. Then, according to Li et al. (2017), self-efficacy can be viewed as an individual's judgment of one's ability to successfully perform a particular course of action in a given context. Based on the above experts, it can be concluded that self-efficacy is an individual's belief in his ability to perform tasks and actions to achieve the results that have become his goals.

RESEARCH METHOD

Research Place And Time

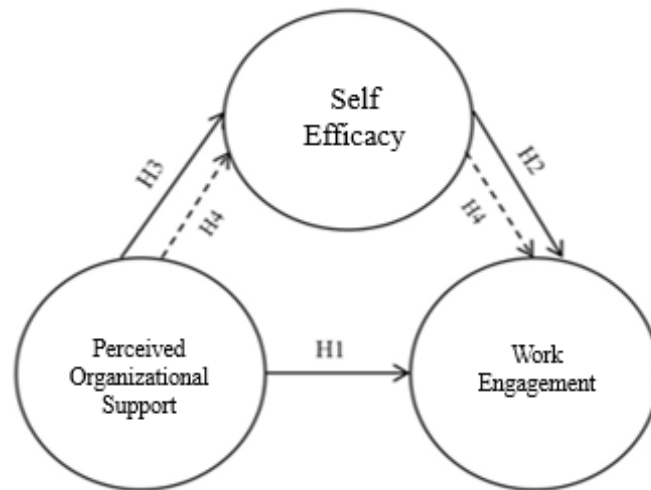
This research was conducted on employees of PT Mitra Utama Madani and carried out for 7 months starting from November 2020 - June 2021. This time is the right time and is considered the most effective for researchers to carry out research.

Data Analysis Technique

Data processing in this study using SPSS version 25.0 and AMOS version 22 programs.

Constellation of Relationships between Variables

The relationship between variables can be described in the constellation as follows:



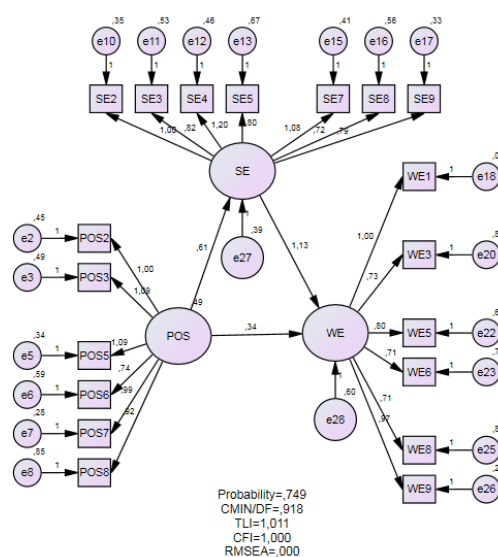
Picture 2 Constellation of Relationships between Variables

RESULT AND DISCUSSION

Validity and Reliability Test

There are nine items in the work engagement variable with the overall factor loading exceeding >0.5 which states that all of the items are said to be valid. Cronbach's alpha of the work engagement variable is 0.939, so it can be declared reliable. There are eight items in the perceived organizational support variable with the overall factor loading exceeding >0.5 and cronbach's alpha of the variable is 0.903 so it can be declared reliable. There are nine items in the self efficacy variable with the overall factor loading exceeding >0.5 and cronbach's alpha of the variable is 0.913, so it can be declared reliable (Simamora, 2005).

Model Fit Test



Picture 3 Output Confirmatory Factor Analysis Fit Model

Picture 2 is a path diagram of the results of hypothesis testing, tables 1, 2, 3 and 4 are used as the main reference for testing hypotheses in this study. The results can be concluded that each variable has a positive and significant relationship and self efficacy mediates the relationship between perceived organizational support and work engagement.

Table 1 Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
SE	<---	POS	,609	,119	5,100	***	
WE	<---	SE	1,128	,160	7,061	***	
WE	<---	POS	,342	,155	2,197	,028	

Source: Data processed by Researchers (2021)

Table 2 Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
SE	<---	POS	,564
WE	<---	SE	,672
WE	<---	POS	,189

Source: Data processed by Researchers (2021)

H1 Relationship Between Perceived Organizational Support and Work Engagement

Based on the test results, the output regression weights have a C.R value of 2.197 1.967 and a P value of 0.028 0.05, then the hypothesis is accepted (significant) with the estimated standardized regression weights showing a positive relationship of 0.189. So it can be concluded that the perceived of organizational support has a positive and significant relationship with work engagement. So H1 in this study is accepted.

H2 Relationship Between Self Efficacy and Work Engagement

Based on the test results, the output regression weights have a C.R value of 7.061 1.967 and the P * value indicates a P number of 0.000 0.05, so the hypothesis is accepted (significant) with the estimated standardized regression weights showing a positive relationship of 0.672. So it can be concluded that self-efficacy has a positive and significant relationship with work engagement. So H2 in this study is accepted.

H3 Relationship Between Perceived Organizational Support and Self Efficacy

Based on the test results, the output regression weights have a C.R value of 5.100 1.967 and the P * value indicates a P number of 0.000 0.05, so the hypothesis is accepted (significant) with the estimated standardized regression weights showing a positive relationship of 0.564. So it can be concluded that the perception of organizational support has a positive and significant relationship with self-efficacy. So H3 in this study is accepted.

Tabel 3 Standardized Direct Effects

	POS	SE	WE
SE	,564	,000	,000
WE	,189	,672	,000

Source: Data processed by Researchers (2021)

Tabel 4 Standardized Indirect Effects

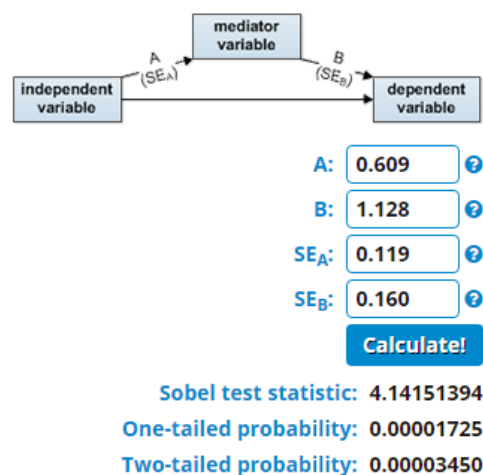
	POS	SE	WE
SE	,000	,000	,000
WE	,687	,000	,000

Source: Data processed by Researchers (2021)

H4 Relationship Between Perceived Organizational Support and Self Efficacy Mediated by Self Efficacy

Based on the test results, the standardized indirect effects value shows a value of 0.687 and the standardized direct effects value shows a value of 0.189. These results indicate that the indirect effect value is $0.687 > 0.189$ the direct effect value so that the hypothesis is accepted (significant). So it can be concluded that self-efficacy mediates positively and significantly the relationship between perceived organizational support and work engagement. So H4 in this study is accepted.

Sobel Test

**Picture 4 Sobel Test Result**

Based on the calculation results above, the Z value is 4.141 because the Z value obtained is $4.141 > 1.96$ with a significant level of 5%, it proves that self-efficacy empowerment is able to mediate the relationship between perceived organizational support and work engagement.

CONCLUSION

Based on the research that has been done, empirical conclusions can be drawn through description, statistical data processing, interpretation and data analysis described in the previous chapter, the researcher can conclude several things, namely each variable shows a positive and significant relationship. Then self-efficacy mediates the relationship between perceived organizational support and work engagement. Companies must improve indicators with high results so that employees feel more engagement with their work and improve low indicators so that employees can feel believe with their skills and also feel cared by the company.

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