

The Effect Of Perceived Organizational Support On Organizational Citizenship Behavior With Work Engagement As A Mediation Variable

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ABSTRACT

The purpose of this study was to determine the effect of Perceived Organizational Support on Organizational Citizenship Behavior with the work engagement variable as a mediator at the Palembang City Tourism Office. Samples were taken as many as 63 employees. Data was collected by distributing questionnaires using a 5-point Likert scale to measure 22 statement items. The analysis technique used is Path Analysis. The results of the analysis show that Perceived Organizational Support has a positive and significant effect on organizational citizenship behavior, Perceived Organizational Support. This study also succeeded in proving that Perceived Organizational Support has an effect on Organizational Citizenship Behavior mediated by Work Engagement at the Palembang City Tourism Office. Based on the results of research analysis, several suggestions can be used as consideration in determining future policies, namely, the Office should pay more attention to any complaints felt by employees so that it will create a sense of meaning and feelings of pleasure and employees feel considered necessary by the service.

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INTRODUCTION

The purpose of this study was to determine the effect of Perceived Organizational Support on Organizational Citizenship Behavior with the work engagement variable as a mediator at the Palembang City Tourism Office. Samples were taken as many as 63 employees [1]. Sampling in this study using the purposive sampling technique. Data was collected by distributing questionnaires using a 5-point Likert scale to measure 22 statement items. The analysis technique used is Path Analysis [2]. The results of the analysis show that Perceived Organizational Support has a positive and significant effect on organizational citizenship behavior, Perceived Organizational Support has a positive and significant effect on work engagement, work engagement has a positive and significant effect on organizational citizenship behavior, and this study also succeeded in proving that Perceived Organizational Support has an effect on Organizational Citizenship Behavior mediated by Work Engagement at the Palembang City Tourism Office [3].

Quality and competitive human resources are closely related to team member performance in the organization, but in practice, human resources are full of limitations [4] [5] [6]. Some of the problems are in the awareness of individual duties and responsibilities towards each individual's main tasks and functions, so there must be an effort from the organization to improve team member performance to achieve organizational goals. The behavior demanded by organizations today is in-role behavior, namely carrying out work according to the job description, but also extra-role behavior in which different roles contribute to completing work from the organization. The increasing need for public services makes employees able and willing

to work more than the work they usually do. This is a form of Organizational Citizenship Behavior. The theory of OCB (Organizational Citizenship Behavior) defines that a team member can contribute to the organization by assisting others and co-workers explicitly and without any reward. Organizational Citizenship Behavior within the work team can create a conducive, mutually reinforcing, and complementary atmosphere to maintain organizational stability and improve performance. Organizational Citizenship Behavior is an extra behavior that is not part of a team member's formal work obligations but functions to support the organization effectively [7]. In addition to Organizational Citizenship Behavior, Work Engagement also has a major influence on the quality of human resources as workers [8].

Work engagement is an active and positive work-related state characterized by vigor, dedication, and absorption [9] [10]. Team member engagement with work, also called work engagement, is a condition in which a person can commit to the organization, both emotionally and intellectually [11]. There are three dimensions or aspects that are characteristic of work engagement, namely: vigor is a high level of energy and mental resilience at work, dedication is a strong involvement in work and experiencing a sense of meaning towards work, enthusiasm, and dedication [12]. Likes challenges and absorption are characterized by full concentration and pleasure in working, so that time will pass quickly. So that it can provide the best service to the community, work engagement should be owned by every team member because employees who are not engaged are the center of the problem if workers lose their commitment and motivation [1]. Employees with high work engagement have three advantages. First, employees become happier and more enthusiastic, so they can

produce job resources that will impact completing task performance with better results. Second, employees will be healthier both physically and psychologically, so employees can work more focused on completing their work. Third, employees will channel work engagement to other employees so that interpersonal relationships can be well established and group performance will be better [4] [13].

According to research observations, in actual conditions in Palembang city tourism, there is a problem, namely the low Organizational Citizenship Behavior at the Palembang City Tourism Office. The results of interviews from several employees in one of the fields of various industries that need employees who have extra roles outside of their work to work more effectively in achieving organizational goals, but it still cannot be realized because there are still some employees who take actions that are less obey the rules [12] [14].

Based on this, it can be found that the level of team member disobedience to the applicable rules in the organization is still quite high. So this can indicate that the creation of Organizational Citizenship Behavior of employees on the conscientiousness dimension is still not fulfilled [15]. Individually this can be triggered from the differences of each individual, which includes experience, knowledge, training, and awareness of their work attitude [16] [8].

In ideal conditions, employees should have a role in Organizational Citizenship Behavior by showing voluntary behavior to want to do tasks or work outside of their responsibilities and obligations to achieve organizational goals. Therefore, to improve Organizational

Citizenship Behavior, it is necessary to have factors that influence it, including Work Engagement and perceived organizational support; this is because Organizational Citizenship Behavior plays an important role in reciprocal exchange in organizations [17]. In this study, researchers want to examine the effect of Organizational Support on Organizational Citizenship Behavior with Work Engagement as a Mediating Variable.

RESEARCH METHOD

This research is included in explanatory research in the sense that this research examines the effect of independent variables on the dependent variable. The influence studied is regarding Perceived Organizational Support on Organizational Citizenship Behavior with work engagement as a mediation variable. The location of this research was carried out at the Palembang City Tourism Office, which is located at Jl. Dr. Wahidin, No. 3 Talang Semut, Bukit Kecil District.

Researchers researched at the Tourism Office because of discovering problems related to Organizational Citizenship Behavior at the Palembang City Tourism Office. The model in this study is a conceptual structural model, then the variable used is the dependent variable which is the variable that is influenced by the independent variable or which is the result of the existence of the independent variable. The independent variable is a variable that is not dependent and not influenced by other variables or the cause of the emergence of the dependent variable, and the intervening variable is a variable that theoretically affects the relationship between the independent variable and the dependent variable. Quantitative data is data in numbers or data that can be

calculated by giving a score. Quantitative data from this study is the number of employees at the Palembang City Tourism Office. Qualitative data is data that is not in numbers and cannot be calculated systematically. Qualitative data in this study include organizational structure and a brief history of the Palembang City Tourism Office.

Data sources are obtained directly from research respondents, such as data obtained in the form of respondents' answers through questionnaires and interviews. Secondary sources are data obtained in a ready-made form, collected and processed by the company, such as a brief history of the company, data on the number of employees, and other documents related to the writing of this research proposal [18]. The research population is the Palembang City Tourism Office employees in Denpasar, with a total of 83 employees. The sample selected in this study used a purposive sampling technique, namely a sampling technique with certain considerations. Based on these understandings, the respondents in this study were 63 employees, excluding the head of the department and the head of the field at the Palembang City Tourism Office. Data collection methods used are questionnaires and interviews. Interviews are data collection methods carried out by holding direct questions and answers with parties involved in the research carried out, such as through interviews with several employees at the Palembang City Tourism Office. The questionnaire is a method of collecting data by asking questions that have been prepared in the form of a written list of questions regarding perceived organizational support, work engagement, and Organizational Citizenship Behavior at the Palembang City Tourism Office.

The scale used in measuring data uses a Likert scale to measure attitudes, traits, opinions, or perceptions of a person or group of people about social phenomena [19]. Descriptive statistical analysis is a statistic used to analyze data by describing or describing data regarding the characteristics of research variables, namely, the average value, standard deviation, variance, minimum value, and maximum value [19] [20]. This study's descriptive statistical analysis is the average value, minimum value, and maximum value. This study used data analysis techniques in the form of path analysis techniques referred to as Path Analysis. Testing the mediation hypothesis can be done using a procedure known as the Sobel test, which Sobel developed in 1982. The Sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the dependent variable mediated by the mediator variable [21]. Sobel test proves that the mediating effect on all regression analyzes is significant or not [22].

RESULTS AND DISCUSSION

Testing the data in this study uses path analysis techniques to examine the relationship that reveals the effect of a variable or a set of variables on other variables, either directly or indirectly describes in [figure 1](#).

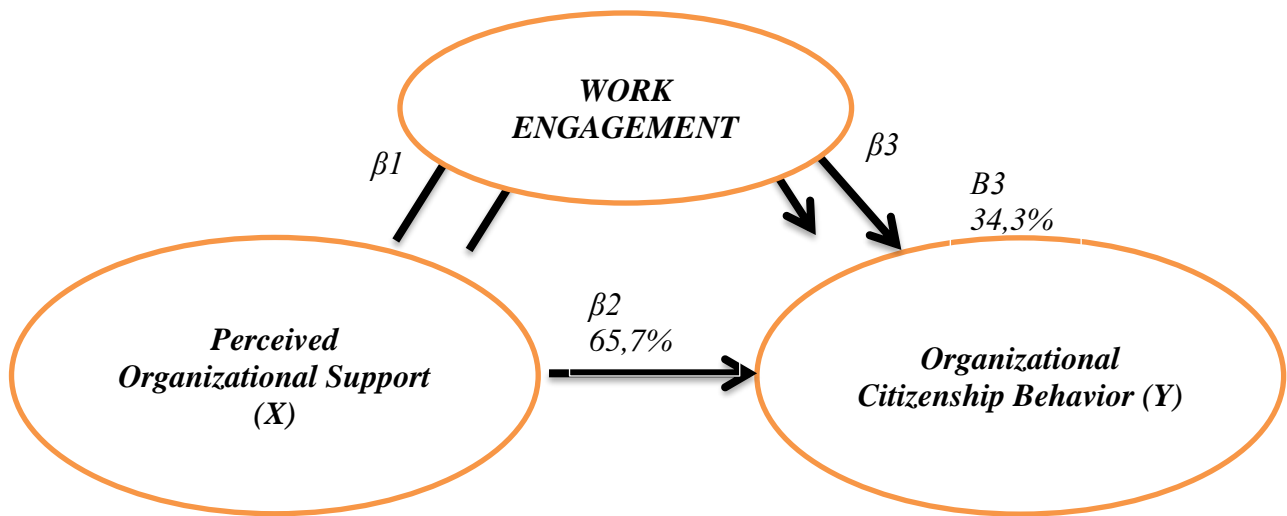


Figure 1. Path Model of the Effect of Perceived Organizational Support on Organizational Citizenship Behavior with Work Engagement as a Mediation Variable

Based on the data processing results in [figure 1](#), a total determination value of 0.343 means that 34.3% of variations in Organizational Citizenship Behavior are influenced by variations in Perceived Organizational Support and Work Engagement, while the remaining 65.7% is explained by other factors not included in the model. Test criteria to explain the interpretation of the effect between each variable. If Sig. $t < 0.05$, then H_0 is rejected, and H_1 is accepted. If Sig. $t > 0.05$, then H_0 is accepted, and H_1 is rejected.

Effect of Perceived Organizational Support on Work Engagement

H_0 : There is no effect of Perceived Organizational Support on Work Engagement

H_1 : Perceived Organizational Support has a positive effect on Work Engagement.

Based on the analysis results of the influence of Perceived Organizational Support on Work Engagement, the Sig value is obtained.

T is 0.004 with a beta coefficient of 0.355. Value of Sig. $t < 0.05$ indicates that H_0 is rejected and H_1 is accepted. This result means that Perceived Organizational Support has a positive and significant effect on Work Engagement.

The Influence of Perceived Organizational Support on Organizational Citizenship Behavior.

H_0 : There is no effect of Perceived Organizational Support on Organizational Citizenship Behavior.

H_1 : Perceived Organizational Support has a positive effect on Organizational Citizenship Behavior

Based on the analysis results of the influence of Perceived Organizational Support on Organizational Citizenship Behavior, the value of Sig. t is 0.009 with a beta coefficient of 0.326. This result means that Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior.

The Effect of Work Engagement on Organizational Citizenship Behavior

H1: Work Engagement has a positive effect on Organizational Citizenship Behavior

H0: There is no effect of Work Engagement on Organizational Citizenship Behavior.

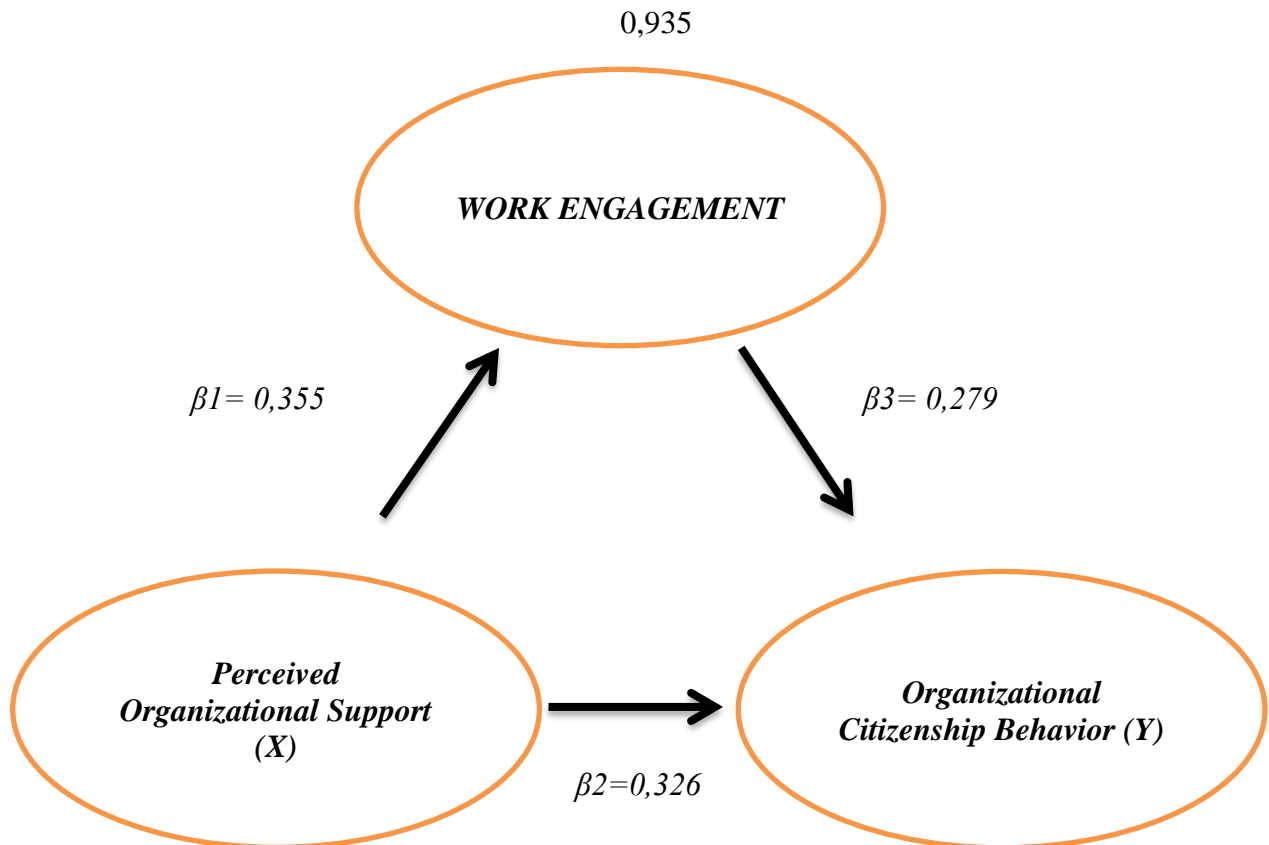


Figure 2. Validation of the Final Path Diagram Model

Based on the results of the analysis of the effect of Work Engagement on Organizational Citizenship Behavior, the value of Sig. T is 0.023 with a beta coefficient of 0.279. Value of Sig. t 0.023 < 0.05 indicates that H0 is rejected and H1 is accepted. These results mean that Work Engagement has a positive and significant effect on Organizational Citizenship Behavior. Based on the path diagram in [Figure 2](#), it can be calculated the magnitude of the direct and indirect effects and the total effect between variables. The Sobel test is an analytical tool to test the significance of the indirect relationship between the independent variable and the

dependent variable mediated by the mediator variable. Kahn, concludes that the factors that are important for understanding the conditions of engagement or disengagement of a team member in the workplace consist of: (1) A sense of meaning, (2) Security/sense of security, and (3) Availability of support in the workplace [9] [23].

The Sobel test is formulated with the following equation and calculated using the Microsoft Excel 2010 application. Suppose the calculated value of Z is greater than 1.96 (with a 95 percent confidence level). In that case, the mediator variable is considered to

significantly mediate the relationship between the dependent variable and the independent variable. Based on data processing, the tabulation results $Z = 1.997 > 1.96$ with a significance level of $0.000 < 0.05$, which means that the mediator variable, namely Work Engagement, is assessed to significantly mediate the relationship between Perceived Organizational Support and Organizational Citizenship Behavior [24].

Based on the analysis results of the influence of Perceived Organizational Support on Work Engagement, the value of Sig. t is 0.004 with a beta coefficient of 0.355. Value of Sig. t $0.004 < 0.05$, indicating that Perceived Organizational Support has a positive and significant effect on Work Engagement. The better the implementation of perceived organizational support, the team member's work engagement increases. Based on this, the hypothesis that Perceived Organizational Support has a positive effect on Work Engagement can be accepted at the Palembang City Tourism Office. Based on the analysis results of the influence of Perceived Organizational Support on Organizational Citizenship Behavior, the Sig. t is 0.009 with a beta coefficient of 0.326. Value of Sig. t $0.009 < 0.05$, indicating that Perceived Organizational Support has a positive and significant effect on Organizational Citizenship Behavior. The more employees are supported by the organization, the higher the team member's Organizational Citizenship Behavior [17].

Based on this, the hypothesis of Perceived Organizational Support positively affects Organizational Citizenship Behavior, which can be accepted at the Palembang City Tourism Office. Based on the results of the analysis of the effect of Work Engagement on Organizational Citizenship Behavior, the value of Sig. t is 0.023 with a beta coefficient

of 0.279. Value of Sig. t $0.023 < 0.05$, indicating that Work Engagement has a positive and significant effect on Organizational Citizenship Behavior. The better the implementation of Work Engagement, the Organizational Citizenship Behavior will increase. Based on this, the hypothesis of Work Engagement has a positive effect, the Influence of Perceived Organizational Support on Organizational Citizenship Behavior can be accepted at the Palembang City Tourism Office. 0.05 which means that the mediator variable, namely Work Engagement, is assessed to significantly mediate the relationship between Perceived Organizational Support and Organizational Citizenship Behavior [16]. Employees who the office supports, then the team member work engagement level will be higher, so employees will tend to take actions beyond their responsibilities [6] [25].

Based on this, the hypothesis that Work Engagement has a positive effect in mediating the relationship between perceived organizational support and Organizational Citizenship Behavior can be accepted at the Palembang City Tourism Office. Team member engagement is a sense of emotional attachment to work and the organization, motivated and able to give their best ability to help succeed from a series of tangible benefits for organizations and individuals [8]. The results of this study support the theory used as the basis for making the hypothesis that Perceived Organizational Support affects organizational citizenship behavior, besides the role of Work Engagement can mediate the relationship of Perceived Organizational Support to organizational citizenship behavior [18].

When employees feel supported by the organization and accompanied by high work

engagement, they will improve organizational citizenship behavior. The results show that this research strengthens the theory used. Based on the results of previous tests, social measurement theory is supported in this study because all hypotheses have a positive and significant effect [15]. Change can occur when two parties between employees of the organization can give something to each other. Therefore, employees will be willing to carry out extra-role behavior when they have been treated well by the organization, and they will tend to behave and behave more positively towards the organization [3] [11] [26]. The results of this study are practically used as consideration for team member needs. Organizational Citizenship Behavior is individual discretionary behavior, not directly or explicitly recognized by the formal reward system, but in aggregate, increases the effective functioning of the organization [13].

Employees consider that this variable increases extra-role behavior in the perceived organizational support variable. Therefore, it is necessary to have support from the organization and concern for the welfare of employees. Therefore, the organization must consider the level of team member work engagement so that employees work effectively and achieve organizational goals.

CONCLUSION

Based on the discussion, this research concludes that Perceived Organizational Support has a significant positive effect on Organizational Citizenship Behavior at the Palembang City Tourism Office. This shows that the more employees are supported by the service, the higher the level of Organizational Citizenship Behavior carried out by employees. Perceived Organizational Support has a significant positive effect on Work Engagement at the Palembang City Tourism Office. Work Engagement has a significant positive effect on Organizational Citizenship Behavior at the Palembang City Tourism Office. This shows that the higher the level of Work Engagement, the higher the level of Organizational Citizenship Behavior carried out by employees at the service. Work Engagement has a significant positive effect as a variable that can mediate Perceived Organizational Support on Organizational Citizenship Behavior at the Palembang City Tourism Office.

Based on the results of research analysis, discussion, and conclusions, several suggestions can be used as consideration in determining future policies, especially those related to perceived organizational support, work engagement, and organizational citizenship behavior, among others, namely the Office should pay more attention to any complaints felt by employees so that it will create a sense of meaning and feelings of pleasure and employees feel considered important by the service. Employees at the Palembang City Tourism Office must further improve Organizational Citizenship Behavior, especially regarding participation in supporting official functions professionally so that family relationships can be created between leaders and co-workers.




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