

Influence of Leadership Support, Characteristics of Job Against Proactive Behavior With Job Engagement as a Variety of Medication in the Government of Bukittinggi City

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ABSTRACT

This paper proposes a conceptual model of proactive behavior in the workplace by considering aspects of leader support and job characteristics as determinants and job engagement as mediators. This model uses the Social Exchange Theory perspective in explaining the existence of an exchange relationship between an organization and its members. Proactive behavior at work will increase when employees get support from their leaders and carry out tasks that can provide employees with emotional attachment to the organization.

Keywords: leadership support, job characteristics, proactive behavior, job engagement

1. INTRODUCTION

Proactive behavior is a specific form of motivated behavior at work, in improving the current conditions employees take the initiative (Crant, 2000). Employees who are proactive will exhibit behavior that is self-directed, anticipatory and focused on the future with the aim of bringing change, both to the situation they face, themselves, others, groups, and organizations (Belschak & Hartog, 2009).

One factor that drives proactive behavior is job engagement. Employee job engagement has a correlation with employee productivity, profits, security, and retention. Furthermore, Britt in Metzler, (2006) emphasized that if employees have enthusiasm and are totally

involved in their work, then individual employees are more responsible for the work and committed to high performance.

Further more Hewitt, (2017) argued that employee engagement would consistently exhibit three common behaviors, namely (1) consistently speaking positive things, (2) have a desire to be part of the organization and (3) take advantage of excess energy, time and ideas to contribute to the success of the organization.

one of the factors that influence job engagement is leadership support. The leader in an organization plays an important role if the leader does not have the ability to lead well, then the tasks that are very complex can not be done well. A good leader can lead oneself, lead

others and only then can lead the organization (Frost et al., 2014). In line with opinions Hewitt, (2017) which suggests that to build job engagement requires an effective role from the leader, leadership is one of the tools that influence the level of job engagement for the organization, employees will sacrifice more time and thought for the organization if they feel they have an attachment to the organization and one of the determining factors is leadership appropriate and effective. According to Bagyo, (2013) the top leadership can maintain a harmonious relationship between the parts that influence *job engagement*.

Another factor influencing proactive behavior and job engagement is leadership support. Leadership support is the main external factor or factors that can influence job engagement and employee proactive behavior in working for the organization. Indicators of leadership support are: (1) direct and encourage to attend training, (2) encouraging participation in training, knowledge acquisition and innovation, (3) give awards to employees who are involved in this activity (Tracey & Tews, 2015).

Another factor affecting proactive behavior and job engagement is job characteristics. This is supported by opinion Saks, (2006) that working with job characteristics provides employees with space and incentives to bring themselves into their jobs or become more involved. From the SET (Social Exchange Theory) perspective, it can prove that when employee who are equipped with challenges & enrichment work will feel obliged to respond with a higher level of engaged.

This research is expected to provide input on the proactive behavior of employees in the Bukittinggi city government environment, by looking at the influence of leadership support, job characteristics and work attachment to employee proactive behavior. This study proposes Job Engagement as a mediator on the relationship between leadership support and worker characteristics on proactive behavior. Based on background, the author wishes to study it deeper to see "The Effect of Leadership Support and Job Characteristics on Proactive

Behavior with Job Engagement as a Mediating Variable in the City Government of Bukittinggi.

1.1. Proactive Behavior

Proactive behavior is the behavior of taking the initiative to change the circumstances around for the better. Meyers, (2019) So that people who are proactive can recognize opportunities and act on those opportunities, show initiative and are determined to fight for meaningful change. Employees transformed the mission, found and resolved the company's problems, and in the end used it to influence the surrounding environment.

According to Joo & Lim, (2009) define that individuals who have proactive personalities tend to have characteristics in the level of the task or work compared to individuals who are passive, individuals who are proactive can innovate with job design. That is, individuals who have a higher proactive personality, can see or feel higher work complexity. Meanwhile, according to Covey (2001), proactive behavior is to take the initiative and be able to control his own life and make choices according to values, think before reacting, aware that can not control everything that happens. Being proactive is not just taking the initiative. Being proactive means being responsible for one's own behavior (past, present and future),

From the explanations above, it can be concluded that proactive behavior is taking initiative and being able to control his own life and make choices according to values, think before reacting, aware that he cannot control everything that happens.

1.2. Leadership Support

The resources needed will increase in the achievement of objectives and enable effective handling of demands related to innovation can be internal or external. Leadership support is the leadership provides facilities to employees, help with the development and implementation of ideas, value employee innovative efforts and encourage employees to issue opinions (Rosing et al., 2011). the extent to which employees can transfer what is gained in training to their jobs is a role of leadership support (Tracey & Tews, 2015).

1.3. Job Characteristics

Robbin in Hadyana (2006: 64) explains that: "Job characteristics are an internal aspect of a job that refers to the content and conditions of work". Understanding the characteristics of work according to. Ohly & Fritz, (2010) defines job characteristics as follows: "Shows how much decision made by the employee to his job, and how many tasks must be completed by the employee".

Based on the description above, it can be concluded that the characteristics of work are different properties between types of work with one that is specific to the core of the job that contains the nature of the tasks that exist in all jobs and felt by employees.

1.4. Job Engagement

There have been many studies conducted on engagement, but until now there has not been a consistent and universal definition of engagement, as well as in terms of operationalization and measurement which are still in different ways (Kular, Gatenby, Rees, Soane, & Truss, 2008). Therefore, the use of the term engagement expressed by various researchers is still different, some refer to the term employee engagement as Saks, (2006) and job engagement terms, like WB Schaufeli, Salanova, Bakker, & Alez-rom, (2002) states that the term employee engagement with job engagement is often used interchangeably, but job engagement is considered to be more specific. Schaufeli et al., (2002) distinguish engagement from the constructs of other work roles, where from the specific and momentary circumstances, engagement refers to a more persistent and persistent affective-cognitive state, which does not only focus on specific objects, events, individuals or behaviors. In addition, the job engagement model Schaufeli et al., (2002) has a strong theoretical basis compared to other engagement theories (Chughtai & Buckley, 2010).

Based on the description above, refer to opinions Schaufeli et al., (2002) then the definition of job engagement in this study is a positive motivational state and the existence of

self-fulfillment in work that is characterized by the presence of strength, dedication & absorption. Job engagement is more than a momentary and specific state, referring to the state of being in a fixed position which includes cognitive and affective aspects that are not focused on certain objects, events, individuals or behaviors (Schaufeli et al., 2002). Schaufeli et al., (2002) provide limits on job engagement as a strong agreement on the implementation of work and other matters related to work.

1.5. Relationship between Leadership Support and Proactive Behavior

Leadership support is a major factor in triggering the emergence of employee proactive behavior. Support can be in the form of leadership concern for employee welfare, provide advice and advice on the job, and provide feedback on the resulting performance. If the leader can provide that support, then the employee feels valued and cared for. This condition triggers the emergence of positive behavior in employees in the form of proactive behavior.

Proactive behavior of employees in organizations is needed in carrying out the mission of the organization. Other than that, Griffin & Parker, (2007) states that proactive work behavior is a new model in job performance. Parker et al., (2010) emphasized that proactive behavior that is a form of measuring employee performance.

Employees who are proactive will exhibit self-directed, anticipatory, and focus on the future with the aim of bringing about change, both for the situation they face, themselves, others, groups, and organizations (Belschak & Hartog, 2009). Influential leadership support positive and significant impact on proactive work behavior (Wu & Parker, 2017). Based on social exchange theory, proactive employee behavior models can be triggered by leadership support.

Proposition 1: Leadership support is associated with proactive behavior

1.6. Relationship between Job Characteristics and Proactive Behavior

Proactive employee behavior is also influenced by job characteristics. This is supported by opinion Saks, (2006) that working with job characteristics provides employees with space and incentives to bring themselves into their jobs or become more involved. From the SET (Social Exchange Theory) perspective, it can prove that when employee who are equipped with challenges & enrichment work will feel obliged to respond with a higher level of engaged.

Ohly & Fritz, (2010) states the job characteristics as follows: "Shows how much decision made by employees to work, and how many tasks must be completed by employees". Furthermore Ohly & Fritz, (2010) which states work characteristics significantly influence proactive behavior.

Proposition 2: Job Characteristics related to proactive behavior

1.7. Relationship between Job Engagement with Proactive Behavior

One factor that drives proactive behavior is job engagement. Employee job engagement has a correlation with employee productivity, profits, security, and retention. Furthermore, Britt in Metzler, (2006) emphasizes that if employees are passionate and truly involved in their work, then the individual employee is more responsible for his job and is committed to high performance.

Furthermore Hewitt, (2017) argued that employee engagement would consistently exhibit three common behaviors, namely (1) consistently speaking positive things, (2) have a desire to be part of the organization and (3) take advantage of excess energy, time and ideas to contribute to the success of the organization.

Proposition 3: Job engagement is associated with proactive behavior

1.8. Job Engagement as a mediator

In the conceptual model of job engagement acts as a mediator or mechanism that explains the relationship between leadership support and job characteristics and proactive behavior. Job engagement can be influenced by

leadership support factors. Leaders in an organization play an important role if the leader does not have the ability to lead well, then the tasks are very complex can not be done well. A good leader can lead oneself, lead others and only then can lead the organization (Frost et al., 2014).

In line with opinions Hewitt, (2017) which suggests that to build job engagement requires an effective role from the leader, leadership is one of the tools that influences the level of job engagement for the organization, employees will sacrifice more time and thought for the organization if they feel they have an attachment to the organization and one of the determining factors is appropriate and effective leadership. According to Bagyo, (2013) the top leadership can maintain a harmonious relationship between the parts that influence *job engagement*.

Job characteristics have a positive & significant effect on job engagement. This is supported by opinions Saks, (2006) that working with job characteristics provides employees with space and incentives to bring themselves into their jobs or become more involved. From the SET (Social Exchange Theory) perspective, it can prove that when employee who are equipped with challenges & enrichment work will feel obliged to respond with a higher level of engaged.

Ohly & Fritz, (2010) states the job characteristics as follows: "Shows how much decision making by the employee to his job, and how many tasks must be completed by the employee. Furthermore Kahn, (2013) revealed that psychological meaningfulness can be achieved from the characteristics of tasks that provide challenging, varied work, require a variety of skills, freedom to make their own decisions and opportunities to make an important contribution. This is consistent with the work characteristics of Hackman and Oldham, namely variety skills, task identity, task significance, autonomy, and feedback. According to Kahn, (2013) workers will be more engaged if work is provided that has these five characteristics.

Proposition 4: The influence of leadership support on proactive behavior in job engagement mediation

Proposition 5: the influence of Job characteristics on proactive behavior in work engagement mediation

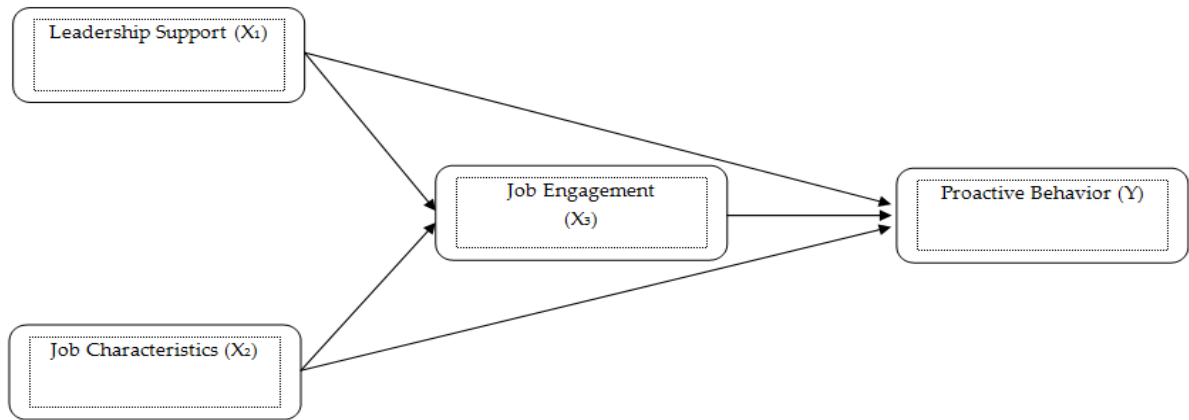


Figure 1: model.

2. CONCLUSION

A very important study in organizations, namely proactive behavior models. Proactive behavior reflects the behavior of employees in taking initiatives to change the situation around for the better, This can be seen from the positive attitude of employees towards work & everything they face in the work environment. This article offers a conceptual model of the influence of leadership support and job characteristics on proactive behavior with job engagement as mediation. In this model, leadership support and job characteristics are directly related to proactive behavior. The relationship of leadership support and job characteristics to proactive behavior indirectly through job engagement. This research is expected to provide input the proactive behavior of employees in the Bukittinggi city government environment, by looking at the influence of leadership support, job characteristics and work attachment to employee proactive behavior.

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