

Impact of Organizational Support and Job Characteristics Towards Engagement of Employee

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ABSTRACT

Support of organization relate to perception of employees to which an organization benefit contribution link of concern for employee welfare. Engagement of employee is the degree of commitment and involvement of employees to the organization and its values. This study proposes a relationship between perceptions of organizational support, job characteristics and employee engagement. The method used in this research is a quantitative approach. For this research, employees of four star hotels in Palembang City were used as the research population. The sample execution used in the study was purposive method. Findings of the survey explain that support of organization plays an important role in encouraging employee involvement. However, on the contrary, job characteristics are not a driving force for employee engagement. The study is expected to contribute to the management sector, especially in the hospitality sector.

Keywords: *organizational support, job characteristic, employee engagement, hotel.*

1. INTRODUCTION

The appreciation and care shown by the organization to employees in the form of welfare provision is a form of organizational support. Employees who have high work motivation are encouraged by organizations that actively support employee activities by providing good welfare [1]. Positive organizational support translates into high affective commitment [2], a stronger emotional attachment between employees and the organization, and employee involvement [1]. The reciprocal relationship between the organization and employees is the superior relationship that all employees have in the workplace [3].

Studies related to job characteristics have been carried out in the hotel industry sector [4]. In the hotel business activities, most employees do work with a low level of understanding and tend to make relatively poor perceptions and have an impact on the lives of others [5].

Employee involvement is described as the level of commitment and willingness of employees to support organizational activities and understand the values that exist in the organization. When employees are involved,

they will understand their responsibilities in carrying out a task to support organization and encourage colleagues to work better for success of organizational goals. Workers who have a positive work attitude with the organization and value system are believed to be a positive emotional relationship between employees in doing work. Employees who are involved in the organization in excess of the workload assigned by the leadership tend to have many advantages. Employee involvement is influenced by the social and psychological aspects of the work provided by the organization as a appearance of organization support. Various studies have been conducted to explore the antecedent variables of employee engagement [6]. However, studies on antecedents of employee involvement, especially in developing countries, are still very limited. The existence of this research gap, it encourages this study to be conducted to investigate and empirically examine the relationship between antecedent variables of worker involvement. This study proposes perceived organizational support and job characteristics as antecedent variables of employee engagement.

2. LITERATURE REVIEW

Organizational support and employee engagement

Employees are an integral part of the competitive advantage possessed by organizations because consumer perceptions about business cannot be separated from interactions with employees [7]. [8] describes that employee involvement as part of the organization plays a role in work; where involvement occurs when individuals express themselves physically, cognitively, and emotionally. [9] explain involvement as a form of positive thinking, related to the implementation of a job seen from enthusiasm, dedication, and absorption. Involvement is also part of a cognitive trait that is more focused and pervasive, not only on objects, events, and individual behavior [9]. Organizational resources and social support play an important role in employee engagement. Organizational resources and social support are able to support the intrinsic and extrinsic motivation of employees so that more employees will be involved. In this context, perceptions of organizational support play an important resource [10]. [11] stated that organizational support is seen from the extent to which the organization is concerned with the welfare of employees and provides rewards for employee contributions. Optimal organizational support will increase employee productivity through feedback assistance and create the majority of employees involved [10]. When support of organization is outstanding, workers discover the work surroundings more appropriate and show high engagement to activity [12]. Therefore, it can be hypothesized as follows:

H1: Perceived organizational support is positively affiliated to engagement of employee.

Characteristics of job and engagement of employee

Characteristics of Job have an active role in employee engagement because employees will try to be more enthusiastic in carrying out work. Previous studies have explained that job characteristics is of the most crucial factors in foreshow involvement of job with each dimension, both strength, dedication, and absorption [13]; [14]. Job characteristics participate in job involvement models [15]. Job characteristics are closely associated to working satisfaction, internal work encouragement [16]. Other detecting has been described by [17]; [18]. [19]; [20], where autonomy is positively related to involvement. [21] explained that autonomy, ability variation, task value and response have a beneficial effect on engagement. Assorted studies have utilized JDR framework to examined the effect of several job characteristics on engagement, namely feedback [22]; [23], task variation [24] and autonomy [25], that lead to elevated standard of engagement. Therefore, it can be hypothesized as follows:

H2: Job characteristics are positively related to employee engagement.

3. METHODS

Measurement Instruments

All concepts of study have a vindicable scale adapted from a review of the literary texts. Then, current study adopted a scale to estimate each construct. Perceptions of organizational support are measured by indicators adapted from the study of [26]. Job characteristics are measured by indicators developed by [27]. Employee engagement is measured using nine question items developed by [22].

Population and sample

For this research, employees of 4 stars hotels in Palembang City, namely Hotel Aston, Hotel Horison Ultima, and Novotel Hotel were made up of 338 employees. Based on this population, 120 employees were taken as the research sample, where each hotel as many as 40 employees were used as research samples. The sample technique used in this study was purposive sampling. Purposive sampling is the selection of respondents based on characteristics and those who have the best information about the topic [28].

Data analysis

This study uses several statistical tests such as analysis of validity and reliability, correlation of construct test for each variable and linear regression analysis using SPSS 22.00.

4. RESULTS

Respondent Description

Demographic characteristics of respondents according to gender consisted of 54 people or 45% male and 66 people or 55% female. Respondents aged 20-25 years were 54 people or 45%, aged 26-31 were 37 or 30.8%. Most respondents' education is senior high school with 46 people or 38.4% and under graduate 30 people or 25%. The largest respondents' length of work was <3 years 63 or 52.5% and 3-7 years as many as 46 people or 38.4%.

Analysis of Validity and Reliability

Proceeds the measure of the research variables showed that all had met the minimum requirements specified. This can be seen from the results of the validity test with the Cronbach α product moment method showing the value of the relationship between items and significant constructs at the 0.05 and 0.01 levels. Then, the research instrument reliability test showed that the reliability value for all question items was above 0.60 as determined.

TABLE 1 VALIDITY INSTRUMENT MEASUREMENT

Variable	Item	Validity
Organizational support	ORS ₁	0.703
	ORS ₂	0.743
	ORS ₃	0.655
	ORS ₄	0.476
	ORS ₅	0.586
	ORS ₆	0.584
Job characteristic	JC ₁	0.743
	JC ₂	0.696
	JC ₃	0.740
	JC ₄	0.622
	JC ₅	0.623
Employee engagement	EME ₁	0.362
	EME ₂	0.457
	EME ₃	0.509
	EME ₄	0.442
	EME ₅	0.643
	EME ₆	0.509
	EME ₇	0.458
	EME ₈	0.377
	EME ₉	0.518

TABLE 2 RELIABILITY INSTRUMENT MEASUREMENT

Variable	Reliability
Organizational support	0.681
Job characteristic	0.707
Employee engagement	0.648

Regression Analysis

The linear relationship between the organizational support construct and employee interaction can be significant and positive. This can be seen from the β point .616, t count 4.482 with significance .000. Outcome the current research is similar with [29]; [30]; [9]; [1] which reveals a close linear link among support of organization and employee interactions. The higher espouse provided by the organization or company to each employee in terms of carrying out work and providing opportunities and welfare, the higher the level of employee interaction will be. Employees will pay attention and pay attention to the support provided by the organization, so that employees with high awareness will always be involved in activities and work within the organization.

The linear relationship between constructs of job characteristics and employee involvement can be stated as insignificant and positive. This can be seen from the β value of 0.061, t count of 0.375 with a significance of 0.708. This study does not support the research conducted by [31]; [32]; [14]; [25]; [15]; [20] who describe that job characteristics have a close linear relationship with employee involvement. In this study, job characteristics are not significantly related to employee involvement with the assumption that employees do not see the nature and form of work in the organization and have nothing to do with the level of involvement in the implementation of work and activities.

TABLE 3 PATH MEASUREMENT

Independent	Dependent	B	t-value	Sig.
Organizational support	Employee engagement	0.616	4.482	0.000
Job characteristic	Employee engagement	0.061	0.375	0.708
Constanta = 18.212				
R.Square = .183				
Adj. R.Square = .170				
F. statistic = 13.145				
Significance = 0.000				

5. CONCLUSION

Outcome of study explain that support of organization is a predictor for employee engagement. Meanwhile, job characteristics are not good predictors of employee engagement. Therefore, the organization must be able to provide understanding to all parties in the company about the important role of each party in achieving goals. Company managers must be able to collaborate in synergy with all existing parties to produce positive performance. Therefore, company managers are able to guarantee comfortable working conditions and support interactions with employees, so that they can increase employee morale more positively.

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