

# The Influence of Job Characteristics, Empowering Leadership, Perceived Organizational Support, and Psychological Capital on Employee Engagement in Service Type A, West Pasaman District Government

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## ABSTRACT

This article offers a conceptual model for analyzing the influence of job characteristics, empowering leadership, perceived Organizational Support, and psychological capital on employee engagement in the Service Type A of West Pasaman district government. In this model, job characteristics, empowering leadership, perceived organizational support, and psychological capital have a direct influence on employee engagement in the Service Type A in West Pasaman district government. The sampling method used for this study was Proportional Random Sampling with a total sample of 235 respondents. The results showed (1) job characteristics positively and significant influence on employee engagement; (2) empowering leadership positively and significant influence on employee engagement; (3) perceived organizational support positively and significant influence on employee engagement; (4) psychological capital positively and significant influence on employee engagement.

**Keywords:** *job characteristics, empowering leadership, perceived organizational support, psychological capital, employee engagement.*

## 1. INTRODUCTION

Civil servants are public service providers who are expected to be dedicated to the realization of community welfare. As a public service provider, of course every civil servant is expected to have employee engagement with his job. Basically employee engagement is a psychological state that appears to individuals voluntarily to give their best, in expressions of engagement, people use and express themselves physically, cognitively and emotionally.[33]

Employees who have high employee engagement with their work and organization, namely employees who have positive mind satisfaction in their work, which is marked by vigor, dedication and absorption. [20]. According to [15] bound employees consistently show three general behaviors (say, stay and strive). [27] argued that work attachment is a positive thing in work which is characterized by vigor (enthusiasm), dedication (dedication), and absorption (absorption).

Based on the phenomenon and the author's observations in the field, the employee engagement of

some civil servants in the Service Type A in West Pasaman District government is still low. This can be seen from the three indicators of employee engagement, when viewed from *intellectual engagement* that is, most employees are less focused on work, and some employees appear to lack attention to their work. Furthermore, when viewed from social engagement, it is that some employees cannot share values, share goals, and share attitudes in working with other employees. And the last thing, when seen from affective engagement, is that some employees do not think positively, are less enthusiastic, and are less enthusiastic about their work.

*Employee engagement* can be influenced by job characteristics. Job characteristics refer to the different nature of the types of work that are specific to each other, which is the core of the work which contains the characteristics of the tasks that exist in all jobs that are felt by employees. Job characteristics are a motivation dimension that affects employees' experience of meaning, responsibility and knowledge related to work activities [24].

*Employee engagement* can be influenced by empowering leadership factors. This is supported by research [30]. Empowering Leadership can be interpreted as how a leader can understand the motivation and behavior or behavior of employees, shows a leader has an attitude of interest and is willing to care about his employees, can communicate effectively, and can inspire his employees.

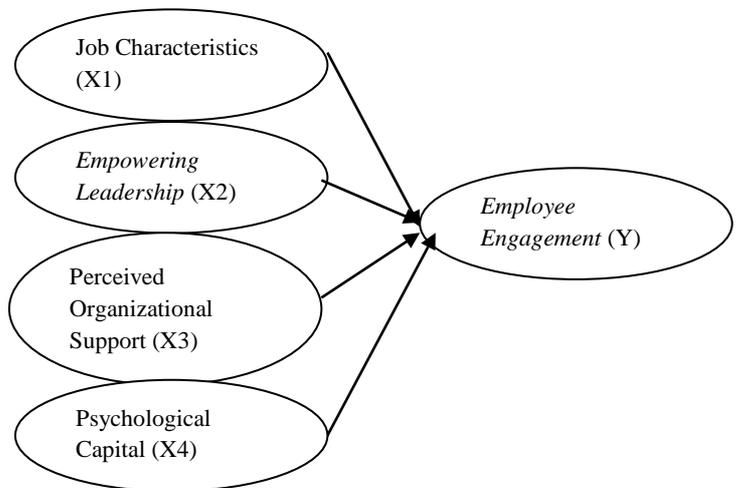
On the other hand, factors that can increase employee engagement are perceived organizational support [7] [16]. *Perceived organizational support* is an employee's view of the support provided by the organization for its contribution and welfare and its involvement in reciprocal relationships within the organization [28]. Organizational support is employees' beliefs about how far the organization values contributions and cares about their welfare. Employees who feel the support of the organization will have a positive impact in the form of attitudes and behaviors that can help the company in achieving its goals.

Other factors that can increase employee engagement, namely psychological capital. Psychological work is the result of views that arise because of the organization's need for qualified employees. Organizations have various requirements

and needs for employees so that organizations are competing to find employees who have good individual qualities. [8]. This is reinforced by the assumption that existing organizations do not see the potential and human resources as a whole but only see qualified employees. [3].

From the explanation of theories and phenomena found in the field, the authors are interested in examining more deeply about The Influence of Job Characteristics, Empowering Leadership, Perceived Organizational Support, and Psychological Capital on Employee Engagement in the Service Type A of West Pasaman district government.

Based on the theories previously described, the framework in this study can be described as follows:



**Figure 1. Model**

- H1: Job characteristics positively and significant influence on employee engagement.
- H2: Empowering leadership positively and significant influence on employee engagement.
- H3: Perceived organizational support positively and significant influence on employee engagement.
- H4: Psychological capital positively and significant influence on employee engagement.
- H5: Job characteristics, empowering leadership, perceived organizational support and psychological

capital have a positively and significant influence on employee engagement.

**2. METHOD**

This research was conducted in the of West Pasaman district government to see the influence of the independent variable on the dependent variable on the Service Type A of West Pasaman district government which amounted to 708 employees. So the sample in this

study amounted to 235 people. The analytical technique used in this research is multiple linear regression analysis.

**3. RESULT AND DISCUSSION**

The results of the study were analyzed using multiple linear regression analysis. The results of multiple linear regression analysis are presented in Table 1.

**Table 1. Multiple Linear Regression Test Results**

Model		Coefficients <sup>a</sup>			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
	(Constant)	3,478	1,146		3,036	.003
1	Job Characteristics	.083	.015	.214	5,577	.000
	Empowering Leadership	.248	.022	.429	11,131	.000
	Perceived Organizational Support	.399	.046	.307	8,747	.000
	Psychological capital	.126	.016	.302	7,976	.000
R2 = 0.728 F = 157.780 Sig = 0.000						

Dependent Variable: Employee Engagement  
Source: Processed Primary Data, 2020

Based on the results of the coefficients a above, it can be developed using a multiple linear regression equation model as follows:

$$\text{Employee Engagement} = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$$

If the value in the table. 1 above is substituted, the following values will be obtained:

$$\text{Employee Engagement (Y)} = 3.478 + 0.083X_1 + 0.248X_2 + 0.399X_3 + 0.126X_4$$

T test results in the Table. 1 can be summarized as follows:

Regression coefficient of Job characteristic variable ( $X_1$ ) as in Table. 1 obtained tcount of 5.577 with a probability of 0.000, smaller than the significance level set (0.05) indicates that H1 is accepted. This means that job characteristics is one of the determining factors

for high and low employee engagement in the Service Type A West Pasaman District government. Then the higher the value of the  $X_1$  variable owned by the employee will increase the value of the variable Y employees of the in the Service Type A West Pasaman District government.

Regression coefficient of the empowering leadership variable ( $X_2$ ) are as shown in the Table. 1 above, the tcount is 11,131 with a probability of 0,000, smaller than the significance level set (0.05) indicates that H2 is accepted. This means that empowering leadership is one of the determining factors for high and low employee engagement in the Service Type A West Pasaman District government. Then the higher the value of the  $X_2$  variable owned by the employee will increase the value of the variable Y employees of the in the Service Type A West Pasaman District government.

Regression coefficient of the perceived organizational support variable ( $X_3$ ) are as in Table. 1 above, the tcount is 8,747 with a probability of 0,000, smaller than the significance level set (0.05) indicates that H3 is accepted. This means that perceived

organizational support is one of the determining factors for high and low employee engagement in the Service Type A West Pasaman District government. Then the higher the value of the  $X_3$  variable owned by the employee will increase the value of the variable Y employees of the in the Service Type A West Pasaman District government.

Regression coefficient of the psychological capital variable ( $X_4$ ) are as in the Table. 1 above, the tcount is 7,976 with a probability of 0,000, smaller than the significance level set (0.05) indicates that H4 is accepted. This means that psychological capital is one of the determining factors for high and low employee engagement in the Service Type A West Pasaman District government. Then the higher the value of the  $X_4$  variable owned by the employee will increase the value of the variable Y employees of the in the Service Type A West Pasaman District government.

F counts 157,780 with a probability of 0,000, which value is below 0.05. This shows that job characteristics ( $X_1$ ), empowering leadership ( $X_2$ ), perceived organizational support ( $X_3$ ), and psychological capital ( $X_4$ ) have a significant influence simultaneously (jointly) on employee engagement in the Service Type A West Pasaman district government. Thus, H5 is accepted

#### 4. CONCLUSION

Based on the results of hypothesis testing, it can be concluded as follows:

Job characteristics positively and significant influence on employee engagement in the Service Type A West Pasaman district government, meaning that job characteristics are one of the determining factors for high and low employee engagement in the Service Type A West Pasaman district government.

Empowering leadership positively and significant influence on employee engagement in the Service Type A West Pasaman District government. This means that the higher empowering leadership possessed by employees will increase employee engagement in the Service Type A West Pasaman District government.

Perceived organizational support positively and significant effect on employee engagement in the Service Type A Government of West Pasaman District government. This means that the higher the Perceived Organizational Support felt by employees at work will increase employee engagement in the Service Type A West Pasaman district government.

Psychological capital positively and significant influence on employee engagement in the Service Type A West Pasaman District government. This means that the higher the psychological capital of employees at work will increase employee engagement in the Service Type A West Pasaman district government.

Job characteristics, empowering leadership, perceived organizational support and psychological capital have a positively and significant influence on employee engagement in the Service Type A Government of West Pasaman District government. This means that together job characteristics, empowering leadership, perceived organizational support and psychological capital of employees influence the level of employee engagement in the Service Type A West Pasaman district government.

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