

THE INFLUENCE OF JOB CHARACTERISTICS AND PERCEPTIONS OF ORGANIZATIONAL SUPPORT ON *EMPLOYEE ENGAGEMENT* STATISTICS AT THE CENTER FOR STATISTICS

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Abstract

This research would like to see the effect of Job Characteristics variables and perceptions of organizational support on Employee Engagement Statistics at the Central Bureau of Statistics. The population in this study was 8,039 people, while the sample in this study was 429 people spread throughout Indonesia (34 provinces). The approach in this research is quantitative using surveys and questionnaires as data collection tools. The sampling method used in this study is Systematic Random Sampling. The data analysis used is descriptive analysis and multiple linear regression analysis. Where employee engagement is the dependent variable which is thought to be influenced by job characteristics and perceptions of organizational support. Based on the research results obtained several conclusions. First, the job characteristics variable has a significant effect on employee engagement statistics at BPS Bengkulu Province. This result means that the better the job characteristics, the higher the employee engagement statistics. Second, the variable perceived organizational support has a significant effect on employee engagement statistics at BPS. This result means that the better the perception of organizational support, the higher the employee engagement statistics. Third, the variables of job characteristics and perceived organizational support have a significant effect on employee engagement statistics at BPS. This study also explains that job characteristics and perceived organizational support simultaneously have a significant effect on employee engagement

Keyword: *organization support perception, Job Characteristics, perceptions of organizational support*

Abstract

Job Characteristics variables and perceptions of organizational support on *Employee Engagement* Statistics at the Central Bureau of Statistics . The population in this study was 8,039 people, while the sample in this study was 429 people spread throughout Indonesia (34 provinces). The approach in this research is quantitative using surveys and questionnaires as data collection tools. The sampling method used in this study is Systematic Random Sampling. Data analysis used is descriptive analysis and multiple linear regression analysis. Where employee engagement is the dependent variable which is thought to be influenced by job characteristics and perceptions of organizational support. Based on the research results obtained several conclusions. First, the job characteristics variable has a significant effect on employee engagement statistics at BPS Bengkulu Province . This result means that the better the job characteristics, the higher the employee engagement statistics. Second, the variable perceived organizational support has a significant effect on employee engagement statistics at BPS. This result means that the better the perception of organizational support, the higher the employee engagement statistics. Third, the variables of job characteristics and perceived organizational support have a significant effect on employee engagement statistics at BPS. This study also explains that job characteristics and perceived organizational support simultaneously have a significant effect on employee engagement

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1. PRELIMINARY

Human Resources (HR) is one of the main assets of a company or organization. The success of the organization in achieving its vision, mission and goals depends on the success of the organization in carrying out the planned strategy. Organizational success depends on the ability to implement strategies that come from the organization's human resources (Anthony, et al., 2005). In other words, for an organization to run well, competent human resources are needed.

One of the proactive approaches that emerged when researching human resources was the concept of employee engagement as a result of the development of the concepts of job satisfaction, employee commitment and organizational behavior. Even though it has been known for quite some time, the concept of employee engagement in the world of human resources is still a big and interesting issue to be discussed in depth. The results of the 2015 Global Human Capital Trend report (Deloitte University Press, 2015) inform that in 2015, the issue of employee engagement and organizational culture became the number one issue, shifting the issue of leadership in the previous year.

In general, employee engagement is defined by Harter, et al. (2002) as employee engagement and satisfaction as well as enthusiasm for work. Engaged employees have awareness in the business context and work with colleagues to achieve achievements in work that is beneficial to the organization. Employee engagement is an important element in the world of management; as one of the factors that must be considered by management to be able to maintain employee assets and to improve company performance. Engagement is done so that individuals empower themselves to improve their performance. Engagement involves emotion and behavior actively, also involves cognitive aspects. Engaged employees are willing to give extra energy and more effort to ensure that the organization gets good development.

On the other hand, employee engagement is not only considered important for private sector organizations, but also important for public sector organizations. Harter, et al. (2002), stated that employee engagement is an important factor to be studied in the public sector, because of its effect on employee performance which ultimately impacts public service satisfaction. One of the government organizations engaged in this sector is the Central Bureau of Statistics. Law No. 16 of 1997 and Government Regulation no. 51 of 1999, states that the Central Agency Statistics (BPS) is a government agency authorized to carry out statistical activities in the form of censuses and surveys, to produce statistical data needed by the government, private sector and the general public.

The One Data Indonesia movement was initiated by President Joko Widodo. Therefore, the performance of BPS in producing quality data has been in the public spotlight, it is not uncommon for members of parliament to criticize the data produced by BPS. To improve data quality, BPS needs to reform its working methods and services to data consumers. In terms of how it works, BPS must improve existing human resources. To improve existing human resources, constructive research is needed, one of which is research on human resources that goes directly to the field, namely statistics.

Statistician is one of the functional positions at the Central Bureau of Statistics which is given full duties, responsibilities, authorities and rights by authorized officials to carry out statistical activities in government agencies. The role of statisticians in collecting, processing and publishing information is very central at BPS. The pros and cons regarding BPS data indicate the importance of the statistician's role as the front guard in improving data quality. When coupled with BPS's vision as a "reliable pioneer of statistical data for all", there is still a gap (gap) between current conditions and desired future conditions. Therefore, improving data quality and excellent service are two things that are the focus of BPS, so that every BPS employee must continue to work together in order to improve data quality. The scope of work of statisticians at the Central Statistics Agency (BPS) is interesting to study because of the important role of statisticians in producing quality data for government policy making.

According to Saks' research (2006), several variables that influence employee engagement include job characteristics. Jobs with high levels of job characteristics equip individuals with space and incentives to immerse themselves in work or become more engaged. The second variable that influences employee engagement is perceived organizational support. According to Khan (1990), perceived organizational support is the degree to which employees believe that the organization values their contributions and cares about their well-being where these two variables also have a positive influence on employee engagement.

In previous research, there was a research gap, where Rameskumar's research (2019) entitled Employee engagement as an antecedent of organizational commitment – A study on Indian seafaring officers. In his research, it was concluded that there is a negative influence between perceptions of organizational support on employee engagement. On the other hand, according to Eisenberger (2002), based on his research, there is a positive influence between perceptions of organizational support and employee engagement. Based on the Gap Research and this phenomenon, researchers are increasingly interested in conducting this research.

2. LITERATURE REVIEW

2.1. Definition Employee Engagement

Kahn (1990) defines employee engagement as empowering members of the organization (employees) in their work roles. In engagement, members of the organization mobilize and show themselves cognitively, physically and emotionally in their performance. The cognitive aspect of employee engagement pays attention to employees' beliefs about the organization, for example leaders and working conditions. The physical aspect of employee engagement is the physical energy used by individuals to complete their roles. The emotional aspect of employee engagement concerns how employees have positive or negative attitudes towards the organization and its leaders. So engagement is the most psychological way, as well as being physically present when occupying and carrying out organizational roles .

Furthermore, Schaufeli, et al. (2002) split Employee Engagement into the three dimensions, that is:

- A. Vigor, characterized by high levels of energy and mental resilience while working, willingness to invest effort in work and persistence in the face of difficulties.
- B. B. Dedication, showing one's involvement in work, having a sense of importance to the organization , enthusiasm, inspiration, pride and challenge. This means, someone who has engagement with the organization will feel that they belong to the organization, so that a sense of pride and challenge arises to participate in building the organization and achieving organizational goals together.
- C. Absorption, characterized by full concentration and pleasure at work, where time passes quickly, and can separate personal difficulties from work. It means that someone who has a strong attachment to the organization will be happy and focused on getting the job done, and try not to mix work and personal matters.

2.2. Definition of Job Characteristics

Job characteristics are the nature of work tasks which include responsibilities, types of tasks and levels of satisfaction obtained from the work itself (Stoner and Freeman, 1994). Job characteristics are characteristics of work that provide opportunities to use their abilities and skills and feedback, so as to make employees prefer their work (Luthans, 2005).

These characteristics can be found in the job characteristics model dimensions, which apply

equally well to employees with high or low increased needs and in contexts of high or low satisfaction. According to Kreitner and Kinicki (2005), job characteristics are a cutting-edge approach to job design. Based on some of these opinions, job characteristics are job characteristics, abilities and skills, freedom, and feedback that make employees prefer their work.

2.3. Definition of Perceived Organizational Support

Perceived organizational support is a general belief that is felt by employees regarding the extent to which the organization values contributions and cares about the welfare of employees (Rhoades & Eisenberger, 2002). Based on the theory of organizational support, the development of perceptions of organizational support refers to the tendency of employees to perceive that organizations have similarities with human characteristics. The characteristic referred to here is the norm of reciprocity, which means the norm of reciprocating. Individuals who have received certain benefits will have a sense of obligation to repay what they have received (Eisenberger, et al., 1986). Perceptions of organizational support are built on organizational treatments received by individuals, such as honorariums, promotions, job enrichment, and opportunities to participate in organizational policy making.

Individuals within the organization make an assessment of the support from the organization on the basis of the frequency of the organization's seriousness and sincerity in giving awards and recognition for its business results. Perceptions about organizational support will be more deeply embedded in the minds of individuals if the awarding, recognition, creation of good working conditions is carried out on the basis of the will of the organization and not from external factors such as labor unions or legislative reforms (Rhoades & Eisenberger, 2002).

3. RESEARCH METHODS

The approach in this research is quantitative using surveys and questionnaires as data collection tools. This research describes the conditions encountered and seen in the field regarding a symptom or condition and variables (Arikunto, 2019). The data collection method is the method used by the author to obtain the required data. The data collection used in this study was a self-administered survey method. The self-administered survey method is a method of direct distribution of questionnaires to respondents, even by providing guidance and preliminary information about the process of filling out the questionnaire (Abdillah and Jogiyanto, 2015).

The population is a generalization area consisting of subjects or objects that have certain characters and qualities determined by researchers to study and then draw conclusions (Sugiyono, 2018). The total statistical population in the Central Bureau of Statistics is 8,039

people. While the sample in this study amounted to 429 people spread throughout Indonesia (34 provinces).

The data analysis method that will be used in this study consists of descriptive analysis and regression analysis. Data processing was carried out using the help of the SPSS 20 for Windows Software program.

4. RESULTS AND DISCUSSION

4.1. Profile Respondents

Characteristics sample in study this is Active statistics within the Central Bureau of Statistics . Study this take sam- pel as many as 429 employees at the Central Statistics Agency with consideration of the larger sample the more representative it will be . Participants consist of 232 men and 197 women. with background educational background from high school, D3, D4, S1, and S2. The following is a description of research respondents based on gender, age and rateeducation end (Table 1).

Table 1. Characteristics of Respondents

Characteristics Respondents	Amount	Percentage (%)
Age		
<25 Year	21	4.90
25 – 30 Year	108	25,71
31 – 35 Year	63	14.69
> 35 Year	237	55,25
Amount Respondents	429	100
Type Sex		
Man	232	54.08
Woman	197	45.92
Amount Respondents	429	100
Education Final		
SENIOR HIGH SCHOOL	33	7,69
Diploma (DIII)	28	6,53
Bachelor (S1)	267	62,24
Postgraduate (S2)	101	23.54
Amount Respondents	429	100

4.2. Results Analysis Data

On part this will in describe results analysis data based on classical test analysis regression double linear and determination analysis.

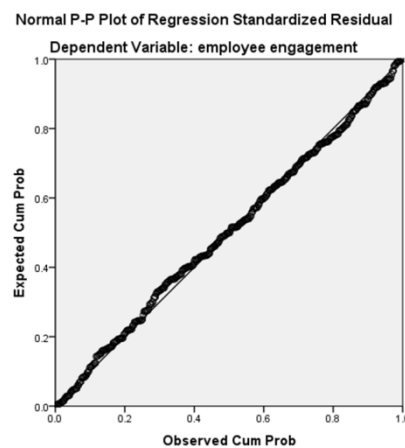
1. Classic assumption test

The classic assumption tests used in this study are the normality test, multicollinearity test, and heteroscedasticity test.

a. Normality test

The normality test is used to test whether in the regression model, the confounding or residual variables have a normal distribution (Ghozali, 2012). From the results of data processing produced:

Figure 1. Normal Distribution Graph



From Figure 1 the results of the graph normality test above explain that the data above is spread around the diagonal line and follows the diagonal line, so the regression model is normally distributed and meets the normality assumption. Normality testing can also be done with the Kolmogorov Smirnov test with the following results:

Table 2. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		429
Normal	Means	0E-7
Parameters	std.	
a,b	Deviation	3.82822211
Most	absolute	.036
Extreme	Positive	.030
Differences	Negative	-.036
Kolmogorov-Smirnov Z		.753
asymp. Sig. (2-tailed)		.622

a. Test distribution is Normal.

b. Calculated from data.

Based on table 2 above, it shows that Perceived Organizational Support (X1), Job Characteristics (X2) and *Employee Engagement* (Y) are normally distributed. This is evidenced by the results of the statistical test which is 0.753 and the Asymp.Sig value of 0.622, which means that the two values are more than 0.05. It can be concluded that the research data is normally distributed, so it is feasible to use the regression model in testing the hypothesis.

b. Multicollinearity Test

The multicollinearity test aims to test whether the regression model found a correlation between the *independent variables*. A good regression model should not have a correlation between the independent variables (Ghozali, 2012). To detect whether there is multicollinearity in the regression, it can be seen from the tolerance value and variance inflation factor (VIF). A low tolerance value is the same as a high VIF value (because $VIF = 1/Tolerance$). The cut off value that is commonly used to indicate the level of multicollinearity is the tolerance value ≤ 0.10 or the same as the value ≥ 10 . From the analysis results, the VIF value of Job Characteristics is $1.738 < 10$ and VIP Perception of Organizational Support is $1.738 < 10$, so no multicollinearity is found in the regression.

c. Heteroscedasticity Test

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from one residual observation to another. A good regression model is one that does not have heteroscedasticity (Ghozali, 2012). The way to detect whether there is heteroscedasticity is the Spearman test.

From the results of the analysis, the value of Sig. Job Characteristics is $0.449 > 0.05$, and the value of Sig. Perceived organizational support is $0.347 > 0.05$ so it can be concluded that heteroscedasticity does not occur.

2. Multiple Linear Regression Analysis

Based on the results of linear regression calculations using SPSS, the following equation is obtained:

$$Y = 8.760 + 0.677 X1 + 0.631 X2$$

From the regression equation it can be seen that: the variables of job characteristics and perceptions of organizational support each have a positive effect on *employee engagement variables*.

The description of the regression equation above is as follows:

- 1) A constant value of 8.760 indicates that if the independent variable is assumed to be equal to zero, then the average variable outside the model will increase the *employee engagement* S statistic. In other words, if the variables of job characteristics and perceived organizational support do not exist, then the *employee engagement* statistics at BPS will be positive (*engged*).
- 2) The regression coefficient of the job characteristics variable (β_1) is 0.677, indicating that job characteristics have a positive effect on *employee engagement*, meaning that the more suitable the job characteristics are perceived by the Statistical Statistics, the higher the *employee engagement* statistics at BPS. Matching in this description is the high (compatibility) of job characteristics in the Central Bureau of Statistics with Statistics in BPS.
- 3) The regression coefficient of the variable perceived organizational support (β_2) is 0.631, indicating that perceived organizational support has a positive effect on *employee engagement*, meaning that the better the perceived organizational support, the higher the *employee engagement* statistics at BPS.

5. CONCLUSION AND SUGGESTION

5.1. Conclusion

This study aims to see the effect of job characteristics and perceptions of organizational support on employee engagement statistics at BPS. Based on the results of the research and discussion described in the previous chapter , the conclusions that can be drawn are:

1. Variable job characteristics have a positive and significant effect on employee engagement statistics at BPS. So the authors conclude that the more suitable the characteristics of the work performed by statisticians, the higher employee engagement will be .
2. The variable perceived organizational support has a positive and significant effect on employee engagement statistics at BPS. So the authors conclude that the better the perception of organizational support felt by statisticians , the higher employee engagement will be.
3. Variables of job characteristics and variables of perceptions of organizational support together have a positive and significant effect on employee engagement statistics at BPS. So the authors conclude that the better the job characteristics and perceived organizational support, the higher the employee engagement statistics at BPS .

5.2. Suggestion

Based on the results of the research, discussion and conclusions that have been presented, suggestions for further research can be put forward as follows:

1. Superiors need to provide feedback to statisticians that the work they have done has been carried out properly. This is done so that statisticians feel cared for and are motivated to improve the quality of their work.
2. The BPS organization and leadership should always provide enthusiasm and motivation for statistics and create good communication between superiors and subordinates. Employee engagement is built through a process that requires a long time and high commitment from leaders. Therefore, leadership consistency is needed in terms of guiding employees (Paradise, 2008). The skills that leaders should have in creating employee engagement are communication techniques, feedback giving techniques, and performance appraisal techniques (McBain, 2007).
3. It is necessary to create an atmosphere of mutual support and good teamwork among BPS employees, especially statisticians, so that any work difficulties encountered can be resolved immediately.
4. Further research on employee engagement in the BPS organization may be carried out with a wider scope, namely the addition of other variables or examining other positions within the BPS.

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