



The Influence of Perceived Organizational Support and Proactive Personality on Work Engagement: The Mediating Effect of Job Satisfaction

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Abstract

The COVID-19 pandemic has changed many aspects of life in the world of work. During the COVID pandemic, company management practised an alternating work system between working from home and working from the office to prevent the coronavirus spread in the work environment. This has led to an increased need to understand the factors that affect the work productivity of employees working away from the office, such as employee engagement factors, job attachment, family-work conflict, subjective mental burden, and so on. This study aims to analyze the effect of perceived organizational support and proactive personality on work engagement. This study also aims to analyze the extent to which the role of job satisfaction variables in the influence between perceived organizational support and proactive personality on work engagement. The population in this study are employees of institutions who work in shifts under the work from home (WFH) and work from office (WFO) schemes between the period 2020-2022. The research sample was 110 people who were taken by purposive sampling technique. Data collection in this study used a questionnaire in the form of a scale including perceived organizational support scale ($\alpha=0.898$), proactive personality scale ($\alpha=0.808$), job satisfaction scale ($\alpha=0.903$) and work engagement scale ($\alpha=0.897$). To test the research hypothesis, this study used path analysis techniques. From the results of the hypothesis test, it is known that there is a significant influence between perceived organizational support and proactive personality on work engagement ($p=0.000$), and the variable job satisfaction can mediate the influence of perceived organizational support and proactive personality on work engagement ($p=0.000$). Therefore, companies should pay greater intention to the organizational support and personal characteristics of employees and increase job satisfaction to increase employee's work engagement.

Keywords *Perceived Organizational Support, Proactive Personality, Job Satisfaction, Work Engagement*

INTRODUCTION

The COVID pandemic is declared to have ended, but it does not rule out the possibility that a relatively similar incident will occur in the future. The impact of the COVID-19 pandemic has greatly changed the order of people's lives, including life in the world of work. Government regulations aimed at preventing the spread of the coronavirus have resulted in company management enacting significant changes in the workplace, adopting a hybrid model of work-from-home (WFH) and work-from-office (WFO) systems. This emerging work paradigm has posed major challenges to human resource management in many companies. An important impact of this new way of working is that the boundary between employees' professional and personal lives is unclear, making it increasingly challenging to determine the factors contributing to employee productivity. According to Bakker and Albrecht (2018), work engagement is the best predictor to explain the work results of organizational members, increase commitment to the organization and maintain employee motivation in times of crisis (Chanana & Sangeeta, 2021). This is particularly prevalent in organizations where employees have less control over their work. Work Engagement, a term coined by Kahn (1990), pertains to the extent to which individuals are personally involved in their professional roles. Kahn described work engagement as the psychological presence of an individual

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in their workplace - a state characterized by concern, commitment, and a focused approach to one's responsibilities. In the current climate, understanding, nurturing, and improving this 'psychological presence' of employees becomes pivotal for organizations worldwide.

Increased company growth is the influence of work engagement (Ahmed et al., 2020). Schaufeli et al. (2008) stated that workers with high work engagement are known to show goal-oriented behaviour and be diligent in achieving something with passion, enthusiasm and pride in the work being done. Workers with low engagement will show a lack of concern for work, have difficulty concentrating, lack enthusiasm and tend to use their work time by doing less productive things. This was also expressed by Albrecht & Anglim (2018), that human resources performance is good or bad depending on their sense of attachment to work. During the Covid-19 pandemic, the wheels of business were not running smoothly; many companies were forced to reduce employee incentives or salaries. With work engagement in employees, when these difficult conditions continue to occur, employees still have the enthusiasm to work and do not necessarily neglect their job responsibilities when WFH.

Work-life balance and robust managerial support demonstrate a strong and noteworthy impact on both employee performance and engagement (Supriadi et al., 2021). The provision of supervisor support is encompassed within the construct of perceived organizational support. Further research by Crant and Bateman (2000) proposed that individuals possessing highly proactive personalities voluntarily participate and initiate actions, thereby contributing to various scenarios and activities. Those with strong proactive dispositions can set their own challenges and actively strive to remain involved with their work, as Bakker et al. (2012) emphasized. Such a scenario imbues employees with a heightened motivation to engage in work activities. The adaptability of proactive employees to mould and influence their work environments leads to a higher degree of job satisfaction (Li et al., 2010). Increased job satisfaction propels employees to demonstrate greater enthusiasm and a willingness to harness their full potential at work, further enhancing work engagement. Work engagement occurs when employees feel that the organization meets their needs and feels job satisfaction (Garg et al., 2018). From the description above, this study aims to examine the direct and indirect effects of perceived organizational support and proactive personality on work engagement mediated by job satisfaction.

LITERATURE REVIEW

Social Exchange Theory

The phenomenon of work engagement can be explained using social exchange theory. This theory explains the obligations arising from a series of activities between two interdependent parties. The relationship established over time increases into a relationship of mutual trust and commitment as long as both parties comply with the discourse of mutually agreed rules (Cropanzano & Mitchell, 2005). The link between the organization and employees is that employees will fully trust the organization if the organization also gives trust to them so that employees contribute the best of themselves in the form of work engagement.

Work Engagement

Academic discourse on employee engagement employs varied terminologies such as personal engagement (Kahn, 1990), employee engagement (Saks, 2006), and work engagement (Schaufeli & Bakker, 2004). Kahn (1990) introduced the concept of 'personal engagement' as a way to elucidate the notion of employee engagement. He described work engagement as a state where employees mentally, emotionally, and physically invest themselves in their professional roles. Consequently, such employees exert significant effort in their work, arising from their identification with their professional role.

Work engagement is conceptualized as a positive, fulfilling mindset characterized by three primary features. The first attribute, 'vigour,' denotes elevated energy and resilience within the workplace. It refers to an individual's willingness to exert extra effort at work, ability to stave off fatigue, and tenacity in addressing professional challenges. The second component, 'dedication,' is characterized by an active involvement in one's work, exuding enthusiasm, pride, and finding inspiration in their professional role. The third aspect, 'absorption,' refers to intense concentration in which employees feel fully immersed in their work. In this state, they perceive time as passing swiftly and find it challenging to disengage from work-related tasks.

Perceived Organizational Support

As per the work of Krishnan and Sheela (2012), perceived organizational support (POS) encapsulates employees' perspectives on the degree to which their contributions are valued and acknowledged by their organization. Research by Robbin & Judge, as cited in Waileruny (2014), indicates that organizational support is fostered when employees perceive that rewards are allocated equitably, their voices are included in decision-making processes, and their supervision is deemed supportive.

Building upon the work of Rhoades & Eisenberger (2002), the construct of POS is conceptualized through two intrinsic aspects: organizational appreciation for employee contribution and a demonstrated concern for employee welfare. POS can be assessed through three empirically measurable indicators: 1) Fairness. This is representative of the organization's demonstrable concern for employee welfare. Procedural justice, a key component of fairness, relates to the methodologies employed to determine the distribution of resources among employees; 2) Supervisory Support. This aspect underscores the importance of supportive managerial practices, which can significantly impact perceived organizational support.

Proactive Personality

The concept of a proactive personality is characterized as an individual's propensity to manifest proactive actions, as elucidated by Crant and Bateman (2000). The emerging view of the proactive employee is of an individual highly involved and committed, an independent contributor with initiative and a well-developed sense of responsibility (Campbell, 2000; Seibert et al., 2001; Grant, 2009).

Job Satisfaction

Locke and Lathan, as referenced by Tella et al. (2007), provide an all-encompassing elucidation of job satisfaction, characterizing it as an agreeable sentiment or uplifting emotion that stems from an appraisal of one's occupation or work-related experiences. Job satisfaction emerges as a consequence of an employee's subjective perception of their professional responsibilities, particularly in how this perception significantly influences their job performance.

RESEARCH METHOD

This study employs a quantitative approach. Data was procured through the administration of questionnaires and subsequently analyzed utilizing path analysis techniques. The participants comprised 110 staff of institutions that adopted a rota system encompassing both Work From Office (WFO) and Work From Home (WFH) arrangements during the period of 2020-2022. The samples were obtained through a purposive sampling approach.

Measurement scales for perceived organizational support (POS), proactive personality, work engagement, and job satisfaction were established based on the respondents' ratings or responses to the questionnaire statements. Each rating ranged from 1, indicating "strongly disagree," to 4,

signifying "strongly agree." The dimensions of POS were delineated according to the framework set forth by Rhoades & Eisenberger (2002), encompassing Fairness, Supervisory Support, Organizational Rewards, and Job Conditions. Proactive Personality was gauged based on the unidimensional indicators proposed and verified by Crant & Bateman (2000).

The assessment of work engagement employed The Utrecht Work Engagement Scale (UWES), developed by Schaufeli & Bakker (2004). This scale includes 15 items divided into three dimensions, namely, vigor, dedication, and absorption. Job satisfaction was evaluated using the Minnesota Satisfaction Questionnaire (Liu et al., 2018).

FINDINGS AND DISCUSSION

Reliability Studies Regarding the Scales

Table 1. Cronbach alpha analysis results

No.	Scale	Cronbach Alpha
1	Perceived Organizational Support	0,898
2	Proactive Personality	0,808
3	Job Satisfaction	0,903
4	Work Engagement	0,897

Based on the validity result of the Perceived Organizational Support scale, the results obtained were 18 items, 17 items were said to be valid ($\alpha=0.898$). The item that was declared invalid was item number 15. Proactive Personality scale has 10 items, all items were valid ($\alpha=0,808$). The Job Satisfaction scale results obtained were that from 20 items, all items were valid ($\alpha=0,903$). The Work Engagement scale results obtained were from 15 items, 14 items were said to be valid ($\alpha= 0.897$).

Classical Assumptions Testing

The classical assumption, which encompassed assessments of normality and linearity was conducted. The outcomes of these tests are presented in Table 2.

Table 2. Classical Assumptions Test

Variable	Classic assumption test			
	Normality test	Multicollinearity Test		Heteroscedasticity Test
	Sig. 2-tailed	Tolerance	VIF	Sig.
Perceived Organizational Support	0,170	0,706	1,416	0,948
Proactive Personality		0,792	1,262	0,042
Job Satisfaction		0,585	1,710	0,150

*Work Engagement as the dependent variable

The outcomes of the normality test presented in Table 2 reveal that the two-tailed significance value is 0.170, greater than the significance level of 0.05. The multicollinearity analysis results indicate no multicollinearity among Perceived Organizational Support, Proactive Personality, Job Satisfaction, and Work Engagement, as evidenced by tolerance values below 0.100 and VIF

(Variance Inflation Factor) values below 10. Furthermore, the results of the heteroscedasticity test indicate that both variables have significance levels higher than 0.05, signifying the absence of heteroscedasticity in these variables.

Path Analysis Testing

Hypothesis testing used path analysis, an extension of the regression model, to investigate the proposed hypotheses regarding the direct and indirect relationships between perceived organizational support, proactive personality, and work engagement. In this study, job satisfaction served as a mediating variable, and path analysis was used to test this relationship.

Table 3. Regression Path Analysis Test Results Model 1

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	std. Error	Beta		
(constant)	14,522	5,527		2,628	0,010
POS	0,453	0,073	0,468	6,204	0,000
Proactive Personality	0,681	0,143	0,359	4,759	0,000
R Square	0,415		F Count	37,971	
Adj. R Square	0,404		Probability/Sig F	0,000	

*Work Engagement as the dependent variable

Regarding the results from regression model 1 in Table 3, it is evident that the POS and proactive personality variables demonstrate a significant impact on work engagement, with significance values of 0.000 (less than 0.05). This implies that the presence of POS and proactive personality substantially affect work engagement. The R-squared value, 0.415, indicates that 41.5% of the variance in work engagement can be attributed to the influence of POS and proactive personality, whereas the remaining 58.5% is ascribed to unexamined variables within the study.

Table 4. Regression Path Analysis Test Results Model 2

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	std. Error	Beta		
(constant)	6,845	3,869		1,769	0,080
POS	-0,027	0,058	-0,036	-0,470	0,639
Proactive Personality	0,287	0,107	0,193	2,691	0,008
Job Satisfaction	0,522	0,066	0,665	7,961	0,000
R Square	0,568		F Count	46,440	
Adj. R Square	0,556		Probability/Sig F	0,000	

Based on the results obtained from regression model 2 in Table 3, it is observed that the significance values for the POS variable are 0.639 (greater than 0.05), for the proactive personality

variable is 0.008 (less than 0.05), and for the job satisfaction variable is 0.000 (less than 0.05). This leads to the conclusion that regression model 2, which includes POS, proactive personality, and job satisfaction, exhibits a significant influence on work engagement. The R-squared value of 0.000 indicates that 56.8% of the variance in work engagement can be attributed to the combined impact of POS, proactive personality, and job satisfaction. Meanwhile, the remaining 43.2% of the variance is attributed to other unexamined variables in the study.

The validation of the path models representing the relationships among perceived organizational support (POS), proactive personality (PP), job satisfaction (JS), and work engagement (WE) is illustrated in the subsequent image. This illustration will include the P1 coefficient value and the corresponding standard error value (e1) :

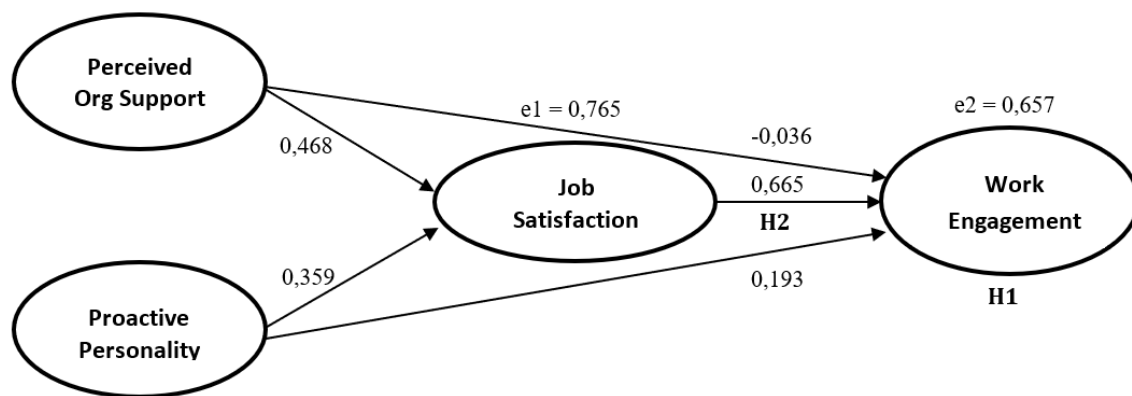


Figure 1. Path Model Validation

POS and proactive personality both exhibit a noteworthy and positive impact on job satisfaction. The outcomes in Table 3 reveal that the significance value of 0.000 is below the accepted threshold of 0.05 ($p < 0.05$), indicating a significant effect. The standardized coefficients (beta values) for POS and proactive personality on job satisfaction are 0.193 and 0.665, respectively, indicating a positive direction. This suggests that higher levels of POS and proactive personality correspond to increased job satisfaction. Favorable treatment from the organization for its employees such as appreciation from the organization, comfortable working conditions and justice perceived by employees is directly related to POS, giving effect to increased job satisfaction, high dedication, positive emotions and better performance, as stated by Rhoades & Eisenberger (2002). Proactive personality in this study is positively related to job satisfaction. Proactive employees experience higher job satisfaction than less proactive employees over time. This is in line with the research findings of Kuo et al. (2019), which explain that a proactive personality can affect employee cognition, emotions and behaviour through different psychological mechanisms. Furthermore, the study demonstrates that POS and proactive personality significantly contribute to work engagement. The findings in Table 4 indicate a significance value of 0.000, which is below the significance threshold of 0.05 ($0.000 \leq 0.05$), establishing a significant effect.

CONCLUSIONS

Drawing upon the findings presented in the earlier sections of this research, it can be deduced that both POS and proactive personality exert a notable positive influence on work engagement. As POS and proactive personality increase, work engagement also increases correspondingly. Similarly, job satisfaction exhibits a positive and significant impact on work engagement, whereby

an increase in job satisfaction leads to a corresponding increase in work engagement. Moreover, the results suggest that job satisfaction acts as a mediating factor in the relationship between POS and proactive personality and work engagement. This implies that job satisfaction is crucial in transmitting the influence of POS and proactive personality onto work engagement.

LIMITATION & FURTHER RESEARCH

For companies, it is recommended to enhance their endeavours in meeting job satisfaction criteria to foster higher levels of work engagement among employees. By doing so, there is a likelihood of improving employee performance as well as organizational performance. This study offers valuable theoretical implications for future research that could be further developed. To achieve this, it is advisable to use a larger sample of respondents with more homogenous characteristics, ensuring a comprehensive understanding of the underlying dynamics.

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