The Study of Employee Engagement Antecedents and the Effect on Organizational Commitment Hospitals in Banten

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ABSTRACT

This study aims to analyze the effect of perceived organizational support on organizational commitment mediated by employee engagement in hospitals in Banten. Data were collected from one hospital in Banten, and samples were taken using google form totaling 65 respondents. The sampling technique in the study used random proposal sapling. The results of this study indicate that perceived organizational support has a positive direct effect on organizational commitment, perceived organizational support has a direct positive effect on employee engagement, employee engagement has a positive direct effect on organizational commitment, and perceived organizational support has an indirect effect on organizational commitment and is mediated by employee engagement.

Keywords: organizational commitment, perceived organizational support, employee engagement

INTRODUCTION

Human resource management is significant and is the focus of many organizations in gaining a competitive advantage. Successful organizations want to focus on human resources to carry out their functions optimally, especially experiencing the dynamics of environmental changes. The dynamics of environmental change require an efficient and effective management system(Indayati et al., 2012).

The organization's success in achieving the goals that have been formalized is largely determined by the employees' success in carrying out their duties. These employees are the ones who carry out activities in the organization and have a meaningful role in achieving the goals of the organization(Kusumawardhani & Prabawani, 2017). According to researchEinolander, (2016), organizations need to have actively and passionately involved in their job duties, who genuinely believe that their work makes a difference, and who believe they can be a part of something important.

Company goals are achieved if the company has support for employees and organizational commitment. According to(Saadeh & Suifan, 2020), organizational commitment is an important variable in understanding employee behaviour that can have severe consequences for the organization's overall performance and ignoring them can harm the organization. Therefore, someone's commitment to the organization (organizational commitment) is often a critical issue in work. Furthermore, commitment is needed by the organization so that competent human resources in the organization can be maintained and maintained correctly (Adhika & Riana, 2016). Thus employees feel obliged to reciprocate by striving as hard as possible to achieve organizational goals and maintain organizational survival and desire to be part of the organization forever (Ambreen, 2011).

Organizational commitment factors must be supported by organizational support (Wijaya & Yuniawan, 2017). Organizational support for employees working for the organization is considered essential because the support

provided by the company will have a good impact on the company. In addition, the support provided by the company will also shape employees' love for the company where they work. Love and desire for the company's progress is a form of loyalty from employees to the company. This loyalty will then form the commitment set by the employee. (Saputra & Supartha, 2019).

Employees who have an assessment of the organization regarding the support provided by the organization by the desired expectations can increase employee involvement in every activity of the organization (Rismanto, 2020). The perception of organizational support itself is a general perception that focuses on the resources provided by the organization to workers and contributes to providing satisfaction to the worker.(Tanudjaja, 2013).The difference in the results of previous research shows that there is an opportunity to examine organizational support factors for organizational commitment. According to research results (Pianluprasidh, 2005), (Milissa, 2013) and (Aube et al., 2006) state that organizational support has a significant effect on organizational commitment. At the same time, the research results(Suhermin, 2012; Vitria, 2017) show that organizational support does not significantly affect organizational commitment.

So researchers must look for factors to increase organizational commitment as an intervening variable. That factor is the involvement of employees in the organization. Job involvement has become one of the most effective tools to increase employee productivity-increasing employee commitment(Iqbal Khan et al., 2011). The involvement or participation of employees in work activities is essential to pay attention to because the involvement of employees will cause them to be willing and happy to work together, either with the leadership or with their colleagues. (Indayati et al., 2012) Employee job involvement increases when employees have decision-making authority, responsibilities and work tempo (Bass, 1965).

Organizational Commitment (OC)

Organizational commitment is the degree to which an employee sides with a particular organization and its goals and intends to maintain its membership in the organization(Robbin & Judge, 2014). According to Griffin(2004), Organizational commitment is an attitude that reflects the extent to which individuals know and are tied to their organization. A highly committed individual will likely see himself or herself as a faithful member of the organization. According to researchEinolander, (2016), OC is a willingness to spread extra effort, a desire to stay, and accept organizational goals and organizational values. According to Indayati et al. (2012)that the indicator of organizational commitment as (1) a feeling of belonging to the organization; (2) pride in the organization; (3) concern for the organization; (4) a strong desire to work for the organization; (5) Strong belief in organizational values; and (6) a great willingness to do business for the organization.

Perceived Organizational Support (POS)

Organizational support is a global belief that describes the extent to which the organization appreciates employee contributions and cares about employee welfare (Eisenberger et al., 1986). Organizational support is related to the perceived obligation of employees to care about the welfare of the organization and help the organization achieve its goals(Rhoades et al., 2001). According to Vitria(2017), perceptions of organizational support will produce a feeling of obligation for employees to maintain corporate welfare manifested in actions that can help the organization achieve its goals. According toRismanto, (2020), Indicators to measure the variable of organizational support include 1. Justice, 2. Superiors' support, 3. rewards, 4. working conditions.

Employee Engagement (EE)

Job involvement is a positive, satisfying, work-related state of mind characterized by a sense of enthusiasm, dedication, and participation ((Schaufeli et al., 2006). According to Rahati et al. (2015), job involvement has been defined as the internalization of the values of goodness and the importance of working between people in an organization. Job involvement is the

provision of flexibility for each employee to control their work. To do this, they need delegation at all levels of the organization, participatory management, group work, goal setting, and leadership training. (Archandar, 2010). Job involvement is defined as a measure of the extent to which employees are involved in their work and take part in decision making(Iqbal Khan et al., 2011). Employee involvement is a process for involving employees at all levels of the organization in decision making and problem-solving. (Indayati et al., 2012). According to Bakker & Demerouti (2008), that job involvement is measured by: a sense of morale, dedication, and full participation in work.

Relationship between Perceived Organizational Support and Organizational Commitment

The organizational support in question is the employee's perception of his relationship with the organization. Employees interpret the support from the organization in which they work as a manifestation of the organization's commitment to them and want to return it by increasing their commitment to the organization(Aubé et al., 2007). According to Chiang et al.(2011), perceived organizational support is positively related to organizational commitment. These results are consistent with the research of Adhika and Riana(2016), Vitria (2017), Fahrizal and Utama (2017), Metria and Riana (Metria & Riana, 2018), found that organizational support has a significant positive effect on organizational commitment. Based on the explanation above, the researcher develops a hypothesis tied to organizational support as follows.

H1: Organizational support has a positive and significant effect on Organizational Commitment

Relationship between Organizational Support and Employee Engagement

Organizational support can provide positive results through employee involvement. In other words, employees who have higher organizational support will be more involved with their work and organization as part of helping the organization achieve its goals(Rhoades et al., 2001). Employees who score highly on optimism, self-efficacy, resilience and self-worth are good at mobilizing their job resources and are generally more involved in their jobs. (Bakker & Demerouti, 2008). In line with the results of research conducted by Tanudjaja(2013), perceptions of organizational support are positively correlated with employee engagement. Research (Mustika & Rahardjo, 2017) shows that the perception of organizational support has a significant positive effect on employee engagement

H2: Organizational support has a positive and significant effect on Employee Engagement

Employee Involvement in Organizational Commitment

Employees who have high work involved in their work are characterized by employees having a deep concern for work, a feeling of being psychologically attached to the work they are doing, and having a strong belief in their ability to complete the job. (Robbin & Judge, 2014). Employee involvement is a process in which employees participate in every organizational activity involved in making or solving organizational problems. (Putra & Riana, 2017). It is consistent with Khan's research(2011)which shows that employee involvement can increase organizational commitment. Furthermore, the research results by Loghan and Aesaria(2014) strengthen that job involvement will increase commitment among employees, committed employees will give more effort as representatives of the organization, the company must implement a reward system for employees which consequently will lead to a higher level of work.

H3: Employee involvement has a positive and significant effect on Organizational Commitment

METHOD

Quantitative research can provide a solid statistical basis for research findings, is very important(Aguirre-Urreta & Rönkkö, 2015).

Furthermore, quantitative research is starting research to explain certain phenomena that usually occur(Apuke, 2017). The population is a generalization area consisting of objects and subjects with specific qualities and characteristics that the researcher determines to conclude (Sugiyono, 2013). The method of determining the sample using the census method included all populations into the study sample and all employees who worked as many as 65 employees. This study used a survey used in the study was a total of 65 respondents. During this time of the COVID-19 epidemic, Indonesia made efforts to break the chain of the spread of Covid19 by making innovations in the economy, social, education, health and security. So in taking the sample, the researcher used Google form, which was directly distributed to the employees in the organization. The Google form application is a service from Google docs. This application has space for making quizzes, online surveys and forms, which are supported by many accessibilities which can only be read (reading) and also for editing documents (editing)(Septiawan, 2020). Measurement is the assignment of numbers to observations to measure phenomena. There are two criteria for evaluating measurement in research: validity and reliability. These two criteria are the most important and fundamental characteristics of all research(Mohajan, 2017). In this study, using intervals, according to Carifio and Perla(2007)states that the Likert scale can produce an interval measurement scale. Measurement All items were rated on a six-point Likert scale ranging from 1 (strongly disagree) to 6 (strongly agree). (Wang et al., 2019).

RESULT and DISCUSSION

Measurement Model

Evaluation of the measurement model, namely the outer model, is carried out to determine the validity and reliability of the indicators connecting the latent variables. There are three criteria for using technical data analysis with SmartPLS to evaluate the outer model: convergent validity, discriminant validity, composite reliability, and average variance extracted (AVE). (JF Hair et al., 2019). According to (Sarwono J. 2016), the measurement model's convergent validity with reflective indicators is evaluated based on the correlation between the item scores/component scores estimated by the PLS software. Individual reflective measurement is said to be high if it correlates more than 0.70 with the measured construct. In this study, the loading factor limit of 0.60 will be used. If the external loading is below 0.60, it must be removed (removed). The results of data processing in Figure 2 below, for a loading value of more than 0.60, it is feasible.
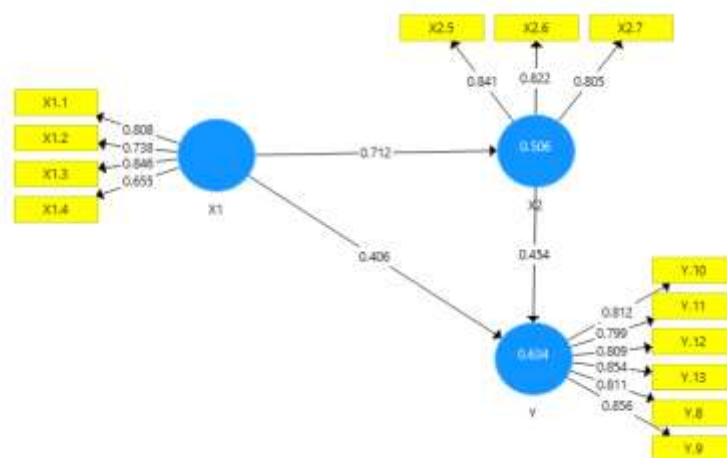

Figure 1. PLS Smar Results

Discriminant Validity Analysis
After ensuring that all latent variable indicators are constructs of the latent variables, the next step is to test the discriminant validity. Discriminant validity also needs to be done so that the used scale does not consist of two constructs measuring the same thing. To find out, the correlation between instructions must be less than 0.90. If between constructs, the correlation is 0.90 or more, multicollinearity between constructs will occur (J. Hair et al., 2014; Hamid et al., 2017). The results of the discriminant validity test are shown in Table 1. As shown in Table 1, there is no multicollinearity between variables because each construct measures different things. It can

be seen from the correlation value between constructs which is smaller than 0.90.

Reliability Evaluation and AVE
The validity and reliability criteria can also be seen from the reliability value of a construct and the AVE value of each construct. This construct is said to have high reliability if the value is 0.70 and the AVE is above 0.50 (JF Hair et al., 2019). The Composite Reliability index of each scale is all greater than the 0.70 level recommended by (JF Hair et al., 2012). Table 1 presents Cronbach's alpha, Composite Reliability (CR), and AVE values for all variables.

Table 1. Discriminant Validity and CR and AVE

Constructs	Indicators	Factor Loading	Cronbach's Alpha	Reliablitiy Composite	AVE
Perceived Organizational Support (X1)	X1.1 X1.2 X1.3 X1.4	0.808 0.738 0.846 0.655	0.760	0.849	0.586
Employee Engagement (X2)	X2.5 X2.6 X2.7	0.841 0.822 0.805	0.763	0.863	0.677
Organizational Commitment (Y)	Y.8 Y.9 Y.10 Y.11 Y.12 Y.13	0.811 0.856 0.812 0.799 0.809 0.854	0.905	0.927	0.678

Based on Table 1 above, the results of data management are shown in, POS, EE and OC have Composite Reliability above 0.80 and Cronbach's alpha value above 0.70; Therefore, it can be concluded that the indicators used in each variable have good reliability or can measure the construction (Hamdollah & Baghaei, 2016). However, according to (Peterson & Kim 2013), the Cronbach alpha value generated by PLS is a little underestimated, so it is advisable to use the Composite Reliability value. Likewise, the AVE, POS, EE and OC values have AVE values above 0.50; Therefore, it can be said that each variable has high discriminant validity.

Structural Model
Testing the inner or structural model is carried out to see the relationship between these constructs, the significance value, and R2 of the research model (JF Hair et al., 2019). The structural model was evaluated using R2 for the dependent construct of the t-test and the significance of the structural path parameter coefficients. Assessing the model with PLS begins by looking at R2 for each latent dependent variable. Table 3 shows the results of estimating R2 using SmartPLS.

Table 2. R-square results

Variable	R-square
Employee Engagement	0.506
Organizational Commitment	0.634

Table 2 shows that the R-square value for the OC variable is 0.634 and the EE variable is 0.506. These results indicate that 63.40% of the variable OC can be influenced by EE and POS, while the POS variable influences 50.60% of the EE variable.

Hypothesis test

Based on the hypothesis testing path diagram in Figure 1, all indicators for each variable have a statistical value greater than 1.997 (t table). To test the relationship between variables (hypothesis testing), the statistical values of the SmartPLS results are compared with the table values. Table 3 provides the results of the direct relationship between constructs (variables).

Table. 3 Result For Inner Weights

Correlation	Orginal Sample (O)	T. Statistics	P Values	Information
POS (X1) -> EE (X2)	0.712	10,645	0,000	Supoort
POS (X1) - OC (Y)	0.406	2,855	0.004	Supoort
EE (X2) - OC (Y)	0.454	3,551	0,000	Supoort

Based on the table. Three above regarding hypothesis testing can be explained that:
1. The result of hypothesis testing on the direction of the influence of the Perceived Organizational Support (POS) variable on EE is 0.712, as shown by the path coefficient. Judging from the T.Statistics value of 10.645 is more significant than t table 1.997, and the P. Values value of 0.000 is smaller than the probability value of 0.05 or the value ($0.000 \leq 0.05$) means that it is significant. Therefore, it means that there is a positive and significant influence of the Perceived Organizational Support (POS) variable individually on Employee Engagement (EE). Thus the first hypothesis can be accepted.
2. The results of hypothesis testing on the direction of the influence of the Perceived Organizational Support (POS) variable on Organizational Commitment (OC) is 0.406, as shown by the path coefficient. Judging from the T.Statistics value of 2.885 is more significant than t table 1.997, and P. Values 0.004 is smaller than the probability value of 0.05 or the value (0.004 <0.05) is significant. Therefore, it means a positive and significant

influence of the Perceived Organizational Support (POS) variable on Organizational Commitment (OC), so the second hypothesis can be accepted.
3. The results of hypothesis testing on the direction of the influence of the Employee Engagement (EE) variable on Organizational Commitment (OC) is 0.454, as shown by the path coefficient. Judging from the T.Statistics value of 3.551 is more minor than t table 1.997, and P. Values 0.000 is smaller than the probability value of 0.05 or the value (0.000 <0.05) is significant. Therefore, it means a positive and significant effect of the Employee Engagement (EE) variable on Organizational Commitment (OC), so the third hypothesis can be accepted.

Mediation Effect Test

Influence analysis was conducted to analyze the strength of influence between variables, both directly and indirectly, and the total effect. The direct effect is nothing but the coefficient of all the line coefficients with one end arrow. This research model illustrates that POS and EE have a direct effect on OC.

Indirect effects are effects that arise through intermediate variables. In this research model, POS provides an indirect effect on OC through the EE variable. According to(J. Hair et al., 2011), if the VAF value is above 80%, it indicates the role of the mediating variable as complete mediation. If the VAF value is between 20% and 80%, it can be categorized as a partial mediator. If the VAF value is less than 20%, we can conclude that there is almost no mediating effect. Table 4 shows the indirect effect in this study, shown in the POS variable on OC through EE with a P. Values value of 0.000 <0.05, which is significant.

Table. 4 Indirect Effect

Correlation	Orginal Sample (O)	T. Statistics	P Values	Information
POS (X1) –EE (X2) –OC (Y)	0.323	3,520	0,000	Supoort

Relationship of Perceived Organizational Support to Organizational Commitment

Based on the results of hypothesis testing, it shows that the POS relationship with OC has a positive and significant effect, or this hypothesis can be accepted. It means that the higher the POS, the higher the OC in the hospital organization. Therefore, in line with the research conducted by(Fahrizal & Utama, 2017; Saadeh & Suifan, 2020), POS has a positive and significant effect on OC. Various employee interpretations of the organization influence employees' perceptions of organizational support. Organizational support for employees is excellent in appreciation, a sense of fairness and very supportive working conditions. Organizational support for government hospitals has been standardized based on existing regulations, both central and regional hospitals so that employees feel comfortable and committed to their organization.

Relationship of Perceived Organizational Support to Employee Engagement

Based on the results of testing the second hypothesis proposed in this study, namely POS against EE. The test results show that the POS and EE relationship has a positive and significant effect, meaning that the better the POS, the greater the EE. It is in line with the research conducted(Ramdhani & Ratnasawitri, 2017; Rismanto, 2020)that organizational drive affects employee job involvement. The perception of employees who have an assessment of the organization regarding the support provided by the organization by the desired expectations will be able to increase employee involvement in every activity carried out by the hospital. It is what happens to the sense that the hospital organization is very attentive and always appreciates activities carried out so that employees are enthusiastic about working and dedicate themselves to the organization.

Relationship between Employee Engagement and Organizational Commitment

Based on the results of EE testing, OC has a positive and significant effect. It indicates that the more employees are involved, the organizational commitment will increase in the hospital. In line with research conducted by(Indayati et al., 2012; Iqbal Khan et al., 2011; Putra & Riana, 2017) shows that EE has a positive and significant effect on OC.

It is essential to pay attention to employee involvement in work activities, causing employees to be willing and happy to work together with both superiors and colleagues. One of the situations that need to be dedicated together is the needs and interests of the people that the employee wants to achieve. If these needs can be met, it will make the employee more committed to the organization. In addition, the existence of participation in work in the hospital and this dedication will create pride in the organization and a strong belief in the organization's values.

Relationship of Perceived Organizational Support to Organizational Commitment through Employee Engagement

Based on the results of the mediation testing hypothesis, it shows that the relationship between POS and OC through EE has a positive and significant effect. It means that EE can mediate the effect of POS on organizational commitment. POS with a high EE can increase OC, which has a positive appearance in achieving organizational goals.

CONCLUSION

Based on the study results, it can be concluded that perceived organizational support has a positive direct effect on organizational commitment. In other words, the stronger the perceived organizational support, the higher the organizational commitment of hospital employees in Banten. In addition, perceived organizational support has a positive direct effect on employee engagement. in other words, the stronger the perceived organizational support, the higher the employee engagement of hospitals in banten. employee engagement has a direct effect on organizational commitment. in other words, the stronger the employee engagement, the more organizational commitment the hospital in banten is. therefore, perceived organizational support does not directly affect organizational commitment but is mediated by employee engagement.

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