

The Effect of Perceived Organizational Support and Self Efficacy towards Work Engagement

Hasnida, Armen Jenranly Samosir*, Ferry Novliadi

Faculty of Psychology, Universitas Sumatera Utara, Indonesia



Abstract — Work engagement has become a very important variable for organizations lately because of its relationship to employee performance, employee satisfaction and financial benefits. There are factors that encourage work engagement, namely employment and personal resources. Employment resources include the perceived organizational support and personal resources including self-efficacy. So in this study, to seen the effect of perceived organizational support and self-efficacy toward work engagement on nurses. The subjects in this study were the nurse population at Materna Hospital. Methods of data collection using the Likert scale, the Utrecht Work Engagement Scale (UWES) modification scale, the General Self Efficacy modification scale, and the Survey of Perceived Organizational Support (SPOS) modification scale. From the results of the study obtained data that the perceived organizational support and self-efficacy together affect work engagement by 33.6% and partially self-efficacy (15.92%) is more influential than the perceived organizational support (13.69%).

Keywords — Work Engagement, Perceived Organizational Support, Self-Efficacy.

I. INTRODUCTION

Work engagement has become a very important variable for organizations lately because of its relationship to employee performance, employee satisfaction and financial benefits (Baker, Albercth and Peiter, 2011). Employees who are bound will generate positive rewards for the company. Even though they are tired of working all day, their fatigue will be associated with the pleasure of working. Employees who are bound will work because working is something fun.

Baker and Demerouti (2008), revealed that there are factors that encourage work engagement, namely employment and personal resources. Job resources include support from colleagues and leaders, feedback from performance, diversity of skills, independence and opportunities for learning. Personal resources are defined as people who have positive self-evaluation related to

resilience and the ability of individuals to control their own environment. Employees who are engage to the company have personal resources such as optimism, self-efficacy, self-esteem, resilience, and active copyng style to help them control the environment and have an impact on their success (Baker and Demerouti, 2008).

Research conducted by Dasgupta (2016) in Calcutta on nurses in private hospitals found that work engagement was strongly influenced positively by perceived organizational support, leadership, coworkers and friendship at work. Nurses in India don't like doctors and administration much. The leadership in this study focused more on group commitments that had a positive effect on work engagement. Vegsund (2014) conducted a study on work engagement to nurses in various hospitals in Norway. Engagement to nurses in Norway is strongly influenced by the leadership and workload. Social support from

supervisors can make nurses more engaged perceive while workload negatively influences work engagement. From the above research we can see that work resources such as work feedback, work independence, perceived organizational support, work colleagues and leadership have a positive effect on work engagement.

Salanova, Lorente, Chambel and Martinez (2011), in their research found that the role of nurse leaders in Spain needs extra performance to improve the efficacy of hospitals which will increase the self-efficacy of each nurse. The role of leadership with self-efficacy as mediation can increase nurses' work engagement. While the role of leadership can directly increase the work engagement of nurses. Simone, Planta, and Cicotto (2018) research on nurses in Cagliari, Italy found that self-efficacy; work engagement and high job satisfaction can reduce turnover intentions and can increase patient satisfaction when treated by nurses. Perez-Fuentes, Jurado, Martin, Marquez, Martinez and Linares (2018) in a study with nurses in Almeida, Spain also found a positive relationship between work engagements with self-efficacy and negatively associated with stress.

Brunetto, Xerri, Shriberg, Farr-Wharton, Shaclock, Newman, and Dieger (2015) conducted a study of nurses by comparing nurses in the United States with those in Australia. Brunetto, et al (2015) found that nurses in Australia thought that leaders could be mediators who were part of management support. Whereas nurses in America assume management will provide everything needed and the leader has the role of leader. However, company management both in Australia and in America feels that well-being in the workplace is a benchmark of organizational commitment and can reduce intentions for turnover. Perceived organizational support and group collaboration also serve as benchmarks for work engagement. Yáñez and Figueroa (2011), found that employees who were satisfied with their work would feel that they were psychologically prosperous and could feel organizational support. Research by Pannacio and Vandenberghe (2009), results that there is a positive relationship between perceived organizational support and well-being, followed by high organizational commitment. Ni and Wang (2015) see that there is a relationship between perceived organizational support and employee psychological well-being. This happens because employees think that they will receive a reward for their work and think the company will pay attention to their welfare. Bahestifar and Zare (2012) also found that perceptions of organizational support affect employee attitudes toward the organization. If employees think there is organizational

support it will affect job satisfaction and reduce employees who leave.

Eisenberger, Rexwinkel, Arneli, Rhoades and Lynch (2001), found that the perceived organizational support can increase affective commitment, work performance and job satisfaction. Perceived organizational support also has a negative relationship with negative facets of well-being, such as role-stress and role-conflict (Stamper and Johlke, 2003). Stamper and Johlke (2003), stated the perceived organizational support has a negative relationship to role conflict and role ambiguity in work. This means that the higher the role ambiguity, the lower the perceived organizational support and the higher the role conflict, the lower the perceived organizational support perceived. Research conducted by Gupta, Agarwal, and Khatri (2016) on nurses in India during 2013 to 2014 found that perceived organizational support would increase job outcomes such as work commitment, work engagement and a sense of ownership of nurses. Kou (2012), also concluded that the perceived organizational support will increase ownership and commitment to the organization which ultimately increases their work engagement.

Nurses at Materna General Hospital are divided into work shifts. Several studies have shown the effect of work shifts on physical and psychological fatigue and can also increase stress experienced by nurses. Research conducted by Susanti (2017) shows the influence of work shifts with fatigue experienced by nurses. The same thing was also found in Anastasia's study (2015), work shifts affect the level of fatigue in nurses. Hadiyani's research results (2015) also showed the effect of differences in work shifts with the level of stress experienced by nurses. Nurses with night shift work have higher stress levels compared to nurses in the morning and afternoon shifts; and afternoon shift nurses have higher stress levels than morning shift nurses. The impact of fatigue and stress experienced by nurses will certainly affect how they enjoy their work. The nurse's self-efficacy ability is absolutely necessary in providing nursing services. So far, at the Materna General Hospital there have been nurses who resigned because the position of the assignment was not as expected.

Reducing the impact of fatigue and stress should be able to do with the existence of uniform organizational support for nurses. The organizational support received by nurses at the Materna General Hospital so far has been in terms of income. Special income for nurses at Materna General Hospital is uneven. This might have an impact on the lack of perceived organizational support received by nurses. From

the description above, the problem that will be raised in this study is whether there is an influence between the perceived organizational support and self-efficacy on work engagement in nurses at Materna General Hospital.

II. OBJECTIVES AND METHODS

The main objective of this research is to find the effect of perceived organizational support and self-efficacy on work engagement among nurses at Materna General Hospital.

This research was conducted on 65 nurses at Materna General Hospital, in Medan, Indonesia, consisting of 65 female nurses with an age range of 22 - 65 years. Data is collected by distributing research instruments in the form of modification of Utrecht Well-Being Survey, modification of Survey of Perceived Organizational Support and modification of General Self-Efficacy scale. The scale used is a Likert scale with six answer choices. Measurement of instrument validation through professional judgment. Validity, reliability, and multiple linear regression analyzes were performed using the IBM SPSS 24 program.

III. RESULTS AND DISCUSSIONS

There are three hypotheses in this study, namely: H1 = there is an influence between perceived organizational support on work engagement on nurses; H2 = there is an influence between self-efficacy on work engagement on nurses; and H3 = there is an influence between perceived organizational support and self-efficacy on work engagement among nurses at Materna General Hospital.

Before the research data is processed for hypothesis testing, first classical assumption tests are performed which show the results that the data used meet the parametric statistical principles. The results of the multiple regression analysis show that for the first hypothesis (H1) where there is an influence between perceived organizational supports on work engagement, this hypothesis can be accepted. This can be seen from the significant value ($p = 0.001 < 0.05$) and also the value of F arithmetic ($16.748 > F \text{ table } (3.99)$) with a large influence or coefficient of determination (R) of 21% so that it can be said that there is a positive influence which is partially significant between perceived organizational support to work engagement, meaning that the higher the perceived organizational support of nurse, the higher work engagement nurses. The second hypothesis (H2) where there is an influence between self-efficacy against work engagement. This hypothesis can be accepted. This can be seen from the significant value ($p = 0.001 < 0.05$) and also the value of F arithmetic ($18.898 > F \text{ table } (3.99)$) with a

large influence or coefficient of determination (R) of 23.1% so that it can be said that there is a positive influence which is partially significant between perceived organizational support to work engagement, meaning that the higher the perceived organizational support of nurse, the higher work engagement nurses.

The third hypothesis (H3) where there is an influence between perceived organizational support and self-efficacy on work engagement on nurses at Materna General Hospital, this hypothesis can be accepted. The results show that the significance value ($p = 0.000 < 0.05$), and the calculated F value ($15.674 > F \text{ table } (3.14)$) the perceived organizational support and self-efficacy has an influence on work engagement, then the amount of influence or coefficient of determination (R²) of 0.336 means perceived organizational support and self-efficacy affects work engagement by 33.6% while the remaining 66.4% is influenced by other factors not examined in this study.

Based on the description above shows that there is a significant positive effect partially between perceived organizational supports to work engagement where the higher the perceived organizational support, the higher the work engagement carried out by nurses. If it refers to the opinion of Eisenberger and Rhoades (2002) which states that the perceived organizational support means the extent to which the organization can assess employee contributions and pay attention to their welfare. So, we can make sense that nurses feel that management assesses their contribution to the hospital is still moderate and nurses feel that management still does not pay attention to the level of welfare of nurses.

Description above shows that there is a significant positive effect partially between self-efficacy to work engagement where the higher the self-efficacy, the higher the work engagement carried out by nurses. High self-efficacy in nurses will make the ability and readiness to work on nursing tasks can be better in its completion. As according to Bandura (1997) self-efficacy is a belief in the ability possessed to carry out a series of tasks required. The majority of nurses who have high self-efficacy will have an impact on employee work engagement. High self-efficacy will make nurses have the readiness or ability to do the tasks they have. This is in line with the dimension of work engagement, vigor, which is endurance in doing tasks and dedication in running tasks.

The results also showed that there was a simultaneously significant positive relationship between perceived organizational support and self-efficacy with work

engagement nurses. Baker and Demerouti (2008) say that the factors that influence a person's work engagement are work and personal resources. Employment resources include things that are at work such as the work environment, superiors, and social support. While personal resources include self-efficacy, confidence, optimism, and self-esteem. This perceived of organizational support can still be improved by taking into account the dimensions of perceived organizational support. The management must be able to create justice for all nurses by sharing the workload of all available nurse resources fairly. Besides that, the management must be able to attend and be felt by nurses through the leaders in the hospital management. The support and attention from the leadership will increase the nurse's work engagement. What is still possible can be done is to improve working conditions so that it is more comfortable for nurses and also by increasing the welfare of nurses.

Personal resources that are performance, including self-efficacy, are factors inherent in every nurse. This will be difficult to improve because it is an internal factor in everyone. From the results of this study the majority already have high self-efficacy scores. In the future, the management can pay attention to this aspect of self-efficacy in the recruitment of new nurses.

IV. CONCLUSIONS

Based on the results of the analysis it can be concluded that there is a perceived of organizational support influences the work engagement of nurses at Materna Hospital. A positive perceived of organizational support will increase work engagement. Self-efficacy affects the work engagement of Materna Hospital nurses. Positive self-efficacy will increase work performance. The perceived of organizational support and self-efficacy together influence the work engagement of Materna Hospital nurses. The perceived of high organizational support and high self-efficacy can increase work engagement.

REFERENCES

- [1] Bakker, A.B., & Demerouti, E. (2008). Towards a model of work engagement. *Journal of Career Development International*, 13(3), 209–223. doi: 10.1108/13620430810870476.
- [2] Brunetto, Y., Shriberg, A., Farr Wharton, R., Shacklock, K., Newman, S. & Dienger, J. (2013) *Journal of Nursing Management* 21, 827–837.
- [3] Dasgupta, P. (2016). Work Engagement of Nurses in Private Hospitals: A Study of Its Antecedents and Mediators. *Journal of Health Management*, 18(4), 555–568.
- [4] Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P. D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, 86(1), 42–51.
- [5] Gallup (2006). 'Gallup study: engaged employees inspire company innovation: national survey finds that passionate workers are most likely to drive organisations forward', *The Gallup Management Journal*.
- [6] Gupta, V., Agarwal, U.A., & Khatri, N. (2016). The relationships between perceived organizational support, affective commitment, psychological contract breach, organizational citizenship behaviour and work engagement. *Journal of advanced nursing*, 72 11, 2806–2817.
- [7] Hadiyani, S. (2015). Perbedaan Stres Kerja Ditinjau Dari Sistem Kerja Shift Pada Perawat RSUPH Adam Malik Medan. Skripsi.
- [8] Kou, T. (2012). The Effect of Perceived Organizational Support on Employee Work Engagement: A Case Study Analysis. *Advances in Intelligent and Soft Computing*, 183–187. doi:10.1007/978-3-642-27945-4_28
- [9] Lockwood, N., 2007. Leveraging Employee Engagement for Competitive Advantage: HR's Strategic Role. *HR Magazine*, Volume 52 (3) Special section, pp. 1–11.
- [10] Luthans, F. (2002). The need for and the meaning of positive organisational behaviour. *Journal of Organizational Behaviour*, 29, 219–238
- [11] Maslach, C., & Leiter, M. P. (1997). *The truth about burnout: How organizations cause personal stress and what to do about it*. San Francisco, CA, US: Jossey-Bass.
- [12] Molero Jurado, M., Pérez-Fuentes, M., Barragán Martín, A. B., Simón Márquez, M., Martos Martínez, Á., & Gázquez Linares, J. J. (2018). Personality and the Moderating Effect of Mood on a Verbal Aggressiveness Risk Factor from Work Activities. *Journal of clinical medicine*, 7(12), 525. doi:10.3390/jcm7120525
- [13] Ni, C. and Wang, Y. (2015) The Impact of Perceived Organizational Support and Core Self-Evaluation on Employee's Psychological Well-Being. *Journal of Human Resource and Sustainability Studies*, 3, 73–81.

- [14] Othman, N. And Nasuridin, A. M. (2013), Social support and work engagement: a study of Malaysian nurses. *Journal of Nursing Management*, 21: 1083-1090.
- [15] Panaccio, A., & Vandenberghe, C. (2009). Perceived organizational support, organizational commitment and psychological well-being: A longitudinal study. *Journal of Vocational Behavior*, 75(2), 224–236. doi:10.1016/j.jvb.2009.06.002
- [16] Perrin, T. (2003). *Working Today : Understanding What Drivers Employee*
- [17] Engagement The 2003. Tower Perrin Talent Report U.S Report
- [18] Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698-714.
- [19] Robbins, S. (2008). *Organizational Behaviour*. Australia: Pearson Education Australia
- [20] Salanova, M. , Lorente, L. , Chambel, M. J. and Martínez, I. M. (2011), Linking transformational leadership to nurses' extra-role performance: the mediating role of self-efficacy and work engagement. *Journal of Advanced Nursing*, 67: 2256-2266.
- [21] Schaufeli, W.B. , & Baker , A.B. (2001). Werk en welbevinden: Naar een positieve benadering in de Arbeids en Gezondheidspsychologie (Work and wellbeing: Towards a positive in occupational health.) *Gedrag en Organisatie*, 14, 229–25
- [22] Schwarzer, R., & Jerusalem, M. (1995). Generalized Self-Efficacy scale. In J. Weinman, S. Wright, & M. Johnston, *Measures in health psychology: A user's portfolio. Causal and control beliefs* (pp. 35-37). Windsor, UK: NFER-NELSON.
- [23] Simone, S. D ., Planta, A ., dan Cicotto, G. (2017). The Role of Job Satisfaction, Work Engagement, Self Efficiency and Agentic Capacities on Nurses Turnover Intention and Patient Satisfaction. *Applied Nursing Research*, 39, 130-140. Retrieved from Science Direct
- [24] Stamper, C. L., & Johlke, M. C. (2003). The Impact of Perceived Organizational Support on the Relationship Between Boundary Spanner Role Stress and Work Outcomes. *Journal of Management*, 29(4), 569–588.
- [25] Sugiyono, 2009, *Metode Penelitian Kuantitatif, Kualitatif dan R&D*, Bandung : Alfabeta
- [26] Susanti, W. (2017). *Hubungan Shift Kerja Dengan Kelelahan Pada Perawat Rawat Inap Di Rsu Haji Medan Tahun 2017*. Skripsi.
- [27] Undang Undang Tentang Rumah Sakit nomor 44 Tahun 2009
- [28] Vegsund, Hilde. (2014). *Work engagement among nurses*. Trondheim: Norwegian University of Science and Technology
- [29] Wann-Yih, W., Cheng, N.C., & Kung, N.C. (2011). The Impacts Of Perceived Organizational Support , Job Satisfaction , And Organizational Commitment On Job Performance In Hotel Industry.
- [30] Yanez, C.B. & Figueroa, A.J. (2011). Psychological Well-being, Perceived Organizational Support and Job Satisfaction Amongst Chilean Prison Employees. *Rev Esp Sanid Penit*, 13(3), 91-99. doi: 10.1590/S1575-06202011000300004