



The Model of Perceived Organizational Support, Employee Engagement, Organizational Citizenship Behavior in the Environment Directorate General of Sea Transportation

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ABSTRACT

The role of transportation is very important in supporting the development process to support public economic activities both in rural and urban areas in Indonesia. Adequate transportation facilities are expected to eliminate the isolation and create a stimulant in each region to be more advanced and developed evenly in all sectors of life, trade, industry, education, health, and other sectors. So it will always be needed repair and upgrading of public transport services both in terms of facilities, security systems, procedures, and human resources support. Moreover, if faced with a high number of transport accidents in Indonesia, the results showed that perceived organizational support and employee engagement simultaneously have a positive and significant effect on organizational citizenship behavior with a contribution of 61%. The employee engagement partially has more dominant influence on organizational citizenship behavior compared to perceived organizational support. The managerial implication of the results of this study was that to reach higher organizational citizenship behavior in environment directorate general of SEA transportation, leaders must emphasize in employee engagement with removing silos as the main dimension to focus on.

Keywords: Perceived Organizational Support, Employee Engagement, Organizational Citizenship Behavior

JEL Classifications: O32, M54, N75

1. INTRODUCTION

Sea transport has a strategic role for the Republic of Indonesia (Republic of Indonesia) which has been recognized as an archipelagic country with UNCLOS 1982. As mandated general explanation of Law No. 17 year 2008 on the voyage that sea transport which have characteristics of national haulage and reach the entire region through the waters of the potential need to be developed and enhanced its role as a link between the regions, both nationally and internationally, including cross-border, because it is used as a means to support, encourage and mobilize national development to improve the welfare of the people and becomes adhesive homeland.

This is evidenced by the data that from 2005 to 2013 growth in the number of sea transport companies nationwide to about

7.7% per year, growth in the provision of a national fleet of about 10% per year, and by 2013 the share of ocean freight cargo in a country ruled by national ship has reached 99.7%. In the future, national marine transportation challenges will be even greater. The demand to provide efficient national connectivity in the context of national logistics cost reduction will become a national agenda. To realize the marine highway as backbone connectivity and maritime making Indonesia the world's axis, requires major changes in the organization of sea transportation patterns over the years, both in terms of the provision of the port infrastructure, network setup.

One important thing about transportation with the development of the area is accessibility. Accessibility is a concept that links land use regulation systems geographically with the transportation network system that interconnects that can be accessed by outsiders who either directly or indirectly. The economic development of an

area to be slow and hampered just because of a lack of facilities and transport infrastructure. With the infrastructure, adequate transportation can open avenues of communication between regions to become the flow of people, goods, and services as the main capital of a region to grow and progress.

Transportation became a facilitator for an area to grow and progress as transport can improve the accessibility of an area. The role of transportation is very important in supporting the development process to support public economic activities both in rural and urban areas in Indonesia. Transportation benefit in question is to assist the mobility of people, goods, and other resources. Also, transportation opens up opportunities inter-regional trade activities to encourage economic growth and development in each region.

2. LITERATURE REVIEW

2.1. Organizational Citizenship Behavior

The organ in Luthans (2011. p. 149) defines the behavior of organizational citizenship behavior as a discretionary behavior, not directly or explicitly recognized by the normal requirements of the job, but in the aggregate can raise higher the effective functioning of the organization. George and Gareth (2010) also argue that the behavior of organizational citizenship behavior refers to the behavior of individuals who make a positive contribution to the organization overall.

The behavior of organizational citizenship behavior illustrates how an individual has a high initiative and is very sensitive to the state of the organization. This makes the organization highly value employees who behave organizational citizenship behavior because the behavior of organizational citizenship behavior shows how the seriousness of an employee in the service of the organization. The key to success lies in the organization of members of the organization, how the members contribute to the planning and implementation of tasks in achieving organizational goals.

According to Luthans (2011. p. 149) suggests five dimensions contribute to the behavior of organizational citizenship behavior, namely:

1. Altruism
2. Civic virtue
3. Sportsmanship
4. Conscientiousness
5. Courtesy.

2.2. Perceived Organizational Support

Perceived organizational support according to Gibson et al. (2012) is also considered as a guarantee that assistance will be provided by the company when employees need to support employee performance and matters relating to a difficult situation. There is support for the organization to make a worker feel satisfaction in his work.

The description is concluded from the above that the factors that influence perceived organizational support include procedural fairness, superior support, rewards, and working conditions,

reliable and trustworthy organization, as well as the opportunity, got training. Colcuitt et al. (2013) filed a statement based on the results of researchers analyzed that the dimensions of perceived organizational support include:

1. Fair organizational procedures
2. Supervisor support
3. Favorable rewards and job conditions that include: recognition, pay and promotions, job security, job autonomy, and work procedures, job-related stressors, work overload, training.

2.3. Justice Organization

District in Schermerhorn et al. (2010) introduced seven dimensions of organizational fairness/justice, namely: (1) Payroll regulations (pay rules), (2) Payroll administration (pay administration); (3) Work (workplace); (4) The level of salary (pay level); (5) The administration of the rules (rule administration); (6) The division of labor (distribution of jobs); and (7) The space for freedom level (latitude). While Andre (2008) states that a justice organization has three forms. First, distributive justice (distributive justice), which is "perceived fairness of the actual decision made in an organization." It means that distributive justice is the perceived fairness of the actual decisions made by an organization. Second, procedural justice (procedural justice), which is "perceived fairness of the method used to arrive at the decision." It means that procedural justice is the perceived fairness on the method used to arrive at a decision. Third, interactional justice (interactional justice), the "perceived fairness of the interpersonal receive treatment." This means that interactional justice is perceived justice on interpersonal treatment received.

From the description of the above organization, justice can be synthesized that perceptions of organizational justice are one's judgment about how far he was treated fairly by the organization as measured by the dimension of distributive justice, procedural justice, and interactional justice.

2.4. Career Development

Career development programs must generate a profit, both for individuals and organizations. Kinicki and Williams (2011) put forward three elements that must be considered in the preparation of the career development program, namely: (1) Career needs assessments; (2) Career opportunities; and (3) Need opportunities alignment. Assess the needs of career (career needs assessment) should be made by the organization in assisting each employee to make the right decisions about the development of his career. Furthermore, the organization must provide information on available career opportunities (career opportunities), so employees can know the various possible positions that can be occupied. At the end of adjustment between them (need-opportunities alignment). In the implementation, the adjustment can be done with the help of a mutation or training programs and employee development. By paying attention to these three elements in career development programs, and then drafted a plan of career path (career path plan).

Based on the above can be synthesized that career development is a formal effort that performed continuously by the organization to focus on the development and enrichment of human resources

organization to meet the needs of workers and organizations, with indicators: justice in the setting of the career, the attention to supervision, awareness career opportunities, compliance with interest and satisfaction in a career.

2.5. Employee Engagement

Employee engagement according to McShane and Von Glinow (2010) is often understood as a psychological state or affective (commitment, attachment, etc.), which establish performance (role performance, business, organizational behavior), or attitude. Employee engagement was first defined by Quick and Nelson (2011) is an effort of the members of the organization to bind themselves with their role in the work. Under these conditions, people will engage and express themselves physically, cognitively and emotionally as long as he is playing the works. Robbins and Judge (2017) argues that employees can be divided into three types associated with their attachment level, namely:

1. Engaged
2. Not engaged
3. Actively disengaged.

According to Wagner and Hollenbeck (2010) states that employee engagement can be measured in the following dimensions:

1. Vigor
2. Dedication
3. Absorption.

According to Quick and Nelson (2011), one of the effective ways to retain employees who are engaged is to show them that they are appreciated. Various forms of appreciation, one of them with career development. Career development is very important for the employees in a company. The good management of career development at the company will make employees mentally and emotionally in the work feel satisfaction.

3. METHODOLOGY

The research method used is descriptive method of survey and explanatory survey. The type of investigation in this study is causality, which is the type of investigation which states the relationship between the perceived organizational support variables and the employee engagement variables partially or simultaneously on organizational citizenship behavior. The object of research which is the independent variable in this research is the perceived organizational support and the employee engagement. While the dependent variable is organizational citizenship behavior. The nature of this research is descriptive and verification.

Population is an object that is in an area and meets certain conditions related to research problems. The type of population used in this research is a limited population, which is a population that has a quantitatively clear data source that can be counted. In this research the analysis unit was is a banker in transport industry in Indonesia, amounting to 113 transport industry. Related to the rule of thumb in SEM, Hair et al. (2010) states that in determining sample size, there is a minimum ratio of 5 respondents for each parameter in the study, or 10 respondents for each parameter, or 15 respondents for each parameter. Based on the rule of thumb in

the SEM, the comparison of 5:1 is used in this study. This study has 63 parameters (indicators), so the minimum sample size is 315 respondents. Thus, the minimum size of samples taken in this study was 315 respondents. Furthermore, the sampling technique used in this study was a saturated sampling technique (census). Saturated sampling/census technique is a sampling technique if all members of the population are used as samples. So that the sample used in this study is the whole of the amount of income that is all transport industry in Indonesia.

4. RESULTS AND DISCUSSION

Based on Table 1, all model conformity indices have a measure of the suitability of the measurement model with a good match category, which exceeds the minimum suitability of the model.

Full model of SEM equation by using LISREL 8.80 program obtained two models, namely standardized model and t-values model, each model as shown in the following Figure 1.

Base on Figures 1 and 2, SEM model measurement analysis based on the two models above in each variable shows that all indicators in the formation of exogenous latent variables transformation organizational culture and digital transformation digital; and endogenous latent variables organizational citizenship behavior have good validity, this is indicated by all indicators having standardized loading factor ≥ 0.5 and t count ≥ 1.96 (at $\alpha=5\%$). Measurement of reliability of exogenous and endogenous latent variables has good model reliability, it is indicated by all variables having construct reliability values >0.70 ($CR >0.70$) and extract variance values >0.50 ($VE >0.50$).

Structural Equations

$$DM = 0.22 * TC + 0.60 * DG, \text{ Errorvar} = 0.39. R^2 = 0.61$$

(0.051)	(0.054)	(0.033)	(0.001)	
(4.39)	(11.09)	(11.95)	(468.38)	(1)

Correlation matrix of independent variables		
	TC	DG
TC	1.00	
DG	0.75 (0.02)	1.00
	33.09	

Base on equation (1) above, the path coefficient value of the perceived organizational support variable on organizational

Table 1: Model suitability index

Indicator	GOF	Expected size	Result	Conclusion
Ukuran absolute fit				
GFI		GFI >0,90	0,97	Good fit
RMSEA		RMSEA <0,08	0,067	Good fit
Ukuran incremental fit				
NNFI		NNFI >0,90	0,99	Good fit
NFI		NFI >0,90	0,99	Good fit
AGFI		AGFI >0,90	0,94	Good fit
RFI		RFI >0,90	0,98	Good fit
IFI		IFI >0,90	0,99	Good fit
CFI		CFI >0,90	0,99	Good fit

Figure 1: Standardized model

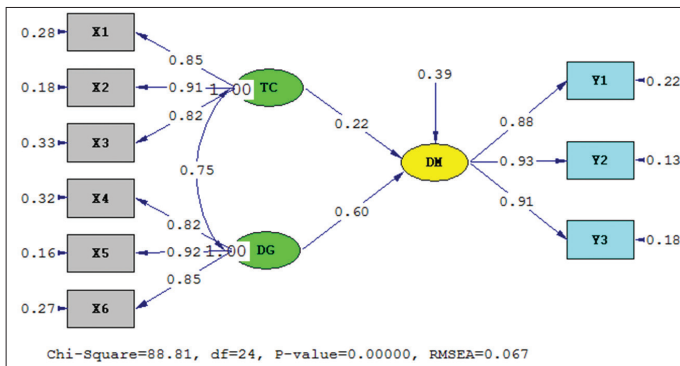
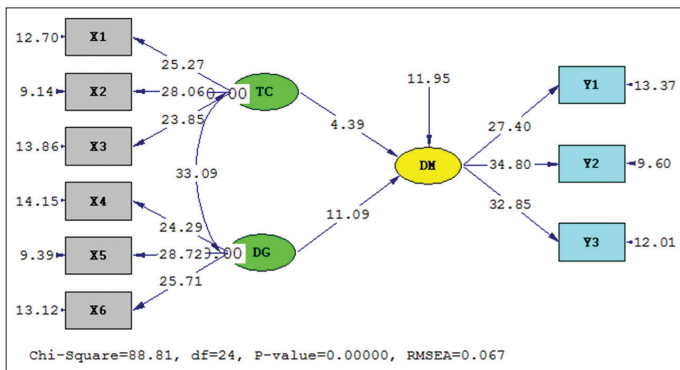


Figure 2: t-value model



citizenship behavior is 0.22 with a t-value of 4.39 > 1.96, so that it can be said to be significant. The path coefficient value shows that the magnitude of the effect of the perceived organizational support on organizational citizenship behavior is 0.22 with a coefficient of determination of 0.0484. Based on the testing of these hypotheses, the perceived organizational support proved to have a positive and significant effect on digital maturity.

Based on equation 1, the path coefficient value of the employee engagement variable on organizational citizenship behavior is 0.60 with a t-value of 11.09 > 1.96, so that it can be said to be significant. The path coefficient value shows that the magnitude of the effect of the employee engagement on organizational citizenship behavior is 0.60 with a coefficient of determination of 0.3600. Based on the testing of these hypotheses, the perceived organizational support proved to have a positive and significant effect on digital maturity.

Based on equation 1, the coefficient of determination (R^2) perceived organizational support and employee engagement simultaneously towards organizational citizenship behavior is 0.61, so that it can be said to be significant. The magnitude of the coefficient of determination (R^2) shows that the magnitude of the contribution of the influence of perceived organizational support and employee engagement simultaneously to 61% of digital maturity, while 39% is a large influence outside the variable perceived organizational support and employee engagement. The most dominant variable influencing organizational citizenship behavior is the variable employee engagement.

The results of our research showed that employee engagement variable influences organizational citizenship behavior more

than perceived organizational support variable with a quite high coefficient difference (0.60 vs. 0.22). It means that a leader will get higher effectiveness when he move the company's priority to employee engagement. This doesn't mean that perceived organizational support is not important, however the results of our research showed that by doing employee engagement the company might influence the culture transformation (correlation coefficient between the two variables is 0.75), and together they made the determinant coefficient as much as 0.61, meaning contributes to 61% of factors needed to achieve organizational citizenship behavior as defined in this research.

The employee engagement variable in this research consists of dimensions: (a) Setting up key performance indicators (KPI) that aligns with the digital transformation direction and goals, (b) Removing silos between departments so that they work together in digital way, and (c) Assuring reward structures aligned with the digital transformation direction and goals. These are the fundamentals that every leaders should do to make digital transformation happens as measured as organizational citizenship behavior index. It also implies that culture transformation will be easier to be done when the rules of the game reflected by KPI, rewards, and work structures, are set up. It is like when you want a group of people to move themselves from one place to another, it is more effective when you have already made the clear and visible signs for the track they should take. From the three dimensions of employee engagement, removing silos has the highest loading factor, it means leaders should take serious and bold actions to change the formal structures of the work process, which conventionally build departmental walls. The new ways of working in digital setting is agile and dynamic interpunctions teams, which often referred as "scrum process." KPI and reward structures then should follow this way of working design.

5. CONCLUSION

As a conclusion, we have a big insight from this study, that can give a strong impact of perceived organizational support in managing transportation directorate, that is; to reach organizational citizenship behavior as the measure of the employee engagement, leaders should set up the employee engagement first, which will lend a strong power for perceived organizational support. This may help especially for leaders who often clueless on fighting the problem of changing the culture of their people, and don't know where to start. The three dimensions of employee engagement, which are setting KPI, removing silos, and assuring reward structures, are also intertwin to each other. This research also showed where to start, that is to remove silos first, by creating a new way of working that is agile and interpunction working teams. The KPI set should be based on that new way of working with its goals, and then the reward structures tied to it.

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