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by Suhermin Suhermin

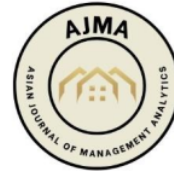
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The Effect of Perceived Organizational Support, Psychological Empowerment and Structural Empowerment on Employee Engagement and Job Performance at PT. Angkasa Pura I (Persero)

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ABSTRACT

This study aims to examine and determine the impact of the following factors on job performance: (1) perceived organizational support; (2) psychological empowerment; (3) structural empowerment; (4) perceived organizational support (pos); (5) psychological empowerment; (6) structural empowerment; (7) employee engagement on job performance; and (8) perceived organizational support (pos). This study is quantitative in nature. All PT. Angkasa Pura I personnel make up the study's population. The research sample was 292 people. Using the proportional random sampling method, samples from the population were taken. A google form was used to gather research data. using structural equation modeling to analyze data (SEM). All of the proposed hypotheses, with the exception of the third, are accepted as a result of this study.

INTRODUCTION

The current era of the industrial revolution 4.0 has brought various changes to all corners of the world, including organizations. According to Ellitan, (2020). Competitive free markets, new trends in corporate restructuring, a slow growing economy and a strong focus on short term gains have changed the traditional employment relationship significantly where every organization is required to make rapid changes. Iyigun et al., (2014) Today's organizations cannot succeed without the role of human resources to contribute to the mission and survival of the organization. The challenge facing globalization today is how to develop strategies to increase human resources that are superior in maximizing their work. Mohsan, (2004) Every organization around the world uses the maximum potential of their human resources to survive in the midst of competition. The effective functioning of any organization depends not only on the available resources, but also on the merits and competencies of the employees required by the organization to fill future human resource needs..

The participants in this study were workers at PT. Angkasa Pura I. (Tbk). In 2021, PT. Angkasa Pura I reported that operating revenue for the aviation segment had declined by 23.38% while overall revenue for the non-aeronautical segment had reached IDR 1.48 trillion and IDR 6.7 trillion. The non-aeronautical segment business revenue for Angkasa Pura I likewise fell by IDR 2.02 trillion (23.2%). Accordingly, the aeronautical segment experienced a negative growth in operating profit of IDR 807 billion or 36.09%, bringing the overall operating profit of this segment to IDR 1.43 trillion, according to profitability by business segment data. However, the operating profit for the non-aeronautical segment decreased by 21% or IDR 379.06 billion, with a total operating profit in 2021 of IDR 1.37 trillion. (Angkasa Pura I, 2021)

Current difficulties include PT. Angkasa Pura I's declining operating performance. Performance in an organizational environment, according to Mansor et al. (2014), is not merely a general concept that has been used interchangeably with productivity, efficiency, effectiveness, and more recently competitiveness. Additionally, social scientists from many disciplinary backgrounds have studied it. According to Khan et al. (2011), performance is the primary multidimensional construct that seeks to produce results and has a close relationship with the organizational strategy. developing employee skills, talents, knowledge, and abilities to improve job performance and maximize organizational performance will improve the quality of superior human resources.

Numerous research on performance have produced mixed findings, but they all agree that job satisfaction affects both work dedication and performance (Bakan et al., 2014; Inuwa, 2016; Imran, 2014; Karaalioglu and Karabulut, 2019; Memon et al., 2016; Moura et al., 2015; Olcer and Florescu. 2015; Sun 2016). In contrast, it is claimed by Zameer et al. (2014), Alberto et al. (2019), Mohsan, (2004), Parzefall and Hakanen (2010), and others that motivation has a significant impact on employee performance in both public and private enterprises. Organizations cannot function and cannot accomplish their goals without encouraging their workforce. Perceived Organizational Support (POS), according to Karaalioglu (2019); Zhong (2016); Afzali (2014); Al-Omar et al.,

(2019); Chiang (2012); Emerson (2013); Iyigun (2013); Karavardar (2014); and Kurtessis et al., (2017), has a beneficial impact on employee performance. Results of the Dastane research (2020); According to Billig (2015), Chen et al. (2014), Chan et al. (2013), and Huang (2015), leadership style has a big impact on how well employees perform.

Given the significance of work performance as a means of enhancing organizational performance, it is apparent from the description that the researcher is interested in doing study to quantify a number of variables that have an impact on job performance. With the title The Influence of Perceived Organizational Support, Psychological Empowerment, and Structural Empowerment on Employee Engagement and Job Performance at PT. Angkasa Pura I Juanda, the author will in this instance analyze these factors on employees of the company (Persero).

THEORETICAL REVIEW

Job Performance

According to Bernardin (2003), an individual's production outcomes or work results, which are determined by their abilities and attributes, effort, and support, serve as a measure of their job performance. Job Performance is a value notion that the business expects individuals to adopt as a behavior in order to do duties in accordance with standards. The first crucial concept in this approach is that behavior is a property of performance. Second, performance pertains to corporate ideals and is a key concept in behavioral traits.

Employee Engagement

Employee engagement is defined by Byrne (2015: 17) as follows: when employees are in a state of engagement, they mix their various emotional and cognitive levels to transform their job duties and specific activities into meaningful accomplishments. According to Hewitt (2010), employee engagement encompasses the drive and enthusiasm workers exhibit at work, depending on their position and status. According to Hewitt (2010), there are three levels of employee engagement: say, stay, and strive.

Perceived Organizational Support

The term "perceived organizational support" (POS) refers to an employee's perception that his employer values his work and is concerned about his welfare (Eisenberger et al., 2020). High POS employees are certain that their company will value the extra work they put in to support it. They have faith that their company will look out for them and treat them right. When rewards are fair, when employees can participate in decision-making, and when employees feel their bosses are supportive, they see their organization as being supportive (Rhoades, et al, 2001).

Psychological Empowerment

Psychological empowerment, as defined by Degago (2014), is how an employee feels empowered at work. According to Tetik (2016), psychological empowerment is the degree to which employees have confidence in the purpose of their work, their capacity to perform that task, their capacity for motivation, and their independence in affecting work results.

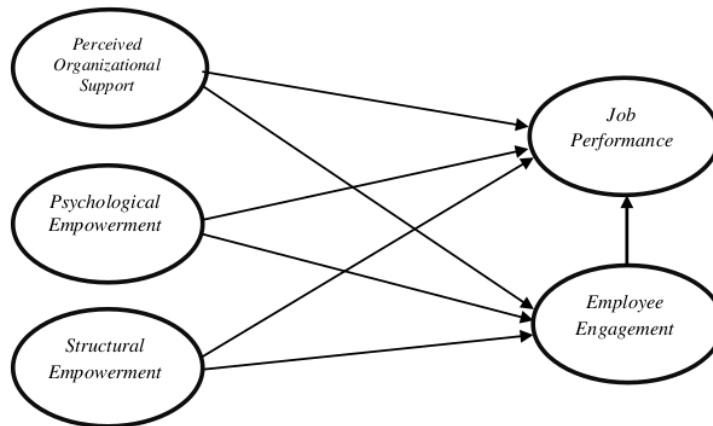
Structural Empowerment

Access to information, receiving support, the capacity to mobilize resources, and the design of opportunities all contribute to Kanter's Theory of Organizational Empowerment. According to Yang et al. (2014), having access to information gives employees the chance to research organizational goals, decisions, policies, and data. Employees must also possess the necessary technical know-how and knowledge to perform their tasks in the workplace effectively.

Hypothesis:

- H1: Perceived Organizational Support significant effect on Job Performance
- H2: Psychological Empowerment significant effect on Job Performance
- H3: Structural Empowerment significant effect on Job Performance
- H4: Perceived Organizational Support (POS) significant effect on Employee Engagement
- H5: Psychological Empowerment significant effect on Employee Engagement
- H6: Structural Empowerment significant effect on Employee Engagement
- H7: Employee Engagement significant effect on Job Performance
- H8: Perceived Organizational Support (POS) significant effect on Job Performance through Employee Engagement
- H9: Psychological Empowerment significant effect on Job Performance through Employee Engagement
- H10: Structural Empowerment significant effect on Job Performance through Employee Engagement

Conceptual Framework this research is



Picture 1. Conceptual Framework

METHODOLOGY

This study uses a questionnaire whose validity and reliability were previously verified as part of its quantitative data collection methods. The total number of 1776 PT. Angkasa Pura I personnel make up the study's population. Due to the heterogeneity of the research population, the researchers established criteria for the population, including a requirement for a high school diploma and a minimum of two years of service. The population was chosen, and 1086 individuals were acquired. The Slovin formula was used to calculate the research sample, yielding a sample size of 292 participants. The proportional random sampling method¹² was used to select samples from the study population. A google form was used to gather research data. utilizing structural equation modeling (SEM) to analyze data.

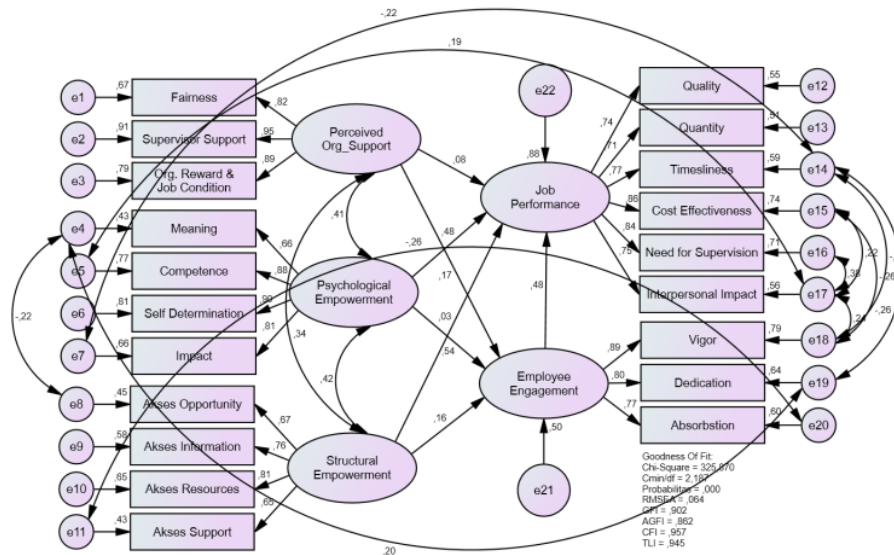
RESULT

The product moment correlation analysis of each statement item, which yields a significant value of 0.01, shows that the results of testing the validity of each statement item for each research variable, which includes job performance, employee engagement, perceived organizational support, psychological empowerment, and structural empowerment, have been declared valid. It is known that reliability tests for the factors job performance, employee engagement, perceived organizational support, psychological empowerment, and structural empowerment result in Cronbach's Alpha values greater than 0.6, so it can be said that the research instrument has proven to be reliable.

The results of the normality test indicated that the data was not normally distributed because the multivariate c.r value of 14.235 was beyond the range of -2.58 to +2.58. However, Solimun (2002) asserts that the estimate approach is not sensitive to data anomalies in big samples ($n > 100$). The maximum chi square value ($df=20;0.001$) is 45.315, whereas the highest d-squared

mahalanobis value is 43.875. These findings show that the research data contains no outliers, supporting the non-outlier assumptions.

SEM was employed to test the research hypothesis. Since the majority of the goodness of fit is at a marginal level, the goodness of fit test results generally show that the structural model needs to be updated. The structural model after model modification is shown below.



Picture 2. Modified Structural Model

Employee engagement has a squared multiple correlation value of 0.503, meaning that perceived organizational support, psychological empowerment, and structural empowerment can all have an impact on 50.3% of employee engagement. The job performance variable' Squared Multiple Correlations value is 0.882, which shows that employee engagement, perceived organizational support, psychological empowerment, and structural empowerment can all have an impact on 88.2% of job performance.

If the resulting significance value is 0.05 (5%), the CR value is > 1.96, and the influence relationship between the variables is significant, the relationship is considered to be significant. The table below shows the P-value for significance and the CR:

Table 1. Hypothesis Test

| | Hypothesis | Estimate | C.R | P-Value |
|---|---|----------|-------|---------|
| 1 | Perceived Org. Support → Job Performance | 0,084 | 2,110 | 0,035 |
| 2 | Psychological Empowerment → Job Performance | 0,480 | 7,336 | *** |
| 3 | Structural Empowerment → Job Performance | 0,034 | 0,789 | 0,430 |
| 4 | Perceived Org Support → Employee Engagement | 0,166 | 2,959 | 0,003 |
| 5 | Psychological Empowerment → Employee Engagement | 0,535 | 7,455 | *** |
| 6 | Structural Empowerment → Employee Engagement | 0,161 | 2,632 | 0,008 |
| 7 | Employee Engagement → Job Performance | 0,483 | 7,834 | *** |

Testing the mediating effect of employee engagement on the relationship between perceived organizational support, psychological empowerment, and structural empowerment on job performance was carried out using the inspection method, namely by comparing the direct and indirect effects with the results, namely employee engagement partially mediating the relationship between perceived organizational support and job performance; employee engagement partially mediation the relationship between psychological empowerment on job performance; employee engagement fully mediates the relationship between structural empowerment and job performance.

DISCUSSION

Job Performance, Perceived Organizational Support Has a Big Impact

The impact of perceived organizational support on job performance is the first hypothesis. The data analysis findings demonstrate that perceived organizational support significantly affects job performance, supporting the validity of the research hypothesis. The resulting coefficient is positive, indicating that job performance will rise if perceived organizational support is improving.

The Impact of Psychological Empowerment on Job Performance

The impact of psychological empowerment on job performance is the second hypothesis. The data analysis findings demonstrate that psychological empowerment significantly affects job performance, supporting the validity of the research hypothesis. Because of the positive correlation, it may be concluded that when psychological empowerment rises, job performance will also.

No Significant Effect of Structural Empowerment on Job Performance

The impact of structural empowerment on job performance is the third hypothesis. The data analysis results indicate that structural empowerment has no discernible impact on job performance, ruling out the validity of the research hypothesis.

Employee Engagement is Significantly Influenced by Perceived Organizational Support

The impact of perceived organizational support on employee engagement is the subject of the fourth hypothesis. The data analysis findings demonstrate that perceived organizational support significantly affects employee engagement, supporting the validity of the research hypothesis. The resulting coefficient is positive, indicating that employee engagement increases as perceived organizational support increases.

Perceived Organizational Support Has a Significant Influence on Employee Engagement

The fourth hypothesis is the effect of Perceived Organizational Support on Employee Engagement. The results of data analysis show that Perceived Organizational Support has a significant effect on Employee Engagement so that the research hypothesis can be accepted. The resulting coefficient is positive which indicates that the higher the Perceived Organizational Support, the higher the Employee Engagement.

Employee Engagement is Significantly Affected by Structural Empowerment

The impact of structural empowerment on employee engagement is the subject of the sixth supposition. The data analysis findings demonstrate that structural empowerment significantly affects employee engagement, supporting the validity of the research hypothesis. Because of the positive coefficient, it can be concluded that employee engagement will rise as structural empowerment does.

Job Performance is Significantly Affected by Employee Engagement

The impact of employee engagement on job performance is the subject of the sixth supposition. The data analysis findings demonstrate that Employee Engagement significantly affects Job Performance, supporting the validity of the research hypothesis. The calculated coefficient is positive, demonstrating that employee engagement positively correlates with job performance.

Through Employee Engagement, Perceived Organizational Support (POS) Significantly Affects Job Performance

According to the study's findings, perceived organizational support (POS), which is independent of employee involvement, significantly affects job performance. Perceived organizational support (POS), which involves employee involvement, has a major impact on job performance. Therefore, the association between perceived organizational support (POS) and job performance is somewhat mediated by employee engagement. Employee

engagement will increase with enhanced perceived organizational support (POS), which will enhance job performance for PT. Angkasa Pura 1 personnel (Persero).

Through Employee Engagement, Psychological Empowerment Significantly Affects Job Performance

According to the study's findings, psychological empowerment significantly affects job performance even in the absence of employee involvement. Employee engagement's impact on psychological empowerment's impact on job performance is very substantial. Therefore, the relationship between psychological empowerment and job performance is partially mediated by employee engagement. Employee job performance will increase when psychological empowerment increases and employee engagement increases.

Through Employee Engagement, Structural Empowerment Has a Significant Impact on Job Performance

According to the study's findings, structural empowerment significantly affects job performance even in the absence of employee involvement. Structural empowerment has a substantial impact on job performance by involving employee participation. Therefore, the relationship between structural empowerment and job performance is partially mediated by employee involvement. Employee job performance will increase as a result of increased employee engagement and structural empowerment.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

1. Perceived Organizational Support has a significant effect on Job Performance of employees of PT. Angkasa Pura I (Persero)
2. Psychological Empowerment has a significant effect on the Job Performance of PT. Angkasa Pura I (Persero)
3. Structural Empowerment has no significant effect on the Job Performance of PT. Angkasa Pura I (Persero)
4. Perceived Organizational Support (POS) has a significant impact on Employee Engagement at PT. Angkasa Pura I (Persero)
5. Psychological Empowerment has a significant effect on Employee Engagement at PT. Angkasa Pura I (Persero)
6. Structural Empowerment has a significant effect on Employee Engagement
7. Employee Engagement has a significant effect on Job Performance at PT. Angkasa Pura I (Persero)
8. Perceived Organizational Support (POS) has a significant effect on Job Performance through Employee Engagement of PT. Angkasa Pura I (Persero)
9. Psychological Empowerment has a significant effect on Job Performance through Employee Engagement of PT. Angkasa Pura I (Persero)

10. Structural Empowerment ¹³ has a significant effect on Job Performance through Employee Engagement of PT. Angkasa Pura I (Persero).

Recommendations ⁷

1. Be able to conduct more in-depth research on the relationship between Perceived Organizational Support, Psychological Empowerment, Structural Empowerment, Employee Engagement and Job Performance by adding indicators and items to each of the variables studied.
2. Can expand the research object area to other PT Angkasa Pura, not only limited to PT. Angkasa Pura I (Persero) only so that more comprehensive research results can be obtained.

FURTHER STUDY

Doing research replication while still placing employee engagement as an intervening variable, unlike several other studies that place employee engagement as a mediator variable.

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