

# Effect of Job Characteristics, Perceived Organizational Support, and Rewards and Recognition on Organizational Citizenship Behavior with Employee Engagement as a Mediating Variable (Study at the Regional Education Office of North Sulawesi Province)

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## ABSTRACT

*Civil servants are expected to have high levels of employee engagement and organizational citizenship behavior in order to provide professional and high quality public services. This study aims to examine the influence of job characteristics, perceived organizational support, and rewards and recognition on organizational citizenship behavior, with employee engagement as a mediating variable. This is a quantitative research study using a questionnaire for data collection and the data analysis technique employed is PLS-SEM (Partial Least Squares-Structural Equation Modeling). The sample consists of 82 respondents who are non-teaching civil servants within the North Sulawesi Regional Education Office. The research findings indicate that (1) job characteristics have a positive influence on employee engagement, (2) perceived organizational support does not have a positive influence on employee engagement, (3) rewards and recognition do not have a positive influence on employee engagement, (4) job characteristics have a positive influence on organizational citizenship behavior, (5) perceived organizational support has a positive influence on organizational citizenship behavior, (6) rewards and recognition do not have a positive influence on organizational citizenship behavior, (7) employees engagement has a positive influence on organizational citizenship behavior, (8) employee engagement mediates the relationship between job characteristics and organizational citizenship behavior,*

**Keywords:** Job characteristics, perceived organizational support, rewards and recognition, employee engagement, organizational citizenship behavior.

## INTRODUCTION

The most important asset in an organization is human resources who play a role in implementing programs and activities to achieve organizational goals. The success of an organization is highly dependent on the quality and performance of its human resources. One of the philosophies contained in the concept of human resources is that employees are seen as an investment for the organization. If the employee is managed with good and more professional planning, it will provide rewards to the organization in the form of greater productivity, as well as the possibility of achieving more effective and efficient organizational goals. (Simamora, 2015). Human resources in the public sector or government agencies are called the State Civil Apparatus (ASN). Based on the Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus, State Civil Apparatus, hereinafter abbreviated as ASN, is a profession for Civil Servants (PNS) and Government Employees with Employment Agreements (PPPK) who work in government agencies. Every government agency must create ASN that is professional, has high integrity in work and pays attention to morals and honesty, loyalty and commitment.

Good Human Resource Management in an organization does not just record employee administrative data but is also integrated with the mission and vision and goals of the organization. To achieve the vision and mission, as well as the goals of the organization, an employee must have a bond that fully involves employees and wants to be truly bound in an organization, involving employees in full or as a whole, either cognitively or emotionally, in other words every employees must have employee engagement (Yadnyawati, 2012). Research on employee

engagement in the private sector is gaining popularity in the management literature. In previous studies, employee engagement has been associated with a positive influence on job satisfaction, turnover, innovation, individual performance and organizational success. There is still little research on employee engagement in the public sector. It is suggested to utilize a broader research design related to the understanding of employee engagement in public sector organizations (Fletcher, et al., 2020).

The engagement phenomenon that occurs in ASN can be seen from the coverage in the mass media. There are still ASNs who take actions that are not showing engagement, including the following news: Satpol PP Aceh Jaya Raids ASN at Warkop during Working Hours (ajnn.net, 2022), Skipping Work, A Civil Servant Threatened With Sanctions (riaupos.jawapos, 2022), 26 civil servants in Cilegon caught wandering in the mall during working hours (selatsunda.com, 2022), Raids, Dozens of Civil Servants and Disorganized Contract Workers Caught Hanging Out in Warkop During Working Hours (regional.kompas.com, 2021), BKN: 11.7 Percent of Government Agencies in Poor Category in the Implementation of PNS Performance Management (tribunnews.com, 2020). This news cannot be used as a basis that all ASNs are performing poorly, there are still many ASNs who show high engagement and performance. In the notes of the Minister of PANRB at the Meeting to Commemorate the 22nd Anniversary of the Association of Indonesian City Governments (APEKSI) which was held in Lampung on May 27 2022, the State Civil Apparatus as the prime mover of government is a very important national asset. The development of ASN must be placed in the context of developments in the global environment and the development of societal demands for the quality of the bureaucracy in the future. Likewise ASN in the North Sulawesi Provincial Education Office. ASNs who have high engagement will give their best performance in serving the community. The Regional Education Office of North Sulawesi Province is a Regional Working Unit which has responsibility for planning, implementing, supervising, evaluating, and making accountability for the implementation of tasks in the education sector within the North Sulawesi Provincial Government. The vision of the Regional Education Office of North Sulawesi Province is the implementation of education services to create a comprehensive intelligent society that is increasingly cultured, competitive and prosperous. To realize this vision, the mission is formulated, among others, to increase the availability of educational services for all, to increase the affordability of education services to all, to improve the quality and relevance to the services of several international standard schools, to increase equality in obtaining education services for all,

The Regional Education Office of North Sulawesi Province continues to make improvements in various aspects including Human Resources which is the spearhead of the successful implementation of organizational performance achievements. Improving the Human Resources aspect emphasizes the importance of paying attention to improving the welfare of its employees, as well as the need to increase the involvement or engagement of its employees because if the level of employee engagement is high, the resulting performance will also be higher (Ramadan & Sembiring, 2014). However, in reality, employee engagement for ASN at the Regional Education Office of North Sulawesi Province is still relatively low. Data from the Regional Civil Service Agency of North Sulawesi Province regarding the disciplinary ranking of ASN based on the percentage of attendance in 2021 and 2022 shows that the attendance rate for ASN of the Regional Education Office of North Sulawesi Province is very low, namely 67.23% in 2021 and 70.34% in 2022. Data This also shows that the North Sulawesi Province Regional Education Office is in the last rank of attendance of all regional apparatuses in the North Sulawesi Province environment.

### **Research purposes**

1. To test the effect of job characteristics on organizational citizenship behavior.
2. To test the effect of perceived organizational support on organizational citizenship behavior.
3. To test the effect of rewards and recognition on organizational citizenship behavior.
4. To test the effect of job characteristics on employee engagement.
5. To test the effect of perceived organizational support on employee engagement.
6. To test the effect of rewards and recognition on employee engagement.
7. To test the effect of employee engagement on organizational citizenship behavior.
8. To test whether employee engagement mediates the relationship between job characteristics and organizational citizenship behavior.
9. To test whether employee engagement mediates the relationship between perceived organizational support and organizational citizenship behavior.

10. To test whether employee engagement mediates the relationship between rewards and recognition with organizational citizenship behavior.

## LITERATURE REVIEW

### *Employee Engagement*

*Employee Engagement* can be defined as a positive, satisfying, and work-related state of mind characterized by passion and dedication. Employee engagement is different from job satisfaction because job satisfaction is more of a passive form of employee welfare, while employee engagement combines work dedication and high work enthusiasm (Bakker, 2011). Turner (2020: 32) summarizes the definitions of employee engagement from several studies and concludes that employee engagement is a feeling of enthusiasm, passion, satisfaction, empowerment, and other positive behaviors related to work. Whittington, et al. (2017:4) defines employee engagement as an investment from an individual who is cognitively, emotionally, and physically complete to carry out his role at work. Meanwhile, Imperatori (2017: 21) states that engagement is a positive personal condition experienced at work. Referring to the various definitions above, it can be concluded clearly that employee engagement is the willingness or commitment of an employee to develop attitudes, behaviors,

*Engagement* is a construct that can be measured high or low. The most frequently used measure of employee engagement is the Utrecht Work Engagement Scale (UWES) developed by Schaufeli, et al. (2004). The items in UWES are formed from 3 main aspects of work engagement, namely vigor, dedication, and absorption. UWES has 9 items which are divided into 3 parts, namely 3 items describe aspects of vigor, 3 items describe aspects of dedication, and 3 items describe aspects of absorption.

Saks (2019:32) identified 13 antecedents or determinants of employee engagement consisting of: job characteristics, organizational support, leadership support, rewards and recognition, procedural fairness, distributive fairness, perceived suitability, leadership, learning opportunities and self-development, job demands, personal character; and personal advantage. Saks also identified 9 consequences or impacts of employee engagement which include job satisfaction, organizational commitment, intention to quit, belonging to the organization, task performance, overperformance, health and well-being, stress and tension; and burnouts.

### *Job Characteristics*

*Job Characteristic Models* (JCM) developed by Hackman and Oldham (1974) is a model that has been widely used to study how job characteristics impact work outcomes. Their model suggests that there are five job dimensions that are central to defining the three psychological states that are important to individuals and work outcomes. These five job dimensions are skill variety, task significance, task identity, autonomy, and feedback. Skill diversity refers to the degree to which the job requires different activities to be carried out to enable the completion of the work, with the expected activities requiring the application of several or different skills to be carried out. Task significance on the other hand refers to the degree to which the job has an impact on other people, who may or may not be in the organization. Task identity, according to the model, relates to the degree to which the job requires completion of the entire task, from start to finish, with a visible outcome. Task autonomy on the other hand refers to the degree to which the job holder has the discretion to carry out his work freely, including determining the procedure for how to carry it out. Finally, job feedback relates to the ability of work activities to provide clear and direct feedback to individuals about performance. Task autonomy on the other hand refers to the degree to which the job holder has the discretion to carry out his work freely, including determining the procedure for how to carry it out. Finally, job feedback relates to the ability of work activities to provide clear and direct feedback to individuals about performance. Task autonomy on the other hand refers to the degree to which the job holder has the discretion to carry out his work freely, including determining the procedure for how to carry it out. Finally, job feedback relates to the ability of work activities to provide clear and direct feedback to individuals about performance.

### *Perceived Organizational Support*

A study conducted by Rhoades & Eisenberger (2002) indicated that 3 main categories of treatment perceived by employees have a relationship with perceived organizational support. These three main categories include procedural justice which concerns the method used to determine how to distribute resources among employees, supervisory support which reflects the degree to which one's supervisor is viewed as both caring and able to provide emotional and instrumental assistance when needed, as well as organizational rewards and working

conditions through job security, recognition, promotion, salary, training, and role stressors (Rhoades & Eisenberg, 2002).

### **Rewards and Recognition**

Maslow (1943) argues that needs appear as a hierarchy. When lower level needs are met in the hierarchy, individuals strive for the next level. We can say that when physiological, safety and social needs are met, individuals strive for self-esteem and self-actualization. Therefore, Maslow's hierarchical theory broadly supports the concept that employee rewards and recognition (basic needs) and (esteem needs), when satisfied, lead to certain employee satisfaction. The theory says that needs at different hierarchical levels reflect rewards and recognition. For example, physiological needs represent tangible rewards in the form of salary and food. Social needs are intangible rewards given by colleagues and superiors in the form of encouragement, appreciation and positive feedback. Likewise, the individual seeks recognition that enhances his self-esteem. It is the recognition that the individual wants to receive for his or her performance. According to Schuler in research conducted by Sania (2012), there are three indicators to measure rewards, namely: (1) direct extrinsic rewards consisting of salaries, wages, and rewards, (2) indirect extrinsic rewards consisting of protection programs, pay in outside working hours, and facilities for employees,

### **Organizational Citizenship Behavior**

Robbins and Judge (2017: 66), state that Organizational Citizenship Behavior is behavior that is not part of a formally required task for an employee but as a whole supports the effective functioning of the organization. Based on this definition, it can be explained that Organizational Citizenship Behavior is behavior that is carried out by employees voluntarily. This behavior is not as a result of a reward system that is given formally to employees, which means that employees do Organizational Citizenship Behavior not to get awards from the company, this behavior is very important to achieve organizational effectiveness. Dimensions of organizational citizenship behavior according to Organ, et al. (2006:96) are altruism, conscientiousness, sportsmanship, courtesy, civic virtue.

### **Relations between Variables, Hypothesis Development, and Research Models**

There are 5 variables studied in this study, namely: job characteristics, perceived organizational support, rewards and recognition, employee engagement, and organizational citizenship behavior. Job characteristics, perceived organizational support, and rewards and recognition are antecedents or determinants of employee engagement. Meanwhile, organizational citizenship behavior is a consequence or impact of employee engagement. Saks (2019) suggests that job characteristics are one of the antecedents of employee engagement. Based on Montori's research (2019), job characteristics have an impact on any increase or decrease in employee engagement. The results of data processing in this study indicate that there is a positive impact from job characteristics on employee engagement, which means that any added value from the job characteristics model will affect employee engagement. Likewise the research conducted by Fitriani (2012) entitled "Employee Engagement: Antecedents and Their Influence on Intention to Quit and Organizational Citizenship Behavior (Study on Employees of PT. Bank Mandiri Tbk, Ex-Surakarta Residency)" shows that job characteristics have a positive effect on employee engagement. Based on some of these explanations, the hypothesis can be formulated as follows: Likewise the research conducted by Fitriani (2012) entitled "Employee Engagement: Antecedents and Their Influence on Intention to Quit and Organizational Citizenship Behavior (Study on Employees of PT. Bank Mandiri Tbk, Ex-Surakarta Residency)" shows that job characteristics have a positive effect on employee engagement. Based on some of these explanations, the hypothesis can be formulated as follows:

**H1: Job characteristics have a positive effect on employee engagement.** *Employee engagement* This will happen if there is support from the organization where they work. Rhoades & Eisenberger (2002) found that Perceived Organizational Support had an impact on increasing organizational commitment, feelings towards work such as job satisfaction and positive mood, job involvement or employee work involvement, work performance, desire to stay in the organization and reduce tension at work, as well as reduce level of withdrawal behavior so as to increase organizational productivity. From the results of Dai's research (2016) which was conducted on 350 respondents from a total of 52 companies in various provinces and regions in China, perceived organizational

support significantly affects employee engagement. When employees feel support from the organization, the employee's sense of belonging to the organization will be strengthened. It makes employees work hard to achieve organizational goals, indicating a higher level of employee engagement. These things create a hypothesis:

**H2: Perceived organizational support has a positive effect on employee engagement.** When companies provide rewards and recognition to employees, employees will feel obliged to respond with a high level of engagement (Kahn in Saks, 2006). When organizations provide rewards and recognition to employees, they will feel obliged to respond with high engagement (Susanti, 2013). This is also supported by research by Saks (2006) and Nusatria & Suharnomo (2011), rewards and recognition have an effect on employee engagement. Based on this description, the hypothesis proposed in this study is:

**H3 :Rewards and recognition have a positive effect on employee engagement.** Restin Meilina's research (2016) states that job characteristics influence OCB, where job characteristics consist of a variety of skills, task identity, task significance, task autonomy and feedback in accordance with employee preferences, so that employees directly have an OCB attitude within themselves. they. In addition, the suitability of job characteristics to their fields and an understanding of job characteristics to their duties can improve the work results of these employees. Meanwhile, research conducted by Andrew Adi Saputra, Liendra Hendro Yono and Laksmi Sito Dwi Irvianti (2011) shows that employee engagement has an effect on OCB at PT. Prima Graphia Digital, in his research explained that OCB behavior will get better if employees feel involved in their work.

**H4 :Job characteristics have a positive effect on organizational citizenship behavior.**

**H5 :Employee engagement has a positive effect on organizational citizenship behavior.**

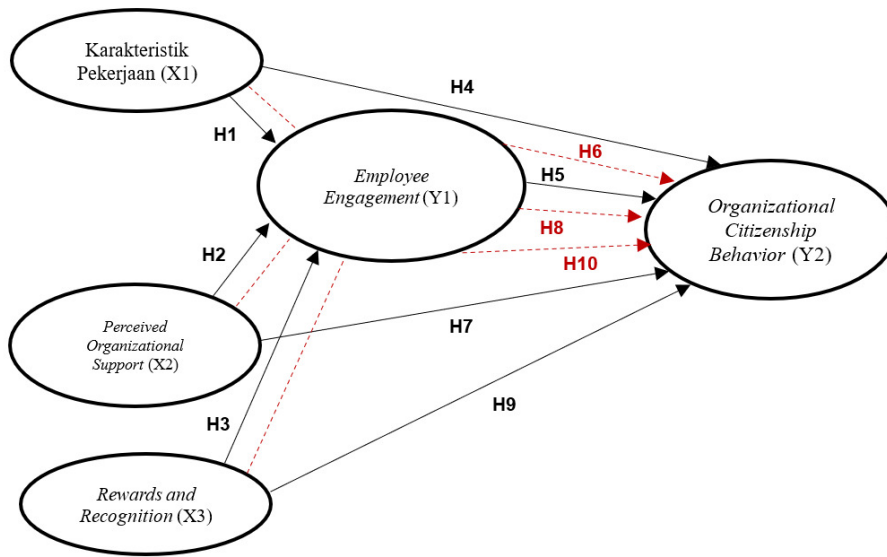
**H6 :Employee engagement mediates the relationship between job characteristics and organizational citizenship behavior.** One of the consequences of perceived organizational support according to Eisenberger & Rhoades (2002:701-702) is performance, where it can improve organizational performance not only in standard work but also actions that benefit the organization that go beyond the assigned responsibilities. Perceived organizational support is able to influence employees in doing work in the scope of extra roles. With the belief that the company will appreciate every contribution made to the company, employees will be reluctant to do work in the scope of extra roles. From this explanation, the following hypothesis can be proposed:

**H7: Perceived organizational support has a positive effect on organizational citizenship behavior.**

**H8: Employee engagement mediates the relationship between perceived organizational support and organizational citizenship behavior.** Saks (2006) in his research found that employee engagement partially mediates the relationship between antecedents including job characteristics, perceived organizational support, perceived supervisor support, rewards and recognition, procedural justice, distributive justice and consequences including job satisfaction, organizational commitment, intention to quit, OCB. Rewards and recognition has a fairly close relationship with OCB. Not only rewards and recognition have an effect on OCB but several studies also state the opposite. Several studies also state that the presence of OCB in employees will have an impact on rewards such as promotions given by companies to employees (Podsakoff, et al., 2000). Robbins (2008:20) provides an explanation regarding the effect of rewards on OCB, namely, "If organizations actually rewarded individuals for performance rather than according to criteria such as seniority, effort, skill level, and job difficulty, then the theory's validity might be considerably greater. Rather than invalidating expectancy theory, this criticism can be used in support of the theory, because it explains why a significant segment of the workforce exerts low levels of effort in carrying out job responsibilities." It is argued that if organizations actually reward individuals for performance rather than according to criteria such as seniority, effort, skill level, and job difficulty, then the validity of this theory may be much greater. Organizational citizenship behavior (OCB) is the positive behavior of people in the organization. This behavior is expressed in the form of a conscious and voluntary willingness to work, to contribute to the organization more than what is formally required by the organization. Based on this, the hypothesis is built as follows:

**H9 :Rewards and recognition have a positive effect on organizational citizenship behavior.**

**H10: Employee engagement mediates the relationship between rewards and recognition and organizational citizenship behavior.**



**Figure 1 Research Model**

Source: Theoretical Studies and Empirical Studies, 2023

**RESEARCH METHODS**

This study uses a quantitative analysis approach that adopts Structural Equation Modeling Partial Least Square (SEM-PLS) to determine the relationship between two or more variables in this case variable X (independent) which consists of job characteristics (X1), perceived organizational support (X2), rewards and recognition (X3), and perceived supervisor support (X4), to variable Y namely employee engagement (Y1) and organizational citizenship behavior (Y2) either directly or indirectly in the Non-Teacher State Civil Apparatus (ASN) in the Office Regional Education of North Sulawesi Province.

This study collected primary data through questionnaires. Data collection was carried out from December 2022 to January 2023. The research population was all Non-Teacher ASNs in the North Sulawesi Provincial Education Office in 2022 with a total of 450 employees. To test all hypotheses, the Component Based SEM or Partial Least Square (PLS) analysis method is used and the recommended minimum sample size ranges from 30 to 100 cases. (Ghozali, 2014). Determination of the number of samples in this study is based on Slovin technique with an e value of 10%. The sample test results obtained by 82 respondents from a total population of 450 Non-Teacher ASNs which were then broken down using a stratified random sampling technique based on the location of the Regional Education Office offices and Office Branch offices.

The measurement of variables in the questionnaire uses a Likert scale, which is a method of measuring attitudes by expressing agreement or disagreement with certain subjects or objects. The Likert scale measurement uses a choice of criteria with a value of 1 for Strongly Disagree (STS) up to a value of 5 for Strongly Agree (SS).

The analysis was carried out by discussing the results of the questionnaires that had been processed, either by using descriptive analysis or by using quantitative analysis. Descriptive analysis was carried out to discuss the shape of the distribution of respondents' answers to the whole concept being measured. From the distribution of the respondents' answers, a tendency will be obtained from all the answers. To get the tendency of respondents' answers to each variable will be based on the average score value and also on each question item which is categorized into a range of scores based on the calculation of the score with the Likert scale used.

Convergent validity is measured using the loading factor of each indicator and the average extracted variance (AVE) of each variable. An indicator is declared valid if it has a loading factor above 0.7 for the intended construct, however for research in the early stages of developing a measurement scale a loading factor value of 0.50 to 0.60 is considered sufficient (Chin in Ghozali, 2014). Meanwhile, the AVE value has criteria with a value greater than 0.5. Reliability test can be measured using composite reliability and Cronbach's alpha. To assess construct reliability, namely the value of composite reliability and Cronbach's alpha must be equal to or greater than 0.7 (Fornell & Larcker, 1981).

The structural model is evaluated by looking at the percentage of variance described by R-Square to see the magnitude of the structural path coefficient. The R-Square value is used to measure the level of variation in the independent variable changes to the dependent variable. The higher the R-Square value means the better the prediction model of the proposed research model. Meanwhile, to test how strong the influence of predictor latent variables is using the f-square test. In accordance with the provisions of the effect size f-square where the value of f-square with a limit of 0.02; 0.15; 0.35 it can be seen that the latent variable predictor has a "weak", "medium" and "strong" influence on structure.

### Variable Operational Definitions

1. *Job characteristics*, characteristics of a job that can equip individuals with space and incentives to bring themselves into work. Instrument by Hackman & Oldham (1980; in Saks, 2006). Dimensions: skill variety, task significance, task identity, autonomy, and feedback.
2. *Perceived Organizational Support*, perception of a sense of security at work characterized by openness and organizational support. Instruments by Rhoades, et al. (2001; in Saks, 2006). Dimensions: procedural fairness and supervisor support.
3. *Rewards and recognition*, perception of the benefits received from a role through external rewards and recognition in addition to meaning in work. Instruments by Saks (2006). Dimensions: extrinsic rewards, intrinsic rewards, and recognition.
4. *Employee Engagement*, individual commitment, involvement and satisfaction with work and which is characterized by enthusiasm for doing work. Instruments by Schaufeli and Bakker (2003). Dimensions: vigor, dedication, and absorption.
5. *Organizational Citizenship Behavior*, voluntary action shown in the work environment as a result of positive work outcomes. Instruments by Organ, et al. (2006). Dimensions: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

## RESEARCH RESULTS AND DISCUSSION

### Descriptive Analysis Results

The average respondent's answer to the job characteristics variable is 4.184 which indicates that the majority of respondents tend to agree that the organization, in this case the Regional Education Office of North Sulawesi Province, can properly describe work into the five core dimensions of skill variation, task significance, task identity, autonomy and feedback. The lowest average score is in the autonomy dimension with an average value of 3.884 and the highest average value is in the task identity dimension with an average value of 4.378.

The average respondent's answer to the variable perceived organizational support is 3.983 which indicates that in general employees feel that the organization pays good attention to employees through work procedures and superior support. The lowest average score is in the dimension of procedural justice with an average score of 3.854 and the highest average score is in the supervisory support dimension with an average score of 4.113.

The average respondent's answer to the rewards and recognition variable is 3.874 which indicates that in general employees feel that they are getting good rewards and recognition from the organization. The lowest average value is found in the extrinsic reward dimension with an average value of 3.701 and the highest average value is in the recognition dimension with an average value of 4.128.

The average respondent's answer to the employee engagement variable is 4.366 which indicates that in general employees have high employee engagement. The lowest average score is in the absorption dimension with an average value of 4.228 and the highest average score is in the dedication dimension with an average value of 4.496.

The average respondent's answer to the organizational citizenship behavior variable is 4.202 which indicates that in general employees support the organization voluntarily. The lowest average value is in the civic virtue dimension with an average value of 4.098 and the highest average value is in the courtesy dimension with an average value of 4.384.

### Quantitative Analysis Results

#### Evaluation of the Measurement Model (Outer Model)

Evaluation of the measurement model (outer model) is used to test the validity and reliability. Valid and reliable constructs were obtained after carrying out several iterations with validity and reliability tests, until the value of the AVE for the validity test was above 0.5 for each variable and the value of the composite reliability for the reliability test was above 0.7 for each variable. To obtain a valid and reliable model, indicators X1.7, Y2.10, X2.1 and X3.6 have been eliminated. The results of the validity test after eliminating some of these indicators already meet the criteria with an AVE value above 0.5 for each variable so that it can be said that the model is valid. The results of the reliability test showed a composite reliability value above 0.7 for each variable so that the construct was reliable.

**Table 1. Reliability and Validity Constructs**

	<i>Cronbach's Alpha</i>	<i>rho_A</i>	<i>Composite Reliability</i>	<i>Average Variance Extracted (AVE)</i>
<i>Employee Engagement</i>	0.905	0.917	0.922	0.572
<i>Job Characteristics</i>	0.878	0.885	0.902	0.509
<i>Organizational Citizenship Behavior</i>	0.885	0.895	0.908	0.528
<i>Perceived Organizational Support</i>	0.888	0.891	0.912	0.598
<i>Rewards and Recognition</i>	0.826	0.841	0.877	0.590

Source: SmartPLS Data Processing Results 3, 2023

*Discriminant validity* from the reflexive measurement model the indicators are assessed based on the cross loading value of measurements with variables. The Cross Loading value indicates that the correlation between job characteristic variables and their indicators is higher than the correlation between job characteristics indicators and other variables (perceived organizational support, rewards and recognition, employee engagement, organizational citizenship behavior). This also applies to indicators that form other constructs, the correlation value is always higher than the correlation of indicators with non-forming variables. So that it can be said that each latent variable is able to predict the size of each block better than the size of other blocks. Table 2 shows the Cross Loading Value and Figure 2 shows the Estimated Results of the SEM-PLS Model.

**Table 2. Cross Loading Value**

	<b>Job Characteristics</b>	<b>Perceived Organizational Support</b>	<b>Rewards and Recognition</b>	<b>Employee Engagement</b>	<b>Organizational Citizenship Behavior</b>
<b>X1.1</b>	<b>0.600</b>	0.317	0.346	0.575	0.428
<b>X1.2</b>	<b>0.658</b>	0.415	0.354	0.643	0.473
<b>X1.3</b>	<b>0.728</b>	0.510	0.354	0.631	0.506
<b>X1.4</b>	<b>0.806</b>	0.430	0.244	0.658	0.576
<b>X1.5</b>	<b>0.657</b>	0.285	0.231	0.416	0.303
<b>X1.6</b>	<b>0.818</b>	0.390	0.333	0.691	0.594
<b>X1.8</b>	<b>0.752</b>	0.296	0.305	0.527	0.532
<b>X1.9</b>	<b>0.723</b>	0.197	0.176	0.571	0.494
<b>X1.10</b>	<b>0.649</b>	0.487	0.422	0.480	0.512
<b>X2.2</b>	0.319	<b>0.735</b>	0.691	0.201	0.397
<b>X2.3</b>	0.473	<b>0.791</b>	0.672	0.378	0.458
<b>X2.4</b>	0.285	<b>0.748</b>	0.668	0.240	0.434
<b>X2.5</b>	0.361	<b>0.834</b>	0.623	0.327	0.517
<b>X2.6</b>	0.502	<b>0.638</b>	0.466	0.514	0.526
<b>X2.7</b>	0.427	<b>0.820</b>	0.546	0.361	0.447
<b>X2.8</b>	0.381	<b>0.830</b>	0.535	0.258	0.498
<b>X3.1</b>	0.328	0.413	<b>0.672</b>	0.287	0.260
<b>X3.2</b>	0.265	0.438	<b>0.750</b>	0.255	0.231
<b>X3.3</b>	0.297	0.640	<b>0.844</b>	0.235	0.241
<b>X3.4</b>	0.401	0.563	<b>0.807</b>	0.310	0.261



	Job Characteristics	Perceived Organizational Support	Rewards and Recognition	Employee Engagement	Organizational Citizenship Behavior
X3.5	0.337	0.794	<b>0.757</b>	0.316	0.455
Y1.1	0.575	0.493	0.369	<b>0.762</b>	0.552
Y1.2	0.701	0.559	0.442	<b>0.833</b>	0.703
Y1.3	0.505	0.125	0.108	<b>0.728</b>	0.389
Y1.4	0.615	0.411	0.337	<b>0.800</b>	0.475
Y1.5	0.707	0.298	0.342	<b>0.793</b>	0.542
Y1.6	0.455	0.099	0.089	<b>0.604</b>	0.398
Y1.7	0.711	0.384	0.363	<b>0.852</b>	0.556
Y1.8	0.488	0.152	0.091	<b>0.622</b>	0.375
Y1.9	0.735	0.322	0.249	<b>0.772</b>	0.531
Y2.1	0.274	0.588	0.447	0.244	<b>0.597</b>
Y2.2	0.339	0.597	0.433	0.264	<b>0.588</b>
Y2.3	0.596	0.343	0.259	0.553	<b>0.588</b>
Y2.4	0.557	0.439	0.290	0.437	<b>0.694</b>
Y2.5	0.548	0.331	0.143	0.591	<b>0.804</b>
Y2.6	0.455	0.313	0.091	0.463	<b>0.766</b>
Y2.7	0.588	0.443	0.309	0.656	<b>0.825</b>
Y2.8	0.630	0.557	0.361	0.629	<b>0.849</b>
Y2.9	0.485	0.466	0.319	0.462	<b>0.771</b>

Source: SmartPLS Data Processing Results 3, 2023

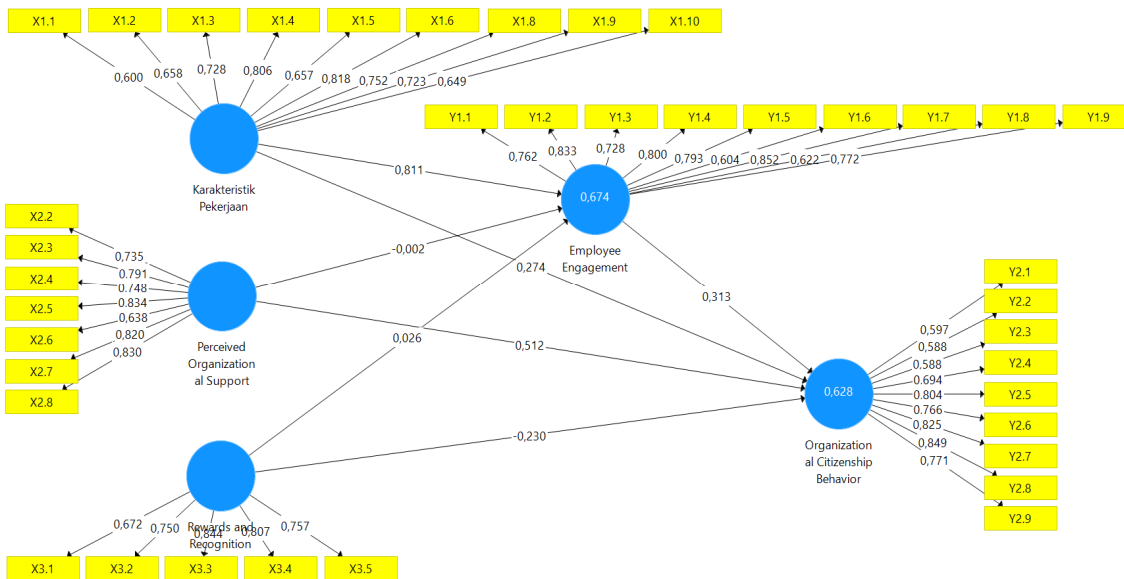


Figure 2. Estimation Results of the SEM-PLS Model

Source: SmartPLS Data Processing Results 3, 2023

Evaluation of the Structural Model (Inner Model)

Evaluation of the structural model (inner model) is carried out by analyzing the R-square and f-square values. The R-Square value is used to measure the level of variation in the independent variable changes to the dependent variable. The higher the R-Square value means the better the prediction model of the proposed research model. Meanwhile, to test how strong the influence of predictor latent variables is using the f-square test. Table 3 shows the R-Square value and Table 4 shows the f-square.

**Table 3. R-Square Value**

Variable	R-Square	Information
<i>Employee Engagement</i>	0.674	67.4% of employee engagement variables can be explained by job characteristics variables, perceived organizational support, and rewards and recognition. While 32.6% is explained by other factors.
<i>Organizational Citizenship Behavior</i>	0.628	62.8% of organizational citizenship behavior variables can be explained by job characteristics variables, perceived organizational support, rewards and recognition, and employee engagement. While 37.2% is explained by other factors.

Source: SmartPLS Data Processing Results 3, 2023

**Table 4. The value of f-square**

	<i>Employee Engagement</i>	<i>Organizational Citizenship Behavior</i>
Job Characteristics	1.460	0.060
<i>Perceived Organizational Support</i>	0.000	0.255
<i>Rewards and Recognition</i>	0.001	0.058
<i>Employee Engagement</i>		0.086
<i>Organizational Citizenship Behavior</i>		

Source: SmartPLS Data Processing Results 3, 2023

Job characteristics on employee engagement have an f-square value of 1.460 which can be interpreted that job characteristics have a "very strong" influence on employee engagement. Job characteristics on organizational citizenship behavior have an f-square value of 0.060 which can be interpreted that job characteristics have a "weak" influence on organizational citizenship behavior. *Perceived organizational support* on employee engagement has an f-square value of 0.000 which can be interpreted that job characteristics have a "very weak" effect on employee engagement. *Perceived organizational support* on organizational citizenship behavior has an f-square value of 0.255 which can be interpreted that *perceived organizational support* has a "medium" effect on organizational citizenship behavior. *Rewards and recognition* on employee engagement has an f-square value of 0.001 which can be interpreted that *rewards and recognition* has a "very weak" effect on employee engagement. *Rewards and recognition* on organizational citizenship behavior has an f-square value of 0.058 which can be interpreted that *rewards and recognition* has a "weak" effect on organizational citizenship behavior. *Employee engagement* on organizational citizenship behavior has an f-square value of 0.086 which can be interpreted that *employee engagement* has a "weak" effect on organizational citizenship behavior.

**Research Hypothesis Testing**

The basis used in testing the hypothesis is the value contained in the output Path Coefficients (Mean, STDEV, T-Values). This test looks at the significance of the influence of variables on other variables by looking at the parameter coefficient values and the t-statistical significance values. This test uses a bootstrapping algorithm. To see whether the proposed hypothesis can be accepted or rejected, it can be seen from the resulting t-statistic value. Hypothesis testing can be seen from the t-statistic and p-value. If the t-statistic > 1.96 and p-value < 0.05 then the

hypothesis is not rejected, whereas if the t-statistic < 1.96 and p-value > 0.05 then the hypothesis is rejected. The results of the t-statistic estimation on this model can be seen in Table 5 which shows the path coefficients and

**Table 6. Value of Specific Indirect Effects**6 which shows specific indirect effects.

**Table 5. Path Coefficients Value**

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
Job Characteristics → Employee Engagement	0.811	0.804	0.058	14,050	0.000
Perceived Organizational Support → Employee Engagement	-0.002	-0.006	0.108	0.019	0.492
Rewards and Recognition → Employee Engagement	0.026	0.057	0.091	0.285	0.388
Job Characteristics → Organizational Citizenship Behavior	0.274	0.288	0.142	1,937	0.027
Perceived Organizational Support → Organizational Citizenship Behavior	0.512	0.482	0.123	4,150	0.000
Rewards and Recognition → Organizational Citizenship Behavior	-0.230	-0.204	0.106	2,176	0.015
Employee Engagement → Organizational Citizenship Behavior	0.313	0.309	0.125	2,504	0.006

Source: SmartPLS Data Processing Results 3, 2023

**Table 6. Value of Specific Indirect Effects**

	Original Sample (O)	Sample Means (M)	Standard Deviation (STDEV)	T Statistics (IO/STDEV)	P Values
Job Characteristics → Employee Engagement → Organizational Citizenship Behavior	0.254	0.249	0.104	2,445	0.007
Perceived Organizational Support → Employee Engagement → Organizational Citizenship Behavior	-0.001	-0.002	0.037	0.018	0.493
Rewards and Recognition → Employee Engagement → Organizational Citizenship Behavior	0.008	0.016	0.031	0.259	0.398

Source: SmartPLS Data Processing Results 3, 2023

Based on

**Table 5. Path Coefficients Value**5 and

**Table 6. Value of Specific Indirect Effects**6 it can be concluded about the relationship between the hypothesized variables as shown in Table 7.

**Table 7 Results of Research Hypothesis Testing**

hypothesis	t-count	P Values	Ket.	Conclusion
H1   Job characteristics have a positive effect on employee engagement	14,050	0.000	Accept H1	Job characteristics have a positive effect on employee engagement

	hypothesis	t-count	P Values	Ket.	Conclusion
H2	Perceived organizational support positive effect on employee engagement	0.019	0.492	Reject H2	Perceived organizational support no positive effect on employee engagement
H3	Rewards and recognition positive effect on employee engagement	0.285	0.388	Reject H3	Rewards and recognition no positive effect on employee engagement
H4	Job characteristics have a positive effect on organizational citizenship behavior	1,937	0.027	Thank H4	Job characteristics have a positive effect on organizational citizenship behavior
H7	Perceived organizational support positive effect on organizational citizenship behavior	4,150	0.000	Thank H7	Perceived organizational support positive effect on organizational citizenship behavior
H9	Rewards and recognition positive effect on organizational citizenship behavior	2,176	0.015	Reject H9	Rewards and recognition no positive effect on organizational citizenship behavior (the original sample value is-0.230)
H5	Employee engagement positive effect on organizational citizenship behavior	2,504	0.006	Thank H5	Employee engagement positive effect on organizational citizenship behavior
H6	Employee engagement mediate the relationship between job characteristics and organizational citizenship behavior	2,445	0.007	Thank H6	Employee engagement mediate relationship between job characteristics and organizational citizenship behavior
H8	Employee engagement mediate the relationship between perceived organizational support and organizational citizenship behavior.	0.018	0.493	Reject H8	Employee engagement not mediate relationship between perceived organizational support and organizational citizenship behavior.
H10	Employee engagement mediate the relationship between rewards and recognition with organizational citizenship behavior	0.259	0.398	Reject H10	Employee engagement not mediate relationship between rewards and recognition with organizational citizenship behavior

## Discussion

### Effect of Job Characteristics on Employee Engagement

The results showed that job characteristics had a positive and significant effect on employee engagement of ASN Non-Teacher Regional Education Office of North Sulawesi Province. This means that every change in employee engagement is influenced by changes in job characteristics. On the job characteristic variables which include the dimensions of skill variety, task significance, task identity, autonomy, and feedback, Employees are very aware that every task given has significance for the continuity of the organization in the future and has encouraged individual effectiveness at work so that it greatly influences employee engagement. The results of this study support the statement from Montori (2019) that job characteristics have an impact on any increase or decrease in employee engagement.

### The Effect of Perceived Organizational Support on Employee Engagement

Based on the results of the hypothesis testing described previously, it shows that perceived organizational support has no positive effect on employee engagement. This means that feelings of enthusiasm, passion, satisfaction, empowerment, and other positive employee behavior related to work are not influenced by the extent to which the organization assesses contribution, support and concern for employee welfare. The results of this study do not support Dai's (2016) statement which was conducted on 350 respondents from a total of 52 companies in

various provinces and regions in China, where perceived organizational support significantly affects employee engagement.

### **Effect of Rewards and Recognition on Employee Engagement**

The results of the study show that rewards and recognition have no positive effect on employee engagement in ASN Non-Teachers at the Regional Education Office of North Sulawesi Province. This means that feelings of enthusiasm, passion, satisfaction, empowerment, and other positive employee behavior related to work are not influenced by the extent to which the organization provides something in return to employees who have fulfilled their obligations in their work. However, based on descriptive analysis, it was found that rewards and recognition variables have the lowest average value, especially on the extrinsic reward dimension. This has implications so that in the future the Regional Education Office of North Sulawesi Province must pay more attention to rewards and recognition to ASN. Rewards do not have to be material (financial), but there are other alternatives in giving rewards such as holding fun activities such as outdoor activities and team-building.

### **Effect of Job Characteristics on Organizational Citizenship Behavior**

Job characteristics which are an approach in designing work and showing how work is described into five core dimensions, namely skill diversity, task identity, task meaning, autonomy, and feedback based on this study have a positive and significant effect on organizational citizenship behavior. The characteristics of the work are in accordance with the preferences of Non-Teacher ASN at the Education Office so that it greatly influences behavior which is not part of the tasks that have been formally required for employees but as a whole supports the effective functioning of the organization and is carried out voluntarily. The results of this study support the statement from Restin Meilina (2016) which states that job characteristics affect OCB,

### **The Effect of Employee Engagement on Organizational Citizenship Behavior**

Based on the results of the hypothesis testing that has been done, it shows that employee engagement has a positive effect on organizational citizenship behavior of ASN Non-Teachers at the Education Office. This has implications so that in the future the Secretariat of the Regional Education Office of North Sulawesi Province will continue to pay attention to matters that affect the level of employee engagement such as helping carry out self-actualization by providing training and development that can support ASN hard skills and soft skills so that it is hoped that this will further improve organizational citizenship behavior. ASN Department of Education.

### **Effect of Job Characteristics through Employee Engagement Mediation on Organizational Citizenship Behavior**

The results of the hypothesis testing performed show that job characteristics have a positive effect on organizational citizenship behavior through the mediation of employee engagement. The results showed that there was an increase in the t-count before there was a mediating effect on employee engagement and after there was a mediating effect. This implies that employee engagement strengthens the effect of job characteristics on organizational citizenship behavior. Thus the Regional Education Office must continue to improve employee engagement which consists of three main aspects namely vigor, dedication, and absorption. The results of this study support the statement of Fitriani (2012) where one of the hypotheses states that employee engagement mediates the influence of job characteristics, recognition and rewards, perceived organizational support,

### **The Effect of Perceived Organizational Support on Organizational Citizenship Behavior**

The results of the study show that perceived organizational support has a positive effect on organizational citizenship behavior in ASN Non-Teachers at the Regional Education Office of North Sulawesi Province. The more employees feel that the Education Office pays attention to welfare and assesses the contributions that have been made by employees properly, the higher the Organizational Citizenship Behavior of employees. This has implications for the Regional Education Office to always distribute resources among employees properly and increase the leadership role in providing emotional and instrumental assistance to employees so that it will further enhance the organizational citizenship behavior of employees.

### **The Effect of Perceived Organizational Support through Employee Engagement Mediation on Organizational Citizenship Behavior**

The results of hypothesis testing show that employee engagement does not mediate the relationship between perceived organizational support and organizational citizenship behavior. However, perceived organizational support directly has a positive effect on organizational citizenship behavior. This has implications for the Regional Education Office to increase perceived organizational support through supervisor support which represents support from superiors to employees through open communication and superiors' responses in controlling and overcoming problems that occur between employees. Thus the results of this study do not support Shams' research,

### **Effect of Rewards and Recognition on Organizational Citizenship Behavior**

Based on the research conducted, the results show that rewards and recognition have no positive effect on *organizational citizenship behavior* at Non-Teacher ASN Regional Education Office of North Sulawesi Province. This means that the voluntary behavior of employees for activities that are not part of the duties that have been formally required for employees but as a whole supports the effective functioning of the organization is not influenced by the extent to which the organization provides something in return to employees who have fulfilled their obligations in their work.

Even so, the Regional Education Office must still pay more attention to giving rewards and recognition to ASN because based on the descriptive analysis it was found that the rewards and recognition variables have the lowest average value, especially on the extrinsic reward dimension. So that it is hoped that in the future by giving good rewards and recognition it will further improve the organizational citizenship behavior of ASN Regional Education Offices. The results of this study support the results of Sinnappan & Amulraj's (2014) study which states that rewards and recognition affect all dimensions of organizational citizenship behavior. Interestingly the results of Alkahtani's research (2015) state the opposite that organizational citizenship behavior affects rewards and recognition.

### **Effect of Rewards and Recognition through Mediation of Employee Engagement on Organizational Citizenship Behavior**

The results of the hypothesis test show that employee engagement does not mediate the relationship between rewards and recognition and organizational citizenship behavior. Rewards and recognition itself has a negative effect on organizational citizenship behavior with an original sample value of -0.230. Although based on this research organizational citizenship behavior is not affected by rewards and recognition through employee engagement mediation, the Regional Education Office must still increase employee income according to performance, increase skills and knowledge through education and training, and provide praise and rewards according to performance. This will increase employee engagement and have an impact on increasing the organization citizenship behavior of ASNs.

### **CONCLUSION**

Based on the results of research at the Regional Education Office of North Sulawesi Province, it can be concluded that:

1. job characteristics have a positive effect on employee engagement,
2. *perceived organizational support* no positive effect on employee engagement,
3. *rewards and recognition* no positive effect on employee engagement,
4. job characteristics have a positive effect on organizational citizenship behavior,
5. perceived organizational support has a positive effect on organizational citizenship behavior,
6. *rewards and recognition* does not have a positive effect on organizational citizenship behavior,
7. *employee engagement* positive effect on organizational citizenship behavior,
8. *employee engagement* mediate the relationship between job characteristics and organizational citizenship behavior,
9. *employee engagement* does not mediate the relationship between perceived organizational support and organizational citizenship behavior, and
10. *employee engagement* does not mediate the relationship between rewards and recognition with organizational citizenship behavior.

### **RESEARCH LIMITATIONS**

This study has limitations such as the authors still use a measurement tool that is self-assessment, to obtain better, valid, and reliable research results, so in future research it is better if the variable measurement tool does not use statements that are self-assessment. In addition, the authors have not been able to conduct research on the relationship between variables with a wider and more diverse range, so it is necessary to expand the research object not only to Non-Teacher ASN, but also to include Teacher ASN within the North Sulawesi Province Regional Education Office, or maybe it could also be categorized for SMA teachers, SMK teachers, and SLB teachers. Then it is necessary to develop a research model by adding other factors that can affect employee engagement variables and organizational citizenship behavior variables. Other variables suggested are leadership, job satisfaction, performance, and education and training.

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