

The Influence of Perceived Organizational Support and Locus of Control on Work Engagement in the Employees of PT Perkebunan Nusantara II Kebun Helvetia

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Abstract— *The objective of the research was to analyze the influence of perceived organizational support and locus of control on work engagement. The factor which has the most dominant influence on work engagement in employees is perceived organizational support, but locus of control also plays its role in employees' work engagement. The samples were 266 employees of PT Perkebunan Nusantara II Kebun Helvetia as the respondents, taken by using random sampling technique. The research used quantitative method with the scales of work engagement, perceived organizational support, and locus of control as measuring devices. The data were analyzed by using Ancova (Analysis of Covariance). The result of the research showed that there was significant influence of perceived organizational support and locus of control on work engagement. The implication of this research was that a company could provide appropriate support for its employees such as support from superiors, procedural fairness, and reward and appropriate condition as the strategy to increase their work engagement so that they will attempt to achieve the target and even surpass the company's goal.*

Keywords— *Work engagement, perceived organizational support, locus of control, employee.*

I. INTRODUCTION

Human resources are very important for a company; If it is managed properly, it will enable an organization to achieve its goal. On other words, human resources become the main trigger and the determinant for a company to achieve its vision and mission (Simamora, 2006). Stevenson (1999) points out that a strategy is a plan which is organized to achieve an organization's goal. The vision of this company which operates in plantation is "becoming a plantation company which has high competitiveness." Viewed from its competitiveness with other plantation companies, based on the data given by the management, the productivity rate of PTPN II today is lower than that of private plantations. In 2015, all in all PTPN suffered a financial loss of IDR 615 billion. Of the 14 PTPN, only six of them got the profit, while the remaining 8 PTPN, including PTPN II, suffered a financial loss (Elia, 2016).

From some plantations and units owned by PTPN II, Kebun Helvetia is a plantation with low performance. Based on the preliminary survey through interviews with and observation on some employees, including those who worked at the Human Resources Department, it is found that there are problems in human resources at Kebun Helvetia of PTPN II.

Some of them violate against work discipline such as the increase in absence with various reasons and do not do their job properly. The attendance list also reveals that some employees come late and tend to work idly; they do not have any motivation to meet the organizational goal.

It is also found that many employees take out equipment and assets which are not theirs. Besides that, they have no pride of being the company's employees, and they felt ashamed of the company's bad condition which used to be successful. Today, the company's production decreases significantly so that its income also decreases. Moreover, they feel that they do not get any support from the company. The company's unsuccessfulness is caused by unfavorable condition of its environment so that the employees feel that it is useless to show their effort maximally. On the other hand, the company expects its employees to contribute their effort to restore the company's capacity, let alone in today's condition. It wants its employees to always have work engagement so that they can have positive attitude and comply with the values standardized by the company. These problems occur due to the employees' lack of work engagement; in this case, they are not interested in their job, lack of morale and dedication in helping the company achieve its goal.

A company needs its employees have work engagement because when they have high work engagement, they will automatically have high work performance (Bakker & Leiter, 2010). Work engagement is characterized by employees' vigor, dedication, and absorption toward their job (Schaufeli, Salanova, Gonzales-Roma and Bakker, 2002). Employees' work engagement has positive impact on organization's productivity such as the increase in work performance and the decrease in employees' turnover from their job. Robertson (2007) points out that employees who have work engagement will show their enthusiasm or morale and eagerness to do their job and to help achieve organizational goal. Besides that, they will also enjoy their job and eager to strive for the success of the organization which they work for.

The employees' level of work engagement can bring about an expected good behavior. There are some influencing factors which can cause the increase in work engagement. Bakker & Leiter (2010) point out that some factors which influence work engagement are job demands, job resources, and personal resources. Besides that, perceived organizational support

(Burns, 2016) and locus of control can also influence work engagement (Laat, 2016). Work engagement exists as employees' positive response to good support from the organization. According to Kahn (1990), employees feel that they are required to get involved in working as the response to any resources they have received from the organization they work for. When the organization fails to provide the resources, its employees will tend to withdraw and release from their role (Schaufeli, Bakker & Salanova, 2006). Based on personality, people tend to have internal locus of control; they will have full authority on their own lives (Schultz & Schultz, 2009), while people who tend to have external locus of control, will be confident that they are helpless in facing any power outside of them; they will make minimal effort to change or improve the situation (Schultz & Schultz, 2009). The above explanation shows that work engagement is influenced by an perceived organizational support and locus of control. Therefore, the researchers are interested in conducting a research on the influence of perceived organizational support and locus of control on work engagement at PTPN II.

II. OBJECTIVES AND METHOD

The main objective of the research was to find out the influence of perceived organizational support and locus of control on work engagement. The research subjects were 226 employees of PT Perkebunan Nusantara II, Kebun Helvetia; the samples were taken by using random sampling technique. The research used quantitative method with the scales of work engagement, perceived organizational support, and locus of control as measurement devices. The scale of work engagement was based on the theory proposed by Schaufeli, Salanova, Gonzales-Roma and Bakker (2002) which included vigor, dedication, and absorption. The scale of perceived organizational support was based on the theory proposed by Rhoades and Eisenberger (2002) which included fairness, supervisor support, organizational rewards, and job condition. The scale of locus of control was based on the theory proposed by Rotter (1966) which included effort, capacity, destiny, fortune, and other people's influence. The scale put forward in this research used Likert model in which items used statements with seven choices of answer: always, very often, often, sometimes, rarely, hardly ever, and never for the scale of work engagement. The scores would move from 0 to 6. Items used statements with five choices of answer: Absolutely Agree (AA), Agree (A), Neutral (N), Not Agree (NA), and Absolutely Not Agree (ANA) for the scale of perceived organizational support and locus of control. The scores would move from 1 to 5, and the scales were presented in the form of statements of favorable (support) and unfavorable (not support). The data were analyzed by using Analysis of Covariance (Ancova).

III. RESULT AND DISCUSSION

There were three hypotheses in this research: there was the influence of perceived organizational support on work engagement, the influence of locus of control on work engagement, and the influence of perceived organizational support and locus of control simultaneously on work

engagement. Four assumption tests were fulfilled so that the data could be analyzed by using Ancova. The result of the analysis showed that the significance value for the first hypothesis was $p=0.000$ ($p=0.05$) which indicated that there was the influence of perceived organizational support on work engagement which meant that the higher the perceived organizational support, the higher the work engagement. This was in accordance with the result of the research conducted by Burns (2016) which found that perceived organizational support had positive and significant influence on work engagement which indicated that high perceived organizational support for employees would increase their work engagement toward their job. The significance value for the second hypothesis was $p=0.026$ ($p=0.05$) which indicated that there was the influence of locus of control on work engagement in which internal locus of control tended to increase work engagement and external locus engagement tended to decrease work engagement. The significance value for the third hypothesis was $p=0.000$ ($p=0.05$) which indicated that there was the influence of perceived organizational support and locus of control on work engagement which also indicated that, simultaneously, both of them played their role in work engagement. Perceived organizational support provided by the company for its employees who worked for Kebun Helvetia of PTPN II, along with their confidence that the factor which controlled and attributed the cause of success and failure which came from them and did not come from the outside of them could simultaneously influence their work engagement.

When employees have work engagement in their job, they will be motivated to advance toward the challenging goal and eager to achieve success (Bakker & Leiter, 2010). This research showed that one of the factors which influenced work engagement was perceived organizational support. Robbins and Judge (2008) point out that perceived organizational support undergone by employees will cause them to think about how far the organization appreciate their contribution and cares for their prosperity. If they feel that organization does not support them, they will consider that what they have done for the organization is worthless so that their work for the organization will be ineffective. On the other hand, their work will be worthwhile and effective when the organization supports them. The perceived organizational support provided by an organization is intended to increase business in appreciating employees' contribution and in fulfilling their socio-emotional drive (Rhoades & Eisenberg, 2002).

Moreover, employees' level of work engagement is also influenced by locus of control (Laat, 2016), in which their engagement or disengagement with their job depends on their confidence about how they attribute to the success and the failure. Some people are engaged to their job due to internal factors and some others are engaged to their job due to external factors. Those who have internal locus of control believe that what occurs in their lives is influenced by the power in them – effort and capacity – in which they believe that they will be successful when they work as hard as possible. Those who have this internal locus of control have full authority on their own lives (Schultz & Schultz, 2009). On

the other hand, those who have external locus of control consider that their success and failure which come from the factors of difficulty, destiny, capacity, and action do not much influence something that strengthens them. When they feel that they are helpless in facing their environment and external powers, they will make their minimal effort to change or improve their condition (Schultz & Schultz, 2009). When they fail, they will tend to find fault with their environment which can influence their future action; they feel that they are not capable of doing something so that they become hopeless to cope with their failure (Robbins & Judge, 2008). This finding showed that perceived organizational support and locus of control played an important role in work engagement. Therefore, both factors should be highly heeded in order that employees can be engaged or bound to their job.

IV. CONCLUSION

Based on the analysis, it could be concluded that there was significant influence of perceived organizational support and locus of control on work engagement. The most dominant factor which influenced work engagement was perceived organizational support. On the other hand, locus of control also played its role in employees' work engagement. The implication of this research was that a company could provide appropriate supports for its employees by giving support from superiors, procedural fairness, and appropriate work condition so that employees would attempt to achieve the target or even to surpass the company's goal.

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