

# HASIL CEK\_THE EFFECT OF SELF-EFFICACY, PERCEIVED ORGANIZATIONAL SUPPORT AND RESILIENCE ON THE WORK ENGAGEMENT OF SATPOL PP MEMBERS IN YOGYAKARTA CITY

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## 1 The Effect of Self-Efficacy, Perceived Organizational Support and Resilience on The Work Engagement of Satpol PP members in Yogyakarta City

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### ABSTRACT

This study examines the effect of self-efficacy, perceived organizational support, and resilience on the work engagement of Satpol pp members in Yogyakarta City. This study uses a quantitative approach with a correlation design. The population in this study were the members of Yogyakarta Satpol PP. The sampling technique used in this study was the purposive technique, so the sample in this study was 153 Satpol PP members in Yogyakarta City with the status of State Civil Apparatus. The instruments used in this study include the modified Utrecht Work Engagement Scale (UWES), self-efficacy scale, perceived organizational support scale, and resilience scale. The analysis showed that the coefficient value was  $R=0.52$ ,  $F=19,074$  ( $p<0.01$ ). The results conclude that simultaneously self-efficacy, perceived organizational support, and resilience significantly influence the work engagement of Satpol PP members in Yogyakarta City.

**Keywords:** perceived organizational support, resilience, self-efficacy, work engagement

### Introduction

University is a form of higher education that organizes education in various scientific disciplines and aims to develop the community. Universities also provide diverse facilities for the development process and the development of human resources (Kemendikbud, 2019). The existence of a university as a higher education institution that aims to support human resource development also has a significant role in building student character (Nurpratiwi, 2021). In general, students who study at a university didn't only come from their birthplace but also from other provinces or countries. In this case, students need to adapt to a new environment with a different cultural background. People who decide to leave their hometowns to pursue a better education are called overseas students (McNamara & Harris, 1997).

Based on Government Regulation of the Republic of Indonesia Number 6 of 2010, the purpose of forming a Civil Service Police Unit or abbreviated as Satpol PP is as part of the regional apparatus in enforcing regional regulations and maintaining public order and peace in society. Human resources in Satpol PP play an important role in carrying out organizational tasks, such as organizing public order and public peace. This task corresponds to what was conveyed by Suprayetno (2017) that Satpol's PP contribution is certainly highly needed to support the successful implementation of regional autonomy in efforts to enforce regional regulations.

The duties of Satpol PP include carrying out District head policies and supervising and securing the implementation of government regulations. In addition to providing prosecution action if there is a violation of regional or governmental regulations (Indrayanto, 2012). Satpol PP is required to work following the rules made by the Government. These duties conform to what was conveyed by Puspitasari (2021) that Satpol PP has demands at work, such as being able to carry

out tasks responsibly and professionally, where Satpol PP members must master and understand the laws and regulations in their area of work.

Based on the interviews and observations conducted by researchers with Satpol PP members in Yogyakarta, it shows that the Satpol PP profession has high risks and work demands, physically and psychologically. Meanwhile, high risks and work demands can affect the low rate of work engagement of Satpol PP members. This result corresponds to what was conveyed by Bakker, et al. (2004), that high work demands can cause burnout and result in low work engagement. Furthermore, low work engagement negatively affects employee performance, so it requires effort to overcome this impact (Kumara, 2017).

According to Kahn (1990), work engagement is a condition in which employees can work with full attention and effort physically, cognitively, and affectively connected to their work. According to Schaufeli, et al. (2002), work engagement is a positive, satisfying, work-related state of mind characterized by vigor, dedication, and absorption. Vigor or enthusiasm is the level of energy and mental resilience at work and individual persistence when encountering difficulties. Dedication is shown by a sense of pride when they are working and enthusiasm in facing work challenges. Absorption or appreciation is an individual's full concentration when working so that time feels so fast when working (Schaufeli et al., 2002).

Theoretically, work engagement can be influenced by several factors, according to Tanudjaja (2013), such as perceived organizational support. Eisenberger, et al. (1986) explain perceived organizational support as global beliefs developed by employees regarding organizational commitment to employees through organizational rewards regarding their contributions and how well the organization pays attention to employee welfare. Rhoades and Eisenberger (2002) added that perceived organizational support refers to employees' beliefs about how much the organization values contributions and cares about employees' welfare. Therefore, the organization needs to realize that employee engagement cannot just appear out of nowhere so that the existence of employees in the company cannot be separated from organizational support (Ramdhani & Sawitri, 2017). Mujiasih (2015) explains that when individuals receive good salaries and rewards from companies, individuals will feel compelled to return the favor with a high level of work engagement.

Meanwhile, work engagement is also influenced by personal resources; as stated by Bakker (2011), one factor that influences work engagement is personal resources. Personal resources have several aspects, one of which is self-efficacy. Self-efficacy is an individual's belief about self-ability to perform the tasks required to achieve certain results; self-efficacy refers to individual beliefs to drive motivation, necessary actions, and cognitive abilities (Bandura, 1997). According to Afdaliza (2015), self-efficacy significantly influences work engagement. This opinion conforms to what was stated by Loeb (2016), who said that self-efficacy is one of the most important personal resources in the world of work. Saks, et al. (2011) explain that new employees with high self-efficacy will feel safe and willing to commit themselves to their new roles.

Another aspect included in personal resources is resilience (Galderesi et al., 2014). Greff (2005) argues that resilience is an individual's ability to adapt to adversity and risks that occur in life. According to Reivich and Shatte (2002), resilience is the ability to live when faced with problems healthily and productively. Furthermore, Mcewen (2011) also explained that resilience is an individual's ability to overcome difficulties and adapt to uncertainty and change. Yu and Zhang (2007) define resilience as a person's ability to survive and adapt after experiencing a traumatic event. Connor and Davidson (2003) state that resilience is an individual quality to survive and develop individual abilities when facing difficulties. Individuals who can survive and overcome various kinds of negative events in organizations tend to have high work engagement because resilient individuals will be able to deal with and analyze appropriately in their environment full of challenges (Astika & Saptoto, 2016). Referring to Wang, et al. (2017) explanation, when individuals

have a high level of resilience, they will successfully adapt, cope and recover from the difficulties they face to increase work engagement.

The previous explanation shows that self-efficacy, perceptions of organizational support, and resilience are three variables that have been widely studied before but have never been studied on Satpol PP members in Yogyakarta. Therefore, this study aimed to determine the effect of self-efficacy, perceptions of organizational support, and resilience on the work engagement of the Satpol PP members in Yogyakarta City.

## Method

This research was carried out using quantitative methods with correlation approach. The population in this study were members of the Yogyakarta City Satpol PP. The sampling technique used purposive sampling technique. Therefore, the sample used in this study were Satpol PP members of Yogyakarta City with ASN status. As for the researcher's consideration, they took a sample of Yogyakarta City Satpol PP members with ASN status because Satpol PP members with ASN status have an obligation to implement policies set by the competent government, in this case, the Yogyakarta City Government. Satpol PP members of Yogyakarta City with ASN status also have a high workload, so the Satpol PP members receive remuneration according to their performance, such as basic salary, retirement benefits, and layoff-proof, so that the working period is longer. Therefore, the researcher feels that using the sample of Satpol PP members in Yogyakarta City who have ASN status is more representative of the actual conditions. The number of samples that meet the purposive characteristics in this study is 156 members.

The research instrument used consists of the Utrecht Work Engagement scale (UWES) which has been modified by Aulia, et al. (2019), the self-efficacy scale (Aulia, et al., 2019), and the scale of perceived organizational support (Aulia, et al., 2019). Next, the resilience scale in this study was compiled by researcher. The Utrecht Work Engagement Scale (UWES), modified by Aulia, et al. (2019), was tested for validity and reliability on Satpol PP members of Yogyakarta City and showed that the validity and reliability coefficient was relatively high,  $V=0.76$ ,  $\alpha=0.896$ . The results of the reliability test on the self-efficacy scale compiled by Aulia, et al. (2019), which were tested on members of the Yogyakarta City Satpol PP, obtained a validity and reliability coefficient that was also relatively high,  $V=0.79$ ,  $\alpha=0.928$ . The scale of perceived organizational support compiled by Aulia, et al. (2019) was tested for reliability on Satpol PP members of Yogyakarta City, which also shows a high validity and reliability coefficient, which is equal to  $V=0.778$ ,  $\alpha=0.914$ . Furthermore, the validity and reliability test of the resilience scale on a sample of Satpol PP members of the City of Yogyakarta shows a high validity and reliability coefficient, which is equal to  $V=0.888$ ,  $\alpha=0.919$ . Based on the acquisition of the validity and reliability coefficient of the four measuring instruments presented previously, it can be said that the instruments in this study are classified as valid and reliable, so the four measuring instruments can be used in research. Furthermore, the data analysis technique used to test this study's hypothesis is a multiple linear regression analysis technique.

## Results

Before testing with multiple regression analysis, the researcher first conducted an assumption test, including normality and multicollinearity tests. The normality test results using the residual value show the acquisition value of  $p=0.200$  ( $p>0.05$ ), meaning that the variations in the sample scores are normally distributed. Meanwhile, the results of the multicollinearity test showed that the VIF value of the self-efficacy variable was  $VIF=1.351$  ( $VIF<10$ ) and tolerance was  $0.74$  ( $>0.1$ ), the perceived organizational support variable was  $VIF=1.254$  ( $VIF<10$ ) and tolerance was  $0.798$  ( $>0.1$ ), the resilience variable is  $VIF=1.149$  ( $VIF<10$ ) and the tolerance is  $0.87$  ( $>0.1$ ). The acquisition analysis results show that there is no multicollinearity or, in other words, no relationship between the independent variables studied. Next, the data analysis technique using



multiple linear regression can be continued <sup>2</sup> based on the results of the assumption test that has been carried out.

The results of multiple linear regression analysis using 156 Satpol PP members of Yogyakarta City showed that the regression coefficient values were  $R=0.52$  and  $F=19.074$  ( $p<0.001$ ), as shown in Table 1. The obtained results explain that self-efficacy, Perceptions of organizational support, and resilience simultaneously significantly affect the work engagement of Satpol PP members of Yogyakarta. The analysis results also explain that the effective contribution of self-efficacy, perceived organizational support, and resilience to work engagement is 27.4%.

**Table. 1**  
The results of multiple regression analysis

Variabel	R	F	R <sup>2</sup>	Sig.
Self-efficacy, perceived organizational support, resilience* work engagement	0,52	19,074	0,274	0,000

The results of the simple regression test in table 2 <sup>7</sup> show that self-efficacy has a very significant effect on the work engagement of Satpol PP members. This result is shown by a coefficient value <sup>1</sup> of  $\beta=0.364$  and  $t=2.643$  ( $p<0.01$ ). Furthermore, the results of the regression test also explain that perceived organizational support have a very significant influence on the work engagement of Satpol PP members. This result is shown in table 2, in which the coefficient value  $\beta = 0.500$  and  $t = 4.645$  ( $p < 0.01$ ). Then, the results of the regression test on resilience explained that there was no effect of resilience on the work engagement of Satpol PP members. Table 2 shows the coefficient value  $\beta = 0.114$  and  $t = 1.078$  ( $p > 0.05$ ).

**Table. 2**  
Analysis test results of each pair

Variable	$\beta$	T	Sig.
self-efficacy* work engagement	0,364	2,643	0,009
perceived organizational support* work engagement	0,500	4,645	0,000
resilience* work engagement	0,114	1,078	0,283

Based on the categorization using the hypothetical mean of 156 research samples, it shows that in a dominant, as many as 82.69% of Satpol PP members have high self-efficacy, and as much as 17.31% have self-efficacy in the moderate category. Furthermore, as many as 72.44% of Satpol PP members have positive perceived organizational support for work, 26.92% have perceived organizational support in the neutral category, and 0.64% have perceived negative organizational support for their work. Next, as many as 92.95% of Satpol PP members have high resilience, and 35.26% have resilience in the medium category. In addition, 64.74% of Satpol PP members have high engagement and 35.26% have work engagement in the medium category. The complete categorization of each variable can be seen in table 3.

**Table. 3**  
Categorization of research samples based on hypothetical means

Variable	Category	Total	%
Self-efficacy	High Medium	129	82,69%
	Low	27	17,31%
		0	0%
Perceived Organizational Support	Positive	113	72,44%
	Neutral	42	26,92%
	Negative	1	0,64%
Resilience	High Medium	145	92,95%
	Low	11	7,05%
		0	0%
Work engagement	High Medium	101	64,74%
	Low	55	35,26%
		0	0%

### Discussion

The regression analysis results show that self-efficacy, perceived organizational support, and resilience simultaneously influence the work engagement of Satpol PP members of Yogyakarta City. This means that self-efficacy, perceived organizational support, and resilience are jointly capable of being the predictors for predicting high or low work engagement for Satpol PP members of the City of Yogyakarta. The three independent variables, self-efficacy, perceived organizational support, and resilience, collectively contributed 27.4% to the work engagement of Satpol PP members of the City of Yogyakarta.

This study's results indicate that self-efficacy affects the work engagement of Satpol PP members of Yogyakarta City. The belief shows this in completing their duties and obligations even though they have a relatively high job risk, such as getting a negative response from the community. The belief that Satpol PP members have can provide work motivation so that Satpol PP members become more persistent in facing work challenges and difficulties. This persistence makes Satpol PP members have a work engagement that is marked by their enthusiasm for work, a sense of pride in their work, and a sense of wanting to dedicate themselves to their work as Satpol PP. This is in line with research by Rugiyanto (2018), which shows that individuals who have high self-efficacy will feel able and confident to do their work, can motivate themselves, can achieve planned goals, and can complete work on time, with this belief individuals will feel more attached to his work and have dedication and responsibility at work.

This study's results align with the research conducted by Alamudi (2021), which states that self-efficacy has a significant and positive influence on work engagement. Furthermore, research by Libano et al. (2012) also showed that there is a positive relationship between self-efficacy and work engagement. Research by Tanurezal and Tumanggor (2020) concluded that there is a significant relationship between self-efficacy and work engagement. Rugiyanto's research (2018) also states that there is a positive influence between self-efficacy on work engagement.

This study partially also shows that perceived organizational support influence the work engagement of Satpol PP members of Yogyakarta City. That is, the more positive the perceived organizational support, the higher the work engagement of Yogyakarta City Satpol PP members. Conversely, the more negative the perceived organizational support, the lower the work engagement of Yogyakarta City Satpol PP members. The findings of this study correspond to previous research conducted by Man and Hadi (2013), Sitanggang (2018), Bayuaji (2019), Rahmi et al. (2021), Saputri (2021), Aeni and Dwiyantri (2021). This study explains that the high level of work engagement among Satpol PP members is caused by positive perceived organizational support provided by the organization. The organizational support perceived by Satpol PP members makes

them feel compelled to provide feedback through high work engagement. This statement is synonymous with Ramdhani and Sawitri (2017), who explains that employee engagement cannot be separated from the support provided by the organization.

The support received by Satpol PP members while working includes salary, performance allowance, promotion, and additional employee income (TPP), including directions from superiors. In addition, Yogyakarta City Satpol PP members also get work accident insurance if they experience unwanted things while working. The form of support the organization provides makes Satpol PP members positively perceive that the organization cares for its members. Therefore, positive perceptions of members of the organization are indicated by positive responses through enthusiasm, and dedication to work, which characterizes the member's engagement to work. This statement corresponds to Sari's opinion (2018) that organizational support given to employees as a form of appreciation will have an impact on high work engagement; employees will provide feedback to the organization by showing the best performance at work and having a commitment both emotionally and intellectually to achieve organization goals. Therefore, the perceived organizational support is important for organizations to attend to support employee engagement. This is supported by the opinion of Man and Hadi (2013) that the support provided by the organization can impact a person's positive behavior, so that it can improve individual performance and engagement in the workplace.

Another result of this study, the resilience variable, shows no influence of resilience on work engagement for Satpol PP members. This result also validates the interviews with several Satpol PP members of Yogyakarta City that high work risks, such as being ridiculed and stoned by the community, have become normal or common in their line of work. Therefore, ridicule or anarchic actions by the community towards Satpol PP members make them stronger to survive and develop their abilities when facing work difficulties so that this does not affect the work engagement of Satpol PP members.

This study's inaffect on resilience in work engagement is indicated because other factors outside the research contribute to Satpol PP work engagement. Another factor that is predicted to be capable of influencing Satpol PP's work engagement is support from organizations and co-workers. It conforms to Agestasia, et al. (2020) research on Railway Track Keepers who have a high risk and workload; this study shows that Railway Track Keepers can still survive in an organizational work environment by getting full support from the company regarding employee welfare guarantees and getting co-workers supportive of making it easier for them to work.

This study's results are inversely proportional to research conducted by Pokan dan Sherry (2018), who used the research subject, the Gerontic Nurse at the Nursing Home. The results of this study indicate that resilience has a fairly strong relationship with work engagement, with an effective contribution of 49%. Furthermore, the results of research conducted by Mase and Tyokya (2014) state that resilience has a positive relationship with work engagement because high resilience will be followed by high work engagement. Ananto (2021) research also shows that resilience positively influences work engagement. It shows that employees with a high level of resilience will feel more attached to their work because they feel safe and comfortable when working so that they can be attached and hold on to their jobs. Furthermore, Tambusey (2018) research using the subject of Addiction Counselors at the Medan Plus Institute states that resilience significantly and positively influences work engagement. Another study conducted by Hadi (2021) shows that the resilience possessed by individuals affects work engagement.

Based on this study, approximately 72.6% of the effective contribution to work engagement was obtained from other variables not discussed in this study. Other factors that are assumed to affect the work engagement of Satpol PP members can come from internal or external of the Satpol PP members. This gap is an opportunity for further research because several factors that affect work engagement in this study have not been revealed.

This research certainly does not escape several shortcomings, including the narrower generalization of the results in this study because the sampling technique used is purposive sampling. That is, the results of this study are assumed to only be generalized to members of Satpol PP with ASN status and cannot be generalized to members of Satpol PP with non-ASN status.

### Conclusion

The study results show that self-efficacy, perceived organizational support, and resilience simultaneously influence the work engagement of Satpol PP members in Yogyakarta City. Furthermore, partially self-efficacy influences the work engagement of Yogyakarta City Satpol PP members. Likewise, the perceived organizational support influences the work engagement of Satpol PP members in Yogyakarta City. The results of this study also show that the majority of Satpol PP members' work engagement is high. This finding shows that the risks and high work demands of Satpol PP members in Yogyakarta City do not impact their low work engagement. This finding shows a gap with previous researchers who explained that high risks and work demands could lead to burnout and result in low work engagement.

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