

The Influence of Perceived Organizational Support on Extra Role Performance and Intra Role Performance Mediated by Employee Engagement

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Abstract: - One of the most important things that an organization can do to improve its employee work is to identify what factors are influencing the work. The goal of this research is to connect Perceived Organizational Support to Ekstra Role Performance and IRP systems that are managed by Employee Engagement. With a sample size of 110 respondents from the Badan Usaha Milik Daerah (BUMD) in Palembang, the data was then analyzed using SEM with the LISREL filter. The CFA test passed the validity and reliability tests in this study, resulting in the conclusion that Perceived Organizational Support has no positive and significant impact on Ekstra Role Performance dan Intra Role Performance. However, Perceived Organizational Support has a positive and significant impact on Employee Engagement. Furthermore, Employee Engagement has no positive or significant impact on Ekstra Role Performance or Intra Role Performance. After that, Employee Engagement did not mediate the relationship between Perceived Organizational Support and Ekstra Role Performance or Intra Role Performance.

Key-Words: - Perceived Organizational Support, Employee Engagement, Extra and Intra Role Performance

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1 Introduction

The era of disruption has made change happen rapidly, and the economic environment is becoming increasingly unpredictable. Organizations are becoming increasingly dependent on employees. So employees are required to be very competitive because organizations need employees who are committed and proactive to improve their performance to a higher standard (Chughtai et al 2011). With the increase in employee performance

to a higher standard, the success of the organization is also high.

In simple terms, employee performance can be divided into two categories: task performance (in the role) and contextual performance (extra role) (Borman et al 1993) and (William et al 1991). Task performance refers to the core tasks performed by employees, either directly or indirectly contributing to individual and organizational productivity (Katz et al 1978). Furthermore, task performance can also be a reflection of an individual's quality when

performing tasks at work, especially in terms of its effectiveness.

Whereas contextual performance refers more to the social behavior of each individual to work beyond what is expected in the social and psychological context of the organization or to understand how employees involve themselves in their work roles. Organ (1983) further defines extra-role behavior with the term "organizational citizenship behavior (OCB) as individual behavior that is informal and overall encourages organizational performance. To achieve organizational success, an organization requires employees who can perform both types of performance, not just employees who can carry out their core tasks well but also employees who can perform their roles better than the core tasks given. This study will focus on these two types of performance, namely, core performance and contextual performance, as variables to be studied.

To improve the two performances above, employees need conducive organizational conditions; therefore, the organization must support employees as much as possible. Employees who can feel organizational support that has been responsible for their welfare will make organizational goals their priority (Park et al 2016).

Furthermore, when an employee feels that their organization values their contribution, they will reciprocate the organization's treatment with their involvement in performance that benefits the organization (Gavino et al 2012). Thus, POS is closely related to the concept of social exchange, where exchange occurs between employees and the organization when the organization has provided support to employees in various forms such as supervisory support, justice, providing growth opportunities, and co-workers' support (Ahmed et al 2015). This support will result in maximum performance (Vatankhah et al 2017).

This maximum performance can be achieved because perceived organizational support will have positive impacts, such as employees experiencing an increase in superior creativity (Shantz et al 2016) and higher commitment. These two aspects are important in achieving organizational success from the employee side. In the end, when the exchange process between the organization and employees has gone well, the organization can get positive results where employees will be involved in extra-role performance (Afsar et al 2017).

It's crucial to establish an environment that encourages employees to feel a connection to the firm in addition to offering them organizational support. Employee involvement in the organization

will make employees feel physically, cognitively, and emotionally involved with the work they do (Schneider et al 2017), which has an impact on increasing enthusiasm and focus on their work. This means that employee involvement is the next step of organizational support because when the organization has low-involvement employees, it will hinder efforts to achieve organizational goals (Allam, 2017).

But on the other hand, the literature has noted that worldwide, only 15% of employees are involved with the (Gallup et al 2017]. A good organization needs to positively make employees feel involved by ensuring a meaningful workplace environment. A meaningful work environment will increase employee engagement because there are two important aspects to it: helping employees achieve interpersonal harmony with coworkers and making work focused (Anitha et al 2014). Employee engagement increases when employees have positive relationships with their coworkers.

Employees who already have a high level of involvement will put more effort into their work and tend to exceed the number of work tasks required or even expected, so that employees who already feel involved can not only complete their core tasks well but also provide other efforts beyond their core tasks or extra performance.

In the end, to achieve organizational success, there are many interrelated variables, such as organizational support, employee involvement, employee performance in roles, and the performance of extra-role employees. However, to the author's knowledge, the relationship between these variables is still varied, such as when Perceived organizational support has a significant effect on employee performance (Chen et al 2020) (Abou-Moghli 2015). However, some findings contradict the preceding findings, such as those of Chiang and Hsieh (2012) and Wann-Yih and Htaik (2011), who discovered that POS had a significant negative effect on employee performance. Employee performance and organizational engagement are both positively related to perceived organizational support (POS) (Saks et al 2006). According to Biswas and Bhatnagar (2013), however, the relationship between the four variables is not known, so this study will focus on the relationship between the four variables.

The research will be conducted within a regionally owned enterprise (BUMD). BUMD is an agency formed to improve the regional economy, provide general benefits for the fulfillment of people's livelihoods, and earn profits. So that the

role of BUMD becomes more important, particularly in encouraging regional potential in economic growth, BUMD success also means regional economic growth.

2 Literature Review

2.1 Perceived Organizational Support

Basically, the theoretical basis of POS is the theory of social exchange (Cropanzano et al 2005). What is meant by social exchange is where there is a negotiated exchange between two parties (implicitly or explicitly). In the case of organizations, the exchange that occurs is between employees and the organization, and how the social exchange can run optimally is based on the quality of the exchange itself (Bormann 1999). The number of employees who want to maintain financial relationships and the benefits they feel from these reciprocal relationships will reflect the quality of these exchanges (Park, Newman et al 2016).

When an organization has a high POS, employees will show their characteristics by acknowledging that the organization values commitment and has thought about the welfare of employees (Eisenberger et al 1986), thus enabling employees to reciprocate with the organization in ways that can benefit the organization (Gavino et al 2012). Employees are also able to exert all of their abilities without fear of jeopardizing their work, self-esteem, or social status, as well as engaging in productive performance and bringing the organization closer to organizational success (Biswas et al 2013).

2.2 Employee Engagement

There are various definitions of employee engagement, including the one introduced by Kahn first: employee engagement is "the self-use of organizational members for their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance" (Iddagoda et al 2017) (Graça et al. 2019).

With the explanations above, we can understand if employee engagement is a characteristic of the relationship between employees and their organizations and how employees feel involved with the organization and their work, which can be seen from how they express themselves in their performance. This involvement is not only physical but also emotional and cognitive. Employees who already have involvement in their organization tend to give extra performance to their organization and work, because in employee engagement it has been

found that there is additional variability in tasks and extra performance (Christian et al. 2011), such as extra performance given by employees who have job satisfaction and organizational commitment. So that employee involvement becomes an important factor that can bring the organization closer to its goals, employees must feel they find "workplace welfare, organizational policies, compensation, training, and career development, team and co-workers, leadership, and a positive work environment" in order to increase employee involvement in the organization. (Anitha 2014).

2.3 Intra Role Performance

The success of an organization will depend on the performance of its employees. As previously discussed, job performance is a contribution made to the organization that has hired them (Stewart et al 2011). The first type of performance is in-role performance, which is the core performance performed by employees that comes out of the employee's resources and is reflected in the employee's ability to work, such as distinctive skills, which can help the organization get closer to its goals.

Another form of in-role performance can be seeking a pleasant and more productive social environment. In simple terms, "in-role performance" means "how well an employee carries out his duties, formally according to his job description" (Trisninawati 2022). According to William and Anderson (1991), aspects of in-role performance were developed into indicators, namely: 1) responsibility; 2) formal rules; 3) job demands; 4) performance evaluation; and 5) job omission.

2.4 Extra Role Performance

Extra-role performance, or contextual performance outside of core performance, is the second type of performance. In its earliest definition, extra-role performance was understood as "discretionary behavior that goes beyond and beyond the requirements of formal roles and, as such, is not explicitly specified in job descriptions" (Organ 1990, quoted from Yap et al., 2009). However, extra-role performance has also become a type of performance that is considered by organizations because, today, organizations not only need employees who can fulfill their core work to the fullest but also require employees who are willing and able to provide extra performance. Several factors can determine performance. These extra roles are employee perceptions of fairness, transformational leadership behavior, and employee attitudes (Organ et al 2006) furthermore, extra-role

performance also has a relationship with more proximal organizational performance such as productivity, cost reduction, and customer satisfaction.

This shows that extra roles have an influence on individual-level outcomes in organizations, as stated by Masterbroek et al. (2014), and that extra role performance still needs further research where extra role performance has access to work resources such as autonomy, social support, and feedback. of work is associated with increased motivation and work engagement.

2.5 Conceptual Model and Research Hypotheses

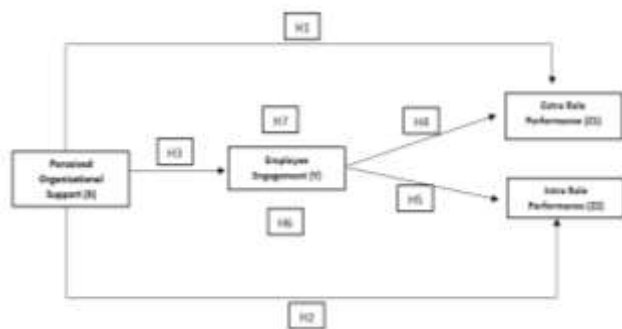


Figure 1. Framework Model

2.6 Hypothesis

In this study, it is explained that Perceived Organizational Support has an attachment to extra-role performance; when employees have felt meaningful support from the organization, they will be able to be involved in productive performance and bring the organization closer to organizational success; furthermore, employees are also able to exert all their abilities without the threat of (Biswas et al 2013). This productive performance is divided into two categories: intra-role productive performance (i.e., employees will carry out their core work well, resulting in organizational success) and extra-curricular performance (performance outside of their core work that can be useful for organizational success). As a result, the following hypothesis can be developed in this study:

H1 : Perceived Organizational Support has an effect on Extra Role Performance

H2 : Perceived Organizational Support has an effect on Intra Role Performance

Later in this study, it is explained that Perceived Organizational Support has an attachment to Employee Engagement; if the organization has provided good support to employees, then Perceived Organizational Support allows employees to reciprocate in a way that can benefit the organization (Gavino et al., 2012), including

employees who will want to be more involved with the organization. organization. The involvement in question involves emotionally, cognitively, and behaviorally engaged employees who emphasize the desired organizational outcomes (Shuck et al 2010). As a result, the following hypothesis can be developed in this study:

H3 : Perceived Organizational Support has an effect on Employee Engagement

Employee involvement can affect various things, one of which is employee performance. Research by Markos and Sridevi (2010) found that employee engagement is a powerful predictor of organizational performance, employees who already have involvement in their organization tend to give their best performance. Employees who already have involvement in their organization tend to give their best performance. The highest level of performance is divided into core work and extra work for the organization (Christian et al. 2011), both of which are performance factors that can bring the organization closer to organizational success, so the hypothesis in this study can be developed as follows:

H4 : Employee Engagement has an effect on Extra Role Performance

H5 : Employee Engagement has an effect on Extra Intra Performance

Perceived Organizational Support and Employee Engagement have been found in several studies to be closely related to employee performance (Christian et al 2011) (Vatankhah et al., 2017). When employees feel supported by the organization, they will provide favorable performance as a social exchange process. But that is not enough because employees also need another factor that makes them able to provide maximum performance: employee involvement. In this employee involvement, there is a deeper relationship between the organization and employees because it also involves the emotional, cognitive, and behavioral sides of the employees themselves. So the hypothesis in this study can be developed as follows :

H6 : Employee Engagement act as a mediators of the Perceived Organizational Support on Extra Role Performance and Intra Role Performance

H7 : Employee Engagement act as a mediators of the Perceived Organizational Support on Intra Role Performance.

3 Methods

This study collects data from a sample of employees of regionally owned enterprises (BUMD) in all regions of Palembang, with a total of 110 respondents. They were chosen through a non-

probability sampling method called convenience sampling This study is an empirical survey that employs quantitative research and a cross-sectional survey research design. Survey research is research that does not carry out special treatments for the variables studied (Sudaryono, 2017) and aims to test predetermined hypotheses. The questionnaire was compiled based on previous relevant literature with a Likert scale of 1–5, and it passed the validity and reliability tests. The table of construct variables can be seen in more detail below:

Table 1. Indicators of Each Variable

Variable	Indicator
Perceived Organizational Support	Fairness
	Supervisor Support
	Rewards and Job conditions
Employee Engagement	Vigor
	Dedication
	Absorption
Extra Role Performance	Altruism
	Conscientious
	Sportmanship
	Courtesy
	Civicvirtue
Intra Role Performance	Responsibility
	Formal Regulation
	Demands of work
	Performance Evaluation
	Job Negligence

The data will be processed with the Structural Equation Model (SEM) through LISREL to test the research hypothesis (Joreskog dan Sorbom, 1996). SEM was chosen because of its ability to analyze complex relationships, and the stages of data analysis that will be carried out in this study consist of model specifications, estimation of model parameters, testing the structural model, and hypothesis testing. The evaluation measurement model focuses on evaluating the validity and reliability of constructs.

4 Results

4.1 Validity Test

The validity test was carried out in this study by looking at the loading factor and the composite reliability value, which will be shown in the table below:

Indicators Code	Loading Factor	Kategori
PO51	1,20	Valid
PO52	0,51	Valid
PO53	0,30	Valid
PO54	0,53	Valid
PO55	0,79	Valid
PO56	1,24	Valid
PO57	0,55	Valid
PO58	0,34	Valid
PO59	0,43	Valid
PO510	0,47	Valid
PO511	0,30	Valid
PO512	0,75	Valid
PO513	7,84	Valid
EE1	0,33	Valid
EE2	0,43	Valid
EE3	0,37	Valid
EE4	0,32	Valid
EE5	0,35	Valid
EE6	0,3	Valid
EE7	0,39	Valid
EE8	0,78	Valid
EE9	0,88	Valid
EE10	0,49	Valid
EE11	0,22	Not Valid
EE12	0,26	Not Valid
EE13	0,23	Not Valid
EE14	0,32	Valid
EE15	0,39	Valid
EE16	0,3	Valid

Indicators Code	Loading Factor	Kategori
ERP1	0,063	Valid
ERP2	0,5	Valid
ERP3	0,92	Valid
ERP4	0,98	Valid
ERP5	0,3	Valid
ERP6	0,54	Valid
ERP7	0,14	Not Valid
IRP1	0,23	Not Valid
IRP2	0,19	Not Valid
IRP3	0,57	Valid
IRP4	0,53	Valid
IRP5	1,09	Valid
IRP6	0,64	Valid
IRP7	0,42	Valid
IRP8	0,29	Not Valid
IRP9	3,96	Valid

Figure 2. Loading Factor Value

Based on the loading factor value table above, it can be seen that the indicator values in this study have met the average validity value, which is > 0.3, so it can be concluded that the indicators used are valid.

Table 2. CR Evaluation Value

Variable	Composite Reliability	Category
Perceived Organizational Support	0.759	Valid & Reliable
Employee Engagement	0.736	Valid & Reliable
Extra Role Performance	0.953	Valid & Reliable
Intra Role Performance	0.612	Valid & Reliable

Based on table 2 above, it can be seen that the composite reliability value of each variable in this study was >0.6, so that the validity and reliability tests in this study have been met.

4.2 Model Structural

The results of model testing using LISREL can be used to see the structural model of Perceived Organizational Support, Employee Engagement, Extra Role Performance and Intra Role Performance. As well as explaining the hypothesis test that has been described in the previous section, the following are the results of the structural model below:

Table 3. The Goodness of Fit Test

Parameter	Critical Value	Analysis Result Value	Description
Chi-Square	2 times df = 212	855	Fit
Prob (significant)	>0.05	1.00	Fit
RMSEA	>0.08	1.00	Fit
NFI	>0,90	0.82	Not Fit
NNFI	>0.90	1.32	Fit
PNFI	>0.90	0.78	Not Fit
CFI	>0.90	1.00	Fit
IFI	>0.90	1.30	Fit
RFI	>0.90	0.81	Not Fit

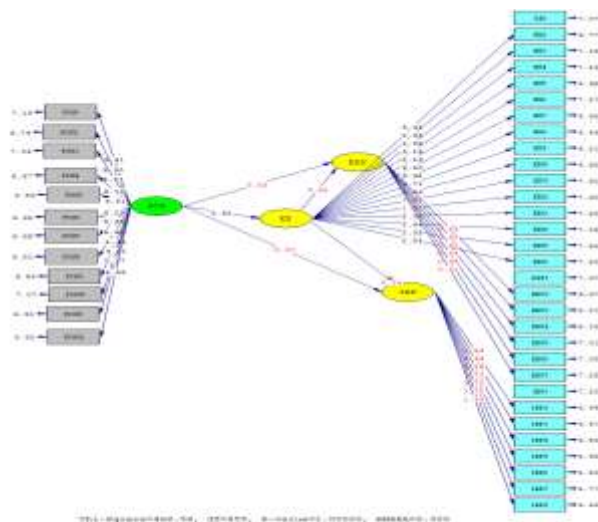


Figure 3. Perceived Organizational Support fit model on Extra Role Performance and Intra Role Performance with Employee Engagement as Mediator

Based on the results of data processing in Table 3, the goodness of fit test can be seen if the Chi-square, probability, and RMSEA values have been met, and on the other hand, the SRMR, NFI, NNFI,

PNFI, CFI, IFI, and RFI values have met the model fit requirements. As a result, the model in this study can be concluded to completely and accurately describe the relationship process between perceived organizational support and extra- and intra-role performance as mediated by employee engagement.

4.3 Testing the Hypothesis: Structural Equation Models

In this study, hypothesis testing will also be carried out to draw more accurate conclusions and complete the results of the descriptive analysis. The results of hypothesis testing can be seen in full in the table below:

Table 4. Summary of Hypothesis Tests On Relationships

Hypothesis	Path	t-value	Result
H1	POS → ERP	0.53	Not Significant
H2	POS → IRP	-0.37	Not Significant
H3	POS → EE	3.62	Significant
H4	EE → ERP	0.63	Not Significant
H5	EE → IRP	0.24	Not Significant

Notes: *significant at critical ratio > 1.96.
Source: (Data processing with Smart PLS, 2022)

Based on the results of hypothesis testing in Table 4, it can be seen that:

- Perceived Organizational Support has no positive and significant effect on Extra Role Performance with a t-count value of 0.53 < 1.96.
- Perceived Organizational Support has negative effect on Intra Role Performance with a t-count value of -0,37 < 1.96.
- Perceived Organizational Support has positive and significant effect on Employee Engagement with a t-count of 3.62 > 1.96.
- Employee Engagement has no positive and significant effect on Extra Role Performance with a t-count of 0.63 < 1.96.
- Employee Engagement has no positive and significant effect on Intra Role Performance with a t-count of 0.24 < 1.96

4.4 Testing the mediator effect

After testing the five hypotheses above, the mediation effect will be tested, namely the effect of Perceived Organizational Support on Extra Role Performance mediated by Employee Engagement and the effect of Perceived Organizational Support on Intra Role Performance mediated by Employee Engagement, which will be explained in the following table:

Table 5. Mediation Effect

Hypothesis	Path	Parameter Estimation	t Values	Result
H6	POS→ EE→ERP	0.31	1,88	Not Mediation
H7	POS→EE→IRP	0.22	1,09	Not Mediation

Table 5 above shows that the t-values of the two hypotheses are 1.96, so it can be concluded that the two hypotheses do not support the existence of Employee Engagement mediation in the relationship between Perceived Organizational Support and Extra Role Performance or on Intra Role Performance.

5 Discussion

Furthermore, the results of the above hypothesis testing will be discussed one by one. First, it can be concluded that perceived organizational support has no positive and significant effect on extra-role performance. The results of testing this hypothesis are also in accordance with several previous studies such as (Rubel et al 2013) (Khatri 2016), who suggest that perceived organizational support and extra-role performance have not shown significant results. Furthermore, research by (Waileruny 2014) (Silvia et al 2017) shows that there is no positive relationship between Perceived Organizational Support and extra-role performance. This is partly because the organizational support that has been felt by employees is not enough to encourage them to do extra tasks outside of their core tasks; on the other hand, there is trust if organizational support is appropriately given to employees who have completed their core work well (Trisninawati 2022), so that employees do not feel obligated to perform any additional tasks. Then the second is that perceived organizational support has no positive effect on intra-role performance. This finding is also supported in previous research, namely (Miao et al 2011) (Chiang et al 2012) (Wahyuni et al 2019), who further explains why Perceived Organizational Support has no effect on intra-role performance. This can be understood when the employee's tenure is still relatively new so that employees have not been able to understand their work well.

The third explains that perceived organizational support has a positive and significant impact on employee engagement, which is consistent with previous research such as (Mathumbu et al 2013) (Kumar et al 2015) (Dain et al 2016). Then, on the fourth, employee engagement does not have a positive and significant effect on extra-role performance. The results from testing this hypothesis are in accordance with several previous studies, such as those on individual performance

related to extra-role performance that have not shown maximum results (Chiang et al 2012) (Agarwal et al 2016). Another study that came from Bedarkar and Pandita (2014) explained that if the role of employee engagement to improve individual performance is still low, this can also explain the results of the fifth hypothesis, which also shows that employee engagement has no positive and significant effect on intra-role performance. The low influence of Employee Engagement on individual performance can be explained by the fact that employee involvement in the organization does not directly affect employee performance, as supported by previous research such as that (Detnakarin et al 2016; Bedarkar et al 2014). such as in-role performance, which is the employee's core task, has not been fully understood by employees, so the performance given is not in accordance with the expectations of the organization.

And the last two hypotheses conclude that if Employee Engagement does not mediate the relationship between Perceived Organizational Support and extra-role performance or Intra Role Performance, even though previous studies have stated that there is a significant mediating (Kurtessis et al. 2013) (Ariarni and Afrianty 2017). However, in this study, the mediation effect of 1.96 only touched on 1.88 and 1.09 and was not considered statistically significant. Employee engagement that does not have a mediating effect may be understandable because the above hypothesis regarding employee engagement with extra-role performance and intra-role performance also does not have a positive direct effect; however, this finding can be investigated further later.

6 Conclusion

The results of this study provide knowledge related to employee extra-role performance and intra-role performance that can affect overall organizational performance, especially since this research was conducted on a sample of BUMD, which is an economic milestone in an area. Although several research variables examined in this study, namely perceived organizational support and employee engagement, do not have a direct and significant effect on extra-role performance and intra-role performance, these findings can provide new information if perceived organizational support and employee engagement are not sufficient to affect performance, as well as the absence of a mediating effect provided by employee engagement on the performance of BUMD employees, which is indeed a small business that is included in micro, small, and

medium enterprises, where the business conditions of MSMEs are very different from conventional businesses in general. But on the other hand, this study also supports a significant influence between perceived organizational support and employee engagement, where organizational support is proven to increase employee engagement even in small businesses such as BUMD. Therefore, this finding can also show the unique condition of BUMD as an MSME, which has different conditions from conventional companies, so that BUMD can look for appropriate strategies to continue to develop and become the frontline in the economy of a region. Although the limitation of this research is that it only focuses on a sample of BUMD in an area, future research that will be carried out can also depart from the context of the differences obtained from this research, especially to re-examine BUMD or MSMEs in various regions and analyze whether there are other factors that influence the difference between these conditions.

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