



Organizational climate as an intervening in the relationship of job demand resources and person organization fit to employee engagement

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ABSTRACT

Teachers who are an important pillar in an educational institution should receive facilities and fulfillment of needs in order to create comfort and foster loyalty in attachment to an organization or educational institution. The purpose of this research is to find out and explain how far the influence of Job Demand Resources and Person Organization Fit on Employee Engagement with Organization Climate as an Intervening variable. The method used in this research is quantitative with the teacher as the research sample. The results of this study are Job Demand Resources and Person Organization Fit have an influence on Employee Engagement. Job Demand Resources have no influence on Organization Climate while Person Organization Fit has an influence on Organization Climate and Organization Climate has no effect on Employee Engagement. Organization Climate is unable to mediate Job Demand Resources and Person Organization Fit.

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INTRODUCTION

Entering the era of education which is increasingly developing, an organization or educational institution must be able to accommodate and embrace all the elements in it, especially an educator or teacher. Teachers who are an important pillar in an educational institution should receive facilities and fulfillment of needs in order to create comfort and foster loyalty in attachment to an organization or educational institution. The Government Program on Government Employees with Work Agreements or commonly called PPPK has become an interesting thing among teachers in recent times. PPPK which is included in the category of state civil apparatus (ASN) such as civil servants makes the program's attractiveness even more able to attract teachers' interest to be able to enter the program. In practice PPPK is equated with civil servants because the salary system received comes from the State, on the other hand PPPK and civil servants also experience differences in status within the government, if civil servants they are already with permanent employee status in the government while PPPK is only with contract status in the government with In other words, if you are accepted as a teacher with PPPK status, then whenever you feel that you are no longer needed, you must be

ready to leave the educational institution you are currently occupying. Furthermore, regarding today's payroll, many teachers already have a relatively large number of teaching hours in an educational institution, if converted to a nominal value, the salary obtained is the same or even more than that obtained when received in class I PPPK salary.

It was obtained from the staffing body of the Swakarya Education Foundation that from several educational institutions owned by the Swakarya Education Foundation there were 34 teachers who registered themselves as PPPK teachers out of a total of 15 teachers who were at Yadika Middle School, 18 teachers who were at Yadika High School and 34 teachers who were at Yadika Vocational High School.

The following is an empirical study of the influence of Job Demand Resources on Employee Engagement, research results (Dizar Duagantara et al., 2022) and (Jazila, nd) Namely Job Demand Resources has a significant influence on Employee Engagement. Meanwhile according to (Ramadhani, 2018) Job Demand Resources has no influence on Employee Engagement. Next in research (Arya et al., 2017) explained that Person Organization Fit has an effect on Employee Engagement while in research (Anindita, 2019) explained that Person Organization Fit has no effect on Employee Engagement. For more details, the research gap in research can be seen in table 2.

On the basis of the emergence of a research gap, researchers filled the gap with the Intervening Organization Climate variable, because empirical studies state that there is an influence between the Job Demand Resources variable on Organization Climate and Organization Climate on Employee Engagement.

Organizational Climate or Organizational Climate in Indonesian terms was first introduced by Lewit et al in 1939 with another term, namely social climate. Climate in this case has several links between the feelings, thoughts and behavior of members of the organization, therefore climate becomes a subjective assessment and is bound up between a person and his power and influence (Rasyid Abdillah et al., 2016). In an organizational climate that does have special characteristics which can be measured based on the work environment which theoretically has several dimensions including Responsibility, Identity, Warmth, Support and Conflict (Munarti et al., n.d.).

Work engagement that actually pertains to the relationship between workers and other workers demands to be able to articulate their thoughts intellectually when they do work. Work engagement that directly or indirectly intersects with work commitments makes a single approach to effort and focuses on the mentality that actually happens (Gunawan Halim, 2022; Prawira et al., nd). Job demand that does not refer to negative treatment can in fact change when it is accompanied by business demands or the need for higher costs which causes the response to be issued to be not good, the response causes depression, anxiety appears and a feeling of more tiredness arises than usual. Job Demand Resources has 3 indicators namely Work Overload, Emotional Load, Cognitive Load (Jazila, nd).

In its general meaning, Person Organizational Fit can be interpreted as the suitability between an individual and an organization as a place to work. From the other side, it can also be interpreted as compatibility between employees and the organization which occurs when one entity provides the needs of another or has the same characteristics (Heny Octaviani, 2016; Viola, 2021). The indicators of Person Organization Fit can be interpreted in terms of four indicators, namely value suitability, goal suitability, employee needs fulfillment, personality culture characteristic suitability (Dharma et al., 2022; Tri Wulida Afrianty, 2019).

A worker who always needs an organization to take shelter, the same thing that also has the nature of mutual need between an organization and workers who are always the wheels of activity that carry out every responsibility and task of the organization. When an individual has a high level of work commitment, he will be able to produce the best work performance among other employees (Dharma et al., 2022). The big thing that companies must realize is that in creating work engagement it does not just appear so that organizational support plays an important role. Work commitment is

identified as a positive perspective on work and self-satisfaction with indicators of enthusiasm, dedication and assimilation (Siahaan et al., 2021).

RESEARCH METHOD

The type of research data used in this study is quantitative. Quantitative analysis is an analytical method that uses the numbers obtained and then calculates or measures them. (Abdullah, n.d.) The sample in this study were all teachers of the Swakarya Bangil Education Foundation. Sources of data in this study used primary data and secondary data. In statistical testing using validity, reliability and testing using WarpPls.

RESULTS AND DISCUSSIONS

Convergent Validity

In the Convergent Validity measurement, it can be seen from the correlation between the indicator score and the construct score (loading factor) with the criteria for the loading factor value of each p-value if <0.5 is considered significant.

Following are the results of the data in the Convergent Validity test:

Table 1. Output combined loadings and cross-loading results

	JDR	POF	OC	ee	P Value	Description
X1.1.1	0.741				<0.001	Meets Convergent Validity
X1.1.2	0.855				<0.001	Meets Convergent Validity
X1.1.3	0.780				<0.001	Meets Convergent Validity
X1.2.1	0.812				<0.001	Meets Convergent Validity
X1.2.2	0.773				<0.001	Meets Convergent Validity
X1.3.1	0.776				<0.001	Meets Convergent Validity
X1.3.2	0.797				<0.001	Meets Convergent Validity
X1.3.3	0.746				<0.001	Meets Convergent Validity
X2.1.1		0.743			<0.001	Meets Convergent Validity
X2.1.3		0.748			<0.001	Meets Convergent Validity
X2.2.1		0.684			<0.001	Meets Convergent Validity
X2.2.2		0.749			<0.001	Meets Convergent Validity
X2.2.3		0.725			<0.001	Meets Convergent Validity
X2.3.1		0.728			<0.001	Meets Convergent Validity
X2.3.2		0.676			<0.001	Meets Convergent Validity
X2.3.3		0.749			<0.001	Meets Convergent Validity
X2.4.1		0.747			<0.001	Meets Convergent Validity
X2.4.2		0.706			<0.001	Meets Convergent Validity
X2.4.3		0.598			<0.001	Meets Convergent Validity
Z1.1.1			0.821		<0.001	Meets Convergent Validity
Z1.1.2			0.737		<0.001	Meets Convergent Validity
Z1.1.3			0.746		<0.001	Meets Convergent Validity
Z1.2.1			0.679		<0.001	Meets Convergent Validity
Z1.2.2			0.755		<0.001	Meets Convergent Validity
Z1.2.3			0.764		<0.001	Meets Convergent Validity
Z1.3.1			0.711		<0.001	Meets Convergent Validity
Z1.3.2			0.736		<0.001	Meets Convergent Validity
Z1.3.3			0.709		<0.001	Meets Convergent Validity
Z1.4.1			0.744		<0.001	Meets Convergent Validity
Z1.4.2			0.708		<0.001	Meets Convergent Validity
Z1.4.3			0.748		<0.001	Meets Convergent Validity
Z1.5.2			0.714		<0.001	Meets Convergent Validity
Z1.5.3			0.795		<0.001	Meets Convergent Validity
Y1.1.1				0.603	<0.001	Meets Convergent Validity

	JDR	POF	OC	ee	P Value	Description
Y1.1.2				0.885	<0.001	Meets Convergant Validity
Y1.1.3				0.752	<0.001	Meets Convergant Validity
Y1.2.1				0.803	<0.001	Meets Convergant Validity
Y1.2.2				0.902	<0.001	Meets Convergant Validity
Y1.2.3				0.701	<0.001	Meets Convergant Validity
Y1.3.1				0.839	<0.001	Meets Convergant Validity
Y1.3.2				0.540	<0.001	Meets Convergant Validity

From all the results of convergant validity, it can be seen that having a loading value of >0.40 means that it meets the convergant validity criteria, while the P-Value fulfills the requirements, namely <0.001 for all items.

Average Variance Extracted (AVE)

In the Average Variance Extracted (AVE) measurement, the criterion is that the AVE value is > 0.5, which means that each variable meets the Convergant Validity criteria.

Table 2. Average variance extracted results

Variable	Score	Information
JDR	0.617	Meets Convergant Validity
POF	0.512	Meets Convergant Validity
OC	0.550	Meets Convergant Validity
ee	0.582	Meets Convergant Validity

From all the results of Table 2, Average Variance Extracted, it can be seen that it has a value > 0.5, meaning that it meets the criteria of convergant validity

Square Root Of Average Variance Extracted (AVEs)

The method for viewing the discriminant validity of all indicators together (questionnaire) can be seen by comparing the value of the square root of average variance extracted (AVEs) of each latent variable with a correlation between the latent variables concerned with other latent variables, if the AVEs of the relevant variables is greater than the other latent variables, then discriminant validity is fulfilled. (Solimun, 2017)

Table 4. AVEs test results

	JDR	POF	OC	ee
X1	0.786	0.192	-0.001	0.028
X2	0.192	0.715	0.157	0.054
Z	-0.001	0.157	0.741	0.079
Y	0.028	0.054	0.079	0.763

Based on the results in table 4, it can be seen that the AVEs of the variable concerned are greater than the other latent variables, so discriminant validity is fulfilled. (Solimun, 2017)

Composite Reliability

A construct is declared reliable if the Composite Reliability value is > 0.70. As for Cronbach's Alpha, if the alpha value exceeds 0.6 then the question variable is reliable and if the alpha value is less than 0.6 then the question variable is not reliable.

Table 5. Output latent variable coefficients

	JDR	POF	OC	ee	CRITERIA	DESCRIPTION
R - Square d			0.110	0.178		
Comp. reliability	0.928	0.920	0.945	0.916	>0.70	Valid and Reliable
Cronbach's Alpha	0911	0.904	0937	0892	>0.60	Valid and Reliable

Hypothesis test

Research or hypothesis. The results of the correlation between constructs are measured by looking at the path coefficients and their significance level which is then compared with the research hypothesis of 5%.

Table 6. Hypothesis testing results

Influence	β	p-values	R2	DESCRIPTION
Direct Effects				
JDR - EE	0.195	0.043		H1 Accepted
POF - EE	0.259	0.010		H2 Accepted
JDR - OC	-0.170	0.067		H3 Rejected
POF - OC	0.280	0.006		H4 Accepted
OC-EE	0.146	0.100		H5 Rejected
Indirect Effects				
JDR - EE	-0.025	0.383		H6 Rejected
POF - EE	0.041	0.311		H7 Rejected
Endogenous Variables				
OC			0.110	
ee			0.178	

CONCLUSION

Based on the research results, it was found that Job Demand Resources and Person Organization Fit have an influence on Employee Engagement. Job Demand Resources have no influence on Organization Climate while Person Organization Fit has an influence on Organization Climate and Organization Climate has no effect on Employee Engagement. Organization Climate is unable to mediate Job Demand Resources and Person Organization Fit.

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