The Influence of Motivation-Enhancing HRM Practices and Perceived Organizational Support on Employee Engagement

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Abstract: Employee engagement has become a vital concept in the business world because it is inextricably linked to the results an organization achieves, either financially or directly through customer perception. As a result, organizations need a way to keep employee engagement levels high. Unfortunately, problems start to arise when an organization's management lacks an understanding of what it takes to maintain employee engagement levels. This lack of understanding stems from the fact that there is little research that has attempted to identify the causes of the employee engagement itself. Therefore, this research can be described as an attempt to investigate the factors that influence the level of employee engagement in an organization. By doing so, the research will be able to help many organizations or decision makers through the development of proper HRM practices that will improve the level of employee engagement in the work environment. In order to achieve this objective, research was conducted using quantitative methods. The quantitative method was chosen because of its ability to test the suitability of the theory that was used in this research. The result of the research shows a strong correlation between job security and employee engagement. Thus, it can be concluded that job security is an important factor that influences the level of employee engagement. This means that organizations need to focus on developing HRM practices that maintain the level of job security in the work environment in order to improve the level of employee engagement of the employees.

Keywords: employee engagement; HRM Practices; perceived organizational support.

1. Introduction

Employee engagement has developed into one of the most vital concepts within many businesses in the world. The importance of employee engagement arises from the fact that there are several strong evidence which highlight the correlation between employee engagement with employee's attitude and behavior (Bailey et al., 2017). Several other researches even have illustrated that employee engagement has a strong influence on organizational outcome, which consists of financial performance and customer metric of performance (Schneider et al., 2018). All of these researches can be perceived as crucial because they are able to provide business owners with contexts in which employee engagement plays an important role in facilitating the development of their businesses through the use of the competitive advantages that it brings.

There are a number of researchers who have pointed out about the importance of the role of employee engagement in the daily operations of a business. Sun and Bunchapattanasakda (2019) believed that engaged employees tend to be more productive, committed, and satisfied at work, which leads to favorable organizational outcomes. Favorable organizational outcomes consist of improvements of the organization's financial performance, customer satisfaction, and employee's willingness to stay. Other researchers (Kang and Sung, 2017) have identified the role of internal communication within the organization. The existence of internal communication is considered as important as it is capable of improving the level of employee engagement within an organization. The improvement in employee engagement is followed by a further improvement in employee performance. Therefore, it can be concluded that employee engagement plays an important role in ensuring the longevity of an organization.

The problem began when business owners understood the importance of employee engagement, but did not understand how it occurs in the first place. A number of researchers have conducted astudy which concluded that good relationships between employees and employers will serve as the antecedents for the development of employee engagement (Nimmi et al., 2022). Aktar and Pangil (2017) argued that several HRM practices, namely career advancement, job security, and performance feedback are positively related to employee engagement. According to them, the presence of appropriate HRM practices sends a signal to employees that the organization cares about them, which leads employees to develop a sense of obligation. Ultimately, the sense of obligation will convince the employees to reciprocate by exerting a higher level of energy and effort in their work.

Although several researchers have attempted to identify the antecedents of employee engagement, further research is necessary due to the conflicting results found in previous studies. A number of researchers (Abubakar et al., 2017a, b; Albrecht et al., 2015; Ukil, 2016) discovered that HRM practices could lead to employee satisfaction and engagement. In such a case, HRM practices influence the outcomes of any organization because they are likely to develop employee's behaviors and attitudes (Norhashina et al., 2018). Another researcher (Prakash, 2017) found that HR related policies and practices are likely to improve employees' job satisfaction, which in turn facilitates these employees to be more committed to their organization.

However, there are a number of researchers who have expressed otherwise. One research (Aarabi et al., 2013) discovered that there is no significant impact of job security related HRM practices on employee engagement. Other research (Sarti, 2014) found that there is an insignificant relationship between performance feedback related HRM practices and employee performance. These conflicting findings regarding the antecedents of employee engagement require further research in order to clarify the cause of employee engagement in the organization. Therefore, this study attempts to locate the antecedents of employee engagement by analyzing several HRM practices (Career advancement, job security, and employee engagement) and how they affect employee engagement as a whole. It is important to note that the analysis will employ Aktar and Pangil's (2017) conceptual framework in their research, titled "*The Relationship between Employee Engagement, HRM Practices, and Perceived Organizational Support: Evidence from Banking Employees*".

To add even further, the conceptualization of perceived organizational support as the moderating variable will be utilized within this research. By doing as such, it is expected that this research will be able to contribute something new to the body of the employee engagement literature through further understanding about what kind of HRM practices that the organization should prioritize in the first place in order to enhance the employee engagement level within the workplace effectively.

This article is divided into four different sections. The first section is an introduction. The second and third sections attempts to develop elaborate descriptions of the research method, data analysis, hypothesis test, and the result analysis. The last section highlights the conclusion, acknowledgments, and the references of the research.

2. Literature Review

2.1. Social Exchange Theory

Homans (1961: p.13) defined social exchange as "the exchange of activity, tangible or intangible and more or less rewarding or costly, between at least two parties". Costs were considered primarily in terms of opportunity costs or alternative activities forgone by the actors.

Blau (1964) viewed social exchange theory as being driven by self-interest while adopting individual social rationality. Social exchange theory assumes that the individual is a self-centered actor. Because of this assumption, the exchange behavior that occur will appear to be self-centered and filled with selfish thoughts. In other words, the individual will first conduct an evaluation on the possible rewards generated by interacting with others (Cost-benefit analysis). If none of the parties can derive something beneficial from the social exchange relationship respectively, then, the process will not take place. Therefore, employees will attempt to achieve a balance in the exchange relationship in a mutually beneficial way while preserving this relationship in the workplace for a long time. Nan Yin (2017) believed that the basic concept of social exchange theory refers to how people tend to pursue the maximum rewards while reducing the costs to a minimum.

Initially, social exchange theory is used to elaborate the human interactive relationship in attitudes and behavior (Twenge et al., 2008). Over time, Kataria et al. (2013) have expanded the concept of social exchange theory to also be regarded as the basis of the relationship between organizational members and the organization itself. Based on the previous notion, Cropanzano and Mitchell (2005) argued that social exchange theory begins when the organization in question is able to provide economic and socio-emotional resources to its employees. Such actions incur the employees to feel an in-kind obligation to their organization. The obligation felt by the employees will eventually motivate them to reciprocate by giving something in return to their organization.

2.2. Employee Engagement

Kahn (1990) defined employee engagement as "the simultaneous employment and expression of a person's "preferred self" in task behavior that promote connections to work and to others, personal presence (Whether it is physical, cognitive, or emotional), and active, full-role performances". In other words, engaged employees put a lot of effort within their work because they identify with it in the first place (Schaufeli, 2012). When employee engagement occurs, there will be several positive outcomes that affect the organization as a whole. First, employees will become more physically involved within the tasks. Second, employees become more cognitively vigilant toward their surroundings. Third, employee engagement motivates employees to empathize better with others within the same line of work in ways that display their thoughts and feelings, their creativities, their beliefs and values, and their personal connections.

Schaufeli et al. (2002: p. 74) interpret employee engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". Vigor is characterized by high levels of energy and mental fortitude while working, employee's

willingness to put effort within work, and strong perseverance in the face of challenges. Dedication refers to employee's abilities to strongly involve themselves within works, and being able to experience a sense of importance, passion, pride, and challenges. Absorption is characterized by employee's capabilities in concentrating and immersing themselves in their work which cause time to passes quickly. At the same time, the employees in question have difficulties in detaching themselves from their work.

Macey and Schneider (2008: p.4) have attempted to explain the employee engagement as "a desirable condition that has organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy". Their framework for understanding employee engagement comprises of a number of elements. First, positive outlook towards life and work (Trait engagement). Second, sense of energy and absorption or state engagement (e.g., satisfaction, involvement, and empowerment). Third, extra-role behavior or behavioral engagement (e.g., organizational citizenship behavior, personal initiative, role expansion).

2.3. Career Advancement

Career advancement can be perceived as upward movement in job levels and an increase in the number of the earnings (Miner et al., 1991; Ang, 2000). However, Rosenbaum (1979) argues that an increase in the number of earnings sometimes does not necessarily translate into career advancement due to the fact that employees may be able to obtain higher salaries without acquiring higher status. Nevertheless, salary growth is often reported because of the fact that it can be measured fairly objectively (Schneer and Reitman, 1994).

Callanan and Greenhaus (1999) view the upward movement as the representation of the employee's hierarchical advancement. However, they argue that employee's lateral movement to other functional areas within the organization should also be given the same weight as an upward movement because the employee in question will experience considerable changes in the job responsibilities. As a result of the change, they will acquire new knowledge and skills that can be applied for the purpose of future development.

Career advancement comprises of two different dimensions, career mobility and promotion prospects (Abraham et al., 2007). The former can be explained as "the movement that employees experience between organizational roles". This movement consists of a few elements, such as changes in terms of amount and direction. The amount of career mobility reflects a total number of job changes. The direction of career mobility refers to changes in lateral and vertical patterns. Promotion prospect can be explained as a form of estimation of the probabilities that a particular employee will be able to experience a promotion within the organization (He et al., 2020).

2.3.1. The Relation between Career Advancement and Employee Engagement

Huang et al. (2017) discover that the opportunity for internal career development is positively correlated to the employee engagement. At the same time, it is also negatively correlated with the employee's deviant behavior. This means that any opportunity for career development within the organization will be met with positive attitudes from the employees. These positive attitudes will motivate the employees to be more dedicated and enthusiastic during role performance.

They further added that adequate career opportunities from the organization will give signal to the employees that it is interested in the development of the employee's abilities. The appearance of such a signal will lead the employees to become more obligated toward their organization.

The same notions are also expressed by Kahn (1990) who stated that career advancement opportunities will provide the employees with psychological safety. The presence of psychological safety will motivate the employees to become more engaged to their work. Based on Kahn's research, Batista et al. (2013) added that internal career development opportunity is considered as one of the most vital tools to motivate employees to be properly engaged in their role performance.

Jing Bai and Jinping Liu (2018) have conducted a study focusing on the influence of career growth on the level of work engagement of the new-generation employees. They discovered that career growth among new-generation employees possesses a significant influence on work engagement and organizational identification. Thus, it shows that if employees interpret that they will be able to achieve better career growth in the organization, then, they will be more attracted to the organization, while forming a strong sense of belonging and responsibility to their work. In addition, they will allocate more enthusiasm and energy in their work. As a result, the employees will be able to build new capabilities, experiences, and accomplishments that will allow them to achieve their professional goals.

The same study also discovers that organizational identification plays a partial mediating role between career growth and work engagement. The mediating role stems from the fact that the career growth of the new-generation employees in the organization can not only directly influence their actual work engagement. It also indirectly improves the level of work engagement among employees by strengthening the emotional connection between them and the organization.

Several researchers (Alofabi et al., 2022) have attempted to analyze the effect of career advancement on employee job performance by conducting an empirical study on a Nigerian brewery company. They found that career advancement has a positive effect on employee job performance. In other words, an increase in career advancement will simultaneously improve job performance. They further added that such result occurs due to a certain notion in which career development that is well- managed by a company will provide good will or good spirit for its employees to achieve their expected career by improving their motivation level.

Based on these assumptions and the employment of social exchange theory, it can be expected that career advancement will motivate employees to become more engaged in their work. Therefore, the following hypothesis can be suggested:

Hypothesis 1: There is a positive relationship between career advancement and employee engagement

2.4. Job Security

Job security is defined as a legal employment contract between employee and agency that leads to assurances for continued employment (Greenhalgh & Rosenbtatt, 1984; Romzek, 1985). Based on this definition, Greenhalgh and Rosenbtatt (1984) developed a theoretical model in order to comprehend the essences, causes, and consequences of job insecurity. They explained job insecurity as the inability of an employee to maintain desired continuity within a threatened job situation. The main assumption that underlies this explanation is that job insecurity can be captured by individual's perceptions of the immediate work environment. This is followed by their statement that any form of an individual's subjective threat that is represented by job insecurity is derived from the objective threat by means of the individual's perceptual process.

Greenhalgh and Rosenbtatt further predicted that job insecurity will eventually affect a variety of individual's organizational behavior, such as productivity, turnover, and resistance to change. In summary, subjective job security (Job insecurity) is influenced by objective job security. The result of this influence will manifest itself in the form of changes in the

employee's attitudes and behavior.

Davy et al. (1997) considered job security as the assurance of job continuity and stabilization provided by the organization to its employees. Hur (2019) added that job security can be perceived as a legal employment contract between employees and employer regarding the assurance of their employment continuity. Concerning job security, people mainly prioritize on how to improve the probability of keeping their current job. Thus, job security will act as an answer by providing employees with the expectation of receiving a fair chance to grow by using their individual abilities within the organization (Aman-Ullah et al., 2021).

2.4.1. *The Relation between Job Security and Employee Engagement*

A number of empirical studies (Chen, 2017; Ugwu & Okojie, 2016; Strazdins et al., 2004) discovered that employees who felt that their job security are inadequate may develop poor psychological condition. As the condition deteriorates, it will turn into stress and burnout which will affect the employee's work performance (Probst, 2003; Dekker & Schaufeli, 1995).

Miller et al. (2001) found that a high level of job security will positively affect employee's work performance within an organization. Some studies that have attempted to compare the differences between permanent and temporary workers discover that employees with permanent contracts were associated with higher level of organizational commitment (Morrow et al., 1994; Martin & Hafer, 1995; Van Dyne & Ang, 1998) and job satisfaction (Miller & Terborg, 1979; Krausez et al., 1995).

Several researchers (Gupta et al., 2022) have conducted a study that attempts to identify the role of job security and value congruence in improving the work engagement levels among software developers in India. The results of the study show that job security is positively correlated with all of the three aspects of work engagement (Vigor, dedication, and absorption). The same statement can be said for the value congruence in which it is positively correlated with work engagement. Thus, it can be concluded that higher job security and value congruence lead to higher work engagement. They explained that such cases occur because employees who feel that their values are aligned with the values of the organization and who do not fear losing their jobs will feel less dissonance. As a result, they will invest all their energy into their work.

Supaporn Prasongthan (2022) has attempted to analyze the influence of organizational resilience and job security on employee engagement during the occurrence of COVID-19 pandemic in the Thai hotel industry. In this case, organizational resilience refers to the ability of organizations to absorb pressures and recover or bounce back from an undesirable event. The researcher discovers that both organizational resilience and job security have a significant positive influence on employee engagement. In addition, organizational resilience has a positive effect on hotel employees' job security during the COVID-19 pandemic.

Based on these discoveries, Prasongthan has stated that an organization with a strategic plan for proactive action that maximizes the opportunities in the future can improve the hotel's resilience. Improving organizational resilience is vital for the management during uncertain conditions. Once hotels have implemented resilience programs, employees will feel more secure about their jobs, which, in turn, will trigger employee engagement.

From the results of the research that were discussed above, it can be concluded that job security possesses a positive relationship with employee engagement. Therefore, the following hypothesis can be proposed:

Hypothesis 2: There is a positive relationship between job security and employee engagement

2.5. Performance Feedback

In order to be successful, an organization needs to help its employees in improving their work performances on an ongoing basis (Aguinis et al., 2011). To this end, the managers implement performance management systems which are designed to align performance at various structural levels, such as individual, unit, and the organization itself. It is important to note that performance feedback is considered as the most critical component of all performance management systems (Aguinis, 2009; DeNisi & Kluger, 2000).

Aguinis (2009) defined performance feedback as information regarding an employee's past behavior relative to established standards for employee behavior and results. The main goals of performance feedback consist of two main points. First, to facilitate individual growth. Second, to improve team performance. Third, to develop employee engagement, job satisfaction, and motivation.

In reality, however, organizational managers tend to be uncomfortable with regard to giving performance feedback (Aguinis, 2009). This tendency is likely to do more harm than good to the employee's performance improvement (DeNisi & Kluger, 2000). Bouskila-Yam and Kluger (2011) have conducted a qualitative study about the employee's overall response to the performance feedback process. Most of them expressed the following feedback that they had received: "The feedback meeting is a conflict meeting," "It was devastating," "The process was a waste of time," and "Feedback equals criticism and it is not nice".

Based on the research that was conducted by Bouskila-Yam and Kluger, it can be inferred that performance feedback is perfectly capable in implicating individuals emotionally (Farr et al., 2012; Ilgen & Davis, 2000; Kluger & DeNisi, 1996; Lazarus, 1991; Meyer, 1991). Several organizational studies (Kay & Meyer, 1965; Meyer, 1991; VandeWalle et al., 2001) suggest that negative feedback threatens employee's confidence, which leads to negative feelings within their minds. The appearance of negative feelings will cause the employee's performance to rapidly deteriorate, rather than improve it.

This means that within the performance feedback process, employees need to deal with their negative emotions that they have experienced first (Emotion regulation), so that the effects of these negative emotions can be properly contained (Alam & Latham, 2019). By containing the effects of negative emotions, the employees will be able to assess the feedback information and engage in constructive discussion with the management, which will ensure their performance improvement in the future (Learning behavior).

2.5.1. *The Relationship between Performance Feedback and Employee Engagement*

Several researchers have acknowledged that performance feedback is one of the most vital management practices with regards to its relationship with employee engagement. The importance stems from the fact that performance feedback has a positive and significant relationship with employee engagement (Gruman & Saks, 2011; Jawahar, 2007; Steensma & Viser, 2007). This notion is supported further by the research that was conducted by Volpone et al. They (Volpone et al., 2012) explicitly stated that positive performance feedback will eventually result in positive working climate. The existence of a positive work climate will improve the level of employee engagement in the organization.

Similarly, Rao (2017) viewed that by providing proper feedback on the employee's performances, the organization will be able to identify their strengths, weaknesses, and anxieties. This identification is very important as it allows the employee to overcome their weaknesses and improve their engagement level. The same discovery can be identified within Ugwu and Okojie's research. They (Ugwu, 2016) found that performance feedback is positively and significantly related to employee engagement.

A number of researchers (Marodin et al., 2022) have attempted to analyze, through a

scientific study, how shop floor performance feedback (five different forms of performance feedback, which consist of safety, quality, productivity, improvement, and individual performance) affects human-related outcomes (motivation, role clarity, and engagement). The results of the study show that production, improvement, and individual performance are the types of performance feedback that have the higher potential to positively affect motivation, role clarity, and employee engagement levels. In addition, their influence on role clarity and employee engagement is higher than their influence on motivation.

Unfortunately, safety and quality-based performance feedback did not have statistically significant influences on motivation and employee engagement levels. However, they have a significant influence on role clarity, although their level is significantly lower compared to the productivity, improvement, and individual performance-based feedback.

Such results occur due to employees' perception that their performance evaluations are directly related to productivity, not safety and quality. If this is the case, the lack of perceived importance of these metrics will lead to a higher rate of defects and accidents in the workplace.

Consistent with all previous research, it can be inferred that performance feedback is positively related to the employee engagement. Therefore, the following hypothesis can be formulated:

Hypothesis 3: Performance feedback is positively related to the employee engagement

2.6. Perceived Organizational Support as the Moderating Variable

Several researchers (Kim et al., 2016; Eisenberger et al., 1986) defined perceived organizational support as the extent to which employees interpret that their contributions to the organization are being valued and cherished. Based on this definition, Eisenberger et al. (1986) developed a theory called organizational support theory. Organizational support theory states that employee's tendency to view the organization as having favorable or unfavorable orientation to them is supported by their personification of the organization.

Levinson (1965) added that because the organization establishes rules, policies, and norms that provide continuity, is responsible for the actions of its agents, specifies role behaviors, and exerts influence on individual employees through its agents, employees tend to view the organization as having human-like characteristics. Kim et al. (2016) held that the personification of the organization by employees is fundamental to perceived organizational support due to how it provides a way for employees to simplify and conclude many of the various interactions they have with the organizations and the representatives.

It is essential to note that because the employees tend to view the organization as a powerful, human-like entity, perceived organizational support plays an important role in providing the employees with socio-emotional needs (e.g., esteem, affiliation, and emotional support). By providing the employees with socio-emotional needs, the organization will be able to develop affective commitment within the minds of its employees (Eisenberger et al., 1986; Eisenberger & Stinglhamber, 2011). Affective commitment itself refers to the emotional linkage between the organization and its employees (Kim et al., 2015).

According to the organizational support theory, perceived organizational support leads to affective commitment through social exchange and self-enhancement processes. Regarding social exchange, Eisenberger and Stinglhamber (2011) stated that employees will attempt to seek a balance in their exchange relationship with the organization by reciprocating perceived organizational support with affective commitment. When the organization is interpreted to value and care about the employees' contributions (Perceived organizational support), employees will feel obliged to return that sentiment by developing affective commitment (Tsui et al., 1997).

Regarding self-enhancement, organizational support theory considers that perceived organizational support fulfills socio-emotional needs, such as esteem, affiliation, and emotional support which leads to higher level of organizational identification among the employees. As the organizational identification grows, employees' affective commitment will also be enhanced (Marique et al., 2013).

Several researchers (Meyer & Allen, 1991; Shore & Wayne, 1993) hold that affective commitment should enhance employee satisfaction when the organization is able to meet its goals and objectives. Due to the fact that the existence of in-role and extra-role performance lends to the achievement of the organization's goals and objectives, employees with high affective commitment should exhibit improved in-role and extra-role performance (Meyer et al., 2002; Riketta, 2002). Thus, by increasing affective commitment, perceived organizational support should lead to improved performance.

A number of scholars (Rhoades et al., 2001; Cialdini, 2001; Gouldner, 1960) have acknowledged that any organization that is willing to provide support and care for its employees will be reciprocated accordingly through the exertion of energy and dedication to their work on the basis of the rule of social exchange theory.

There are many researchers (Saks, 2006; Loi et al., 2006) who stressed the importance of fair treatment from the organization to its employees. They argued that employees will display a high level of engagement to their organization if it is perceived as being able to treat the employees fairly on a daily basis.

Aktar and Pangil (2017) discovered that perceived organizational support is capable of moderating the relationship between several HRM practices (Career advancement, job security, and performance feedback) and employee engagement. Furthermore, they added that perceived organizational support is able to compensates for the employees' poor perceptions of HRM practices. Hence, it can be concluded that employees with poor perceptions of HRM practices are more likely to be disengaged if the organization does not provide them with perceived organizational support.

A number of researchers (Yang et al., 2022) have attempted to examine the relationship between the mentoring process, perceived organizational support, and employee engagement. The results show that the amount of mentoring has a positive and significant relationship with employee engagement. The same can be said for the relationship between mentoring and perceived organizational support, where the amount of mentoring is significantly related to perceived organizational support. In addition, they found that perceived organizational support is significantly related to employee engagement. Lastly, they discovered that perceived organizational support plays a mediating role between the amount of mentoring and work engagement.

Based on the results of the research, the mentoring process serves two crucial purposes to the level of employee engagement in the workplace. First, mentoring is able to influence employee engagement positively through the additional emotional energy, knowledge, and methods that the employee gains from the learning process. Second, mentoring provides employees with psychological resources that are important in facilitating the improvement of employee engagement level. It is important to note that perceived organizational support plays an important role, as when mentors help employees acquire relevant resources through their teaching, the employees would perceive that the support comes from the organization, not just from the mentors themselves. Therefore, such a perception would lead the employees to reciprocate the organizational support through engagement because they would feel obligated to the organization.

Priyanka Sihag (2021) has conducted a study that focuses on the mediating role of perceived organizational support and how it affects the relationship between psychological

capital and employee engagement within the Indian IT industry. The results show that psychological capital has a positive and significant relationship with perceived organizational support. Similarly, perceived organizational support is able to influence employee engagement in a positive and significant manner. In addition, Sihag further found that perceived organizational support fully mediated the relationship between psychological capital and employee engagement.

From the same study, Sihag discovers that fairness, whether it is procedural or distributive and supervisory support act as the most important antecedents of perceived organizational support. Therefore, in order to promote higher perceived organizational support beliefs among employees, an organization should provide more fairness-based or supervisory-based support in the work environment. As perceived organizational support improves, it will positively affect the employees' psychological capacities (the development of positive feelings such as hope or sense of optimism), leading to various individual and organizational outcomes.

Thus, it can be argued that perceived organizational support possesses positive influence on the relationship between HRM practices and employee engagement through its moderation. Therefore, the following hypothesis can be developed:

Hypothesis H4: Perceived organizational support strengthens the relationship between career advancement and employee engagement through its moderation

Hypothesis H5: Perceived organizational support strengthens the relationship between job security and employee engagement through its moderation

Hypothesis H6: Perceived organizational support strengthens the relationship between performance feedback and employee engagement through its moderation
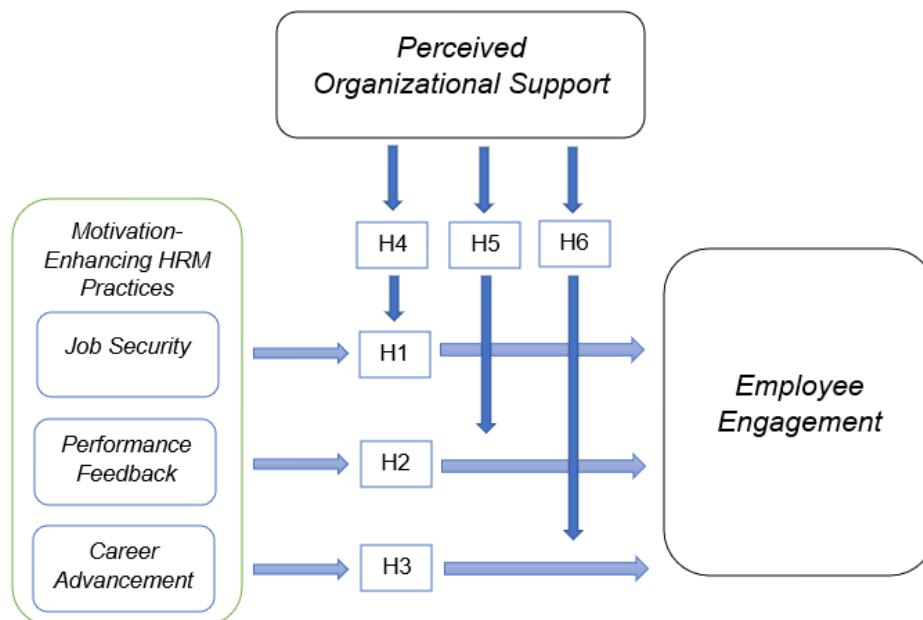

Figure 1. Conceptual Framework of the Research

Note. This figure attempts to describe the conceptual framework of the research. Adapted from *The Relationship between Employee Engagement, HRM Practices, and Perceived Organizational Support: Evidence from Banking Employees*, by Alima Aktar & Faizuniah Pangil, 2017, p. 7. Copyright 2017 by International Journal of Human Resource Studies. Hypothesis 1 (H1), hypothesis 2 (H2), hypothesis 3 (H3), hypothesis 4 (H4), hypothesis 5 (H5), hypothesis 6 (H6).

3. Research Methods

3.1. Research Design

This research will adopt quantitative research as its data-collecting method. Specifically, descriptive research will be utilized as the method for collecting data through the use of survey or questionnaire. Based on Young's explanation (2016) regarding the purpose of questionnaire, it will be used to report the participant's opinions on certain issues.

Cross-sectional survey will be used as the main design of the research. It can be defined as a research design in which the researcher collects data from various participants at a single point of time. Participants' demographic profiles have been analyzed by implementing the manual method. Multicollinearity is determined by using SmartPLS 4 through the calculation of VIF (Variance Inflation Factor). The same application (SmartPLS 4) is used for two additional purposes. First, to determine the relationship between each variable by applying the PLS-SEM (Partial Least Square-Structural Equation Modelling) method. Second, to conduct hypothesis-testing by employing the bootstrapping function.

3.2. Sample and Procedures

The study focuses on the doctors who have been working in healthcare facilities for at least two (2) years. The focus was created in order to develop assessments of the HRM practices that were implemented in a precise and accurate manner. It is important to note that the doctors who have been working for less than two years were excluded because of their general lack of understanding regarding the HRM practices that were employed and the working culture in the healthcare facilities. Hence, single stage cluster sampling is selected as the sampling method.

One hundred and twenty questionnaires (120) were distributed to the participants. The participants are comprised of doctors from several healthcare facilities in Surabaya, East Java, Indonesia. The doctors were invited to participate through official permission from the respective healthcare facilities. The questionnaires were completed during working hours. A total of one hundred and two (102) participants responded. However, there is a criterion in which the doctors must have worked in the healthcare facilities for at least two (2) years. Therefore, seven (7) doctors were excluded from the questionnaire, reducing the number of participants to ninety-five (95).

The demographics include of several categories, such as gender, work experience, and age. Concerning gender, fifty-two participants were male (54.74%), while another forty-three participants were female (45.26%). Regarding work experience, the majority of the participants consist of the doctors who have been working for 6-10 years (Fifty-five participants or 57.89%). Other participants are the less-experienced doctors who have been working for 2-5 years (Thirty participants or 31.58%) and the more experienced doctors who have been working for more than 10 years (Ten participants or 10.53%).

The last category is age in which there were forty participants who are 25-35 years old (42.10%), thirty-four participants who are 36-45 years old (35.79%), eleven participants who are 46-55 years old (11.58%), and ten participants who are older than 55 years old (10.53%).

3.3. Research Measures

The questionnaire will use five-point Likert scale (1= *strongly disagree*, 5= *strongly agree*) to determine participants' feelings regarding certain statements or situations. The questionnaire is composed of three different sections, such as HRM practices (Career advancement, job security, and performance feedback), employee engagement, and perceived organizational

support. Each section contains a number of questions that represent its characteristics. For example, employee engagement employs several questions, each of which represents the dimensions that were described by Schaufeli (2012), such as vigor (Two questions), dedication (Three questions), and absorption (Three questions). Career advancement includes three questions representing career mobility and promotion prospects, respectively, as stated by He, Gao, and Yan (2019).

Job security uses three questions that illustrate the characteristic of job insecurity, as explained by Hur (2019). Performance feedback adds three additional questions to the HRM practices section. Each of the questions embodies learning behavior and emotional regulation in accordance with the perspective of Alam and Latham (2019). Perceived organizational support employs three questions, each of which reflects the affective commitment and organizational performance as expressed by Kim, Eisenberger, and Baik (2016).

3.4.   Data Analysis

This research employs SmartPLS 4 as a means to conduct hypothesis testing and observe the relationship between latent variables. Specifically, it adopts the PLS-SEM method by harnessing SmartPLS 4. There are several reasons that lead to the adoption of PLS-SEM method. First, there is a lack of normal data distribution. Hair and a number of researchers (2019: 5) expressed that PLS-SEM can be employed when data distribution issues became a concern, one of such issues includes a lack of normality. Second, the population of doctors in Surabaya is scarce which restricts the number of samples that can be taken. Such reason can be used as a justification for using the PLS-SEM method (Hair et al., 2019).

There are several steps necessary to conduct the PLS-SEM method. First, it is crucial to consider about the type of measurement model that will be taken. The importance came from the fact that the measurement model functions as an instrument that specifies the relationship between indicators and latent variables (Henseler et al., 2009). In this case, the research will proceed by implementing the reflective measurement model which represents the direction of causality that begins from the latent constructs to the indicators.

The second step refers to the assessment of the measurement model. It will be determined based on Chin's catalogue of criteria (Chin, 1998). Based on his criteria, there are two-steps process that need to be taken. First, it is required to conduct assessment of the outer model. Second, the previous assessment must be followed by another assessment of the inner model. The evaluation of the outer model consists of the measurement of the reliability and validity of the reflective constructs. This is followed by assessment of the inner model which comprises of the calculation of the variance explanation of the endogenous constructs, and the effect sizes of the model.

As mentioned in the previous paragraph, the measurement of the reliability and validity of the reflective constructs will be the first criterion that need to be checked. In particular, the internal consistency reliability which will be further elaborated by Cronbach. He (Cronbach, 1951) argued that Cronbach's α is the traditional criterion for internal consistency. Such argument arises because on how the Cronbach's α function as an estimate for the reliability based on the indicator intercorrelations. Since Cronbach's α assumes that all indicators are equally reliable, the use of PLS-SEM has become more significant. The significance of the PLS-SEM came from the fact that it prioritizes indicators in accordance with their reliability, which results in a more reliable composite.

However, several researchers (Werts, Linn, & Joreskog, 1974) have found that Cronbach's α tends to produce serious underestimation of the internal consistency reliability of latent variables in the PLS path models. Thus, it is considered more appropriate to apply

another measure, Composite Reliability (CR). The application of CR is due to the fact that it takes into account that indicators possess different loadings, and can be interpreted in the same manner as Cronbach's α.

Validity is calculated by examining the two subtypes of validity, which include the convergent validity and discriminant validity (Henseler et al., 2009). Convergent validity illustrates how each of the indicators embody the same underlying construct, which can be demonstrated by their unidimensionality. According to Fornell and Larcker (Fornell & Larcker, 1981), average variance extracted (AVE) can be employed as a criterion for convergent validity. Therefore, the AVE will be measured accordingly by utilizing SmartPLS 4.

Discriminant validity can be construed as the extent to which constructs are different from each other (Ab Hamid et al., 2017). It is a rather complementary concept in which the two distinct concepts should display sufficient difference (i.e., the common set of indicators is expected non-unidimensional). Discriminant validity can be assessed by employing Fornell-Larcker criterion method. It states that a latent variable shares more variance with its assigned indicators than with any other latent variables (Fornell & Larcker, 1981). Within statistical terms, the AVE value of each latent variable should be greater than the latent variable's highest squared correlation with any other latent variables.

Henseler et al. (2009) argue that the essential criterion for the evaluation of inner model is the coefficient of determination (R^2) of the endogenous latent variables. The purpose of R^2 is to determine whether the model in the research can be used to explain the relationship between exogenous latent variables and the endogenous latent variable(s).

The second criterion that should be taken into consideration is effect size. Albers (2009) defines effect size as the sum of the direct effect and all possible indirect effects of a specific variable on another variable (Total effect). For each effect in the path model, one can measure the effect size by using Cohen's (Cohen, 1988) f^2. The effect size (f^2) is measured as the increase in R^2 relative to the proportion of variance of the endogenous latent variable that remains unexplained.

The third step to be taken is the bootstrapping method. According to several researchers (Davison & Hinkley, 2003; Efron & Tibshirani, 1993), bootstrapping is a nonparametric method employed in PLS path modelling to provide confidence intervals for all parameter estimates and to provide the foundation for statistical inference. Streukens and Leroi-Werelds (2016) added that such confidence intervals can be employed to formally test the hypotheses associated with frequently-occurring phenomena. Therefore, it can be concluded that the bootstrapping method will be used for hypothesis-testing purposes by using the confidence intervals.

4. Results and Discussion

The research will analyze the measurement model and the structural model. The analysis of the measurement model will be done in accordance to the statement that was given by Henseler et al. (2009), in which there are two-step process that need to be taken. First, the examination of the outer model was conducted to determine the validity and the reliability of the entire model. Second, the examination of the outer model was followed by another examination of the inner model in which the variance explanation of the endogenous constructs and the effect sizes were evaluated. Both steps were evaluated using the PLS-SEM algorithm technique. After the evaluation of the measurement model, the hypotheses were tested by using the bootstrapping technique.

4.1. Measurement Model

Cronbach's α, CR, and AVE were assessed for the measurement model to determine the convergent validity (Table 1). The results showed that the outer loading of the indicators possess values between 0.702 and 0.932. All of them exceeded the threshold of 0.70. In addition, the Cronbach's α of each of the latent variables has values ranging from 0.755-0.872. According to Nunnally and Bernstein (1994), the internal consistency value should be at least above 0.7 in the early stages of research to be regarded as satisfactory. For the more advanced stages of the research, it needs to be at least 0.8 or 0.9. Therefore, it can be concluded that the Cronbach's α of the latent variables can be interpreted as satisfactory, as they exceeded the criterion provided by Nunnally and Bernstein.

The same can be said about the CR of the latent variables. The result of the calculation shows that each of the latent variables possesses CR that ranges between 0.858 and 0.930. As Nunnally and Bernstein have already explained, the internal consistency value should be at least above 0.7 in order to be regarded as satisfactory. Hence, it can be summarized that the CR of each of the latent variables exceeds the criterion given by Nunnally and Bernstein which allows them to be regarded as satisfactory.

The result of the AVE shows that each of the latent variables has values ranging from 0.671-0.868. According to Gotz et al. (2009), the criterion of convergent validity is met when the AVE value of the latent variable is at least 0.5, which means that a latent variable is able to explain, on average, more than half of the variance of its indicators. As the result shows, this means that each of the latent variables exceeds the threshold that was given by Gotz et al. Thus, it can be inferred that all of the latent variables in this research are able to explain more than half of the variance of their indicators on average.

It is important to mention that Variance Inflation Faction (VIF) will be calculated as well as it offers test that provides information regarding the multicollinearity of each latent variable. Table 1 shows that the VIF of each of the latent variables has values ranging from 1.183-3.013. Hair et al. (2012) suggested that a VIF of less than 10 are indicative of inconsequential collinearity. Based on the result, this means that each of the latent variables possesses VIF that is considered as inconsequential. Therefore, it can be concluded that each of the latent variables lacks critical multicollinearity which negatively affects the results of the research.

Table 1. Measurement of Convergent Validity and VIF of the Latent Variables

Construct	Items	Loadings	VIF	Cronbach's a	AVE	CR
Career Advancement	CA1	0.770	1.709	0.806	0.723	0.886
	CA2	0.925	2.887			
	CA3	0.848	2.025			
Job Security	JS1	0.888	2.439	0.814	0.730	0.889
	JS2	0.732	1.433			
	JS3	0.932	2.672			
Performance Feedback	PF1	0.743	1.856	0.785	0.672	0.860
	PF2	0.810	2.079			
	PF3	0.900	1.422			
Employee Engagement	EE1	0.702	1.454	0.756	0.671	0.858
	EE2	0.840	1.601			
	EE3	0.903	2.034			

Construct	Items	Loadings	VIF	Cronbach's a	AVE	CR
Vigor	VIG1	0.917	2.206	0.850	0.868	0.930
	VIG2	0.946	2.206			
Dedication	DED1	0.931	2.812	0.872	0.795	0.921
	DED2	0.822	1.890			
	DED3	0.918	3.013			
Absorption	ABS1	0.910	2.587	0.821	0.738	0.894
	ABS2	0.771	1.456			
	ABS3	0.890	2.482			
Perceived	POS1	0.870	2.565	0.755	0.676	0.861
Organizational	POS2	0.716	1.183			
Support	POS3	0.871	2.597			

Note. CA= Career Advancement, JS= Job Security, PF= Performance Feedback, EE= Employee Engagement, VIG= Vigor, DED= Dedication, ABS= Absorption, POS= Perceived Organizational Support.

4.2. Discriminant Validity

Discriminant validity was measured by employing the Fornell-Larcker criterion (Table 2). The Fornell-Larcker criterion is used because of its ability to calculate discriminant validity on the construct level. According to Henseler et al. (2009), in a statistical sense, the AVE value of each latent variable should be greater than the highest squared correlation of the latent variable with all other latent variables. As can be seen in Table 2, the AVE value of each latent variable ranges from 0.822-0.932, which is greater than the squared correlation with all other variables. Thus, it can be interpreted that each of the latent variables shares more variance with its own indicators than with another latent variable representing different indicators.

Table 2. Discriminant Validity Calculation Based on Fornell-Larcker Criterion

	ABS	CA	DED	JS	PF	POS	VIG
ABS	**0.859**						
CA	0.437	**0.850**					
DED	0.818	0.488	**0.891**				
JS	0.740	0.463	0.628	**0.854**			
PF	0.550	0.696	0.500	0.470	**0.822**		
POS	0.219	0.380	0.241	0.309	0.409	**0.823**	
VIG	0.823	0.475	0.876	0.633	0.493	0.203	**0.932**

4.3. Inner Model

The assessment of the inner model was performed by evaluating the coefficient of determination of the endogenous latent variables or R^2 (Table 3), and the effect size of the latent variables (Table 4). The main criterion of R^2 was explained by Chin (1998). He stated that R^2 values of 0.67, 0.33, and 0.19 for endogenous latent variables in the inner path model can be considered as substantial, moderate, and weak, respectively. When specific inner path model structures are able to explain an endogenous latent variable by only a few (e.g., one or two) exogenous latent variables, "moderate" R^2 may be appropriate.

However, it is vital to consider that the endogenous latent variable might depend on several exogenous latent variables. In such case, the R^2 value should have at least a substantial level (Chin, 1998). As shown in Table 3, the R^2 value of employee engagement is 0.674, which means that the model is able to explain the endogenous latent variable and its theoretical basis because it can be regarded as substantial.

Schaufeli (2012) explained that employee engagement consists of three main elements, which are vigor, dedication, and absorption. Thus, it is vital to calculate the R^2 values of each element. Based on the results shown in Table 3, vigor, dedication, and absorption possess the R^2 value of 0.631, 0.591, and 0.803 respectively. Hence, it can be inferred that vigor and dedication are able to describe the endogenous variable of the model at a moderate level.

Unfortunately, the same conclusion can't be made regarding the absorption. Its high R^2 value means that absorption is able to explain the endogenous variable of the model at a substantial level.

Table 3. The R^2 Value of the Research Model

Variable	R-Square	R-Square Adjusted
ABS	0.803	0.801
DED	0.591	0.586
VIG	0.631	0.627
EE	0.674	0.648

Effect size was assessed by using Cohen's f^2 (Cohen, 1988). According to Cohen, f^2 values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. Table 4 shows that the f^2 of the latent variables range from 0.000 to 4.071. One of the latent variables, such as career advancement (CA = 0.000) have smaller effect due to its lack of value within the f^2 matrix.

Other latent variables, such as perceived organizational support (POS = 0.026) and performance feedback (PF = 0.048), possess small effects because they exceed Cohen's threshold for a small effect (0.02). However, one variable was found to have a large effect (0.35). This variable is job security (JS = 0.764). Therefore, it can be summarized that the latent variables have different effects on the endogenous variable, with job security being the latent variable with the most dominant effect on it.

The components of employee engagement, consisting of vigor, dedication, and absorption can be described as having large effects because of their high f^2 values of 1.707, 1.444, and 4.071 respectively. Among these components, absorption has the most dominant effect due to its f^2 value being the highest. Therefore, it can be concluded that the components of employee engagement have the strongest effects on the endogenous variable.

Table 4. The f^2 Value of the Research Model

	ABS	CA	DED	EE	JS	PF	POS	VIG
ABS								
CA				0.000				
DED								
EE	4.071		1.444					1.707
JS				0.764				
PF				0.048				
POS				0.026				

	ABS	CA	DED	EE	JS	PF	POS	VIG
VIG								

4.4. Discussion

The hypothesis test was conducted by using the nonparametric bootstrapping method. As shown in Table 5, there are several hypotheses that were made within the research. H1 means that career advancement affects employee engagement positively; H2 means that job security affects employee engagement positively; H3 means that performance feedback affects employee engagement positively; H4 means that perceived organizational support strengthens the relationship between career advancement and employee engagement through its moderation; H5 means that perceived organizational support strengthens the relationship between job security and employee engagement through its moderation; H6 means that perceived organizational support strengthens the relationship between performance feedback and employee engagement through its moderation.

The result for H2 indicates that job security has a positive and significant relationship with employee engagement (β = 0.653, t = 7.397, p < 0.000). Otherwise, all of the other latent variables were rejected due to their inability to meet the given requirement (p < 0.000). Thus, it can be concluded that the only hypothesis accepted in the research is the H2.

It is important to note that all hypotheses (H4, H5, H6) that include moderating variables are rejected. Therefore, it is not necessary to conduct a moderation analysis.

Table 5. Results of Hypothesis Test

Hypothesis	Meaning	β (Beta)	*t-statistics*	*P-value*	Decision
H1	CA → EE	0.013	0.101	0.919	Rejected
H2	JS → EE	0.653	7.397	0.000	Accepted
H3	PF → EE	0.218	1.634	0.102	Rejected
H4	POS*CA → EE	-0.184	1.073	0.283	Rejected
H5	POS*JS → EE	-0.100	1.130	0.258	Rejected
H6	POS*PF → EE	0.005	0.034	0.973	Rejected

Note. The hypothesis-testing process utilizes the *p-value* criterion of p < 0.00 to determine whether or not the hypothesis is rejected.

The result of the hypothesis test showed that job security has a significant and positive effect on employee engagement. This is considered to be consistent with several previous studies (Hur, 2019; Chen, 2017). The following is an analysis of the result of the hypothesis and how it correlates with social exchange theory.

Blau (1964) explained that the most important point of social exchange theory is the fact that individuals will choose actions on the basis of the costs and benefits that they will receive in the future (cost-benefit analysis). Based on this notion, employees will perceive the organization positively if it is able to ensure job continuity within its work environment (benefit). The positive evaluation stems from the fact that the employees felt that the organization cares about their well-being. As a result, employees are motivated to reciprocate the organization's kindness by adopting and applying its values through their attitudes and behaviors (Eisenberger et al., 1990; Gould-Williams, 2007; Van der Voorde et al., 2012). In addition, employees are more likely to become more focused and enjoy their work, therefore, they will lack the drive to leave their jobs (Freeney and Tiernan, 2006).

5. Implications for Research, Practice, or Society

There are several theoretical and practical implications that stem from this research. Theoretically, this research reveals the relationship between HRM practices and employee engagement by employing social exchange theory as a means to explain on how HRM practices affect employee engagement level. Thus, by doing so, this research is able to further expand the HRM literature. In addition, this research highlights how perceived organizational support acts as a mediating variable in the relationship between HRM practices and employee engagement. Therefore, it provides further understanding regarding the role that perceived organizational support plays in the work environment.

Practically, this research facilitates further understanding regarding the implementation of HRM practices by providing the antecedent of the employee engagement that should be considered as important. By doing so, HRM practitioners are able to prioritize certain HRM practices that focus on improving the antecedent in question. As a result, organizations are able to invest their resources efficiently, while providing better retention. Furthermore, by providing the proper work environment, the organization will be able to drive the employees to invest their energy, motivation, and time in the tasks, thus creating employee engagement. Such investment occurs due to the employees' belief that the organization recognizes and cares about their well-being.

6. Conclusion

From the result of this research, it can be concluded that job security affects employee engagement positively. Such a conclusion can be developed based on how social exchange theory occurs in the first place. As the organization provides job continuity to its employees, they will reciprocate in kind through employee engagement and the adoption of positive work behaviors and attitudes in the workplace. Thus, job security-related HRM practices have become one of the most vital components in the development of the employee engagement.

However, there are several limitations in the research that need to be addressed in the future studies. First, the study uses cross-sectional study as its main design, which leads to its inability to define the cause-and-effect relationship between latent variables in a precise manner. Therefore, longitudinal study should be considered for the main design in future research.

Second, the study does not take into account regarding the various forms of organizational support that are implemented in the workplace. In general, organizational supports may include supervisor support, peer support, team support, etc. Thus, future studies should examine the impact of the various forms of organizational support on employee behavior to obtain a more comprehensive picture.

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