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FACTORS THAT AFFECT WORK ATTACHMENT MEDIATED BY THE PERCEPTION OF ORGANIZATIONAL SUPPORT IN MINING COMPANIES PT. XYZ

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Abstract

This study aims to determine the Effect of Psychological Capital and Authentic Leadership on Work Engagement Mediated by Perceptions of Organizational Support at Mining Company PT. Xyz. The population in this study were 121 employees working at PT. XYZ with sampling using the Saturation Technique, namely all populations used as respondents. This research method uses a quantitative method with a causal design. The analysis in this study used SEM with software analysis using SEM PLS. The results of this study indicate that. The results of this study indicate that psychological capital has a significant positive effect on job uncertainty, meaning that the higher the psychological capital owned by employees, the higher the perceived job uncertainty. Authentic leadership has a significant positive effect on tenure. Authentic leadership has a significant positive effect on perceptions of organizational support. Psychological capital has a significant positive effect on perceptions of organizational support. Perceptions of organizational support have a significant positive effect on Work Engagement, meaning that the higher the perception of organizational support, the higher the employee's work continuity. Psychological capital has a positive and significant effect on work continuity through perceptions of organizational support as an intervening variable. Authentic leadership has a positive and significant influence on work continuity through perceptions of organizational support as an intervening variable.

Keywords: Psychological Capital, Authentic Leadership, Work Engagement, Perception of Organizational Support

INTRODUCTION

The business world is facing intense competition driven by rapid advancements in technology, communication, and the economy. To remain competitive, companies must develop effective strategies and rely on competent human resources, as these individuals are crucial for driving organizational success. Employee work attachment, defined as the extent to which employees identify with and are emotionally committed to their work, plays a key role in fostering collaboration and personal presence within the company. However, at PT. XYZ, there are challenges related to employee work attachment that are not meeting expectations, highlighting the need for strategic improvements.

PT XYZ is a company engaged in mining, especially coal mines, located in Jakarta. As a coal mining service company, they must fulfill cooperation agreements with client companies or contractors to meet the increasing market demand. Therefore, companies need to understand the level of work attachment of existing human resources (HR). A high level of work engagement brings many advantages to the company, such as retaining and improving the quality of human resources, retaining the best performing employees, and helping to achieve the company's production targets. Work attachment is defined as a positive state of mind towards work characterized by passion, dedication, and deep focus (Gorgievski et al., 2010).

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develop effective strategies and rely on competent human resources, as these individuals are crucial for driving organizational success. Employee work attachment, defined as the extent to which employees identify with and are emotionally committed to their work, plays a key role in fostering collaboration and personal presence within the company. However, at PT. XYZ, there are challenges related to employee work attachment that are not meeting expectations, highlighting the need for strategic improvements.

Other research shows that authentic leadership is one of the factors that affect work engagement. In the context of the JD-R model that is the framework of this research, one of the job resources that affects work attachment is supervisory coaching (Hayuningtyas & Helmi, 2016). Leadership styles are evolving rapidly along with globalization and the demands of organizations to be more integrative in addressing problems. Authentic leadership, which integrates the concepts of integrity and authenticity, is related to the four dimensions of transformational leadership behavior: charismatic, inspiring, intellectual stimulation, and individual attention (Avolio & Luthans, 2006; Yavuz, 2020).

Based on the results of interviews with several human resources at PT. XYZ, there are leaders who have not been able to adjust to the conditions of the organization. The lack of effective communication between employees and leaders leads to a lack of understanding of the leader's orders. Leaders are seen to be less able to influence employees by creating work comfort, such as an attitude that does not motivate employees in carrying out their duties. In addition, leaders rarely give awards and praise for employee work achievements. The inappropriate attitude is also reflected in the personality of the leader who is unfriendly and does not support the work of the employees, such as the unwillingness to help and give advice. An understanding of employee comfort is needed so that leaders can apply a leadership style that creates a comfortable work environment so that employees can work well. An organizational environment that supports authentic behavior by supporting leaders and followers in organizational settings will lead to the development of authentic leadership. This leadership style is based on integrity and ethical behavior that is open, transparent, and considers all stakeholders (Luthans et al., 2006), so that authentic leadership leads to a high perception of fairness among subordinates.

Biswal et al. (2023) found that psychological capital positively influences work attachment, with individuals who possess higher psychological capital demonstrating greater emotional commitment and skill utilization. However, Nugroho & Pudjihardjo (2022) reported conflicting findings, showing no influence of psychological capital on work attachment. Similarly, research by Nikolova et al. (2019) highlighted a significant impact of authentic leadership on work engagement, while Hayuningtyas & Helmi (2016) found no such effect, noting that only situational leadership in the context of job demand control impacts work engagement. Narwastu et al. (2023) reported that perceived organizational support significantly affects work attachment, but Giao et al. (2020) and Man & Hadi (2013) presented opposing results. Additionally, Tisu et al. (2020) found that psychological capital influences perceived organizational support, a finding contradicted by Ho & Chan (2022). BAYKAL (2020) research supported the effect of authentic leadership on perceived organizational support, but Sarwar et al. (2023) found no such effect. Jonathan & Erdiansyah (2021) showed that job attachment mediates the positive influence of psychological capital on HR performance, while Aria et al. (2019) demonstrated that authentic leadership, psychological capital, and perceived organizational support positively affect teachers' intentions to stay, with authentic leadership's impact being mediated by psychological capital and perceived support.

The novelty of this study is the researcher has not found any research Perception of organizational support can mediate influence Psychology Capital to Work Attachment and Perception of organizational support can mediate the influence of Authentic Leadership on

work engagement. Therefore, researchers are interested in making Perception of organizational support as a mediation variable in this study. This research presents an element of novelty with a focus on four studies, namely: Psychology Capital, Authentic Leadership, Work Engagement and Perception of organizational support. The three independent variables are: Psychology Capital, Authentic Leadership will be examined both partially and independently of Work Engagement and mediation variables Perception of organizational support. The concept of research with this focus has never been studied by other researchers based on data from January 2024-March 2024. The research was conducted on the XYZ industry in the mining sector.

From the explanation above, the researcher concludes that based on the relevant research that has been studied, there is a literature gap in the category of mediation variables. This is due to the lack of research that explores the role of mediating perceptions of organizational support in the relationship between psychological capital and authentic leadership to work engagement. Another literature gap identified is the contradiction gap, where some studies show different results so that further research is needed to confirm and ensure the consistency of the research results. To fill this gap, the purpose of this study is to build a model conceptually and empirically through the analysis and proof of the influence of psychological capital and authentic leadership on work attachment, which is mediated by the perception of organizational support in mining companies of PT. XYZ.

The hypotheses used in this study are:

1) H1: Psychological Capital has a positive and significant effect on Work Attachment.
2) H2: Authentic Leadership has a positive and significant effect on Work Engagement.
3) H3: Psychological Capital has a positive and significant effect on the perception of organizational support.
4) H4: Authentic leadership has a positive and significant effect on the perception of organizational support.
5) H5: Perception of organizational support has a positive and significant effect on work engagement.
6) H6: Perception of organizational support mediates the Psychological Capital Variable positively and significantly towards Job Attachment.
7) H7: Perception of organizational support mediates the Authentic Leadership Variable positively and significantly to Work Engagement.

RESEARCH METHOD

The research design used is a causal research design. This study uses variable measurement using the Likert scale method. The population in this study is all employees working at PT. XYZ which totals 172 employees in the head office and onsite of PT. XYZ. In this study, the author used the Probability Sampling technique and obtained 121 samples.

The data collection method in this study uses a survey. The research variables were measured using a questionnaire. The data used is quantitative data, including the number of employees and pre-research results such as the number of respondents and the total score for each variable. The research data was obtained through a questionnaire distributed using Google Form. Data analysis was carried out using the SEM (Structural Equation Modeling) model. For data processing, the Partial Least Square (SmartPLS) version 3.0 program is used. This model was chosen for its ability to measure constructs through indicators, as well as analyze indicator variables, latent variables, and measurement errors.

RESULT AND DISCUSSION

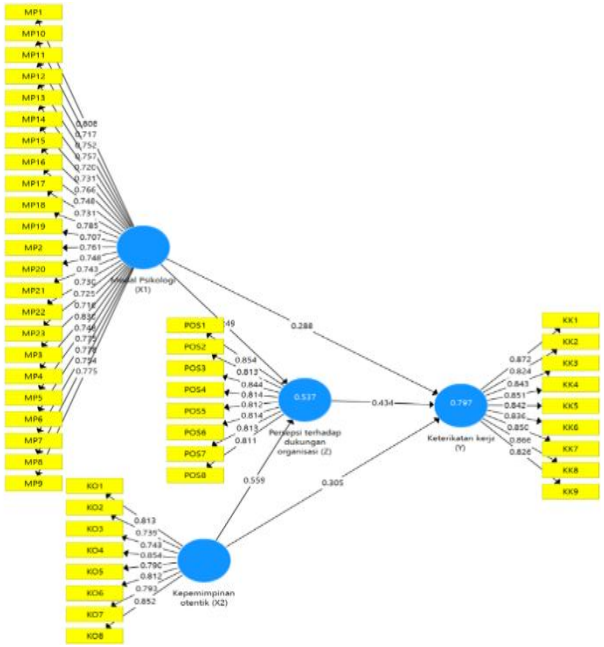


Figure 1. Outer Model Results

Based on Figure 1, it can be seen that all indicators studied show an Outer Loading value that exceeds the threshold of 0.70. Thus, based on the convergence validity criteria, these indicators have qualified. Therefore, this research process can continue to the next stage of testing with the belief that the indicators have adequate validity. Based on the data provided, the "Authentic leadership" construct shows impressive reliability with Cronbach's Alpha of 0.919 and Composite Reliability values of 0.920 and 0.934, respectively. Similarly, "Work Attachment" recorded outstanding reliability values with Cronbach's Alpha 0.950 and Composite Reliability 0.951 and 0.958. "Psychological Capital" recorded the highest reliability with Cronbach's Alpha 0.965 and Composite Reliability 0.966 and 0.968. Meanwhile, "Perception of organizational support" had excellent reliability with Cronbach's Alpha of 0.931 and Composite Reliability of 0.934 and 0.943. Overall, the four constructs show high reliability, confirming that the indicators used are consistent in measuring the latent variables in question.

R-Square Determination Coefficient (R2)

Table 1. R-Square Value

	R Square	R Square Adjusted
Work attachment (Y)	0.797	0.792
Perception of organizational support (Z)	0.537	0.529

From the table above, it can be seen that the value of R-Square (R^2) or the determination coefficient for the work attachment construct is 0.797. This shows that 79.7% of the variability of endogenous variables, i.e. perceptions of organizational support, can be explained by exogenous variables in this model, while the rest is explained by other factors outside of this study. In addition, the R-Square (R^2) value for the perception construct of organizational support was 0.537, which means that 53.7% of the variability of these

endogenous variables could be explained by the exogenous variables in the study, while the rest were explained by other exogenous variables outside of this study.

Hypothesis Test Results

Table 2. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Authentic leadership (X2) -> Work engagement (Y)	0.305	0.297	0.071	4.311	0.000
Authentic leadership (X2) -> Perception of organizational support (Z)	0.559	0.543	0.110	5.064	0.000
Psychological Capital (X1) -> Work Attachment (Y)	0.288	0.292	0.070	4.125	0.000
Psychological Capital (X1) -> Perception of organizational support (Z)	0.249	0.266	0.094	2.659	0.008
Perception of organizational support (Z) -> Work attachment (Y)	0.434	0.433	0.082	5.311	0.000
Authentic leadership (X2) -> Perception of organizational support (Z) -> Work attachment (Y)	0.242	0.236	0.065	3.747	0.000
Psychological Capital (X1) -> Perception of organizational support (Z) -> Work attachment (Y)	0.108	0.116	0.047	2.310	0.021

Psychological Capital on Work Attachment

In the first hypothesis, the results of this study were accepted, showing that psychological capital has a significant positive effect on work attachment. High levels of engagement can be achieved by employees who are motivated at work, have effective work environments, have positive support, have opportunities for growth, and are in an environment that prioritizes mental health (Bakker & Leiter, 2010). To survive in today's business competition, companies must take care of the health of their employees. Page & Vella-Brodrick (2009) reveals that "Improving and maintaining the mental and physical health of employees will enable them to improve their work performance". According to the research of Teo et al. (2020) stated that psychological capital has a positive and significant effect. The results of this study are in line with research conducted by Taneu & Yuliasesti DS

(2023), Côté et al. (2021) which stated that psychological capital has a positive and significant effect on work attachment.

Authentic Leadership Has a Positive and Significant Effect on Job Engagement

In the second hypothesis, the results of the study show that authentic leadership has a positive and significant influence on work engagement. Authentic leadership is considered capable of facing challenges in increasing work engagement because of its positive nature, prioritizing transparency, and ethics. Therefore, this type of leadership can be an alternative solution for companies in facing various challenges in the world of work, which ultimately has a positive impact on employee work engagement. These findings are in line with research by Nikolova et al. (2019) and Saruksuk et al. (2022), which also showed that authentic leadership has a significant effect on work engagement.

Psychological Capital Has a Positive and Significant Effect on the Perception of Organizational Support

In the third hypothesis, the results of the study show that psychological capital has a positive and significant influence on the perception of organizational support. Psychological capital is an important and positive factor that individuals have in the work environment. Employees with high levels of self-efficacy tend to believe in their ability to complete tasks well. In addition, a high level of expectation and optimism motivates employees to look at their work positively and understand the potential they can achieve, including the support and cooperation from the organization that supports work effectiveness. Employees who feel strong organizational support are usually more engaged in their work and in the organization as a whole (Adlina et al., 2018). These findings are consistent with research by Adlina et al. (2018), Putra et al. (2021), and Priyanto et al. (2024), which also show that psychological capital has a positive and significant influence on the perception of organizational support.

Authentic Leadership Has a Positive and Significant Effect on the Perception of Organizational Support

In the fourth hypothesis, the results of this study are accepted, showing that authentic leadership has a significant positive effect on the perception of organizational support. Authentic leadership is a positive leadership style that can be described as a transparent, moral, and sincere approach that can make a constructive contribution during difficult times that encourages the company to provide full organizational support to its employees. The results of research by Kleynhans et al. (2022) and Andamari (2020) show that authentic leadership has a positive and significant effect on the perception of organizational support.

Perception of Organizational Support Has a Positive and Significant Effect on Job Engagement

In the fifth hypothesis, the results show that the perception of organizational support has a positive and significant influence on work engagement. A work environment characterized by transparency and support from the boss or organization can increase employee security and engagement (Barreiro & Treglown, 2020). Organizational support refers to the company's recognition of employee contributions and the company's commitment to employee well-being, which ensures that employees remain engaged (Taneu & Yuliasesti DS, 2023). These findings are in line with research by Sihag (2020), Arasanmi & Krishna (2019), Fairnandha (2021), Rahmi et al. (2021), and Eisenberger et al. (2020), which also show that the perception of organizational support positively and significantly affects work engagement. Thus, the study indicates that employee engagement levels are

directly related to how they rate the organization's support for their contribution and well-being.

Perception of Organizational Support Mediates the Psychologist's Capital Variable on Work Attachment

In the sixth hypothesis, the results show that psychological capital has a positive and significant influence on work attachment through the perception of organizational support as an intervening variable. The perception of organizational support helps identify how psychological capital can increase work attachment to the organization. Organizational support serves as a guarantee that employees need that support to carry out tasks effectively and without pressure, and can strengthen employees' confidence in the treatment they receive from the organization, so that they tend to be more engaged when receiving support that suits their workload (Andamari, 2020). Research by Putra et al. (2021) shows that the perception of organizational support can mediate the positive and significant influence of psychological capital on work attachment.

Perception of Organizational Support Mediates Authentic Leadership Variables to Work Engagement

In the seventh hypothesis, the results show that authentic leadership has a positive and significant influence on work attachment through the perception of organizational support as an intervening variable. Perceptions of organizational support reflect how employees value the organization's contribution, support, and concern for their well-being. Authentic leadership, which is characterized by strong care and support from the leader, contributes to employee well-being and increases work engagement. Employees who feel cared about by their leaders tend to feel more attached to their work. Research by Vermeulen & Scheepers (2020) shows that perception of organizational support is effective in mediating a positive and significant relationship between authentic leadership and work engagement.

CONCLUSION

The research on "The Influence of Psychological Capital and Authentic Leadership on Work Attachment Mediated by Perception of Organizational Support at Mining Company PT. XYZ" concludes that both psychological capital and authentic leadership significantly and positively impact work attachment, with the perception of organizational support serving as a crucial mediating factor. Specifically, higher psychological capital and authentic leadership enhance employees' work attachment and their perception of organizational support, which in turn further strengthens work attachment. The study suggests expanding future research by increasing the sample size and incorporating additional variables to better understand the dynamics of organizational support. Practical recommendations include fostering employee confidence through soft skills training, encouraging leaders to engage more with employees, improving problem-solving capabilities among staff, and ensuring that extra efforts by employees are appropriately recognized and rewarded.

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