

Work Engagement in Mediating the Effects of Job Characteristics, Supervisor and Coworker Support, Participation in Decision Making, and Job Security on Performance

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Abstract

This study aimed to examine the influence of job characteristics, supervisor and coworker support, participation in decision-making, and job security on teacher performance mediated by work engagement in elementary schools under the auspices of the Prayoga Bukittinggi Foundation. This study uses descriptive and quantitative analysis methods. The population in the study amounted to 52 teachers. The sampling technique used a saturated sample technique totaling 52 respondents. The analysis technique in this study uses Path Analysis. This study's results indicate that job characteristic, Supervisor and coworker support, Participation in decision-making, and Job security have a positive and significant effect on teacher performance. Job characteristics, Supervisor and coworker support, Participation in decision-making, and Job security have a significant positive effect on teacher performance mediated by work engagement.

Keywords : Job Characteristic, Supervisor and Coworker Support, Participation in Decision Making, Job Security, Work Engagement, Performance.

Introduction

The first Covid-19 pandemic was reported in Indonesia on March 2, 2020. As a result of the Covid-19 pandemic, various policies were issued by the government to break the chain of the spread of Covid-19 in Indonesia. One field that has felt the impact of the Covid-19 pandemic is the field of education in Indonesia. As a result of the enactment of interaction restrictions, the Ministry of Education issued a policy by closing schools and replacing the Teaching and Learning Activities process with an online system.

The reason the researchers chose elementary teachers was that elementary teachers had extra responsibilities and role demands with the conditions of the co-19 pandemic and the re-implementation of face-to-face learning during the co-19 pandemic. So the researchers found that the performance of elementary school teachers was one of the important things that needed attention in order to continue to support a good education system during the face-to-face learning period again during the co-19 pandemic. Teacher performance is the dominant variable in determining the quality of learning. This means that teachers who are involved in learning activities have good performance and will be able to improve the quality of school learning activities in one way, namely motivating students to be more active

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in learning, to motivate student learning is influenced by the teacher's performance in class (Majid, 2016).

Through interviews and observations, information was obtained that what influenced the performance of teachers in elementary schools included work engagement. Work engagement is needed for workers associated with organizations where their work interacts with customers, clients, patients, and also with students (Bakker et al., 2018). These aspects of work engagement can be influenced by many things. According to Bakker and Demouroti (2007), one of the variables that affect work engagement is job resources. According to Bhatti et al. (2018), Job resources consisting of job characteristics, supervisor and co-worker support, participation in decision-making, and job security affect work engagement and performance, which can ultimately improve service.

Job characteristics refer to certain aspects of a job, namely skills and knowledge, physical and mental demands, and working conditions that can be identified, explained, and evaluated (Bhatti et al., 2018). The second job resource is Supervisor and co-worker support (Bhatti et al., 2018). Supervisor and co-worker support is support in an organization or service company that comes from supervisors and co-workers (Susskind et al., 2003). The third job resource is Participation in decision-making (Bhatti et al., 2018). Participation in decision-making is the extent to which leaders allow or encourage employees to share or participate in organizational decision-making (Probst, 2005). The fourth job resource is job security (Bhatti et al., 2018). Job security is defined as the stability and continuity of an individual's job, Probst (2003).

In this way, the formulation of the problem in this study is as follows: 1) Do job characteristics directly affect the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation? 2) Does supervisor and coworker support have a direct effect on the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation? 3) Does participation in decision-making have a direct effect on the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation? 4) Does job security have a direct effect on the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation? 5) Does work engagement mediate the effect of job characteristics on the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation? 6) Does work engagement mediate the influence of Supervisor and coworker support on the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation? 7) Does work engagement mediate the effect of participation in decision-making on the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation? 8) Does work engagement mediate the influence of job security on the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation?

The aims of this study are as follows: 1) To find out and analyze job characteristics that directly influence the performance of elementary school teachers who are under the auspices of the Prayoga Bukittinggi Foundation. 2) To find out and analyze Supervisor and coworker support have a direct effect on the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation. 3) To find out and analyze Participation in decision-making has a direct effect on the performance of elementary school teachers who are under the auspices of the Prayoga Bukittinggi Foundation. 4) To find out and analyze Job security which has a direct effect on the performance of Elementary School Teachers under the

auspices of the Prayoga Bukittinggi Foundation. 5) To find out and analyze the effect of Job characteristics mediated by Work engagement on the performance of Elementary School Teachers under the auspices of the Prayoga Bukittinggi Foundation. 6) To find out and analyze the effect of Supervisor and Coworker support mediated by Work engagement on the performance of Elementary School Teachers under the auspices of the Prayoga Bukittinggi Foundation. 7) To find out and analyze the influence of Participation in decision-making mediated by Work engagement on the performance of Elementary School Teachers under the auspices of the Prayoga Bukittinggi Foundation. 8) To find out and analyze the effect of job security mediated by work engagement on the performance of elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation.

Literature Review

Job Characteristic

Job Characteristics According to Hackman and Oldham (1975), is a set of environment variables that are widely considered important that cause and influence worker behavior. His was found through the Job Characteristic Model (JCM), which provides an explanation of how the work structure influences employee behavior and their attitude toward working conditions. Through JCM, it can also be explained that the specific core dimensions of job characteristics, namely autonomy, feedback, task significance, task identity, and various skills, can affect work results and employee motivation. The five core dimensions will create a psychological state that can be felt by employees, namely feelings of significance, responsibility, and knowledge of results (Luthan, 2006).

Supervisor and Coworker Support

Supervisor support is defined as a situation where superiors provide assistance to subordinates when they face problems related to work or outside work and encourage awareness of subordinates to provide their ideas and thoughts related to work processes (Susskind et al., 2007 in Talebzadeh et al., 2019). Adequate supervisor support can help to foster a trustworthy work environment where employees will trust each other (Li et al., 2017 in Talebzadeh et al., 2019). This trustworthy environment also consists of coworker support. Coworker support refers to the support provided by colleagues in sharing knowledge, expertise, and providing encouragement and inspiration (Talebzadeh et al., 2019).

Participation in Decision Making

Participation in decision-making is an application of industrial democracy which signals to employees that they are included in the decision-making, distribution of responsibility, and authority in the workplace by the company. Employees can not only participate in organizational decision-making but also have the opportunity to influence decisions related to their work (Valoyi et al., 2000).

Job Security

Ashford, et al. (1989) state that job security is the level where workers feel they are not threatened with losing their jobs and feel confident that their jobs are still needed

by the organization. Then according to De Witte and Nashwall (2003), job security is divided into two meanings, namely individual perceptions of the continuity of the job that is owned (subjective job security) and forms of work that are not temporary, such as permanent jobs and jobs that are not based on a specific contract (objective job security). This is similar to the opinion of Altinay (2017), which states that job security exists when someone is still employed in the same organization without reducing their rights.

Work Engagement

According to Kahn (1990 in Schaufeli and Bakker, 2010), engagement includes both psychological and physical presence when showing job roles. The point is that engaged employees will involve and express themselves physically, cognitively, and emotionally while carrying out their roles in the organization. Such engagement is very necessary to encourage employee morale. Work engagement is also defined as a positive, satisfying, and work-related state of mind characterized by vigor, dedication, and absorption (Schaufeli and Bakker, 2010)

Performance

Performance is not a characteristic of a person such as talent or ability, but is a manifestation of the talent or ability itself. This opinion shows that performance is a manifestation of ability in the form of real work (Madjid, 2016). Mathis and Jackson (2010) define performance as basically what employees do and don't do. Employee performance is what influences how much they contribute to the organization, which includes output quantity, output quality, output period, attendance at work, and cooperative attitude.

Hypothesis

The research entitled "Work Engagement Analysis Mediates the Influence of Job Characteristic, Supervisor and Coworker Support, Participation in Decision Making and Job Security on Elementary School Teacher Performance at the Prayoga Bukittinggi Foundation" formulates the following hypothesis:

H1. Job characteristics have a direct and positive effect on teacher performance in elementary schools, which are under the auspices of the Prayoga Bukittinggi Foundation.

H2. Supervisor and co-worker support have a direct and positive effect on teacher performance in elementary schools under the auspices of the Prayoga Bukittinggi Foundation.

H3. Participation in decision-making has a direct and positive effect on performance in elementary schools under the auspices of the Prayoga Bukittinggi Foundation.

H4. Job security has a direct and positive effect on teacher performance in elementary schools under the auspices of the Prayoga Bukittinggi Foundation.

H5. Job characteristics have an indirect and positive effect on teacher performance which is mediated by teacher work engagement in elementary schools under the auspices of the Prayoga Bukittinggi Foundation.

H6. Supervisor and co-worker support have an indirect and positive effect on teacher performance which is mediated by teacher work engagement in elementary schools under the auspices of the Prayoga Bukittinggi Foundation.

H7. Participation in decision-making has an indirect and positive effect on teacher performance mediated by the work engagement of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation.

H8. Job security has an indirect and positive effect on teacher performance which is mediated by teacher work engagement in elementary schools under the auspices of the Prayoga Bukittinggi Foundation.

Methods

Sampling and Procedures

This research was conducted at an elementary school under the auspices of the Prayoga Bukittinggi Foundation. The population in this study were 52 teachers who were at SD Prayoga Bukittinggi Foundation, namely SD Francis Bukittinggi, SD Pius Payahkumbuh, and SD Fransiscus Padang Panjang.

Measures

Job Characteristic (X1)

Job Characteristic, According to Hackman and Oldham (1975), is a set of environmental variables that are widely felt to be important in causing and influencing worker behavior. Job characteristics were measured using an instrument developed by Hackman and Oldham (1975), a 5-point Lykert-type scale with 10 items.

Supervisor and Coworker Support (X2)

Supervisor support is defined as a situation where superiors assist subordinates when they face problems related to work or outside work. Coworker support refers to the support provided by colleagues in sharing knowledge, expertise and providing encouragement and inspiration (Talebzadeh et al., 2019). Supervisor and Coworker Support were measured using an instrument developed by Karasek et al. (1982 in Talebzadeh et al., 2019), a 5-point Lykert-type scale with 14 items.

Participation in Decision Making (X3)

It is an application of industrial democracy that gives a sign to employees that they are involved in decision-making, the division of responsibilities, and authority in the workplace by the company. Participation in Decision Making was measured using an instrument developed by Valoyi et al. (2000), a 5-point Lykert-type scale with 8 items.

Job Security (X4)

The degree to which workers feel that they are not threatened with losing their jobs and feel confident that their jobs are still needed by the organization. Job Security was measured using an instrument developed by Ashford et al. (1989), a 5-point Lykert-type scale with 8 items.

Work Engagement (Z)

Work Engagement is defined as a positive and satisfying state of mind. Work Engagement was measured using an instrument developed by Schaufeli and Bakker (2010), a 5-point Lykert-type scale with 9 items.

Performance (Y)

Teacher performance is a result of work that can be achieved in an organization (school) according to the authority and responsibility given by the organization in an effort to achieve organizational goals. Performance was measured using an instrument Based on the Regulation of the Minister of National Education of the Republic of Indonesia Number 16 of 2007 concerning academic qualification standards and teacher competence, a 5-point Lykert-type scale with 17 items.

Table 1. Characteristics of SD Prayoga Bukittinggi Elementary Teachers

Teacher Identity	Category	Frequency	Percentage
Gender	Man	10	19,2%
	Woman	42	80,8%
	Total	52	100%
Age	21 s/d 30 Years	14	26,9 %
	31 s/d 40 Years	10	19,2%
	41 s/d 50 Years	15	28,9%
	51 s/d 60 Years	13	25 %
	Total	52	100%
Last Education	Master (S2)	1	1,9%
	Bachelor (S1)	50	96,2%
	Diploma-IV	1	1,9%
	Total	52	100%
Years of Service	1 s/d 5 years	17	32,7%
	6 s/d 10 Years	6	11,5%
	> 10 tahun	29	55,8%
	Total	52	100%
Teaching Place	SD Fransiskus Bukittinggi	22	42,3%
	SD Pius Payakumbuh	22	42,3%
	SD Fransiscus Padang Panjang	8	15,4%
	Total	52	100%

Source: Results of primary data processing, 2021

Data Analysis

The hypothesis was tested using ANOVA (analyses of variance). ANOVA is used to test the differences between a number of population means by comparing the variances. This is done by giving the null hypothesis to the data population. And for testing the mediation hypothesis is done by carrying out the Sobel test. The Sobel test was conducted to find out whether the relationship through a mediating variable is significantly capable of being a mediator in the relationship.

Result and Discussion

Result

Based on Table 1, overall the elementary school teachers under the auspices of the Prayoga Bukittinggi Foundation are dominated by teachers aged 41 years to 50 years, as many as 15 teachers or 28.9% with work experience of more than 10 years as many as 29 teachers or 55. 8%. With a bachelor's degree (S1) education of 50 teachers or 96.2%, the number of teachers who teach at SD Francis Bukittinggi and SD Pius Payakumbuh is 22 teachers or 42.3%.

Based on the results of the analysis carried out using path analysis, the data obtained was processed first using the IBM SPSS version 25 program so that analysis results showed in Tabel 2 were obtained.

Based on the results of the path analysis of regression equation 1 in Table 2, the regression equation is obtained as follows:

$$Z = 0.608x_1 + e$$

Table 2. Path Analysis Job Characteristic Regression on Work Engagement

Variable	Koef. Path	Std. Error	T	Sig.t	Sig. 5%
<i>Job Characteristic</i>	0,608	0,184	5,417	0,000	Significant
Dependent Variable : <i>Work Engagement</i>					
Adjusted R Square : 0,357					

Source: Results of primary data processing, 2021

Table 3. Path Analysis Job Characteristic Regression on teacher performance mediated by Work Engagement

Variable	Koef. Path	Std. Error	T	Sig.t	Sig. 5%
<i>Job Characteristic</i>	0,443	0,226	4,179	0,000	Significant
<i>Work Engagement</i>	0,459	0,138	4,329	0,000	Significant
Dependent Variable : Teacher Performance					
Adjusted R Square : 0,639					

Source: Results of primary data processing, 2021

Based on the results of the path analysis in Table 3, the regression equation is obtained as follows:

$$Y = 0.443X_1 + 0.459Z + e$$

The results of path analysis (path analysis) for the regression equation can be seen in Table.

Based on the results of the regression equation path analysis in Table 4, the regression equation is obtained as follows:

$$Z = 0.633X_2 + e$$

Based on the results of the path analysis in Table 5, the regression equation is obtained as follows:

$$Y = 0.368X_2 + 0.495Z + e$$

Based on the results of the regression equation path analysis in Table 6, the regression equation is obtained as follows:

$$Z = 0.726X_3 + e$$

Table 4. Path Analysis of Supervisor and Coworker Support for Work Engagement

Variable	Koef. Path	Std. Error	T	Sig.t	Sig. 5%
<i>Supervisor and Coworker Support</i>	0,633	0,109	5,788	0,000	Significant
Dependent Variable : <i>Work Engagement</i>					
Adjusted R Square : 0,389					

Source: Results of primary data processing, 2021

Table 5. Path Analysis of Supervisor and Coworker Support on Teacher Performance mediated by Work Engagement

Variable	Koef. Path	Std. Error	t	Sig.t	Sig. 5%
<i>Supervisor and Coworker Support</i>	0,368	0,148	3,198	0,002	Significant
<i>Work Engagement</i>	0,495	0,150	4,296	0,000	Significant
Dependent Variable : Teacher Performance					
Adjusted R Square : 0,595					

Source: Results of primary data processing, 2021

Table 6. Path Analysis Participation in Decision-Making on Work Engagement

Variable	Koef. Path	Std. Error	t	Sig.t	Sig. 5%
<i>Participation in Decision Making</i>	0,726	0,129	7,456	0,000	Significant
Dependent Variable : <i>Work Engagement</i>					
Adjusted R Square : 0,517					

Source: Results of primary data processing, 2021

Table 7. Path Analysis Participation in Decision Making on Teacher Performance mediated by Work Engagement

Variabel	Koef. Path	Std. Error	t	Sig.t	Sig. 5%
<i>Participation in Decision Making</i>	0,396	0,225	3,033	0,004	Significant
<i>Work Engagement</i>	0,440	0,170	3,372	0,001	Significant
Variabel dependen : Teacher Performance					
Adjusted R Square : 0,588					

Source: Results of primary data processing, 2021

Table 8. Path Analysis of Job Security on Work Engagement

Variabel	Koef. Path	Std. Error	t	Sig.t	Sig. 5%
<i>Job Security</i>	0,738	0,125	7,741	0,000	Significant
Dependent Variable : <i>Work Engagement</i>					
Adjusted R Square : 0,536					

Source: Results of primary data processing, 2021

Based on the results of the path analysis in Table 7, the regression equation is obtained as follows:

$$Y = 0.396X_3 + 0.440Z + e$$

Based on the results of the regression equation path analysis in Table 8, the regression equation is obtained as follows:

$$Z = 0.738X_4 + e$$

Based on the results of the path analysis in Table 9, the regression equation is obtained as follows:

$$Y = 0.328X_4 + 0.486Z + e$$

Table 9. Path Analysis of Job Security on Teacher Performance mediated by Work Engagement

Variabel	Koef. Path	Std. Error	t	Sig.t	Sig. 5%
<i>Job Security</i>	0,328	0,234	2,384	0,021	Significant
<i>Work Engagement</i>	0,486	0,179	3,534	0,001	Significant

Dependent Variabel : Teacher Performance
Adjusted R Square : 0,561

Source: Results of primary data processing, 2021

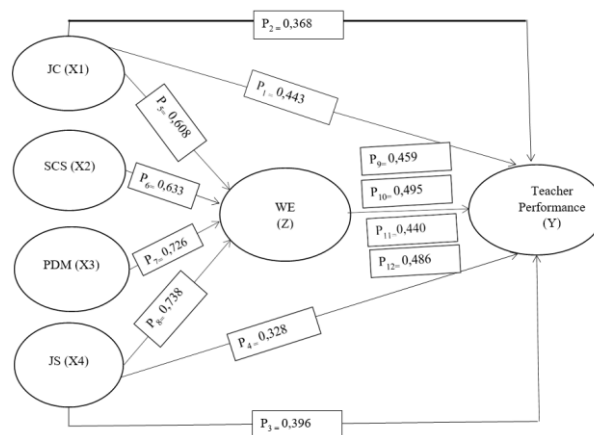


Figure 1. Estimating the Path Coefficient of Relationship Between Variables

Source: Results of primary data processing, 2021

Therefore, the results of the estimation of the hypothesis relationship model between the six variables in this study are presented in the form of a path diagram as seen in Figure 1.

Hypothesis Testing

H1: Job characteristics have a direct effect on teacher performance in elementary schools under the auspices of the Prayoga Bukittinggi Foundation

Based on Table 3 regarding *job characteristics* (X1) on teacher performance (Y), the *path* is 0.433 (positive) which means that if the *job characteristic* increases, the teacher's performance will increase and if the *job characteristic* decreases, the teacher's performance will decrease. The results of the calculation of the significance test with the t statistic obtained t_{value} of 4.179 and probability (p) = 0.000. Because $p < 0.05$, the first hypothesis is accepted.

H2: Supervisor and Coworker Support have a direct effect on Teacher Performance in Elementary Schools under the auspices of the Prayoga Bukittinggi Foundation

Based on Table 5 regarding *supervisor and coworker support* (X2) on teacher performance (Y), the *path* is 0.368 (positive) which means that if the variable

regarding *supervisor and coworker support* increases, teacher performance will increase, and if the variable regarding *supervisor and coworker support* decreased, the teacher's performance will decrease. The results of the calculation of the significance test with the t statistic obtained t_{value} of 3.198 and probability (p) = 0.002. Because $p < 0.05$, the second hypothesis is accepted.

H3: Participation in decision-making has a direct effect on performance in elementary schools under the auspices of the Prayoga Bukittinggi Foundation

Based on Table 7 regarding *participation in decision-making* (X3) on teacher performance (Y), the *path* is 0.396 (positive) which means that if the variable concerning *participation in decision-making* increases, the teacher's performance will increase and if the variable concerning *participation in decision making* decreased, the teacher's performance will decrease. The results of the calculation of the significance test with the t statistic obtained t_{value} of 3.033 and probability (p) = 0.004. Because $p < 0.05$, the third hypothesis is accepted.

H4: Job security has a direct effect on teacher performance in elementary schools under the auspices of the Prayoga Bukittinggi Foundation

Based on Table 9 regarding *job security* (X4) on teacher performance (Y), the *path* is 0.328 (positive) which means that if the *job security* increases, the teacher's performance will increase and if the *job security* decreases, the teacher's performance will experience decline. The results of the calculation of the significance test with the t statistic obtained t_{value} of 2.384 and probability (p) = 0.021. Because $p < 0.05$, the fourth hypothesis is accepted.

H5: Job characteristics have an indirect effect on teacher performance mediated by work engagement in elementary schools under the auspices of the Prayoga Bukittinggi Foundation

Tabel 10 showed the results of path analysis calculations on the effect of job characteristics (X1) on teacher performance (Y) mediated by work engagement (Z) show an indirect effect and a total effect. Based on Table 10, *job characteristics* have an indirect *effect on* teacher performance mediated by *work engagement* of 0.279072. The direct effect (*direct effect*) is 0.443, so the *total effect* is 0.722072. It is known that the direct effect of 0.443 is greater than the indirect effect of 0.279072, so the *work*

Table 10 Direct Effect, Indirect Effect, and Total Effect Job Characteristic on Teacher Performance mediated by Work Engagement

Direct Effect	
$X_1 \rightarrow Y$	
(P1)	= 0.443
Indirect Effect	
$X_1 \rightarrow Z \rightarrow Y$	
(P5 × P9) = 0.608 × 0.459 = 0.279072	
Total Effect	
(Direct Effect + Indirect Effect) = 0.443 + 0.279072 = 0.722072	

Source: Primary data processing results, 2021

engagement can mediate with an amount that is not too high.

In this research, the Sobel test was used to determine the effect of the mediating variable, namely *work engagement*. To calculate the significance of the mediating influence variable using the Sobel test as follows:

$$\begin{aligned} SP_{5P9} &= \sqrt{P_{92}SP_{52} + P_{52}SP_{92} + SP_{52}SP_{92}} \\ &= \sqrt{(0,459)^2 (0,184)^2 + (0,608)^2 (0,138)^2 + (0,184)^2 (0,138)^2} \\ &= 0,121726951 \end{aligned}$$

test the significance of the indirect effect, it is necessary to calculate the t value of the coefficient P_{5P9} with the formula:

$$\begin{aligned} t &= \frac{P_{5P9}}{SP_{5P9}} \\ &= \frac{0,279072}{0,121726951} \\ &= 2,292391236 \end{aligned}$$

The calculation shows that the $t_{\text{value}} 2.292391236 > t_{\text{table}} 2.01290$ with a significance level of 5%, it can be concluded that the *work engagement* is significant, which means there is a mediating effect. Based on the calculated data and several stages above, it can be concluded that there is an indirect effect of *job characteristics* on teacher performance through *work engagement*. Thus the fifth hypothesis is accepted. Variable *work engagement* is able to mediate partially because the effect of the *job characteristic* on teacher performance is significant.

H6: Supervisor and coworker support have an indirect effect on teacher performance mediated by work engagement in elementary schools under the auspices of the Prayoga Bukittinggi Foundation

The results of path analysis calculations (path analysis) of supervisor and coworker support influence (X₂) on teacher performance (Y) mediated by work engagement (Z) show an indirect effect and a total effect. Table 11 showed the calculation of the indirect effect and the total effect. Based on Table 11, it can be seen that *supervisor and coworker support* effect direct (*indirect effect*) on teacher performance mediated *work engagement* of 0.313335. The direct effect (*direct effect*) is 0.368, so the *total effect* is 0.681335.

Table 11. *Direct Effect, Indirect Effect, and Total Effect Supervisor and Coworker Support on Teacher Performance mediated by Work Engagement*

Direct Effect	
X ₂ → Y	
(P ₂)	= 0,368
Indirect Effect	
X ₂ → Z → Y	
(P ₆ × P ₁₀) = 0,633 × 0,495	= 0,313335
Total Effect	
(Direct Effect + Indirect Effect) = 0,368 + 0,313335 = 0,681335	

Source: Primary data processing results, 2021

It is known that the direct effect of 0.368 is greater than the indirect effect of 0.313335, so the *work engagement* can mediate with an amount that is not too high.

In this research, the Sobel test is used to determine the effect of the mediating variable, namely work engagement. To calculate the significance of the mediating influence variable using the Sobel test as follows:

$$\begin{aligned}
 SP_{P6P10} &= \sqrt{P10^2 SP6^2 + P6^2 SP10^2 + SP6^2 SP10^2} \\
 &= \sqrt{(0,495)^2 (0,109)^2 + (0,633)^2 (0,150)^2 + (0,109)^2 (0,150)^2} \\
 &= 0,110426296
 \end{aligned}$$

To test the significance of the indirect effect, it is necessary to calculate the t value of the P6P10 coefficient with the formula:

$$\begin{aligned}
 t &= \frac{P6P10}{SP6SP10} \\
 &= \frac{0,313335}{0,110426296} \\
 &= 2,837639325
 \end{aligned}$$

The calculation shows that the $t_{\text{value}} 2.837639325 > t_{\text{table}} 2.01290$ with a significance level of 5%, it can be concluded that the *work engagement* is significant, which means there is a mediating effect. Based on the calculated data and several stages above, it can be concluded that there is an indirect effect of *supervisor and coworker support* on teacher performance through *work engagement*. Thus the sixth hypothesis is accepted. The work engagement variable is able to mediate partially because the influence of the *supervisor and coworker support* on teacher performance is significant.

H7. Participation in decision-making has an indirect effect on teacher performance mediated by work engagement in elementary schools under the auspices of the Prayoga Bukittinggi Foundation

The results of the *path analysis* effect of *participation in decision-making* (X3) on teacher performance (Y) mediated by *work engagement*(Z) show an indirect effect and a total effect. Table 12 showed the calculation of the indirect effect and total effect.

Table 12 *Direct Effect, Indirect Effect, and Total Effect Participation in Decision Making on Teacher Performance mediated by Work Engagement*

Direct Effect	
X ₃ → Y	
(P ₃)	= 0,396
Indirect Effect	
X ₃ → Z → Y	
(P ₇ × P ₁₁) = 0,726 × 0,440 =	0,31944
Total Effect	
(Direct Effect + Indirect Effect) = 0,396 + 0,31944 = 0,71544	

Source: Primary data processing results, 2021

Based on Table 12, it can be seen that *participation in decision-making* has an *indirect effect (indirect effect)* on teacher performance mediated *work engagement* of 0.31944. The direct effect (*direct effect*) is 0.396, so the total effect is 0.71544. It is known that the direct effect of 0.396 is greater than the indirect effect of 0.31944, so the *work engagement* can mediate with an amount that is not too high.

In this research, the Sobel test is used to determine the effect of a mediating variable, namely *work engagement*. To calculate the significance of the mediating influence variable, use the Sobel test as follows:

$$\begin{aligned} S_{P7P11} &= \sqrt{P11^2 SP7^2 + P7^2 SP11^2 + SP7^2 SP11^2} \\ &= \sqrt{(0,440)^2(0,129)^2 + (0,726)^2(0,170)^2 + (0,129)^2(0,170)^2} \\ &= 0,137604937 \end{aligned}$$

To test the significance of the effect indirectly, it is necessary to calculate the t value of the P7P11 coefficient with the formula:

$$\begin{aligned} t &= \frac{P7P11}{SP7SP11} \\ &= \frac{0,31944}{0,137604937} \\ &= 2,321428337 \end{aligned}$$

The calculation shows that $t_{\text{value}} 2.321428337 > t_{\text{table}} 2.01290$ with a significance level of 5%, it can be concluded there is a mediating effect of work engagement. Based on the calculated data and several stages above, it can be concluded that there is an indirect effect of participation in decision-making on teacher performance through work engagement. Thus hypothesis seven is accepted. Variable work engagement is able to mediate partially, because the influence of participation in decision-making on teacher performance is significant.

Hypothesis 8 Job security has an indirect effect on teacher performance which is mediated by teacher work engagement in elementary schools under the auspices of the Prayoga Bukittinggi Foundation

The results of the calculation of *path analysis* (path analysis) the effect of *job security*(X4) on teacher performance (Y) mediated by work engagement (Z) shows an indirect effect and a total effect. Table 13 showed the calculation of the indirect effect and the total effect.

Table 13. *Direct Effect, Indirect Effect, and Total Effect of Job Security on Teacher Performance mediated by Work Engagement*

Direct Effect	
X4 → Y	
(P4)	= 0,328
Indirect Effect	
X4 → Z → Y	
(P8 × P12) = 0,738 × 0,486 = 0,358668	
Total Effect	
(Direct Effect + Indirect Effect) = 0,328 + 0,358668 = 0,686668	

Based on Table 13, it can be seen that *job security* has an *indirect effect* on the teacher, performance mediated *work engagement* of 0.358668. The direct effect (*direct effect*) is 0.328, so the *total effect* is 0.686668. It is known that the direct effect of 0.328 is smaller than the indirect effect of 0.358668, so *work engagement* can mediate with a high amount.

In this research, the Sobel test was used to determine the effect of the mediating variable, namely *work engagement*. To calculate the significance of the mediating influence variable using the Sobel test as follows:

$$\begin{aligned} S_{P8P12} &= \sqrt{P12^2 SP8^2 + P8^2 SP12^2 + SP8^2 SP12^2} \\ &= \sqrt{(0,486)^2(0,125)^2 + (0,738)^2(0,179)^2 + (0,125)^2(0,179)^2} \\ &= 0,147042204 \end{aligned}$$

To test the significance of the indirect effect, it is necessary to calculate the t value of the P8P12 coefficient with the formula:

$$\begin{aligned} t &= \frac{P8P12}{S_{P8P12}} \\ &= \frac{0,358668}{0,147042204} \\ &= 2,439218063 \end{aligned}$$

The calculation shows that the $t_{\text{value}} 2,439218063 > t_{\text{table}} 2.01290$ with a significance level of 5%, it can be concluded that the *work engagement* is significant, which means there is a mediating effect. Based on the calculated data and several stages above, it can be concluded that there is an indirect effect of *job security* on teacher performance through *work engagement*. Thus Hypothesis eight is accepted. The work engagement variable is able to mediate partially, because the effect of the job security variable on teacher performance is significant.

Discussion

Influence Job Characteristics on Teacher Performance in Elementary Schools under the Auspices of the Prayoga Bukittinggi Foundation

The results of the path analysis research show that *job characteristics* have a positive, direct, and significant influence on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation, meaning that teacher performance is elicited when teachers experience *job characteristics* to the fullest. Those who are under the auspices of the Prayoga Bukittinggi Foundation face working conditions that include *skill variety*, *task significance*, *task identity*, *autonomy*, and *feedback*. These results are in line with previous research conducted by Hartiwi (2016) in his research showing that *job characteristics* have a positive and significant effect on teacher performance.

The Effect of Supervisor and Coworker Support on Teacher Performance in Elementary Schools under the Prayoga Bukittinggi Foundation

The results of the path analysis study show that supervisor and coworker support have a positive, direct, and significant effect on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation,

meaning tolerant supervisors, attentive supervisors, instrumental supervisor support, demanding-authoritarian, instrumental coworker support, informational support, and socio-emotional support have an effect on improving the performance of elementary school teachers who are under the auspices of the Prayoga Bukittinggi Foundation. These results are supported by research conducted by Telebzadeh and Karatepe (2019) in their research showing that supervisor support and coworker support are related to job satisfaction, in-role performance, creative performance, and one's extra-role performance.

The Effect Participation in Decision-Making on Teacher Performance in Elementary Schools Under the Auspices of the Prayoga Bukittinggi Foundation

The results of the path analysis research show that participation in decision-making has a positive, direct, and significant influence on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation. These results are supported by research conducted by Shahzad et al. (2018), showing that participation in decision-making has a direct and significant effect on employee performance. This means that teacher performance will arise when teachers are included in making decisions related to their own work, working conditions, decisions related to human resources, and organizational policies. This will have an impact on increasing the satisfaction, performance, and productivity of a teacher because they know exactly what they need in their work (Valoyi et al., 2000; Shahzad et al., 2018).

The Influence of Job Security on Teacher Performance in Elementary Schools Under the Auspices of the Prayoga Bukittinggi Foundation

The results of the path analysis research show that job security has a positive, direct, and significant influence on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation. These results are supported by research conducted by Umrani et al. (2019), showing that job security has a direct and significant effect on performance. This means that the teacher's performance will be generated when the teacher feels job security at the elementary school, which is under the auspices of the Prayoga Bukittinggi Foundation. is very good, as evidenced by the statement on the item indicators of role clarity and locus of control which are in a very high category, however, it is necessary to pay attention to the indicators of role conflict and organizational change because they have a lower average value on the job security compared to other indicators although still have a high score. Role conflict needs to be considered because it will affect the attitudes and perceptions of teachers about the freedom to determine which work will be carried out first.

The Influence of Job Characteristics on Teacher Performance mediated by Work Engagement.

The results of the study using path analysis variable job characteristic have an indirect effect on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation by passing the Sobel test, the value of t_{value} is 2.292391236 > t_{table} is 2.01290 with a significance level of 5% mediation variable work engagement is significant, which means there is a mediating influence. Job characteristics felt by teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation refer to certain aspects of a job, namely skill variety, task significance, task identity, autonomy, and feedback five aspects will lead to three psychological states that teachers can feel, namely feelings of meaning,

responsibility, and knowledge of results. This study shows that job characteristics have a significant effect on teacher performance which is mediated by work engagement. In other words, teachers with feelings of significance, full of responsibility, and knowledge of the results gain more work engagement, which helps teachers improve their performance. This is supported by Adiarani's research (2019) which states that there is a positive and significant influence between job characteristics on work engagement. Furthermore, Ismail et al. (2018) argued that there is a positive and significant influence between work engagement on performance.

The Influence Supervisor and Coworker Support on Teacher Performance Mediated by Work Engagement

The results of the study using path analysis show that the supervisor and coworker support have an indirect effect on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation by passing the Sobel test, the value of t_{value} is $2.837639325 > t_{\text{table}} 2.01290$ with a significance level 5%, it can be concluded that the work engagement is significant, which means there is a mediating effect. These results are supported by research conducted by Bhatti et al. (2018), stating that the supervisor and coworker support variables indirectly have a positive effect on performance variables through work engagement. Furthermore, Telebzadeh and Karatepe (2019), in their research, revealed that work engagement mediates the influence of supervisor and coworker support on job satisfaction, role performance, creative performance, and extra-role performance.

Effect Participation in Decision Making on Teacher Performance mediated by Work Engagement

The results of the study using path analysis (path analysis) show that the variable participation in decision-making has an indirect effect on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation by passing the Sobel test, the value of t_{value} is $2.321428337 > t_{\text{table}} 2.01290$ with a significance level mediation variable work engagement is significant, which means there is a mediating influence. These results are supported by research conducted by Bhatti et al. (2018), which states that participation in decision-making indirectly has a positive effect on performance variables through work engagement. This shows that the work engagement in this study has a mediating effect on the influence of participation in decision-making on teacher performance.

Effect of Job Security on Teacher Performance mediated by Work Engagement

The results of the study using path analysis variable job security have an indirect effect on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation by passing the Sobel test, it is found that the value of t_{value} is $2.439218063 > t_{\text{table}} 2.01290$ with a significance level of 5 mediation variable work engagement is significant, which means there is a mediating influence. This study shows that teachers who feel secure about their work have work engagement in aspects of vigor, such as having a high level of energy, aspects of absorption, such as feeling happy at work and focusing on the work being done and aspects of dedication seen when teachers show dedication by keeping working well and be loyal to the school even though you only get half a salary during the co-19 pandemic. These results are supported by research conducted by Bhatti et al. (2018),

which state that job security indirectly has a positive effect on performance variables through the work engagement variable.

Conclusion

Based on the results of the research and discussion, it can be concluded that:

1. Job characteristics have a positive and significant effect on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation. Thus hypothesis 1 is supported.
2. Supervisor and coworker support have a positive and significant effect on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation. Thus hypothesis 2 is supported.
3. Participation in decision-making has a positive and significant effect on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation. Thus hypothesis 3 is supported.
4. Job security has a positive and significant effect on the performance of teachers in elementary schools under the auspices of the Prayoga Bukittinggi Foundation. Thus hypothesis 4 is supported.
5. Job characteristics have a significant effect on teacher performance mediated by work engagement. Thus hypothesis 5 is supported.
6. Supervisor and coworker support have a significant effect on teacher performance mediated by work engagement. Thus hypothesis 6 is supported.
7. Participation in decision-making has a significant effect on teacher performance mediated by work engagement. Thus hypothesis 7 is supported.
8. Job security has a significant effect on teacher performance mediated by work engagement. Thus hypothesis 8 is supported.

Management Implication

In this study, one aspect of the job characteristic, namely task identity has the lowest score of the other aspects, this indicates that the completion of the task as a whole is still disrupted. During the Covid-19 pandemic, as of now, teachers may have more additional assignments than usual and require the completion of each of these tasks. Therefore, it is necessary to improve the job description as an applicative form of job characteristics so that there is a perception of suitability between competence and the additional workload given. The school is also expected to be able to improve good working conditions, skills, knowledge, and mental condition of teachers because this is useful in helping achieve organizational goals and can assist teachers in their work.

It is better for elementary schools which are under the auspices of the Prayoga Bukittinggi Foundation to increase work engagement, namely vigor, because teachers carry out a lot of additional tasks such as supervising health protocols and a learning system that is 50% face-to-face and 50% online. This makes teachers feel more pressured by work at the moment. Vigor helps provide energy, mental flexibility, and toughness in facing challenges at work.

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