



INFLUENCE OF LEADERSHIP BEHAVIOR, INTRINSIC MOTIVATION, AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON WORK ENGAGEMENT OF SECURITY EMPLOYEES OF PT BUMI DAYA PLAZA IN JAKARTA

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Abstract: The purpose of this research is to analyze the effects of leadership behavior, intrinsic motivation, organizational citizenship behavior on work engagement. The subjects of this research are the security employees of PT Bumi Daya Plaza, Jakarta. The purposive sampling technique is used for securities who have been working for two years and more. They are 100 security employees become respondents. This research uses a quantitative approach using questionnaire. Data are analyzed using Multiple Linear Regression with the help of SPSS version 21.0. for Windows. The results of this study indicate that both leadership behavior and organizational citizenship behavior positively and significantly influence work engagement; meanwhile, intrinsic motivation does not significantly influence work engagement. It is suggested that to increase work engagement the top management should pay attention to improve the securities work methods, increase obedience to company rules and policies, and participate in company activities.

Keywords: Leadership Behavior, Intrinsic Motivation, Organizational Citizenship Behavior, Work Engagement.

INTRODUCTION

All building managers must have more ability to manage communication efficiently and effectively. Various internal developments in all areas we continue to do and how to improve the ability of human resources as the most valuable asset get the top priority in this development process that aims so that we can always provide value added and the best service to customers and business partners. Companies must understand the importance of leadership styles to improve all results achieved by the company (Aboraman and Dahleez, 2020).

Companies must adjust various business strategies and product and service innovations in order to be able to answer market demands, especially in the Management Building Services and construction industries. At this time one of the problems experienced

and must be immediately sought a solution is how the company can increase the work engagement owned by employees to improve employee work outcomes.

Tabel Contribution of Construction Sector Companies to Gross Domestic Product Prices Applicable in 2018 and 2019 (Billion Rupiah)

Corporate Sector	Tahun 2018	Tahun 2019
Construction	Rp 1.562.297	Rp 1.701.741
Information and Communication	Rp 558.938	Rp 626.424
Outsourcing Services	Rp187.691	Rp 44.969

Source: bps.go.id

In the table above, the financial statements of construction sector companies in Indonesia look most dominant compared to the information and communication, financial services and insurance sectors. As for competitors from PT. Bumi Daya Plaza in Jakarta is PT. Investama Mandiri Manager, PT. Estika Yasa Manage, and PT. Eternal Karsa Power. This shows that this condition becomes an advantage for building and building tenant companies because of the increasingly widespread market that can be used as a target for the sale of the company's products. To improve the results achieved by the company, the leadership must be able to increase work engagement with the desire of employees to work with full energy, enthusiasm, and concentration in the company (Sharma and Kumra, 2020). The better work engagement can be characterized by the desire of employees to work full of inspiration, challenge, and full of pride to the company (Contreras et al., 2020).

The better leadership behavior seen from the positive behaviors owned by the leadership to employees can create work engagement that is better characterized by positive psychological conditions owned by employees when working in the company (Li et al., 2018). The better leadership behavior looks the better a company leader in directing employees in achieving the goals set by the company so as to create employees to work enthusiastically within the company (Belrhiti et al., 2020). The better work engagement is characterized by the desire to work full of energy and dedication so that employees do not stop working at the company (Memon et al., 2020). Work engagement is seen from the desire of employees to work more optimistically, employees will work more productively within the company (Agoi, 2015). The better work engagement is characterized by positive emotional relationships between leaders and employees (Gupta and Shaheen, 2017).

Leadership behavior is seen from the ability of leaders to make employees work more efficiently and effectively in the company (Khuwaja et al., 2020). The better leadership behavior is seen from the ability of leaders to support and be able to overcome problems owned by employees (Guerrero et al., 2020). The better leadership behavior can increase work engagement because it can create the desire of leaders to exchange ideas and ideas with employees (Islam et al., 2013). From the description above, researchers conducted a study with the title "Influence of Leadership Behavior, Intrinsic Motivation, and Organizational Citizenship Behavior on Work Engagement of Security Employees of PT Bumi Daya Plaza In Jakarta".

THEORETICAL REVIEW

Leadership Behavior

Decuyper and Schaufeli (2019) provide understanding of leadership behavior is the ability of leaders to direct employees to be more task-oriented, leaders are more oriented to relationships with employees, leaders are more oriented to change orientation, and leaders are more oriented to competition externally outside the company.

Intrinsic Motivation

Mardanov (2020) defines intrinsic motivation as the desire of employees to do a job with a sense of interest and fun. Su et al. (2020) provides the notion of intrinsic motivation refers to the motivation of individuals to complete tasks not to get awards, but for self-motivation.

Organizational Citizenship Behavior

Organizational Citizenship Behavior is the behavior of employees who contribute beyond the demands of their work, while job satisfaction is a positive emotional state derived from the assessment of a person's work or work experience (Kaswan, 2012). Organizational Citizenship Behavior is essential to the success and survival of a company, so Organizational Citizenship Behavior needs to be raised and improved. Job satisfaction is an employee's perception of their job, therefore one's job satisfaction will be different from others.

Work Engagement

Work Engagement specifically explains that how employees jump directly or not during the process of performing a task (Yalabik, 2017). In other words, work engagement is about engaging in a job. According to Saks and Gruman's research (2017), work engagement as a positive state of mind, feeling satisfied and related to work characterized by strength (vigor), dedication (dedication) and devotion (absorption).

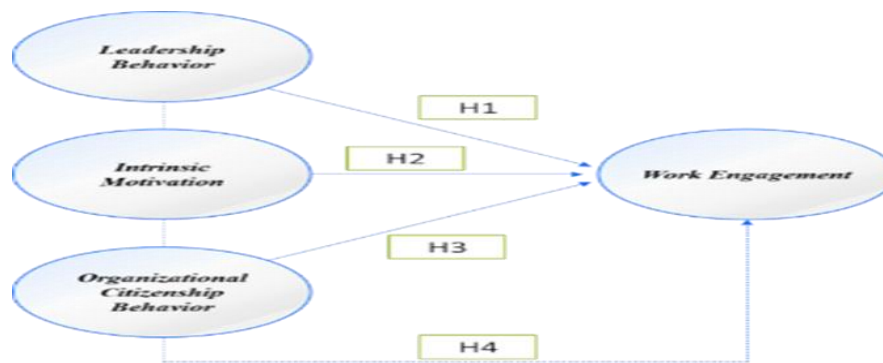
THEORETICAL FRAMEWORK AND HYPOTHESIS

Research Methods

Hypothesis testing (2014) is a hypothesis test that describes certain differences or relationships between the independence or group of two or more factors in a situation. This study was conducted at one of the management building companies, NAMELY PT. Bumi Daya Plaza in Jakarta. This research approach uses quantitative research methods based on positive philosophy, used to research in a particular population / sample (Sekaran and Bougie, 2020).

Framework of Thought

Influence of Leadership Behavior, Intrinsic Motivation, and Organizational Citizenship Behavior on Work Engagement of Security Employees of PT Bumi Daya Plaza In Jakarta



H1: Leadership behavior affects work engagement.

H2: Intrinsic motivation affects work engagement.

H3: Organizational citizenship behavior affects work engagement.

H4: Leadership behavior, intrinsic motivation, and organizational citizenship behavior affect work engagement.

Data Analysis Methods

The data analysis method used in accordance with the purpose of the research is as follows: (1) To analyze the influence of leadership behavior on working engagement on security employees PT. Bumi Daya Plaza in Jakarta. (2) To analyze the influence of intrinsic motivation on working engagement on security employees PT. Bumi Daya Plaza in Jakarta. (3) To analyze the influence of organizational citizenship behavior on work engagement on security employees pt. Bumi Daya Plaza in Jakarta. (4) To analyze the influence of leadership behavior, intrinsic motivation, and organizational citizenship behavior on work engagement on security employees PT. Bumi Daya Plaza in Jakarta through multiple regression analysis techniques.

CLASSIC ASSUMPTION TEST, INSTRUMENT QUALITY TEST, VALIDITY TEST

Validity states accuracy or accuracy. The higher the accuracy of the data that occurs in the research object with the data reported by the researcher, the higher the validity of the data. The test is conducted using Pearson Product Moment Correlation, if r calculates $> r$ table then it is valid. If r calculates the $> r$ table with df $n-2$ (98) obtained a value of 0.1966 with $\alpha = 0.05$ then the correlation coefficient is significant. Here are the results of validity tests on the variables of leadership behavior, intrinsic motivation, organizational citizenship behavior, and work engagement for each indicator of the question:

Validity Test Results Table
Leadership Behavior

No	Statement Item	<i>R</i> Table	<i>R</i> Count	Decision
1	Leadership Behavior			
	A. Task Oriented Behavior	0,1966	0,960	Valid
	B. Relationship Oriented Behavior	0,1966	0,948	Valid
	C. Change Oriented Behavior	0,1966	0,952	Valid

The results of the validity test that all statement items that determine leadership behavior can be measured.

Validity Test Results Table
Intrinsic Motivation

No	Statement Item	<i>R Table</i>	<i>R Count</i>	Decision
2	<i>Intrinsic Motivation</i>			
	<i>A. Intrinsic Motivation</i>	0,1966	0,933	Valid
	<i>B. Extrinsic Motivation</i>	0,1966	0,930	Valid

The results of the validity test that all statement items that determine intrinsic motivation can be measured.

Validity Test Results Table
Organizational Citizenship Behavior

No	Statement Item	<i>R Table</i>	<i>R Count</i>	Decision
3	<i>Organizational Citizenship Behavior</i>			
	<i>A. Altruism</i>	0,1966	0,865	Valid
	<i>B. Courtesy</i>	0,1966	0,985	Valid
	<i>C. Sportsmanship</i>	0,1966	0,985	Valid
	<i>D. Conscientiousness</i>	0,1966	0,985	Valid
	<i>E. Civic Virtue</i>	0,1966	0,985	Valid

The results of the validity test that all statement items that determine organizational citizenship behavior can be measured.

Validity Test Results Table
Work Engagement

No	Statement Item	<i>R Table</i>	<i>R Count</i>	Decision
4	<i>Work Engagement</i>			
	<i>A. Vigour</i>	0,1966	0,691	Valid
	<i>B. Dedication</i>	0,1966	0,813	Valid
	<i>C. Absorption</i>	0,1966	0,804	Valid

The validity test results that all statement items that determine work engagement can be measured.

Reliability Test

Reliability tests are the measuring instruments needed to ensure the instruments of the measuring instruments used in the research are consistent and accurate. The reliability test was measured using Cronbach's alpha, which is used in the study as feasible and related or not, and to test the consistency of indicators in a variable, with an alpha value of > 0.6 . Cronbach's Alpha ≥ 0.60 □ variables expressed to be reliable. Cronbach's Alpha < 0.60 □ variables are otherwise not reliable.

Reliability Test Table

No	Variables	Number of Question Items	Cronbach's Alpha	Information
1	<i>Leadership Behavior</i>	48	0,997	<i>Reliable</i>
2	<i>Intrinsic Motivation</i>	8	0,961	<i>Reliable</i>
3	<i>Organizational citizenship behavior</i>	12	0,987	<i>Reliable</i>
4	<i>Work Engagement</i>	9	0,899	<i>Reliable</i>

In the table above, cronbach's alpha value is seen as a result of reliability tests of instruments in the variables leadership behavior, intrinsic motivation, organizational citizenship behavior, work engagement. The results showed that all instruments in each variable had a Cronbach's Alpha value greater than 0.6 which means all instruments used in the research variable are reliable or consistent.

CLASSIC ASSUMPTION TEST

Normality Test

The normality test is done to find out whether each variable is normal or not. This test is required to perform the f test and the t test which assumes that the residual value follows the normal distribution. In this study normality testing used the kolmogorov-smirnov Z test. According to Sekaran and Bougie (2014), the basis of decision making can be done based on probability (assumption significance) including:

1. If the probability > 0.05 then the data is normal distribution
2. If the probability ≤ 0.05 then the data does not distribute normally.

Normality Test Results Table

Kolmogorov Smirnov

Dependen	Asymp Sig. Leadership Behavior	Asymp Sig. Intrinsic Motivation	Asymp Sig. Organizational Citizenship Behavior	Asymp Sig. Work Engagement	Keputusan
Work Engagement	0,993	0,894	0,976	0,889	Data Berdistribusi Normal

Based on the results above, it can be concluded that the value of Asymp Sig in leadership behavior, intrinsic motivation, organizational citizenship behavior, and work engagement meets the specified criteria of probability of > 0.05 then normal distribution data then normal distribution.

Multicollinearity Test

The multicollinearity test aims to test whether regression models find correlations between independent variables. A good regression model should not occur correlations among independent variables. If independent variables are correlated, then these variables are not orthogonal. Tolerance measures the variability of independent variables so a low tolerance value equals a high VIF multicollinearity value. (because $VIF=1/Tolerance$).

Normality Test Results Table

Multicoliniarity

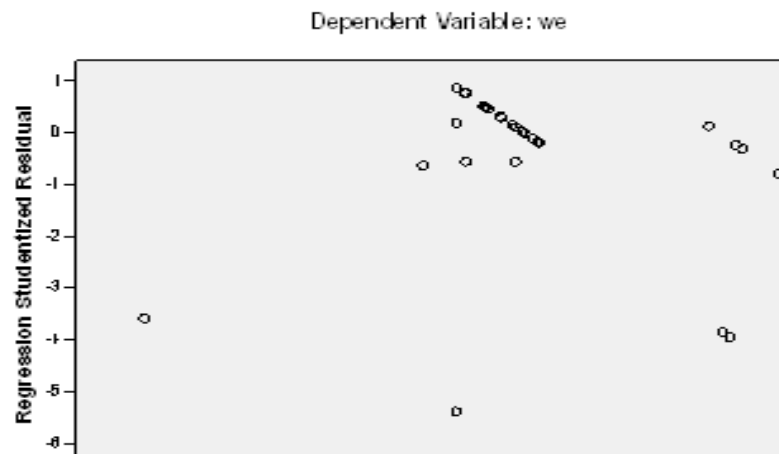
Model	Tolerance	VIF	Decision
<i>Leadership behavior affects work engagement.</i>	1,000	1,000	Decent Data
<i>Intrinsic Motivation affects work engagement.</i>	1,000	1,000	Decent Data
<i>Organizational citizenship behavior affects work engagement</i>	1,000	1,000	Decent Data

Based on the results above, it can be concluded that the value of Tolerance in leadership behavior, intrinsic motivation, organizational citizenship behavior, and work engagement meets the specified criteria, namely tolerance values ≤ 0.10 or equal to the value of $VIF \geq 10$, then normal distribution data then normal distribution.

Heteroskedasticity Test

The heteroskedasticity test aims to test whether in regression models there is a variance inequality from residual one observation to another to correlate independent variables to the absolute value of residual regression values. If the correlation coefficient value between an independent variable and an absolute value of residual is significant, then the conclusion is heteroskedasticity.

Heteroskedasticity Results Images



Used to know the number or absence of deviations. Can be seen from the diagram above, the diagram is scattered and does not form patterns or random then regression does not occur heteroplasticity in regression models.

Determination Coefficient Test

The coefficient of determination is between zero and one. As for the guidelines to provide interpretation of the correlation coefficient or how much influence the free variables (Independent) on bound variables (Dependent), the guidelines put forward by Sugiyono (2015) are as follows:

Determination Coefficient Test Table

Dependen	F-statistic	Prob	R ²	Adjusted R ²	Keputusan
<i>Work Engagement</i>	38,287	0,000	0,545	0,530	H ₀ rejected

Based on the results of the F test in Table F, it is seen that the probability of F-statistics produces a value of $0.00 < 0.05$. Thus the results of the analysis in this study showed that together independent variables namely Leadership behavior, intrinsic motivation, and organizational citizenship behavior affect work engagement so that regression models are worth using in this study.

The coefficient of determination (R²) test is used to measure how far the model's ability to explain the variation in dependent variables by 0.545 by 54.50% and the rest by 46.50%. Based on the results of the goodness of fit test, obtained an r-square value of 0.545. This means that independent variables are influential.

RESULTS AND DISCUSSIONS

Test t

Data analysis is obtained from the results of testing of hypotheses, which can be done by looking at the significance value of each relationship. The t-test test criteria is done by comparing t calculated with t table. If t calculates t table, then Ho is accepted and Ha is rejected = insignificant. If t calculates t table, then Ho is rejected and Ha accepted = significant. The t test is used to determine whether an independent variable partially has a significant effect on its dependent variables. The fault tolerance limit (α) used is 5% (0.05). If p-value < 0.05 then Ho is rejected, If p-value > 0.05 then Ho is accepted. The results of the hypothesis test are seen in Table 4.18 as follows:

Hypothesis Test Results					
Hypothesis	Standardized Coefficient Beta	t-table	t-value	P-value	Conclusion
H1: <i>Leadership Behavior has a positive and significant effect on work engagement</i>	0,484	1,660	6,634	0,000	H ₁ Accepted
H3: <i>Organizational Citizenship Behavior has a positive and significant effect on work engagement</i>	0,477	1,660	5,420	0,000	H ₃ Accepted

Based on the results of the data analysis in the table above, the hypothesis is supported and the significance value is 0.000 where 0.000 is less than 0.05 ($0.018 < 0.05$) then it can be interpreted that the influence of

The Influence of Leadership Behavior on Work Engagement.

H1: Leadership behavior affects work engagement which is 6,634 with a significance level of 0.000 then H1 decisions are accepted. The standardized coefficient beta value is obtained at 0.484 and the value of t calculates the influence of leadership behavior on work engagement.

The influence of organizational citizenship behavior on work engagement.

H3: Organizational citizenship behavior affects work engagement, which is 5,420 with a significance level of 0.000 then H3 decisions are accepted. The standardized coefficient beta value was obtained at 0.477 and the t-count value in organizational citizenship behavior had a positive effect on work engagement.

Inter-Dimensional Correlation Matiks Test

Dimension Correlation Matrix between Free Variables and Bound Variables

Variabel	Dimension	Work Engagement		
		A. Vigour (Y1)	B. Dedication (Y2)	C. Absorption (Y3)
<i>Leadership Behavior</i>	A. Task Oriented Behavior	0,469	0,408	0,408
(X1)	(X1.1)			
	B. Relationship	0,605	0,529	0,529

	Oriented Behavior			
	(X1.2)			
	C. Change Oriented Behavior	0,642	0,563	0,563
	(X1.3)			
<i>Organizational Citizenship Behavior</i> (X2)	A. Altruism	0,645	0,685	0,685
	(X2.1)			
	B. Courtesy	0,601	0,641	0,641
	(X2.2)			
	C. Sportsmanship	0,706	0,783	0,783
	(X2.3)			
	D. Conscientiousness	0,937	0,970	0,970
	(X2.4)			
	E. Civic Virtue	0,937	0,970	0,970
	(X2.5)			

a. Variabel Leadership Behavior

1. Relationship Oriented Behavior dimension has a strong and significant relationship level with the dimension of work engagement vigour which is 0.605.
2. The Change Oriented Behavior dimension has a strong and significant relationship level with the vigour work engagement dimension of 0.642.

b. Variabel Organizational Citizenship Behavior

1. Conscientiousness dimension has a strong and significant relationship level with the dimension of work engagement vigour which is 0.937.
2. Civic Virtue dimension has a strong and significant relationship level with the work engagement vigour dimension of 0.937.

Managerial Implications

1. Leaders can improve the ability to provide new ideas and ideas so that employees can provide the best solution to problems in the company.
2. Leaders can ask security employees to create new work methods, such as utilizing security replacement personnel to reduce increased overtime costs.
3. Leaders can increase concern to be an example of example so that they can be sampled by security employees, doing more of their own work to sacrifice so that change can be implemented.
4. The leadership can provide direction and guidance for employees to accept the existing rules and policies in the company and the Leadership can apply the rules that apply to the company and request that security employees can comply with them.
5. Leaders can increase awareness of changes that occur in the company, where the change can occur because of the interest to advance the company. Leaders can ensure employees to participate in all activities that advance the company, such as being a member of cooperatives, joint sports and trainings held by the company. Leadership can spur employees to provide innovative advice for a more advanced future for the company.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. Leadership behavior has a positive and significant effect on work engagement.
2. Intrinsic motivation has a positive, but insignificant effect on work engagement
3. Organizational citizenship behavior has a positive and significant effect on work engagement.

Limitations of Research

The limitations contained in this study are:

1. This study only examined security employees of PT. Bumi Daya Plaza in Jakarta as a respondent.
2. This study only examined as many as one hundred security employees of PT. Bumi Daya Plaza in Jakarta.
3. This study only discusses the variables of the influence of leadership behavior, intrinsic motivation, and organizational citizenship behavior on work engagement.

Advice for Further Research

1. For the Company

- a) To the Company Leadership is advised that asking security employees to be able to see the problem from a new point of view thus work engagement will increase.
- b) To the Company Leadership is advised to ask all employees to rethink the working methods that still use the old way so that work engagement will increase.
- c) To the Company Leadership is advised to be an example in terms of willing to sacrifice themselves in trying to make important changes can be applied thus work engagement will increase.
- d) To the Company Leadership is recommended that employees can accept all policies in the company and the Company Leadership ensures that employees comply with the applicable regulations in the company thus work engagement will increase.
- e) To the Leadership is advised to be able to ensure employees care about making changes in the company, always participate in all activities, and are able to provide innovative advice when working in the company thus work engagement will increase.

2. For The Next Researcher

Suggestions that can be given for future research include:

- a) Advice for researchers is further expected to conduct both studies, namely qualitative and quantitative to provide more in-depth research results and more effective advice for management.
- b) Advice for researchers can then be done by adding respondents to security employees pt. Bumi Daya Plaza in Jakarta makes the research more accurate and represents all employees working in other companies in Jakarta.
- c) Advice for future researchers to be able to examine affective commitment variables as suggested by Aboramadan and Dahleez (2020) that determine work engagement.
- d) Research can refer to research conducted by researchers other than Aboramadan and Dahleez (2020).

- e) Hopefully the results of this study can be used for the development of human resource management science, especially for leadership behavior variables, intrinsic motivation, organizational citizenship behavior in improving work engagement.

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