

Building Employee Engagement - fullpaper

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BUILDING EMPLOYEE ENGAGEMENT WHILE WORKING FROM HOME: IS IT POSSIBLE?

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ABSTRACT

Introduction/Main Objectives: The COVID pandemic has transformed various aspects of people's lives, including work. Work-from-home (WFH) system has been known long before the pandemic. During the pandemic, this WFH system has become a requirement for many companies. Both companies and employees must adapt to run WFH effectively, not only in terms of technology but also in terms of social interaction. The WFH system is perceived as cutting off social interaction among employees. Support and interaction from superiors and colleagues that used to be done physically, now have to be done online. How companies can maintain engagement among employees while working from home is a challenge in itself. Now that the pandemic has passed, many employees still want to work from home. Companies need to consider their ability to maintain employee engagement during WFH. **Background Problems:** Many previous studies have explained that employee engagement can be formed from perceived organizational support. When the company is considered to provide full support for employees, organizational citizenship behavior will be formed. With this behavior, fellow employees will feel more comfortable and eager to contribute to the success of the company. **Novelty:** Previous research generally examined the topic of employee engagement in employees who work in the office. Prior studies examining how to build engagement among employees who work from home are still limited. **Therefore, this study aims to determine** whether **perceived organizational support and** organizational citizenship behavior affect employee engagement in employees who implement the WFH system. **Research Methods:** This study surveyed 120 employees who were accustomed to using the work-from-office (WFO) system but switched to using the WFH system. The data was processed using Partial Least Square (PLS). **Finding/Results:** The results of this study indicate that **perceived organizational support and organizational citizenship behavior** affect employee engagement. **The support provided by an organization to employees will form a good perception among employees so that employees will feel more eager to contribute to the success of an organization.** **Conclusion:** The results of this study can be considered by companies when continue to implement the WFH system even though the pandemic has passed.

Keywords: employee engagement, perceived organizational support, organizational citizenship behavior, work-from-office

JEL Classification: D23, L20, M10, M50

INTRODUCTION

The Covid-19 pandemic is over, but there are still many things that need to be considered by companies to return to normal activities. One of them is the use of the work-from-office system. Although the remote working system, also known as work from home (WFH), was known long before the Covid 19 pandemic, users of the WFH system are mostly freelancers. Before the pandemic, it was uncommon for companies to apply remote working or WFH systems to their permanent employees. During the pandemic, almost all companies must implement this WFH system. The adaptation process experienced by employees from working in the office (WFO) to working at home is not easy. In addition to technological difficulties and adjustments to new working styles and hours, pandemic conditions also caused emotional and psychological pressure on employees. Employees previously free to do activities outside the home and interact directly with colleagues and superiors must limit direct interaction with other people. This change can risk altering employee behavior, such as a lack of employee engagement due to insufficient interaction and employee discomfort caused by different work atmosphere when working from home (Jung, Jung, and Yoon, 2021).

With the pandemic finally coming to an end, companies have been pushing for employees to return to the office. However, a major concern has arisen as many employees have found that they are more productive while working from home. This has resulted in a reluctance to return to the office. The situation has presented a new challenge for the company as they try to balance the benefits of a physical office with the increased productivity of remote work. If the work from home system continues, the company worries that employee engagement may suffer. Employee engagement is critical to the company's success as it drives motivation and productivity. Therefore, it is crucial to find a solution that ensures employee engagement and maintains the benefits of remote work.

Employee engagement is a condition in which employees feel enthusiastic about doing their jobs (Chawla, 2019). Previous studies have demonstrated that organizational support and organizational citizenship behavior are crucial in increasing employee engagement (Eisenberger, Malone, and Presson, 2016). The right support from companies can help employees feel more engaged. Eisenberger et al. (2020) have shown that positive perceptions of organizational support lead to organizational commitment, job-related affection, job involvement, increased performance, reduced stress, and a desire to settle down. According to Wu and Liu (2014), perceived organizational support is the belief that employees have that their organization values their contribution and cares about their welfare. It is fundamental to maintain employee engagement, and this can be achieved through better perceived organizational support provided by an organization or company. When employees feel valued and psychologically safe, they are more likely to be engaged, and this will help companies achieve success.

Being a good corporate citizen is crucial for achieving organizational goals. This refers to individual behaviors that are not rewarded through the formal reward system, but contribute significantly to the efficient functioning of an organization (Organ, 1988). For instance, organizational citizenship behavior is demonstrated by employees going the extra mile by doing work that falls outside their job description. Such tasks are not mandatory, but employees can choose to undertake them voluntarily. When employees are willing to perform these extra roles, it helps to improve the efficiency and effectiveness of the organization.

The work-from-home system is challenging for both the company and employees because everyone has to adjust to the new environment and work style. From the company's point of view, they must provide several new policies and work procedures so that employees can perform their task while maintaining healthy work atmosphere. Meanwhile, employees also have to adjust to the new policies and work procedures because during this pandemic everything was done online to avoid direct contact. Therefore, this study measured the effect of perceived organizational support and organizational citizenship behavior on employee engagement in employees who experience a work-from-home system.

LITERATURE REVIEW

1. Perceived Organizational Support

When employees perceive that their organization supports them, their engagement increases and the company is more likely to achieve success. Rhoades and Eisenberger (2002) define perceived organizational support as an employee's perception of the organization's support, which includes contributions, attention to employee well-being, responsiveness to complaints, consideration of personal life, and fair treatment of employees. The perceived organizational support is a belief that the organization values employees' contributions and cares about their well-being (Wu & Liu, 2014). Eisenberger et al. (2016) add that perceived organizational support is the extent to which employees feel valued by the organization. Le and Lei (2019) explain that perceived organizational support motivates employees to work towards organizational goals and perform personal tasks with a positive attitude because they feel valued and supported by the organization. Therefore, perceived organizational support is the belief that the organization values and cares about employee performance and well-being. The higher the perceived organizational support provided by the company, the higher the employee engagement and performance.

As an employee, it's important to feel supported by your organization. According to Rhoades and Eisenberger (2002), perceived organizational support includes assessing employee contributions fairly, paying attention to their welfare, listening to their complaints, and treating them fairly. Feeling supported by organization can lead to increased job satisfaction and overall performance. It's important for companies to recognize the value of their employees' contributions, even if they are not directly rewarded through the formal reward system. This type of recognition can lead to more effective organizational functions, as described by Organ (1988), and can encourage employees to take on extra roles outside of their job description, ultimately benefiting the company's efficiency and effectiveness.

There are various forms of rewards and working conditions that are associated with the perceived support of an organization. Salary, recognition, and promotion are positive ways to assess an employee's contributions, which can have an impact on their perceived organizational support. Job security is another way for organizations to show their commitment to maintaining the security of their future employees, which can also increase perceived organizational support. Autonomy is a sign of organizational trust in employees, and good performance in this area can also contribute to an increase in perceived organizational support. Stress can be a factor in the organizational environment, and it can reduce the level of perceived organizational support among employees. Training is an investment in employees and can help to develop their capabilities. This can lead to an increase in perceived organizational support.

2. Organizational Citizenship Behavior

Organizational citizenship behavior, also known as OCB, is a crucial aspect of an employee's conduct that can significantly impact a company's success. This type of behavior is not necessarily rewarded by the formal system, but it contributes to the overall smooth functioning of the organization. As defined by Organ (1988), OCB refers to an employee's voluntary actions that extend beyond their job description. These actions may include taking on extra responsibilities, assisting coworkers with tasks, or going above and beyond to meet customer needs. Employees who exhibit OCB are more willing to take on additional responsibilities that are not outlined in their job description. These selfless actions enhance the company's effectiveness and efficiency, leading to increased productivity and overall success. Furthermore, OCB can foster a positive work environment by encouraging teamwork and collaboration among employees. It is worth noting that OCB is not an obligation, but rather a voluntary act that employees choose to do for the greater good of the organization. Employees who engage in OCB are often motivated by a sense of duty, loyalty, and a desire to contribute to the company's success. In other words, it is not just about doing the bare minimum to fulfill one's job description, but rather going above and beyond to ensure the company thrives.

In Organ's (1988) seminal framework, there are five indicators of organizational citizenship behavior: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue. Altruism refers to intentional acts of helpfulness towards a task or problem within the organization. Conscientiousness involves adherence to company regulations and timely completion of tasks. Courtesy entails respecting the rights of others and taking preventative measures to avoid problems. Sportsmanship involves avoiding complaints and focusing on positive aspects. Finally, civic virtue involves demonstrating responsibility within the organization.

Organizational citizenship behavior is influenced by several factors. First, organizational culture and climate play a major role. When employees feel satisfied with their work and receive fair treatment, they tend to go beyond their work responsibilities. A positive organizational climate makes employees more willing to support organizational goals. Second, personality and mood also affect a person's willingness to help others. Mood is a variable characteristic while personality is relatively fixed. Third, perception of organizational support is crucial. Employees who feel supported are more likely to provide feedback. Fourth, the quality of interactions between superiors and subordinates is important. If the interaction is of high quality, subordinates feel motivated to do more. Fifth, the tenure of employees can predict organizational citizenship behavior as it represents their investment in the organization. Lastly, gender differences also affect perceptions of organizational citizenship behavior. Women prioritize building relationships and consider it as part of in-role behavior.

Employees who engage in organizational citizenship behavior can benefit companies in many ways (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Such behavior can boost co-worker productivity by encouraging employees to help one another, leading to faster completion of work assignments and an increase in overall productivity. Additionally, helpful behavior can spread best practices throughout a work unit or group, improving colleagues' performance. Managers can also benefit from employees who display civic virtue behavior, as it can help them obtain suggestions and feedback to enhance work effectiveness. Furthermore, employees who are polite and avoid conflicts can help managers avoid crisis management. Employees who exhibit high levels of conscientiousness require less supervision, allowing managers to

delegate greater responsibilities. Existing employees can assist with training and orientation for new employees, leading to reduced costs for the organization. Employees who display sportsmanship behavior can prevent managers from spending too much time addressing minor complaints from employees, saving management and organizational resources. Courtesy behavior can reduce conflict within a group, leading to better performance. Civic virtue behavior can promote coordination between group members, increasing the efficiency and effectiveness of the group. By engaging in mutual helping behavior, employees can also increase morale and cohesiveness, fostering a sense of belonging and improving organizational performance. This, in turn, can help the organization maintain sportsmanship behavior and attract and retain the best employees. Finally, employees who display conscientious behavior can help the organization adapt to changes in the work environment.

3. Employee Engagement

Employee engagement is a vital aspect that affects employee performance and an organization's success. According to Schaufeli and Bakker (2004), employee engagement involves positive thinking, such as completing work-related tasks, and is defined by an employee's mindset, participation, and focus at work. Saks (2019) explains that engaged employees show enthusiasm for their work by aligning their efforts with strategic priorities. This enthusiasm can lead to positive behavior that benefits the organization, such as increasing performance, and reducing conflict. Employee engagement is an emotional and cognitive relationship that employees have with their work, colleagues, manager, or organization. This connection can boost enthusiasm at work, according to Hughes and Rog (2008). Robinson, Perryman, and Hayday (2004) define employee engagement as a positive attitude that employees have towards their organization and its values. In conclusion, employee engagement refers to employees' positive attitude towards their work, characterized by enthusiasm for achieving organizational success.

Based on the research of Schaufeli and Bakker (2004), there are three indicators that contribute to employee engagement. The first indicator is vigor, which refers to having high mental energy, working hard, and persisting through difficulties. Those with high scores in vigor are typically enthusiastic and possess high levels of energy and stamina. Conversely, those with low scores may lack energy and enthusiasm in their work. The second indicator is dedication, which is associated with feelings of pride, enthusiasm, and challenge. Those who score high in dedication are typically enthusiastic and proud of their work, and find their work to be inspiring, challenging, and meaningful. In contrast, those with low scores may not feel their work is inspiring or challenging. The final indicator is preoccupation (absorption), which involves full concentration, interest in work, and difficulty detaching from work. Those with high scores in preoccupation typically have a strong interest in their work, while those with low scores may not be interested in their work and may easily leave their job.

4. The Relationship of Perceived Organizational Support to Organizational Citizenship Behavior

The prior studies suggest that perceived organizational support may have a significant impact on organizational citizenship behavior. Research has shown that employees who feel supported by their organization tend to reciprocate by performing their roles more effectively and exhibiting positive behaviors. Additionally, providing support to employees can foster a sense of identification with the organization and lead to more positive relationships and perceptions. In a dynamic business environment

where extra employee behavior is valued, positive perceptions of organizational support can further enhance employee feelings of obligation to perform well and create a positive mood.

As noted by Alshaabani et al. (2021), it has been observed that employees tend to display positive behavior, such as the development of psychological capital, when they believe that their organization truly values, cares for, and supports them. This positive behavior, in turn, leads to a higher level of organizational citizenship behavior, which is essential for the growth and success of any organization. It is therefore crucial for organizations to consider the importance of employee well-being and provide adequate support to their employees to foster a positive work environment and ultimately enhance organizational performance. Based on the description above, this study proposes the following hypothesis:

H1: Perceived organizational support has a significant effect on organizational citizenship behavior.

5. The Relationship of Perceived Organizational Support to Employee Engagement

Organizational support is how much employees feel appreciated by their workplace (Eisenberger et al., 2016). When employees feel valued, cared for, and supported, they are more motivated to work towards company goals and complete personal tasks with a positive attitude (Le and Lei, 2019). Gupta, Acharya, and Gupta (2015) have noted that high levels of organizational support lead to high levels of employee engagement. Other research shows that when perceived organizational support is high, employees feel more comfortable in their work environment and become more involved in their work (Kurtessis et al., 2017). Additionally, studies suggest that high perceived organizational support leads to high employee engagement (Amabile, 2018; Khodakarami and Dirani, 2020).

According to the principles of social exchange theory, employee engagement plays a crucial role in ensuring mutual benefits between an individual and their organization. Previous research has shown that when employees feel a strong connection to their workplace, they are more likely to contribute positively and be loyal to the organization (Alshaabani et al., 2021). In fact, employees who perceive high levels of support from their organization tend to be more committed to achieving organizational goals, as part of a norm of reciprocity. When employees feel valued by management and their well-being is prioritized, they are more likely to dedicate themselves to their work and fulfill their responsibilities with enthusiasm and focus. Hence, the hypothesis can be formulated as follows:

H2: Perceived organizational support significantly affects employee engagement.

6. The Relationship of Organizational Citizenship Behavior to Employee Engagement

Based on Bakker's (2017) research, there appears to be a significant correlation between employee engagement and organizational citizenship behavior. In other words, employees who are more engaged in their work are more likely to exhibit behaviors that benefit the organization, such as helping their colleagues, volunteering for additional tasks, and actively contributing to the company's overall success. When employees are fully engaged in their work, they are more likely to take ownership of their roles and responsibilities, as well as go above and beyond what is expected of them to support the organization's goals. Overall, these studies indicate that there is a clear connection between employee engagement and organizational citizenship behavior. By fostering a supportive and engaging workplace culture, organizations can encourage their employees to exhibit behaviors that benefit the company, resulting in increased productivity, innovation, and overall success. Therefore, we propose the hypothesis:

H3: Organizational citizenship behavior significantly affects employee engagement.

7. The role of Organizational Citizenship Behavior as an Intervening Variable in the Relationship between Perceived Organizational Support and Employee Engagement

Previous studies have found that the level of employee engagement is affected by perceived organizational support and organizational citizenship behavior. When employees feel supported by their company, they are more likely to be engaged in their work. Engagement is also influenced by factors such as psychological meaning and safety, as well as psychological availability. According to Ahmed, Nawaz, and Islam (2015), employees who feel valued are more likely to exhibit positive attitudes towards their organization and engage in organizational citizenship behavior. Therefore, these three variables are closely connected to creating a professional work environment that can enhance an organization's chances of success. This leads to the hypothesis that organizational citizenship behavior plays a significant role as an intervening variable in the relationship between perceived organizational support and employee engagement.

H4: Organizational citizenship behavior plays a significant role as an intervening variable in the relationship between perceived organizational support and employee engagement.

METHOD, DATA, AND ANALYSIS

In this study, a quantitative approach is taken to analyze the connection between perceived organizational support, organizational citizenship behavior, and employee engagement factors. In conducting this study, a group of individuals employed by companies based in Indonesia were selected as participants. These individuals had been working for a minimum of three years with their respective employers. Due to the COVID-19 pandemic, these employees had undergone a significant change in their work environments, transitioning from working in an office setting to a work-from-home arrangement. A total of 175 questionnaires were initially distributed to eligible participants. However, 55 questionnaires were ultimately excluded from the analysis as they failed to meet the necessary requirements. The remaining 120 questionnaires were then analyzed, providing valuable insights into the experiences of the employees who participated in the study. The majority of respondents fell within the age range of 26-31 years old, accounting for 40.7% of the total participants. Additionally, the majority of respondents identified as female, comprising 64.2% of the study's participants. Most of the participants were also educated, having completed graduate-level education (64.8%). The data also revealed that a significant number of respondents had worked with their respective employers for over four years (43.8%) and were married (54.3%).

For this study, we utilized descriptive analysis techniques and employed the Smart PLS application to conduct data analysis. PLS is a multivariate analysis method that offers several advantages, including its applicability to various data types, its less dominant assumptions, and its use of relatively smaller sample sizes compared to other analytical methods.

The PLS analysis has two sub-models: the outer and inner models. The outer model is used to assess construct validity and instrument reliability, with two parts of construct validity assessment: Convergent Validity and Discriminant Validity. Convergent validity is tested using Average Variance Extracted (AVE), and if the AVE and outer loading values are above 0.50, it is considered good. Discriminant validity is

assessed based on cross-loading, and if the value is greater than 0.50, the measurement indicator is good. In PLS, reliability is tested using Cronbach's alpha and composite reliability, with composite reliability being better at estimating internal consistency in a construct. The reliability test is used to measure the consistency of respondents in answering each statement, and it must be more than 0.70 to be considered reliable. The inner model is used to predict the causality relationship between latent variables and ensure that the structural model has a strong relationship.

RESULT AND DISCUSSION

This study used Average Variance Extracted (AVE) value for each latent variable and the outer loading value of each indicator to test convergent validity. The convergent validity test results (Table 1) indicate that the AVE and outer loading values are both above 0.50, meeting the standard for convergent validity (Fornell and Larcker, 1981). Furthermore, based on the results of the discriminant validity test, each indicator on the variable has a correlation value of more than 0.50. This indicates that the variable possesses good discriminant validity.

Table 1

Average Variance Extracted (AVE)

	AVE	
EE	0,664	Valid
OCB	0,735	Valid
POS	0,728	Valid

For PLS, the reliability test employs two methods: Cronbach's alpha and composite reliability. It is required that the value obtained from this test surpasses 0.7, as stated by Hair et al. (2018). The reliability test analysis of each variable in this study is presented in Table 2. The table indicates that both Cronbach's alpha and composite reliability values are above 0.7, which means that all variables in this study are reliable. This implies that the variables have good stability, consistency, predictive power, and accuracy.

Table 2

Reliability Test

	Cronbach's Alpha	Composite Reliability	
EE	0,943	0,952	Reliable
OCB	0,959	0,965	Reliable
POS	0,962	0,967	Reliable

Based on the information presented in Table 3, it can be inferred that the R² value for the employee engagement variable is 0.917, while for the organizational citizenship behavior variable, it is 0.996. Essentially, these figures denote the extent to which the two variables can be explained or predicted by

other independent variables. More specifically, the R^2 value of 0.917 for employee engagement implies that approximately 91.7% of the variability in the employee engagement variable is accounted for by other independent variables, whereas the remaining 8.3% can be attributed to other variables that were not studied. Similarly, the R^2 value of 0.996 for organizational citizenship behavior indicates that approximately 99.6% of the variability in this variable can be attributed to employee engagement, while the remaining 0.4% can be explained by other external factors.

Table 3

Coefficient of Determination (R^2)

	R Square
EE	0,917
OCB	0,996

A blindfolded test called predictive relevance is conducted to determine the ability to predict using certain variables. According to Hair et al. (2018), a Q^2 value greater than zero is necessary to determine if a variable has predictive relevance. This study uses following formula to calculate predictive relevance values.

$$Q^2 = 1 - (1 - R_y^2)(1 - R_z^2)$$

After calculating the Q^2 value using the formula mentioned above, the research model in this study has a Q^2 value of 0.999668, indicating a value above 0. Therefore, it can be concluded that this research model has predictive relevance. Predictive relevance means that perceived organizational support (X) and organizational citizenship behavior (Z) can explain 99.96% of employee engagement (Y), while the remaining percentage is explained by other variables that were not considered in this study.

This study uses one-tailed hypothesis testing with a confidence level in the t-test of 95%, which means that the one-tailed hypothesis test must be above 1.96. Table 4 shows the value of the hypothesis test in this study, and Figure 1 shows the results of testing the inner model.

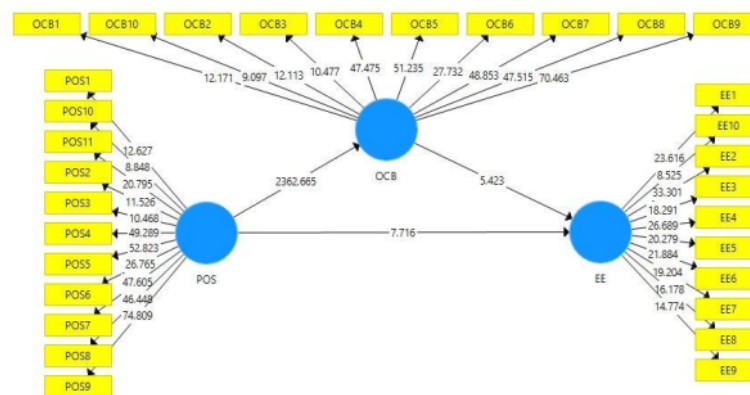


Figure 1. Inner Model

Table 4

Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistic (O/STDEV)	P Values	Notes
OCB -> EE	-2.925	-2.922	0.444	6.680	0.000	Supported
POS -> EE	3.852	3.851	0.434	8.984	0.000	Supported
POS -> OCB	0.998	0.998	0.000	2273.408	0.000	Supported

As per the data presented in Table 4, it is evident that there exists a noteworthy association between perceived organizational support and organizational citizenship behavior as well as employee engagement. It is noteworthy that the t-statistic value for both the mentioned relationships is more than 1.96 and the p value is less than 0.005. Therefore, it can be inferred that the perceived organizational support has a substantial influence on both organizational citizenship behavior and employee engagement. Furthermore, it can be established that the organizational citizenship behavior also holds a significant impact on employee engagement. Hence, these results validate hypotheses H1, H2, and H3.

Table 5

Indirect Effect Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
POS -> OCB -> EE	-2.402	-2.394	0.443	5.426	0.000

As per the findings presented in Table 5, there is a marked effect of perceived organizational support on employee engagement with organizational citizenship behavior. This conclusion is evidenced by the t-statistics value of 5.426, which surpasses 1.96, and the p-value of 0.000, signifying that it is less than 0.005. Consequently, the H4 hypothesis, which posits that organizational citizenship behavior acts as an intermediary variable in the association between perceived organizational support and employee engagement, is deemed valid.

1. The Effect Of Perceived Organizational Support On Organizational Citizenship Behavior

Perceived organizational support greatly impacts organizational citizenship behavior, as demonstrated by the t-statistic value of 2273.408 in Table 4, exceeding 1.96. When employees feel valued and cared for by their organization, they are more likely to go above and beyond their job requirements and perform at a higher level. This aligns with Srivastava's (2017) emphasis on the importance of extra employee behavior in a dynamic business environment and Kurtosis et al.'s (2017) finding that positive perceptions of

organizational support lead to a sense of obligation and positive mood. Companies must prioritize employee well-being, especially during remote work, to encourage behaviors that contribute to organizational success even when working online.

It is important to note that employees' willingness to perform extra roles beyond their job description, also known as organizational citizenship behavior, can greatly benefit a company's efficiency and effectiveness. Recent research has shown that the perceived organizational support variable has a significant effect on this behavior. Employees who believe that their organization cares about their well-being are more likely to go above and beyond in their work, even if it is not a formal obligation. This positive perception of organizational support can also create a positive mood and a feeling of obligation to work well. During the current work-from-home period, it is crucial for companies to prioritize the well-being of their employees in order to maintain their commitment to the organization and contribute to its success, even in a virtual environment.

Studies have yielded insights into the significant impact of an organization's perceived support on the behavior of its employees. When employees feel that their organization provides them with adequate support, they are more likely to perform their duties efficiently and exhibit positive attitudes. Moreover, offering support to employees can foster a stronger sense of connection and loyalty towards the organization, leading to better relationships and attitudes towards the company. In today's fast-paced business environment, where employees are expected to go the extra mile, a favorable perception of organizational support can boost employee motivation and create a positive work atmosphere. Thus, it is clear that ensuring robust organizational support is an indispensable factor in promoting positive employee behavior and attitudes.

2. The Effect Of Perceived Organizational Support On Employee Engagement

When employees feel that their organization supports them, it has a significant impact on their engagement. This is demonstrated by the t-statistic value in Table 4, which is $8.984 > 1.96$. Additionally, when employees believe that their organization appreciates and cares for their well-being, they are more likely to have a positive attitude towards work and be enthusiastic about achieving organizational success. This is consistent with Gupta, Acharya, and Gupta's (2015) research, which found that high levels of organizational support lead to high levels of employee engagement. Kurtessis et al. (2017) also found that high perceived organizational support leads to more positive work environments and higher levels of engagement. In the WFH system, organizations must continue to provide support to their employees, as this can have a significant impact on their engagement and ultimately on the success of the organization.

Organizational support is a crucial aspect of a workplace that directly affects employee productivity and engagement. When employees feel appreciated and supported, they are more likely to contribute positively to the company's goals and approach their personal tasks with a positive attitude, highlighted in the study by Le and Lei (2019). Moreover, Gupta, Acharya, and Gupta (2015) found that a high level of organizational support results in high levels of employee engagement. It is evident from various studies that when employees perceive a high level of organizational support, they feel more comfortable in their work environment and become more invested in their work. Kurtessis et al. (2017) reported that employees who perceive a high level of organizational support are more likely to be engaged in their work. The studies

conducted by Amah (2018) and Khodakarami and Dirani (2020) also suggest that high levels of perceived organizational support lead to increased employee engagement.

In conclusion, it is essential for organizations to provide a supportive and appreciative work environment for their employees. A high level of organizational support not only leads to increased productivity and engagement but also ensures the well-being of employees. Therefore, organizations should prioritize building a strong support system for their employees to achieve their goals and objectives.

3. The Effect of Organizational Citizenship Behavior on Employee Engagement

Based on the statistics in Table 4, there is a clear link between organizational citizenship behavior and employee engagement. The high t-statistic value suggests that employees who go beyond their job requirements and have a positive attitude towards work contribute to the success of the organization. This finding is consistent with Bakker's (2017) observation that employee engagement and organizational citizenship behavior are closely related. When employees exhibit courtesy behavior, it can reduce conflicts within the group, leading to better performance. Similarly, civic virtue behavior can promote coordination between group members, increasing the efficiency and effectiveness of the group. When employees engage in mutually helpful behavior, it can boost morale and cohesiveness, creating a sense of belonging and improving organizational performance. This, in turn, can help the organization maintain good sportsmanship behavior and attract and retain the best employees. Engaged employees are more likely to recommend their workplace and the company's products or services, which can be attributed to the positive support they receive from the organization and their increased level of engagement.

4. The role of Organizational Citizenship Behavior as an Intervening Variable in the Relationship between Perceived Organizational Support and Employee Engagement

Based on the data presented in Table 5, it can be inferred that the variable of perceived organizational support has a significant influence on employee engagement in organizational citizenship behavior. This relationship is further supported by the t-statistics value of 5.426, which is greater than the critical value of 1.96, and a p-value of 0.000, which is less than 0.005, indicating the statistical significance of the results.

The study shows that when employees perceive that their organization values and cares about their well-being, they tend to exhibit behaviors that go beyond the basic requirements of their job. Such positive behaviors contribute to a sense of enthusiasm for achieving organizational success. The findings are consistent with previous research by Ahmed, Nawaz, and Islam (2015), which highlights the importance of organizational support in fostering positive employee behavior towards the organization. The results suggest that when employees feel that their contributions are valued, they are more likely to display positive behaviors towards the organization, leading to increased organizational citizenship behavior.

According to Mäkikangas et al. (2022), various factors such as education level, home environment, family situation, age, and work experience can influence employee engagement while working from home during a pandemic. Additionally, specific job-related resources and behaviors relevant to remote work can also impact engagement levels. To ensure a successful transition from working from the office to working from home, employees require additional support from their organization to establish a functional work

environment at home. support provided by organization must be communicated to employees. The importance of effective organizational communication cannot be overstated. With the right communication strategy in place, employees can feel a sense of gratitude and appreciation towards the actions taken by the organization. This can lead to improved morale, increased productivity, and a more positive work environment. By prioritizing clear and open communication, organizations can create a culture of transparency and trust, which can ultimately lead to long-term success (Guzzo et al., 2021).

CONCLUSION

According to the research findings, the level of perceived support that an organization extends to its employees has a considerable impact on their engagement and willingness to exhibit citizenship behavior. The study further reveals that in the case of remote workers, organizational citizenship behavior plays a crucial role as a mediator between perceived organizational support and employee engagement. This highlights the significance of fostering a supportive work culture that can enhance employee engagement and cultivate a positive attitude towards organizational citizenship behavior.

IMPLICATION/LIMITATION AND SUGGESTIONS

It is important for companies support their employees, value their work, and care about their welfare. The results have shown that perceived organizational support and organizational citizenship behavior significantly affect employee engagement, especially those who work from home. A higher level of support from the organization will improve the employee's perception of the organization, resulting in employees feeling more excited to work for the success of the organization. When employees feel valued, supported, and cared for, they will work better and voluntarily do tasks that exceed their responsibilities or job descriptions.

When working from home, face-to-face interaction may not always be possible. However, organizations must not let this hinder their employees' organizational citizenship behavior. This behavior is vital for employee engagement, and as such, companies should prioritize providing online communication facilities. By promoting effective communication with colleagues and superiors, companies can foster knowledge-sharing, collaboration, and creativity, which are all essential for exceeding job requirements and contributing to the organization's success. Without these facilities, employee engagement may suffer, which could ultimately have a negative impact on the company's overall performance.

A potential limitation of this study is the use of respondents who had previously worked in an office before transitioning to a work-from-home (WFH) system. Such employees may have already established communication networks and patterns with colleagues, making it easier for them to adjust to remote work. It is possible that different results may be obtained if the study were conducted with new employees who start working directly with a remote system or WFH, as they may not have developed emotional attachments with their colleagues and superiors, and may find it challenging to feel supported by the company, superiors, and co-workers.

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