

Collective Organizational Engagement to Enhance Organizational Performance: Case of Indonesia Office Services

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Abstract

To increase the awareness on the role of employee engagement besides the individual analysis level and a lack of studies focused on the employee's involvement at the level of organizational, the study aims at investigating the antecedents of COE as mediating variable to increase the organizational performance. The study was conducted for 6 months to enable a deep understanding and evaluation on organizational performance. A non-purposive sampling with purpose sampling technique deployed with multi resources respondent represented organizations method (top manager, middle managers, head department and selected employee). Data analyzed for 380 respondents with Structural Equation Modeling with AMOS 22. Statistical outputs described that the green work design, OCB Organizational Resources, and Innovative Concordance Culture highly considered as the antecedent of COE in developing the organizational performance. The findings also claimed that all hypotheses proposed are accepted. This study strengthens the relationship between the COE and HRM and Enbridge the gaps existed which is informed and extended the area of field research. In another hand, this research contributed on engagement in some ways, such as extending the study on the engagement in the level of organization and provided the solutions secondly, investigating the COE as a main mechanism of the most crucial human resources. This research also developed the antecedents of COE and also highlighted how the top management could strategically increase the performance based on the organizational resources and the leverage the collective engagement continuously pursuit the strategic organizational goals.

Keywords: *green design; innovative concordance culture; organizational resources; organizational performance*

INTRODUCTION

Currently, there are numerous and growing literature regarding the study of Collective Organizational Engagement (COE). Some research that are worthy of mention are those on engaging employees in disengaged organization (Holger Sieverta & Scholzb, 2017); innovation method to leverage employee engagement (Borkowska & Czerw, 2017; Rao, 2017); how to stimulate employee engagement (Eldor & Vigoda-Gadot, 2016); international communication to encourage engagement (Holger Sieverta & Scholzb, 2017); how to encourage voluntary engagement (Jiang & Men, 2015); the character of employee engagement (Eldor & Vigoda-Gadot, 2016); organizational culture engagement (Jordi & Trullen Joana Story 2016); justice on job engagement (Özer, Uğurluoğlu, & Saygılı, 2017); terms of engagement (Smith & Gallicano, 2015); translating the engagement (Saks, 2017); organizational roles and engagement (Borkowska & Czerw, 2017); cultures of engagement (Bloemraad & Terriquez, 2017); creating engaged employees (Jiang & Men, 2015); investigating the organizational engagement (Verčić & Vokić, 2017); and the impact of bureaucracy on good governance (Arwanto & Anggraini, 2022).

The terminology of employee engagement has long been used intensively in a modern organization. Indeed, this term has been popular with many executives as well as employees and consultants. On the other hand, some may just consider it as the involvement of new key words in management. Yet, the empirical evidences showed that engagement has been firstly initiated by (Kahn, 1992) as the presence of entirety of employees' self-investment and dedication physically, cognitively, as well as emotionally to their work role and considered it as a strong motivational strategy that clarify a holistic self-performance output (Rich, LePine, & Crawford, 2010). Besides, many previous studies that focused on employee engagement were only conducted at the individual level, while practitioners had emphasized that the organizational engagement is the way to influence the performance at the level of firms (Harter, Schmidt, Asplund, Killham, & Agrawal, 2010). In other words,

there is a possibility of business case produced to improve the workforce's engagement in organizational cases (Macey, Schneider, Barbera, & Young, 2009).

Yet, although it's been suggested that a relationship exists between employee engagement and organizational performance, there is a lack of studies that investigate employee engagement mainly at the organizational environment (Harter et al., 2010). The few studies tend to have simple conceptualization and operationalization of engagement at the level of organization, and yet have not investigated the key factors or the role and function of engagement as an anchor strategy that relates the organizational practices and activities with firm's performance. These lack of evidences in the field of knowledge could be understood, considering that engagement is still a new concept in the management literature research (Rich et al., 2010). Nevertheless, scholars' lack of interests to do research on engagement at the level of organization as the unit of analysis suggest that organizational capability that could provide some suggestions for organizations to perform high achievement is not yet popular to be learned.

Meanwhile, to increase the awareness on the role of workforces engagement besides the individual-self analysis, this study then concerned on the more scientific research of (Rich et al., 2010), which found that the development of the conceptual of engagement was due to its usage and function at the organizational level analysis which is then called Collective Organizational Engagement (COE). The consequences are, the studies added the rich and robust theoretical and empirical research on employee involvement by presenting how COE could be manifested as the shared perception among different organization members from the shared individual engagement. Moreover, it is not only presenting that the employee could collectively engage at the workplace, but also by analyzing how organizations could strategically manage and combine firm's resources to gain the collective perception among employees that organizational member collectively engaged in the workplace, thus it will create values for the organization such as through increased or-

ganizational performance.

Since the concept of engagement was introduced for the very first time (Kahn, 1990), most of the related studies focused on the individual level engagement, with the more recently focused directed on the antecedents of individual and performance-based output (Harrison, Newman, & Roth, 2006). Yet, scholars have suggested that the engagement could have potentials to self-manifest as organizational property, meaning the entire employees in an organization could share the perception of being a collective organizational member that committed themselves in their working role. The feeling of collective engagement emerged through many affective and social processes in an organization (Hofmann & Morgeson, 1999). For example, through the condition of affective-motivation such engagement could be spread and transferred to other members of the organization (Pugh, 2001).

Collective perception on engagement will then be sustained as organizational members interact with one another and information exchange about that is required and respected in organization (Klein, Conn, Smith, & Sorra, 2001). Besides social process, the process of selection in an organization could lead to the level of homogeneity among organizational members related with the characteristics and values that predicted engagement (Schneider, 1987). The effect has a high possibility to occur in the context of small and medium-sized organizations. As the whole result of the process, the engagement could be merged as organizational property, and organizations could be distinguished based on the COE level (Rich et al., 2010).

Although there is a strong conceptual relationship between COE and the pursuit of organizational goals, the previous studies about the output of COE in the level of organization (Harter, Schmidt, & Hayes, 2002) has not yet fully taken in to consideration at the level of analysis which is relevant to develop the higher constructs, or has failed to use the measurement to map into the theoretical definition of engagement. In this study, it tries to fix this limitation by defining the COE construct into the conceptualization, sources and measurement and composition

model (Chan, 1998).

As a result of the direct method approach, it was inadequate to capture the shared perception of organizational member about how far the people in organization holistically engaged due to the item preference such as self preferences or collective, and basically the aggregate of individual engagement (Kozlowski & Klein, 2000). The more precise method is to set the conceptual field and to operate the form of individual level analysis by using the shifting-references of composition model, where the item reference of measurement shifted from collective (Chan, 1998). For this study, the level of constructs of engagement (the level of individual), the item reverences changed from the self to the collective. This is to redirect the focus from self engagement evaluation to describe the level of engagement within organization. When considering the whole members of organization, shared perceptions reflect the joint organization properties (Seibert, Silver, & Randolph, 2004).

Moreover, it is also crucial that the measurement of COE should be clearly and precisely in accordance with the theoretical definition based on the constructs. Some scales were used to measure the group collective has been criticized due to the usage of improper scale (Rich et al., 2010). It is suggested to use the concept of engagement from (Kahn, 1990) to represent the comprehensive description about affective energetic investment, behavior and cognitive at the workplace. Current research is needed to be reconducted to analyze the antecedents of COE such as green working design, OCB organizational resources and innovative concordance culture. Organization citizenship behavior (OCB) is considered as mediating variable to the organizational performance. The research is designed to investigate the antecedents of OCB as the mediating variable to increase organizational performance. The rest of study will investigate the role of exogenous variable through the hypotheses proposed.

The Antecedents of COE

COE antecedents should be considered as an organizational asset. (Barney, Wright, & Ketchen, 2001) identified organizational resources and competence as assets that in-

clude managerial skills, processes, and routines. By this concept, organizational resources include design and entry-level job adjustments to promote motivation, OCB-Organization resources, and creative concordance culture.

The three organizational resources operate as COE antecedents by affecting meaningfulness, psychological safety, and psychological availability (Kahn, 1990). Meaningfulness is the person's perception to accept the investment return of physical, cognitive, and self-emotional energy with helpful feeling as worthwhile and not merely accepted task and role which can alter working interaction's significance.

Psychological safety is defined as the comfort perceived in self-commitment without having any fears of negative and insignificant consequences to self-image, status, or career. Psychological availability refers to how readiness of a person to self-holistic engagement by having sufficient physical, emotional, psychological resources to self-commitment into role of performance. This case was influenced by the trust level perceived on their capabilities related their job and their position in the organization (Rich et al., 2010). The psychological availability was also determined by the emotional resources and physical that are invested into the same one performance as well as the level of adequateness, values and goals (Kahn, 1990).

Green Working Design

The first organizational resources that can promote the collective perception on engagement is the usage of working design in the whole organization (Campion, Papper, & Medsker, 1996.). There is a growing research that are concerned on working design that focus on how organizations could enrich employee's jobs in order to increase and enhance motivation (Humphrey, Nahrgang, & Morgeson, 2007). The robust literature as the evidence among motivation working design, working out and performance relationship is perceived meaningful (Humphrey et al., 2007). Kahn (1992) stated that such meaningfulness is mostly affected by the characteristics of employee's task and role as well as work interaction. The role of pub-

lic relation and social media in the work environment can also affect performance (Haryanti & Rusfian, 2018)

Using the work characteristic model (Hackman & Oldham, 1976) (feedback, task identity, task significant, skills variety and autonomy) and proposed that, when an organization in a wide scale applied work characteristics to increase motivation in the lower level of organization, employee collectively will perceive that their jobs have goals and values, which finally led to collective perception on psychological meaningfulness in the whole organization (Rosso, Dekas, & Wrzesniewski, 2010). When employees felt and perceived that their roles and job in an organization offered control (autonomy), ownership over task (task identity), opportunity and chance to practice various skills and to be more creative (skills variation), opportunity and chance to create formulated difference (task significance), they tend to discover their jobs as more meaningful due to the being worthy and useful, and they also perceived that others are also worthy and useful (Humphrey et al., 2007).

Though the characteristic of work design and platform is mainly seen from the perceived meaningfulness, the possibility of work feedback also increase and boost the psychological safety and the collective or joint existence and provided the aids and guidance to formulate organizational norms (Salancik & Pfeffer, 1978), and by reducing and minimizing the harms and insecurity through massive exchange of information and data regarding their roles and status in organization (Gustafson & Cooper, 1985.). Thus, the higher the possibility of more autonomy in the workplace could enhance and improve the shared perception on psychological safety due to the employee preciseness, the higher the possibility to experience and having bigger control over their jobs (Deci & Ryan, 2000) and dynamic socio-political environment (Adyawardman, 2021)

Finally, through the increase of task identities and significances, the employees could perceive higher alignment among values, goals, purposes, organizational values to increase their shared psychology.

Having reviewed the previous studies, hence, this study proposed the following hypothesis:

Hypothesis 1: When the green working design existed, firms will definitely experience higher collective organizational engagement.

The OCB-Organizational Resources

A study revealed that OCB has a crucial and positive significance on organizational success. (William & Anderson, 1991) found that OCB could offer success within information system, meanwhile OCB could also promote self compliant on information security policy. Yet the assumption is that there exists a strong relationship between OCB and organization (Walz & Niehoff, 2000). Organization effectiveness was required to determine the individual level performance or the unit (Walz & Niehoff, 2000). Furthermore, the research on OCB performance has shared the attention on how OCB is relevant with organizational effectiveness.

OCB has been promoting the organizational functions effectively (LePine, Erez, & Johnson, 2002). Organ (1997) defined OCB as the independent individual behavior, which is not dependent on the implementation of rewards and punishment to push the performance and promote organizational functions effectively but describing the OCB as performance which support social environment and psychology where the performance is taken place. The employees that showed OCB is more preferred to accept the change and found the problem solving with a constructive for organization.

Employee's voluntary participation in organizational decision-making help employees to work together, authority sharing in status and organizational politics, the interaction among employees, conflict tolerant and the risk as far as still accepted by the organization. The OCB could increase the organizational and individual motivation to overcome conflicts and dedicate themselves for the whole organization instead of pursuing their own self-interests (Weiling & Kwok, 2008). OCB also suggested and helped to increase the effectiveness of information security policy (C. Hsu, Lee, J. N.,

& Straub, 2012). OCB motivate the employees to conduct altruistic behavior to support others.

Other studies have also considered whether the implementation of information security system could possibly support the socio-emotional conditions and directly affect the success of the information system security implementation (Yen, Li, & Niehoff, 2008). The OCB also has impact on information technology innovation and the success of implementation and operation on enterprises resources planning (Yoon, 2009). Information security system could be understood as the administrative innovation that also introducing the routines changes of employees' jobs, organizational structures as well as the process (J. S. Hsu, Shih, Hung, & Lowry, 2015).

The Enterprises Resources Planning (ERP) implementation focused on the strength and organizational reconfiguration which influence the relevant stakeholders. Although they will refuse to change their behavior in the end, but they will adapt with the functions and responsibility of new jobs (C. Hsu, Lee, J. N., & Straub, 2012). Both the implementation of information system and ERP required adaptation in the organizational system and structure, changes in business process, and the allocation of organization resources (Markus, 2004). How successful is the management of information security system could serve as a reflection of the organizational affectivity (Quinn, 1983). Based on the previous findings, this research expected that OCB could trigger the COE and organizational performance. Then, proposed the following hypotheses:

Hypothesis 2a: When the OCB Organizational Resources existed, firms will definitely experience higher collective organizational engagement.

Hypothesis 2b: When the OCB Organizational Resources existed, firms will definitely experience higher organizational performance.

Innovative Concordance Culture

The previous studies has emphasized the importance of organizational culture for innovation (Ahmed, 1998); (Tyworth, 2014).

Innovation requires organizational change. Uher and Toakley (1999) stated that culture supports the existing organizational practices to motivate the refusal to changes. The organizational culture could support the organization members to accept the innovation and organizational change as a key factor and part of the collective values which promote commitment, facilitate innovative traits and effective innovation among organizational workforces (Hartmann, 2006).

In this case, the organizational culture becomes crucial for the innovation of information security system. Previous findings had shown the important role of organizational culture in promoting it (Hewett, Money, & Sharma, 2002; Leidner & Kayworth, 2006). In other words, effective innovation is based on the interaction between institutional pressure and organizational culture. (Liu, Ke, Wei, Gu, & Chen, 2010) claimed that organizations tend to adopt the information security system which are aligned with the various embedded values among the corporate culture. (Liu et al., 2010) also proposed that culture could acts as intervention between firm's pressure and effective adoption of innovation. Considering the various definition of firms culture, organizational culture (OC) could be defined as set collection of norms, belief, values and basic assumptions that are owned by organizational members and is embodied through the mission, set of goals, a collection of policies and organizational or management practices (Hofstede, Neuijen, Ohayv, & Sanders, 1990) (Lewis, Welsh, Dehler, & Green, 2002).

The frame of competitive values proposed by (Quinn, 1983) to understand the OC presented four type of cultures based on the flexibility or control in organizational setting, intensive internal focus on internal dynamics and external focus-environmental based. These four popular types of cultures could exist in harmony in an organization. The innovation of information security system was based on mimetic isomorphism which suits with the type of open system culture that looks for the innovation and development.

OC engaged on how the organization members will collectively perceive the or-

ganizational change (Lau, Tse, & Zhou, 2002). The flexibility and future-orientation of organization members will tend to support and motivate the innovation factors (Lau et al., 2002). (Jassawalla & Sashittal, 2002) claimed that culture support the growth of innovation by enhancing initiative, creativity and risk-taking as well as self confidence booster, equality campaign and fairness can be perceived as a part of creative-collective efforts and sense of self belonging which is involved in the innovative process, energy sources and organization change.

Innovative concordance culture (ICC) refers to the social surrounding and cognitive environment. This includes shared-vision about reality and evidences, collective faith and shared value system that are reflected on the consistency form of behavior among members (Jassawalla & Sashittal, 2002). Although having the culture that support innovation is crucial to the success of innovation, the lack of empirical studies that had been conducted regarding on this topics (Khazanchi, Lewis, & Boyer, 2007). (Heugens & Lander, 2009) clarified the legitimating terminology as a normative support based.

The institutionalism can transfers the institutional environment culture into an organization, and the transferred and accepted culture could acts as the organizational culture through the process of politics nature (Rodrigues, 2006). During the process, the legitimacy of organizational intra-coalition determines the integration or differentiated culture (Rodrigues, 2006), legitimacy of group leader can support the transfer and institutional culture integration. Through the change in the level of internal and external element, OC developed to imitate or adopt or sustain the organization legitimacy (Kondra & Hurst, 2009). Thus, the culture that supports the innovation could strengthen the legitimacy of innovation.

Cultural change has the cascading affect, and higher cultural change leads to lower cultural change level. This is due to the root of the culture itself which is considered to have dynamic sources and interrelated factors (Erez & Gati, 2004), and OC transferred, delegated, investigated and learned within the group and individuals (Kendra &

Hurst, 2009). Thus, when OC transferred and distributed with mimetic isomorphism, or even new culture which support the acceptance of mimetic isomerism into the organization, these adopted cultures will create or modify the internal group sub-culture and the individual member culture, such as in the individual norms, the faith, collective meaningfulness, norms and individual behavioral expectation and culture artifacts (Kondra & Hurst, 2009).

The culture that supports innovation respects flexibility, which could promote structural decentralization, cooperative and conducive climate, and direct individual member to integrate, apply and manage innovation into the daily routines (Zammuto & Oconnor, 1992), which can finally produce the creativity, cooperative problems solving, and behavioral change. Moreover, considering flexibility value could support members to commit on innovation and engagement during cooperative problems solving which are often required within the process of innovation, leading to higher performance (Khazanchi et al., 2007). (Khazanchi et al., 2007) have tried to compare the flexibility which emerged and rooted from the bottom-up with top-down control and stated that, on the one hand, placing and putting the values on the flexibility which could support the agility of organization members while, on the other hand, control involves formal goals, guidance as well as struggles. In this case, by giving the value on flexibility, culture that support the innovation could increase the members' commitment on innovation and organization, which finally promote the OCB.

Meanwhile, in the governmental context, the control over the innovation of information security system strengthens the bureaucratic control and direct towards goal formalization, guidance, evaluation, rewards as well as punishment. The control on bureaucracy over innovation has limitations, but this will reduce the organizational effectiveness. Then, this study proposed the following hypotheses:

Hypothesis 3a: When the Innovative Concordance Culture existed, firms will be definitely experienced higher collective organizational engagement

Hypothesis 3b: When the Innovative Concordance Culture existed, firms will be definitely experienced higher organizational performance

Evidence of COE on Organizational Performances

Considering the last purpose of the resources management process is to accumulate, combine, explore and exploit resources as well as to enhance organizational skills and capabilities to create and sustain values for firms (Grant, 1991). Value creation occurs when an organizational leader could optimize the process of resources management and provide the solution to customers effectively and efficiently instead of competitors (Ireland & Webb, 2006). Flat proposition from the model offered is the COE could be considered as the unique organizational capability and value creation, so is the organization characterized has a strong COE compared with the competitors. Moreover, the impact of work achievement on organizational performance (Mudhofar & Gumanti, 2021a)

There are several reasons to propose that the COE will offer value creation for organization. Firstly, when employees interact with one another, the effect of spreading where the affective element, motivation, shared and collective behavioral within employees are increased, including the attributes for interrelated performance such as perceived or shared collective efficacy and high group potency (Bakker & Schaufeli, 2000).

Secondly, when some employees are more engaged in their jobs, others employees around will also increase their engagement due to the normative-based that influenced from the theory of coworkers (Stewart, Courtright, & Barrick, 2012). Indeed, the normative impact-based derives from the collective or shared perception about the engagement which finally making the COE become the organizational performance indicator that is stronger from collective individual engagement. Specifically, the others perception of engagement enhances the individual will act based on themselves through the beneficial behavior, which finally facilitate the relationship between COE and organizational performance. Hence, to

Table 1. Variable (Endogenous & Exogenous), Indicators, Definition and Sources

Variable	Indicators	Definition	Source
Green Working Design	Green job characteristics Green job autonomy Green task variety Green skill utilization Green task identity	Green working design is defined as the most comfortable condition and situation perceived by employee through the green job characteristics, job autonomy, task variety, skill utilization as well as task identity.	(Morgeson & Humphrey, 2006)
OCB- Organizational Resources	Altruism behavior Employee Conscientiousness Sportsmanship or fairness Courtesy Civic virtue	OCB-OR is defined as the organizational assets gained from the employee who has altruism character to help other, high conscientiousness, the fairness shown, the courtesy as well as civic virtue	(Organ, 1997)
Innovative Concordance Culture	Employees core belief Employees commitment Value on flexibility perceived Collective efficacy perceived Cooperative climate perceived	Innovative concordance/supportive culture is defined as the core believe and commitment perceived by employees as well as value flexibility on organization, collective efficacy, and cooperative climate experienced by employees in an organization as a melting pot.	(Hartmann, 2006); (Ahmed, 1998)
Collective Organizational Engagement	Fully absorbed Enthusiastic Positive action Positive attitude Quality of working relationships	COE is defined as the employee fully absorbed on organization which shown by Enthusiastic Behavior, positive action and attitude toward working place and experienced Quality of working relationships	(Colbert, Kristof-Brown, Bradley, & Barrick, 2008)
Organizational Performance	Succeeds of all goals or plans Sustained networking performance High financial performance High rate of employee commitment High employee's efficacy	The OP defined as the succeed of goals and plans set by organization that shown by sustained networking, high financial rate, committed employee as well as the high employees efficacy	(Child, 1972); (Salanova, Agut, & Peiró, 2005); (Combs, Liu, Hall, & Ketchen, 2006); Jing & Avery, 2008);

propose the H4:

Hypothesis 4. Once the COE existed, the higher organizational performance is experienced.

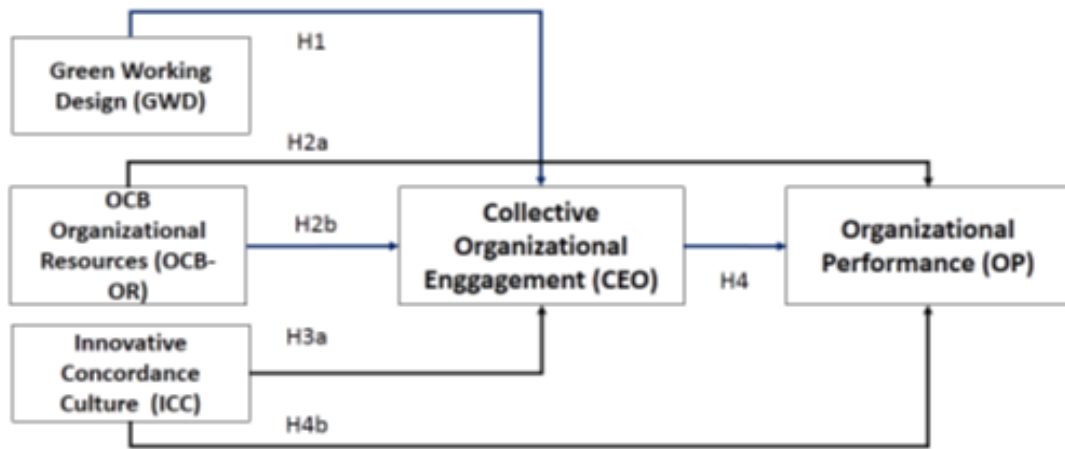
In a nutshell, the proposed grand theoretical model is presented in Figure 1. Introducing the three antecedents: Green Working Design (GWD), OCB Organizational Resources (OCB-OR) and Innovative Concordance Culture (ICC). The Collective Organizational Engagement (COE) served as the mediating variable to increase the organizational performance (OP). Table 1 provided

the description of variables, indicators, definitions, and sources.

METHOD

This research applies quantitative research with confirmatory factor analysis approach. Indonesia Offices Public Services as the research population with 383 sample (used for valid further analysis) with non-purposive sampling technique. Collecting data period lasted for six months (January to June). The collected data is analyzed using Structural Equation Modeling with AMOS 2.

Fig 1. Proposed Grand Theoretical Model



Source: Literatures reviewed (2021)

The participation of government organizations is highly expected to be located in some provinces in Indonesia that have been practicing leadership practices. This is crucial to find out the impact of those practices to increase the COE. Each organization could be represented with more than one respondent (top manager, middle managers, head department and selected employee)

To measure the endogenous and exogenous variable, this study used a ten Likert's scale, 1 served as strongly disagrees and 10 strongly agree.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$$

Where.

β_0 - Constant

Y- Dependent variable (Organizational Performance)

X_1 = Independent variable (Green Working Design)

X_2 = Independent variable (OCB Organizational Resources)

X_3 = Independent variable (Innovative Concordance Culture)

X_4 = Independent variable (Collective Organizational Engagement)

$\beta_1 - \beta_4$ = Regression coefficient for each exogenous
Y- Dependent variable (Organizational Performance) = β_0 - Constant + X_1 = Independent variable (Green Working Design) + X_2 = Independent variable (OCB Organizational Resources) + X_3 = Independent variable (Innovative Concordance Culture) + X_4 = Independent variable (Collective Organizational Engagement) + $\beta_1 - \beta_4$ = Regression coefficient for each exogenous + e

FINDINGS AND DISCUSSION

Figure 2 shows the simultaneous analysis of the hypotheses proposed. It can be seen from the model that there are direct and indirect path analysis. First, the green working design was proposed to have indirect relationship on organizational performance with COE as the mediating variable. Secondly, The OCB organizational resource has direct relationship on Organizational Performance and also mediated through COE. Thirdly, Innovative Concordance Culture also proposed to have direct and indirect relationship on organizational performance.

The indicator of green working design showing the high confirmatory factor analysis (CFA), all indicator has an outstanding loading factor where green skill utilization is the highest. This is to claim that all respondent agrees to work in a place aligned with their skill, followed by green job characteristics, green job autonomy and task identity. Followed by OCB organizational resources represented with courtesy and civic virtue (0,85) and altruism behavior (0,67). Employee commitment and value on flexibility perceived (0,75; 0,75) respectively as the highest loading factor of innovative concordance culture.

Meanwhile, the quality of working relationship and enthusiastic reputation were reflected in COE (0,78; 0,71) and fully ab-

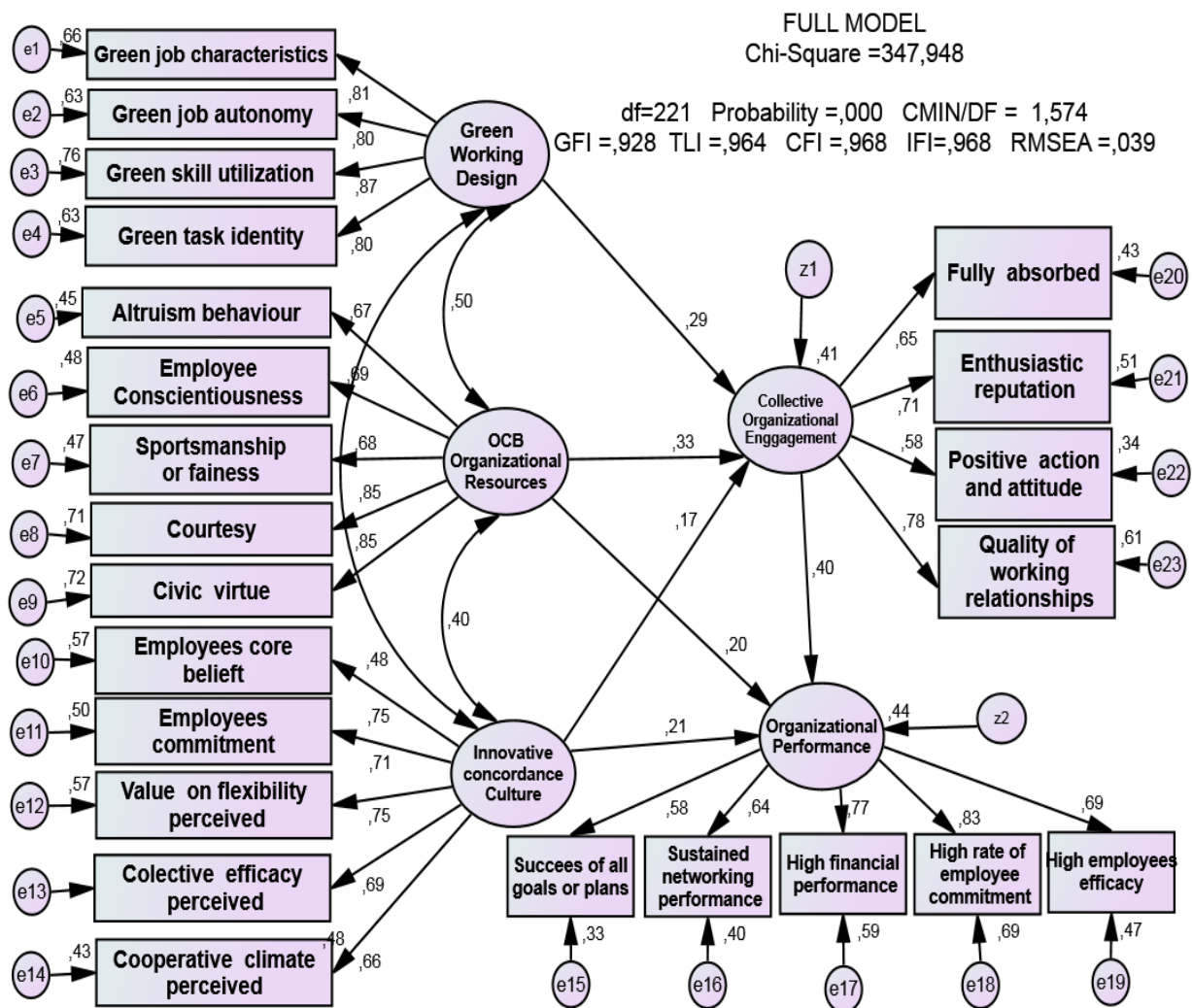


Figure 2. Full Model and Estimation Structural Model

Source: Output of SEM with AMOS, 2021

sorbed and positive action & attitude are the lowest among them. The high rate of employee commitment has the highest loading factor (0,83), followed by high financial performance, high employee efficacy, sustained networking performance and success of all goals or plans (0,77; 0,69; 0,64 & 0,58) respectively.

Table 2 provides the information on the absolute, incremental, and fit measurements. CMIN/DF (The Minimum Sample Discrepancy Function Divide with Degree of Freedom) is expected low, the RMSEA (Root Mean Square Error Approximation) 0,039 is far from the rule of thumb 0,08 and categorized as fit as well as GFI (Goodness

of Fit Index), Chi-squared (χ^2) and P (probability).

The incremental fit measures which are analyzed from three categories of AGFI (Adjusted Goodness of Fit Index), TLI (Tucker Lewis Index) and NFI showed the fix measurement. Furthermore, the parsimony fit measures with PNFI (Parsimonious Normal Fit Index), PGFI (Parsimonious Goodness-of Fit Index), PGFI (Parsimonious Goodness-of Fit Index) and Heltter also met the cut vale of the measurements.

Table 3 provides the information on Measurement Scales, Confirmatory Factor Analysis (λ), Average Variance Extracted (AVE), Alpha (α), and Construct Reliability

Table 2. The Measurement for Absolute, Incremental, Parsimony

Absolute Fit Measures		Cut of Value
CMIN/DF (<i>The Minimum Sample Discrepancy Function Divide with Degree of Freedom</i>)	1,574	
RMSEA (<i>Root Mean Square Error Approximation</i>)	0,039	Fit
GFI (<i>Goodness of Fit Index</i>)	0,928	Fit
Chi-squared (χ^2)	347,947	
P(<i>probability</i>)	0,00	
Incremental Fit Measures		
AGFI (<i>Adjusted Goodness of Fit Index</i>)	0,910	Fit
TLI (<i>Tucker Lewis Index</i>)	0,964	Fit
NFI	0,918	Fit
CFI (<i>Comparative Fit Index</i>)	0,968	Fit
Parsimony Fit Measures		
PNFI (<i>Parsimonious Normal Fit Index</i>)	0,902	Fit
PGFI (<i>Parsimonious Goodness-of Fit Index</i>)	0,974	Fit
Helter	282	Fit

Source: Data Analysis

(CR). Green Work Design has the high Average Variance Extracted (AVE), Alpha (α), and Construct Reliability (CR) which is more than what expected theoretically (0,84; 0,87; 0,83) respectively. OCB- Organizational Resources showed the AVE, α and CR (0, 75; 0, 79; 0, 75). Meanwhile the Innovative Concordance Culture with AVE, α and CR (0,76;0,75;0,78) as well as the Collective Organizational Engagement with AVE, α and CR (0,70;0,74;0,76). Furthermore, the Organizational Performance with AVE, α and CR (0, 72; 0, 76; 0, 81) respectively.

Table 4 summarized the regression weights. It is proven that if the OCB existed in an organization; firms will definitely experience a high level of organizational performance with the highest construct reliability (5,205) as H4 is accepted. This research is aligned with (Ling, Simsek, Lubatkin, & Veiga, 2008). The impact of OCB-Organizational Resources on COE has the second highest CR (4,957), this to claim that the OCB Organizational Resources considered as one of the antecedents and H2b also accepted (Macey et al., 2009). Meanwhile green working design has significant impact as the antecedent of COE with CR 4,229 (H1 accepted) (Morgeson & Humphrey, 2006).

When the Innovative Concordance Culture existed in a firm, the firm will experience a high level of organizational performance (H3b) is accepted with CR (3,470) (Hartmann, 2006). The impact of OCB Organizational Resources on organizational performance (H2b) is also accepted with CR 3,191 (Colbert, Kristof-Brown, Bradley, & Barrick, 2008), OCB human resources considered as capital resources should be empowered to increase the collective or individual organizational engagement (CR 3,191). The impact Innovative Concordance Culture on COE (H3a) is accepted with CR 2.609 (Ahmed, 1998). In conclusion, all the hypotheses are accepted and the role of mediating variable COE.

COE (Collective Organizational Engagement)

For a comprehensive understanding on COE, it is suggested that all individual in the organization to evaluate how deep the employees are involved in COE. Thus, the measurement of COE was measured by the individual as well as all of the members of organization and the measurement is consistent and aligned with proposed theoretical nature and its function. The individuals are also asked and required to conduct self assessment to find out the discriminant validi-

Table 3. Measurement Scales, Confirmatory Factor Analysis (λ), Average Variance Extracted (AVE), Alpha (α), Construct Reliability (CR)

Variable	Constructs and Measurement Items	Standardized Loading (λ)	AVE	Alpha (α)	CR
Green Working Design	Green job characteristics	0,81	0,84	0,87	0,83
	Green job autonomy	0,80			
	Green skill utilization	0,87			
	Green task identity	0,80			
	Altruism behavior	0,67			
OCB - Organizational Resources	Employee Conscientiousness	0,69	0,75	0,79	0,75
	Sportsmanship or fairness	0,68			
	Courtesy	0,85			
	Civic virtue	0,85			
Innovative Concordance Culture	Employees core belief	0,75	0,76	0,75	0,78
	Employees commitment	0,71			
	Value on flexibility perceived	0,75			
	Collective efficacy perceived	0,70			
Collective Organizational Engagement	Cooperative climate perceived	0,67	0,70	0,74	0,76
	Fully absorbed	0,65			
	Enthusiastic	0,71			
	Positive action & attitude	0,58			
	Quality of working relationships	0,78			
Organizational Performance	Succeeds of all goals or plans	0,58	0,72	0,76	0,81
	Sustained networking performance	0,64			
	High financial performance	0,77			
	High rate of employee commitment	0,83			
	High employees efficacy	0,69			

(Ten-point Scale, Encored by “Strongly Disagree and “Strongly Agree”)

Source: Data Analysis

ty of collective and individual organizational engagement. As has been mentioned previously, this study deployed a ten-scale which is developed from various resources.

OP (Organizational Performance)

The study was conducted for 6 months to enable a deep understanding and evaluation on organizational performance. To some extent there are varieties in the measurement of performance, this study deployed five indicators which reflected the organizational performance in human resources field, such as goal or plans, sustained networking performance, financial performance, employee commitment as well as employee efficacy.

To have an advanced understanding on the function of employee engagement at the organizational level is by constructing COE, thus, this is to integrate the engage-

ment of human resources theory to clarify and highlight why and how the strong and firm motivation construct enable them to create the value for organizations. The most detailed conceptualization of this study is the contribution on how an organization create, maintain, sustain and increase the COE to improve organizational performance. More specifically, the research findings claimed that the green work design, OCB organizational resources, innovative concordance culture maximize the organizational performance mediated by COE.

This study strengthens the relationship between the COE and HRM, this research is also bridging the gaps that existed holistically which informed and extended the area of the research field. On the other hand, this research contributed on the topic of engagement in some ways, such as through extend-

Table 4. Regression Weights

	Hypotheses	Estimate	S.E	C.R	P	Label	H
Organizational Performance	<--- Collective Organizational Engagement	,509	,098	5,205	***	par_24	Y
COE	<--- OCB Organizational Resources	,211	,043	4,957	***	par_23	Y
COE	<--- Green Working Design	,207	,049	4,229	***	par_19	Y
Organizational Performance	<--- Innovative Concordance Culture	,234	,067	3,470	***	par_26	Y
Organizational Performance	<--- OCB Organizational Resources	,168	,053	3,191	,001	par_22	Y
COE	<--- Innovative Concordance Culture	,145	,056	2,609	,009	par_25	Y

Source: Output of SEM with AMOS, 2021

ing the study on employee engagement at the organizational level and provided the solutions to overcome the conceptual limitations and the core operationalizations from the previous studies which have already investigated engagement at the level of organization. Secondly, this study also investigates the COE as a main mechanism have effect on the most crucial human resources green work design, OCB organizational resources, and innovative concordance culture (Hartmann, 2006).

Other contributions of this research could also be seen from some perspectives. Firstly, the contribution on how to manage the human resources in such ways, such as by constructing CEO as the motivation capability at the organizational level to deliver organizational value in order to increase their performance. Secondly, it is strongly suggested that the three antecedents of COE represented the portfolios of HRM. Aligned with the research of (Sunahwati, M., & Sukmawati, 2019), the research findings also stated that HRM is the most crucial antecedent of the organizational performance, besides motivation and achievement (Mudhofar & Gumanti, 2021b).

Unfortunately, the short time used to collect the data and research design with cross sectional led to the decision-making based on causal relationship depend on theoretical-based instead of empirical-based. Future research is suggested and directed to spend longer period in data collecting with

longitudinal design to enable the holistic analysis of causal relationship.

CONCLUSION

In accordance with the dominant individual-level approach which investigates and examines employee's involvement and engagement, this study had examined the collective perception of all organizational members. This research also developed the antecedents of COE (Green work design, OCB Organizational Resources, and Innovative Concordance Culture). This model also highlighted how the top management could strategically increase the organizational performance through leveraging the organizational resources and collective engagement that continuously pursue the strategic organizational goals.

Having green working design, OCB organizational resources and innovative concordance culture, proposed as the new antecedents of this study, enable the organization members to increase their motivation to be more evolved and committed to the organization.

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