



# The Role of Perceived Organizational Support and Job Satisfaction on Work Engagement at PT. X

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**Abstract:** This study aims to determine the role of perceived organizational support and job satisfaction on work engagement at PT. X. PT. X is a company that provides services in the field of construction vendors. Services provided include providing construction manufacturing and installation services for events organized by companies, agencies and organizations such as the manufacture and installation of booths, stages, and event organizing needs. Respondents in this study were 75 employees of PT. X. The sampling technique used is total sampling. The data analysis technique used is multiple regression. The results showed that the R Square value was 0,938, so that the influence of perceived organizational support and job satisfaction on work engagement was 93,8%, where the remaining 6,2% was influenced by other factors outside of this study, such as organizational commitment, individual intention to leave the organization, characteristics personality, compensation, company culture, communication with colleagues, peer support, leadership style, and type of work performed.

**Keywords:** Work Engagement, Perceived Organizational Support, Job Satisfaction

## Introduction

Nowadays, an increase in competitiveness that occurs as a result of developments and progress in all fields occurs in almost all organizations and companies. All existing organizations and companies compete in developing and improving the quality of all aspects of the resources in them where the most important resource that is considered capable of creating excellence for an organization or company is human resources (Alkhatiri, 2017).

According to Angelia & Astiti (2020) many companies in Indonesia are currently facing problems related to having and retaining employees who have high potential, good achievements, and adequate expertise. These problems will result in the company's failure to achieve the company's goals even if the situation gets worse it will result in huge losses which will lead to the dissolution of the company. The loss of the company's best employees will have an impact on financial losses for various processes and loss of effectiveness until new employees achieve effectiveness as well as old employees who leave the company (Pandiangan, 2011).

PT. X is a company that provides services and services in the field of construction vendors. Services and services provided include providing construction manufacturing and installation services for events organized by companies, agencies and organizations such as

the manufacture and installation of stages, booths, and event organizing needs. PT. X is a company that has an organizational structure from the direct owner vertically downwards to all company employees. PT. X also does not implement a clear system regarding the process of recruiting employees to work at the company. The employee recruitment process is only based on brief non-formal interviews, where employees can work if they have the required expertise regardless of the background of the employee. In addition, there is no definite work system in the company. Thus, employees only have to work and then the owner will provide a salary after the work or a project is completed. When carrying out their duties, sometimes it can make employees lack sleep hours to meet production targets, where employees can not sleep for two days when there is so much work to do. Several problems also occurred to employees of PT. X who works directly in the field, such as not completing work that causes losses to the company, working carelessly, not enthusiastic, not enthusiastic, sometimes ignoring requests from clients when there are complaints, unfair competition, lack of dedication, and lack of employee involvement in achieving company targets. In addition, the rate of employee decline is also quite significant, where there have been several employee turnovers. There were 10 employees who resigned in 2022, which is an increase compared to 2021 where there were around 4 employees who resigned. This certainly causes a very significant loss for the company.

Bakker (2011) revealed that companies are certainly not only looking for employees who have good abilities, but also looking for employees who are able to invest in employees to be fully involved in every job they do. Currently, the company expects employees who have high initiative, enthusiasm, energy, and are willing to try to achieve good quality at work (Bakker & Leiter 2010). The attachment between employees and work is also known as work engagement.

The pre-survey was conducted by researchers on employees at PT. X uses a work engagement pre-survey questionnaire from Dewi (2022) with the aim of knowing the real conditions regarding work engagement at PT. X. Based on the results of the pre-survey that has been conducted, it shows results where there are 44,00% of employees who feel strong and enthusiastic about doing work, 45,33% of employees who will try optimally in doing work, and 46,67% of employees who are proud of the work they do. done. The results show that the work engagement of employees is still lacking and needs to be improved. This certainly needs to be considered considering the importance of work engagement for employees.

Macey et al., (2009) said the importance of work engagement for employees where employees who have work engagement will always have broader thoughts if one day the demands of the work being carried out change. Employees will not focus on the job description they have, but employees will focus on individual goals that are tailored to the goals of the company where the employee works

According to Bakker & Demerouti (2008), work engagement can be caused by several things such as physical, social, and organizational aspects that make employees meet work demands related to the physical and mentality of employees, how employees deal with demands and meet work demands they have, and evaluation positive self-esteem carried out by employees related to employees' feelings about their ability to regulate and influence

those around them. In addition, work engagement can also be caused by positive attitudes towards work performed such as perceived organizational support, job satisfaction, organizational commitment, and low individual intention to leave the organization (Caesans & Stinglhamber, 2014 ; Schaufeli & Bakker, 2004).

According to Breevaart et al., (2014) work engagement has several positive impacts, such as being able to increase the productivity of the company, improve job performance, and reduce the intention to leave the company. Meanwhile, Yuwanto in (Stephani & Kurniawan, 2018) said employees who do not have work engagement will easily feel bored, dislike extra work, easily distracted from focus, and have the intention to leave the company.

According to Rich et al., (2010) one of the factors that can influence work engagement is perceived organizational support. Employees will have more work engagement when employees perceive higher organizational support. According to Rhoades & Eisenberger (2002), employees who get positive support from where individuals work will positively perceive the support they receive, and otherwise, organizational support that is lacking will give negative evaluations from employees where these things determine work engagement with employees.

The results of research conducted by Al-Hamdan & Issa (2021) show results where there is a significant positive relationship between perceived organizational support and work engagement. Perceived organizational support owned by employees is able to improve work behavior and emotional bonds between employees and the work they have. Research conducted by Najeemdeen et al., (2018) also shows results where perceived organizational support has a significant effect on work engagement.

Another factor that can influence work engagement is job satisfaction among employees (Abraham, 2012). According to Garg et al., (2018) employees who have job satisfaction will feel challenged, inspired, and proud of the work they have. This of course will lead to work engagement among employees so that employees who are satisfied will be more attached to the job they have. The research results also show a positive relationship between job satisfaction and work engagement. Based on research conducted by Dewinda et al., (2020) the results also show that job satisfaction has an effect on work engagement of 28.7%.

Based on the explanation above, work engagement with employees certainly has a positive impact on the employees themselves and the company. Perceived organizational support is one of the important things for the emergence of work engagement in employees. With the perceived organizational support, employees will feel valued so as to make employees work more optimally so as to bring about work engagement among employees. In addition, job satisfaction is also important for the emergence of work engagement among employees. Where job satisfaction for employees will make employees show a positive attitude at work so that it creates work engagement. This research focuses on the effect of perceived organizational support and job satisfaction on work engagement at PT. X so that researchers formulate to examine whether perceived organizational support and job satisfaction can affect work engagement at PT. X?

## Methodology

This research uses a quantitative method. The population in this study are employees of PT. X with a total of 75 people. The sample in this study were employees of PT. X. The sampling technique in this study used a non-probability sampling technique. The non-probability sampling technique used is total sampling. Data collection technique in this study used a questionnaire method. This questionnaire consists of subject identity, work engagement scale item, perceived organizational support scale item, and job satisfaction scale item. The data collection technique in this study used a questionnaire method. This questionnaire consists of subject identity, work engagement scale item, perceived organizational support scale item, and job satisfaction scale item.

First, measuring instrument used in this study is a measuring instrument adapted by Schaufeli & Bakker (2004) to measure work engagement based on the work engagement aspects. The item discrimination test on the work engagement scale totaling 17 items show the result that there are 15 items that have good item discrimination and there are 2 items that have poor item discrimination. Items that have good item discrimination have a value between 0,314 to 0,607. The results of the reliability test on the work engagement scale with 15 items, the reliability coefficient value is 0,797.

Second, measuring instrument to measure perceived organizational support was collected using the Survey of Perceived Organizational Support (SPOS) scale adapted from Rhoades & Eisenberger (2002) based on the perceived organizational support dimensions. The item discrimination test on the perceived organizational support scale totaling 35 items show the result that there are 23 items that have good item discrimination and there are 12 items that have poor item discrimination. Items that have good item discrimination have a value between 0,312 to 0,658. The results of the reliability test on the perceived organizational support scale with 23 items, a reliability coefficient value of 0,835.

Third, measuring instrument to measure job satisfaction, was collected using the job satisfaction aspects proposed by (Spector, 1997). The item discrimination test on the job satisfaction scale totaling 9 items show the result that all items have good item discrimination with item discrimination value between 0,341 to 0,578. The results of the reliability test on the job satisfaction scale with 9 items, the reliability coefficient value is 0,720.

Researchers collected data by distributing questionnaire forms directly in the form of questionnaires that had been printed to be filled in directly by employees of PT. X. The assumption tests carried out in this study are normality tests, linearity tests, multicollinearity tests, and heteroscedasticity tests. After that, researchers conducted an analysis technique used in this study using multiple regression analysis techniques to use the SPSS (Statistical Package for Social Science) application version 25.

## Result and Discussion

Normality test in this study using Kolmogorov Smirnov. Based on the results of the Kolmogorov-Smirnov shows that the significance value obtained on the work engagement scale was 0,200 ( $>0,05$ ). Then, for the significance value on the perceived organizational support scale, a result of 0.200 ( $>0,05$ ) is obtained. Furthermore, for the significance value on the job satisfaction scale, the result is 0.078 ( $>0,05$ ). This shows that the distribution of data on the work engagement scale, perceived organizational support scale, and job satisfaction scale are normally distributed.

Based on the results of the linearity test on perceived organizational support and work engagement, the results obtained a significance of 0,128 ( $>0,05$ ). This shows that there is a linear relationship between perceived organizational support and work engagement. Furthermore, the results of the linearity test on job satisfaction and work engagement obtained a significance result of 0,339 ( $>0,05$ ). This shows that there is a linear relationship between job satisfaction and work engagement.

Based on the results of the multicollinearity test on perceived organizational support and job satisfaction, a tolerance value of 0,161 ( $>0,10$ ) and a VIF value of 6,212 ( $<10,00$ ) were obtained. This shows that there is no multicollinearity between perceived organizational support and job satisfaction.

Based on the results of the heteroscedasticity test on perceived organizational support, a significance result of 0,889 ( $>0,05$ ) was obtained and the results of the heteroscedasticity test on job satisfaction obtained a significance result of 0,727 ( $>0,05$ ). This shows that the two variables do not contain symptoms of heteroscedasticity.

Based on the results of the analysis that has been carried out, the results obtained are an F value of 547.259 and a significance value of 0.000 ( $p<0.01$ ). This shows that perceptions of organizational support and job satisfaction together have a significant influence on work engagement at PT. X. Furthermore, the value of R Square is 0.938. This shows that the magnitude of the influence of perceived organizational support and job satisfaction on job involvement is 93.8% where the remaining 6.2% is influenced by other factors outside of this study. Then, the results show that perceived organizational support has a significant effect on work engagement at PT. X. The results showed that the beta standardized coefficient was 0,627, so that the influence of perceived organizational support on work engagement was 62,7%. Furthermore, the results of the study show that the beta standardized coefficient was 0,361, so that the magnitude of the influence of job satisfaction on work engagement is 36,1%. Based on these results, the hypothesis in this study is acceptable.

## Discussion

Bakker & Demerouti (2008), said work engagement can be influenced by several things such as physical, social, and organizational aspects that make employees meet work demands related to the physical and mentality of employees, how employees deal with demands and meet work demands they have, and evaluation positive self-esteem carried

out by employees related to employees' feelings about their ability to regulate and influence those around them. In addition, work engagement can also be influenced by positive attitudes towards work performed such as perceived organizational support and job satisfaction (Caesans & Stinglhamber, 2014 ; Schaufeli & Bakker, 2004).

The magnitude of the influence of perceived organizational support and job satisfaction on work engagement at PT. This X can also be caused by the educational background of the employee. Where the education level of bachelor degree for employees is still very rare, only 5 employees. This makes employees not concerned with other things, employees will perceive the organization well and experience satisfaction with their work based on what they get while working, such as wages received after completing work without attaching importance to other aspects. So that it will affect the work engagement that is owned by employees.

Based on the results shows that perceived organizational support has a significant effect on work engagement at PT. X. The results are in line with research conducted by Melinda & Salendu (2021), where there is a positive relationship between perceived organizational support and work engagement. With the presence of the perception that the company pays attention to, cares for, and provides a supportive work environment for employees, it will increase employee work engagement. Employees will be able to improve work behavior and increase bonds with the work being done because employees feel valued and cared for by the organization. This research is also in line with research conducted by Al-Hamdan & Issa (2021) where the results show a significant positive relationship between perceived organizational support and work engagement. Perceived organizational support owned by employees is able to improve work behavior and emotional bonds between employees and the work they have. Employees also feel that the company values and cares about the work and welfare of employees.

Research conducted by Mufarrikhah et al., (2020) also shows results where perceived organizational support is able to determine the high and low levels of work engagement of employees. The more positive perceived organizational support will be directly proportional to the positive levels of work engagement on employees and otherwise.

Job satisfaction also has a significant effect on work engagement at PT. X. This research is in line with in research conducted by Wijaya & Edwina (2021) showing the results that job satisfaction has a positive effect on work engagement among Polytechnic X employees in Yogyakarta. The contribution of job satisfaction to work engagement is 32.3%. Where the higher the job satisfaction, the higher the employee's work engagement, and otherwise. Research from research Alzyoud (2018), also shows that there is a significant positive relationship between job satisfaction and work engagement. Employees who are satisfied with the work they have will be more enthusiastic and passionate about the work being done regardless of the challenges faced so that employees who have job satisfaction the tall one will have work engagement the highest.

Research by Dewantara & Wulanyani (2019), also shows that there is an effect of job satisfaction on work engagement. Job satisfaction is a strong driver for the emergence of

work engagement among employees. Where job satisfaction felt by employees will make employees have good work engagement. Employees who are satisfied with the work they have will create feelings that are more enthusiastic and passionate about their work regardless of any challenges faced by these employees while working. Employees who have high job satisfaction mean that they have a very good affective assessment of the work done where the work that the employee has has met the expectations of the employee regarding the work done, this is able to increase work engagement so that employees who have high job satisfaction will certainly have high work engagement as well.

## Conclusion

Based on the results of the data analysis that has been carried out, it can be concluded that perceived organizational support and job satisfaction plays a role in increasing work engagement among employees at PT X. Where, perceived organizational support and high job satisfaction in employees can increase work engagement in employees and vice versa. The effect of perceived organizational support and job satisfaction on work engagement at PT. X is 93,8% where the remaining 6,2% is influenced by other factors outside of this study such as organizational commitment, individual intention to leave the organization, personality characteristics, compensation, corporate culture, communication with colleagues, co-worker support, leadership style, and the type of work performed.

Suggestions that can be given to employees, it is recommended to do work more optimally by increasing performance at work. In addition, it is also recommended that employees increase awareness of the importance of responsibility in their work so that every job they do can be maximized. Then, for companies, making changes to the approach taken by the leadership towards employees, so that it is not only limited to giving salaries, but can get closer to employees and pay attention to the conditions of employees when working. In addition, it is hoped that the company will be able to improve better relations with employees by paying attention to the welfare of employees. Furthermore, for the next researcher it is recommended to look for other variables that can have an impact on work engagement besides perceived organizational support and job satisfaction. Researchers can also add subject criteria and other demographic factors to enrich and expand research results

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