

The Effect of Perceived Organizational Support (POS), Job Demand and Job Satisfaction on Employee Work Engagement at PT Smart Glove Tanjung Morawa

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ABSTRACT

The international database that includes various industries shows that on average, only 20% of employees are engaged in their work, 20% are at a low point in their job, and the remaining 60% work without using their resources. This research aims to ascertain how employee work engagement at PT Smart Glove Tanjung Morawa is impacted by perceived organizational support (POS), job demand, and job satisfaction. This quantitative study uses a questionnaire as a data collection tool distributed to 100 employees in the PT Smart Glove Tanjung Morawa production department using a Likert scale. The results indicate that perceived organizational support (POS) has a positive and significant influence on employee work engagement at PT Smart Glove Tanjung Morawa; job satisfaction also has a positive and significant effect on employee work engagement at PT Smart Glove Tanjung Morawa; and job demand has a negative but significant influence on employee work engagement at PT Smart Glove Tanjung Morawa.

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

INTRODUCTION

An international database covering various industries shows that an average of 20% of employees are engaged in their work, another 20% of employees' work engagement is at a low point in their work, the remaining 60% of employees' work engagement is at an average level, that is, employees continue to work without utilizing the resources they have in their work (Schaufeli, 2012). There are many ways that companies can increase employee work engagement. One of the things that is most likely to have an impact on work engagement is perceived organizational support (Caesens & Stinglhamber, 2014).

Perceived organizational support is workers' confidence about the extent to which the company can appreciate their performance and understand their desires (Wahyuni & Sulastri, 2020). Previous research states that perceived organizational support and work engagement have a solid and positive relationship (Caesens & Stinglhamber, 2014). What happened to the company PT Smart Glove Tanjung Morawa, where there is a lack of review of employee prosperity, employees are left to experience pressure at work. Another thing that can influence employee work engagement is job demand.

Job demand is the demands or encouragement of work that are physical, psychological, and social and require continuous effort (Elst et al., 2016). According to our initial views, there is a strong potential for job demand at PT Smart Glove Tanjung Morawa because producing goods there takes significant energy to meet corporate goals.

Previous research shows that job demands negatively influence work engagement (Ahmed et al., 2017). Job satisfaction is another factor that can influence work engagement (Garg et al., 2017). Job satisfaction is a person's positive feeling that their work will fulfill the expected values (Jasin, 2022). Initial observations regarding job satisfaction at PT Smart Glove Tanjung Morawa are related to job satisfaction, such as employees feeling satisfied when the salary given is by effort that employees provide. Previous research states that the greater job satisfaction, the greater their work engagement (Dewantara & Wulanyani, 2019).

The research purpose is to examine the effect of perceived organizational support, job demand, and job satisfaction on employee work engagement. This research contributes to developing knowledge, especially those related to organizational behavior theory, specifically on employee attitude.

LITERATURE REVIEW

Work Engagement

Work engagement as known employee engagement concept has gained importance in today's corporate environment and is viewed as a crucial measure by the management of the organization (Welbourne, 2007). Engaged employees are more committed to the company and are more task-oriented at work (Macey & Schneider, 2008). As a result, work engagement plays a crucial role in individual and organizational development and gives the company a competitive edge (Sihag, 2020).

Schaufeli et al. (2006) and Bakker et al. (2008) revealed that engagement is a positive, job-related state marked by vigor, absorption, and dedication. According to Mone and London (2010), employee engagement is when workers exhibit their commitment, involvement, empowerment, and enthusiasm at work through their conduct. What follows is the extent to which an individual is prepared to invest in the organization where they work, both in terms of intellectual and emotional engagement (Kusuma & Silvianita, 2023). This reveals that workers with high work engagement levels would actively support the organization and take pride in the tasks assigned to them (Marbawi et al., 2023).

Masvaure et al. (2015) stated that work engagement are experiences related to the satisfaction of positive needs that lead to motivated behavior in the workplace. Najeemdeen et al. (2018) stated that employee engagement is expected, giving rise to involvement, enthusiasm, commitment, focused effort, and enthusiasm.

Perceived Organizational Support

Perceived Organizational Support (POS) is workers' confidence about how much the company can appreciate their performance and understand their desires (Wahyuni & Sulastri, 2020). Employees view of their care and well-being, as well as how much their employer values them, is known as point of auction/POS (Sihag, 2020). Further, Perceived Organizational Support is organizational support that is characterized by a sense of confidence regarding the extent to which the company evaluates performance, reviews employee prosperity, responds to criticism and suggestions, guarantees worker welfare, and empowers workers somewhat (Caesens & Stinglhamber, 2014).

Employees who get positive support from the organization will positively perceive this support, and vice versa. Lack of organizational support will give negative evaluations from employees, which both determine work engagement and employee performance (Mufarrikhah et al., 2020). Perceived organizational support is a guarantee that the organization will assist to complete a job effectively and when facing difficult conditions. Work effectively and when facing unpleasant conditions such as stress (Dwitasari et al., 2015). Good perceived organizational support can be achieved if the organization can understand its employees' character, provide trust and opportunities to engage directly with coworkers and superiors, and help and assist employees. And superiors help and assist employees and provide clear direction when employees work (Pratiwi & Muzakki, 2021).

Job Demand

Ahmed et al. (2017) reveal that that job demands, which are frequently associated with physical and psychological expenditures, are defined as psychological, institutional, and job-related factors that encourage people to exert more significant physical and mental effort. In general, job demands, including workload and emotional strain, wear down workers' physical and mental resources and cause them to lose energy at work (Ahmed, 2019).

Job demand is defined as role conflict experienced by employees related to job demands and balance between work and family (Schaufeli & Bakker, 2004). Based on Han et al. (2020), job demand is any demand that must be carried out in a job that requires continuous physical and psychological effort related to certain costs. Uncertainty, role issues, stress levels, present job expectations, and incomplete tasks are examples of job demands (Hassan et al., 2014).

Job demands are regarded as a component of the job that involves psychological, social, and physical requirements that must be met with effort. Stated differently, job demands are requirements for workers to accomplish the organization's goals (Jasin, 2022). Aprilianingsih & Frianto (2022) revealed that workload is often interpreted as the burden of additional tasks that an employee must carry out outside the primary duties of their position.

According to Hurrell and McLaney (1988), four aspects contribute to job demand: work agenda, work intensity, job control, and workload & space. Aside from workload, job pressure indicators include work-home conflict and emotional demands (Bakker et al., 2004). It is important to foster an emotional bond between employees and organizations by removing psychological risks from the workplace that cause stress, and that can increase the emotional connection between them (Faliza et al., 2023). Meanwhile, Yener and Coskun (2013) identified three indicators—role ambiguity, role conflict, and work overload—as a gauge of job expectations.

Job Satisfaction

According to Buri and Moe (2020), job satisfaction is a concept linked to positive affective responses at work and satisfaction. Vorina et al. (2017) state that job satisfaction is a positive attitude from employees regarding feelings and behavior towards their work through assessing one's work as a sense of appreciation for achieving one of the critical values.

The degree of an employee's likes or dislikes for their work, as well as their aspirations for the ideal employment, is known as job satisfaction. Job satisfaction is associated with pleasant affective reactions at work and the emotional influence of one's employment (Oubibi et al., 2022). Employees will experience this emotional state after receiving an expected employment review. On the other hand, disparities between job expectations and results could lead to employment discontent Wirawan et al. (2020). Many indicators to gauge job happiness, such as the type of work, existing income, prospects for advancement, supervision, and connections with coworkers and colleagues in correlation with current wage (Jasin, 2022).

Perceived Organizational Support and Work Engagement

Perceived organizational support is an employee's belief about how much the organization can appreciate employee contributions and care about their welfare (Wahyuni & Sulastri, 2020). POS shows how prepared an organization is to recognize hard work and satisfy workers' demands for recognition and affirmation. It is anticipated that organizational support will increase workers' trust in the organization's ability to reward their efforts toward achieving organizational objectives (Jeong & Kim, 2022). POS would motivate employees to participate in more mastery initiatives (Caesens & Stinglhamber, 2014).

Oubibi et al. (2022) argue that workers will value their positive working relationships with an organization more if they believe their contributions are valued by it. How a corporation implements perceived organizational support will impact how attached its employees feel toward it (Jasin, 2022). Previous research has revealed a positive and significant relationship between perceived organizational support and work engagement, such as research conducted by Dwitasari et al. (2015), Najeemdem et al.(2018), and Jasin (2022).

H₁ : Perceived organizational support influence positive and significant on employee engagement.

Job Demand and Work Engagement

Job demands are those aspects of a job requiring an employee's physical or mental effort. These can be organizational, social, psychological, or physical (Sawang, 2012). According to Schaufeli and Bakker (2004), researchers on psychological states of mind have highlighted how job demands are an energy-depleting factor that drains people's mental resourcefulness and eventually causes them to become disengaged. There have been reports of health problems among those with demanding jobs (Halbesleben & Buckley, 2004).

Furthermore, environments with high job demands frequently lead to subpar work products and behaviors, which lowers employee engagement. Workplace expectations, such as emotional problems and busyness, have been found extremely dangerous for employees since they wear out their motivating processes (Ahmed, 2019). Several studies have concluded that job demands have no effect on work engagement but have a significant positive effect on psychological well-being, such as a study conducted by Jasin (2022). However, research conducted by Sawang (2012), Ahmed et al. (2017), and Aprilianingsih and Frianto (2022) revealed that the relationship between job demands and work engagement is negative and significant.

H₂ : Job demand influence negative and significant on employee engagement.

Job Satisfaction and Work Engagement

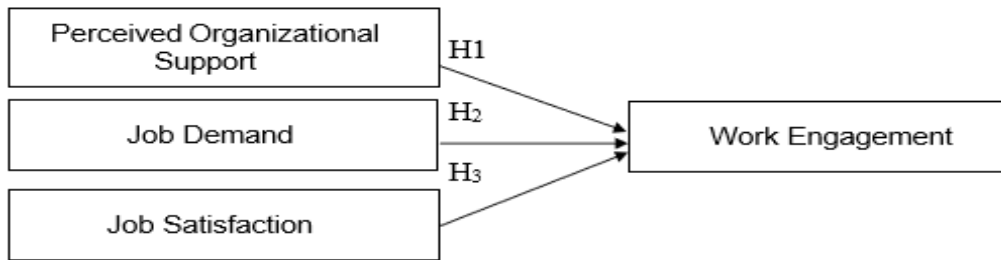
According to Ren et al. (2022), Hoppock introduced the idea of job satisfaction in 1975. He said that an employee's subjective response to their work circumstances and primary emotions toward their workplace's physical and psychological aspects comprise their job happiness. According to the theory of planned behavior by Ajzen (2020), behavioral intentions influence actual conduct, and behavioral attitudes, subjective norms, and perceived behavioral control interact to influence behavioral intentions. As a result, job satisfaction is defined as an employee's feelings or perspectives regarding their work, and these two factors are closely related to work engagement.

Workers who are fully engaged in their work experience an interactive mode full of obstacles inspirations, and pride. The primary factor contributing to these employees' job happiness is their interaction style at work (Garg et al., 2017). Conversely, with disengaged workers, highly engaged workers report higher levels of job satisfaction. Positive attitudes and behaviors are exhibited by highly engaged people in their work environment (Garg et al., 2017; Saks, 2006).

According to some studies, job satisfaction directly impacts work engagement (Dewantara & Wulanyani, 2019; Garg et al., 2017). According to prior research, work engagement can be positively predicted by job satisfaction (Garg et al., 2017; Nwachukwu et al., 2022). These findings demonstrate the favorable correlation between workers' passion for their company and job satisfaction, influencing their work engagement. Nwachukwu et al. (2022) revealed that job satisfaction positively and significantly affects employee engagement and acts as a mediator for service industry employees in Nigeria. Garg et al. (2017) suggest a positive and significant effect of job satisfaction on the work engagement of bank managers in India. But Jasin (2022) suggests that job satisfaction has a positive and insignificant effect on work engagement. Based on the literature review, employee job satisfaction at PT Smart Glove Tanjung Morawa is positively and significantly related to work engagement.

H₃ : Job satisfaction influence positive and significant employee engagement.

Figure 1. Conceptual Framework



RESEARCH METHOD

This research uses a quantitative approach. The primary data source is collected directly by researchers through various methods such as observation, interviews, and questionnaire distribution. The sample in this study were employees who worked at PT Smart Glove Tanjung Morawa in the production section, totaling 100 employees, by using the sampling technique, simple random sampling.

This study operationalizes three independent variables and one dependent variable. In this study, the variables of perceived organizational support, job demand, and job satisfaction are independent variables. At the same time, the employee engagement variable is the dependent variable. Perceived organizational support is measured using concepts that have been developed by Eisenberger et al. (1990) with a measurement scale of 1-5; then job demand is measured using concepts that have been developed by Bakker et al. (2005) and Xanthopoulou et al. (2007) with a measurement scale of 1 to 5. Job satisfaction is measured using the measurement concept developed by Lopes et al. (2015), with a measurement scale of 1-5, and work engagement is measured using the measurement concept developed by Schaufeli et al. (2006) and Kahn (1990), with a measurement scale of 1-5.

The data analysis method used in this research is multiple linear regression. In this study, the model goodness-of-fit test can be used to measure the accuracy of the sample regression function in statistically estimating the actual value (Ghozali, 2018). R square and F test statistics can be used to quantify the goodness-of-fit test (Gujarati, 2015; Montgomery et al., 2012), R square indicates how well the independent variables can explain the dependent variable, while the F test statistic demonstrates that every independent variable in the model has an impact on the dependent variable. If the P value > 0.05 indicates that the analytic methods employed are consistent with the research's model, the F test statistic requirements are categorized. Conversely, if the P value is less than 0.05, it suggests that the analysis method employed is unsuitable for research. Therefore, using the multiple linear regression model as a method of analysis to examine how the independent variable affects the dependent variable makes sense.

The t-test statistic is a statistical test to test the effect of independent variables individually in explaining the content of the dependent variable (Ghozali, 2018). Under an assumption of untainted constraints, the t-statistic test can reflect how the independent variable influences the dependent variable. Considering the criteria, if t-count > t-table and significance at < 0.05, the variables of perceived organizational support, job demand, and job satisfaction affect employee engagement. However, if t-count < t-table and significance at > 0.05, the variables of perceived organizational support, job demand, and job satisfaction do not influence employee engagement.

RESULT

In this study, the validity test results show that all question items have reflected the variables to be measured, with the calculated r value for each question greater than the r table value, which means that all question items are valid. Then, the Cronbach alpha value is greater than 0.6, meaning that all question items are reliable in this study (see Table 1).

Table 1. Validity and Reliability

Construct	Statement	rcount	rtable	Cronbach Alpha
	1	0.943	0.196	
Perceived	2	0.877	0.196	
Organizational	3	0.938	0.196	
Support	4	0.903	0.196	0.815
	5	0.896	0.196	
	6	0.893	0.196	
	7	0.864	0.196	
	1	0.943	0.196	
	2	0.825	0.196	
Job Demand	3	0.789	0.196	0.15
	4	0.941	0.196	
	5	0.971	0.196	
	6	0.931	0.196	
	1	0.932	0.196	
	2	0.953	0.196	
Job Satisfaction	3	0.96	0.196	0.829
	4	0.933	0.196	
	5	0.92	0.196	
	1	0.931	0.196	
	2	0.547	0.196	
Work Engagement	3	0.776	0.196	0.774
	4	0.372	0.196	
	5	0.737	0.196	
	6	0.480	0.196	

In this study, the R-Square value is 0.873, meaning that the effect of brand image, perceived organizational support, job demand, and job satisfaction on employee engagement is 87.3%, while other factors influence the remaining 12.7%. Such as self-efficacy, commitment, knowledge management, leadership, and others. Then, the statistical value of the F test is obtained at 220.078, significant below 0.05 (<0.05), meaning that the multiple linear regression model is feasible to use as an analytical tool to test the influence of the variables perceived organizational support, job demand, job satisfaction on employee work engagement.

Table 2. Multiple Regression Analysis

Coefficients						
	Model	<i>Unstandardized Coefficients</i>		<i>Standardized Coefficients</i>	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18,407	,166		110,719	,000
	POS	.108	,005	,832	22,083	,000
	<i>Job Demand</i>	-.054	,006	-.325	-8,096	,000
	<i>Job Satisfaction</i>	,091	,006	,614	16,376	,000

Dependent Variable: Y
SPSS (2023)

Based on Table 2, perceived organizational support on employee engagement (B = 0.108; P-value = 0.000), meaning that the first hypothesis is supported. Then, job demand on employee engagement (B = -0.054; P-value = 0.000), the second hypothesis is accepted. Furthermore, job satisfaction on employee engagement (B = 0.091; P-value = 0.000), meaning that the third hypothesis is accepted.

DISCUSSION

These findings clarify how perceived organizational support positively and significantly impacts work engagement. This shows that if perceived organizational support by employees increases, it will increase work engagement in employees. Conversely, if perceived organizational support decreases, it will reduce work engagement. This is in line with research conducted by Dwitasari et al. (2015), Caesens and Stinglhamber (2014), Jasin (2022), and Najeemdeen et al. (2018), as well as Musenze et al. (2021), and Sihag (2020), which have proven perceived organizational support can increase employee work engagement.

Furthermore, job demand has a negative and significant effect on work engagement. This means that the increased job demand felt by employees will reduce work engagement—employees at PT Smart Glove Tanjung Morawa. Conversely, if job demand decreases, it will increase the work engagement of PT Smart Glove Tanjung Morawa's employees. The results of this study do not support previous research conducted by Jasin (2022), which suggests that job demand has no significant effect on work engagement. This implies that employee work engagement will remain low regardless of how high or low the job demands have been established. However, our results support research conducted by Ahmed et al. (2017) and Aprilianingsih and Fianto (2022), which revealed that increasing job demands will reduce the level of work engagement.

Meanwhile, Ahmed et al. (2017), revealed that job demands consist of emotional demands and workload. The study showed that workplace demands, such as busyness, cause people to lose interest in and enthusiasm for their profession, which has a detrimental impact on their level of engagement at work. Emotional, exhausting job demands have a significant detrimental impact on workers' work engagement. They were proving that emotional difficulties can harm workers' psychological health and reduce their engagement at work.

Then job satisfaction has a positive and significant effect on work engagement, meaning that increasing job satisfaction will increase work engagement. Conversely, decreasing job satisfaction will reduce employee work engagement at PT Smart Glove Tanjung Morawa. This result supports previous research by Garg et al. (2017) and Nwachukwu et al. (2022). These studies demonstrated how work engagement is impacted by job satisfaction. For managers (managerial employee) in the private sector, intrinsic components are more important for work satisfaction than external components. A substantial portion of the variation in employee engagement can be explained by job satisfaction (Garg et al., 2017).

Moreover, a high degree of employee engagement with their work and the companies they work for directly affect job satisfaction. Increased job satisfaction leads to greater employee engagement. Employees who are happy with their working environment will continue to be engaged in a variety of ways and show a positive attitude toward their work. Employees in this situation are unlikely to leave but stay committed to helping the organization reach its objectives (Nwachukwu et al., 2022). This result is consistent with the idea that motivated and engaged workers are those who believe their work aligns with their beliefs and interests.

CONCLUSIONS

This study's purpose is to examine work engagement, which is influenced by perceived organizational support, job demand, and job satisfaction. The result shows perceived organizational support (POS) positively and significantly influences employee work engagement at PT Smart Glove Tanjung Morawa. This shows that perceived organizational support (POS) greatly influences employee work engagement at PT Smart Glove Tanjung Morawa. *Job demand* has a negative but significant influence on employee work engagement at PT Smart Glove Tanjung Morawa. This shows that job demand greatly influences employee work engagement at PT Smart Glove Tanjung Morawa. *Job satisfaction* has a positive and significant influence on employee work engagement at PT Smart Glove Tanjung Morawa. This shows that job satisfaction greatly influences employee work engagement at PT Smart Glove Tanjung Morawa.

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