

THE EFFECT OF PERCEPTION OF ORGANIZATIONAL SUPPORT AND JOB SATISFACTION ON EMPLOYEE ENGAGEMENT AT W HOSPITAL

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ABSTRACT

This study was conducted to determine how much influence the perception of organizational support and employee job satisfaction have. This study aims to analyze the simultaneous influence of perception of organizational support and job satisfaction on employees, analyze the partial influence of perception of organizational support on employee engagement, and analyze the partial influence of job satisfaction on employee engagement. To achieve the research objectives, questionnaires were distributed to obtain data for each variable to 58 employees. The influence of independent variables separately and together is determined by the regression equation shown from the variable score, after the data for each variable passes the validity, reliability, and normality tests. Regression equation and coefficient of determination (R^2). The result of the coefficient of determination or (R^2) is 0.629 which shows that 62.9% of employee engagement is influenced by perception of organizational support and job satisfaction. While 37.1% is influenced by other causes not examined in this study. the perception variable t count is 4.063 with sig. 0.000 < 0.05, then the perception of organizational support has a significant effect on employee engagement. While for the satisfaction variable t count is 1.112 with sig. 0.271 > 0.05 then job satisfaction does not significantly affect employee engagement. So it can be concluded that the perception of organizational support significantly affects employee engagement and job satisfaction does not significantly affect employee engagement

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1. INTRODUCTION

Human Resource Management (HR) can be said to be very important because HR is the main factor that plays a role in maintaining the stability of the organization and company. Creating quality and productive HR in carrying out their work is expected to help achieve organizational and company goals. The support of quality HR is expected to play an active role in planning, implementing and supervising all management activities in the Company. The stability of the company will be maximized if every Human Resource (HR) has *engagement* which is high in the company. Employee engagement is an important thing that needs to be considered by the Company to maintain the stability of the Company. According to Marciano (in Akbar, 2013), engaged employees are people who bring new ideas to work. These are individuals who seem to work excited to be there and be a part of something they believe in very strongly. They are passionate and excited to carry out their duties.

Employee engagement is defined as a feeling of emotional involvement between employees and their work and organization, as well as employee motivation to give their best to help the success of the Company through real action (McLeod, 2008). According to Maslach et al., (2003), Employee engagement is a sense of employee attachment

to their organization that is shown from employee energy in their work by involving themselves to improve performance. This sense of attachment is a psychological phenomenon that encourages employees to work with enthusiasm and dedication. Suharti & Suliyanto (2012), added that employee engagement is a person's attachment and enthusiasm to work. This is a positive behavior that develops in employees when employees find organizational support and appropriate organizational culture support.

According to Hasan (in Wulandari 2023) Employee engagement not only captures what employees think, but also what employees feel, which can produce the best contribution and is an employee's weapon to achieve the desired goal. Another opinion was also expressed by Macey and Schneider (2008) that in facing tight competition in the era of globalization like today, the Company must maintain the assets it has in order to be able to face the competition. One asset that does not escape attention is human resources (HR) in a Company. HR concerns humans who are able to work to provide the best services or efforts for the Company. Being able to work means being able to carry out activities that have economic value, namely that these activities can produce goods or services to meet the needs of the community (Sumarsono, 2003). With the existence of quality HR, this reflects the progress of a Company. This statement is also supported by Hariandja (2005) who states that HR is one of the most important factors in a Company besides other factors such as capital.

The business world is currently growing, many companies are competing to present and maintain quality human resources who can contribute to the progress of the company in the future, but in the achievement stage of course there are many obstacles or problems faced by a company, both in the fields of production, marketing, and other fields related to HR management, including in the health sector which has recently been growing rapidly. As expressed by Porter (in Wulandari 2023) that the problems that arise in the world of work lie in how to retain employees to continue working according to existing demands and always be enthusiastic in every job. Quality human resources who have an important role in a company are people who provide energy, creativity, and talent in order to jointly realize the progress of the company. Employees have the task of directing where the company should go to be more advanced, developing the company to be bigger, and achieving high productivity for the company. Currently all companies expect to have potential employees who are able to develop the company's potential in a better direction, including companies that provide health services, in this case hospitals.

Health service companies or hospitals are an integral part of a social and health organization with the function of providing comprehensive services, curative and preventive services to the community. Hospitals are also training centers for health workers and WHO (World Health Organization) medical research centers (Supriyanto and Ernawati, in Badar and Hijrah, 2022).

According to Law Number 44/2009, it is explained: A hospital is a health service institution that provides comprehensive individual health services that provide inpatient, outpatient, and emergency services. Furthermore, in the regulation of the Minister of Health of the Republic of Indonesia Number: 159b/KEMENKES/Per/II/1998, implementing health services by prioritizing activities to cure patients and restore physical and mental disabilities which are implemented in an integrated manner with efforts to improve (promotive) and prevent (preventive) and make referral efforts.

The task of the hospital as a health service institution is to provide quality and responsible health services to the community, especially in its coverage area. Meanwhile, the function of the hospital is to provide specialist or secondary medical services and subspecialist or tertiary medical services. Therefore, the main product (core product) of the hospital is medical services (Wulandari, 2023). As a service company in the health sector, in addition to having modern equipment, the hospital must also maximize quality human resources. For this reason, the knowledge and abilities of the employees (HR) need to be upgraded and adjusted so that they can have good knowledge in order to provide optimal quality health services. Considering that the greatest contribution of the hospital is in the service of medical personnel, in this case the researcher will take the subject of the hospital employee research to determine employee involvement with work and the organization.

Employee engagement is important to study because it can improve the quality of health services to the community, so engaged employees are needed, who are fully involved in providing the best service. Companies in Indonesia are facing problems in retaining top performing employees, critical skilled employees, and high potential employees. Based on the results of the Global Strategic Rewards survey, the loss of quality employees has become a problem that needs to be watched out for by the industry in Indonesia (Suhendro, 2008).

In a Hospital service company, losing employees who have high employee engagement can affect the improvement of health services. For example, in medical personnel in the field of pharmacy, who have more than five years of experience in the field of pharmacy, insight and knowledge about medicines and experience in mixing medicines are an achievement for employees and of course such employees must be maintained as Company assets to provide their best abilities to help the success of health services, especially in hospitals.

According to Saks (in Mujiasih, 2015) explains that job characteristics, perception of organizational support, perception of leadership support, rewards and recognition, procedural justice and distribution of justice are factors that can influence employee engagement. There are also several other factors that influence employee engagement, one of which is put forward by Cook (2008), who divides the factors driving the level of employee engagement into five basic elements, namely: well being, information, courtesy, career and talent management, and involvement. The first point that researchers will discuss in this is Information. Information relates to the state of whether the company has a clear view of where the organization is going and what it wants to achieve, and communicating this clearly to employees is an important aspect in engaging employees. Related to the information factor, there is a term Perception of organizational support. Robbins & Judge (2017) state that Perception of organizational support is the level at which employees believe that the organization values their contribution and cares about their well-being. This organizational support can be seen as a feeling of pride in employees, paying employees fairly and meeting employee needs. Employee engagement arises so that employees can be bound to the work in the company so that employees can feel more support from the organization they feel. Perception of organizational support results in increased organizational commitment, job satisfaction, work involvement, performance and minimizes withdrawal behavior so that company productivity can increase (Rhoades & Eisenberger, 2002). In line with that, Saks (2006) once conducted a study that proposed Perception of organizational support as one of the variables that influences employee engagement. The results of the study showed that Perception of organizational support influences employee engagement. The second point in this study will discuss other driving factors of employee engagement, namely based on the well-being factor, where employees feel happy with the organization that has shown concern for employees. The form of well-being that will be discussed in this study is Job satisfaction. Job satisfaction is estimated to have a major contribution to the creation of employee engagement attitudes. Job satisfaction is a feeling of satisfaction in individuals in general that is associated with their work (Robbins, 2005). In addition, in the scope of health companies (hospitals), there has been no research that specifically discusses employee engagement in hospital employees as seen from the perception of organizational support and job satisfaction.

Organizational support for employees Perception of organizational support can have a positive impact in the form of attitudes and behaviors that can help the company achieve its goals. So hospital employees who have a perception of organizational support will create a sense of attachment and belonging between the company and its employees. So it can be concluded, if a hospital employee has a sense of attachment to the work it will make it easier to achieve the company's vision, employees will provide the best service, of course this opportunity is considered to have been able to provide convenience for a company in achieving a fundamental goal of the company.

Basically, someone in working will have a sense of emotional attachment to the work and organization, have motivation and are able to give their best abilities to help the success of the Company if they feel satisfied in working. Job satisfaction is a pleasant or unpleasant emotional state in which employees view their work (Sunyoto, 2012). An employee who loves his job will certainly give the best performance for the organization. Conversely, if an employee does not love his job, it will certainly produce less than optimal performance.

Based on the results of existing research, it shows that employee engagement one of which is influenced by Perception of organizational support. According to Susanti and Margareta (2013) in their research results, employees who have high Perception of organizational support may be more engaged in their work and organization. There is also research from Wahab, Umaroh, Mariskha, & Purwaningrum (2018) which shows that Perception of organizational support has a significant influence on employee engagement with a significance value of 0.000 ($p < 0.05$) and a correlation coefficient value of 0.530. The percentage of influence (R^2) of Perception of organizational support on employee engagement is 28.1%. The study was conducted on employees who are included in the generation Y category in a company or agency in Indonesia as many as 192 employees using the SPOS scale measuring instrument (8 items) to measure Perception of organizational support and the UWES scale (17 items) to measure employee engagement. Meanwhile, other research from Fajardika, Mora, and Hakim (2021) aimed to empirically determine the influence of perceived organizational support on employee engagement by involving 201 employees of PT X and shows a significant positive relationship between perceived organizational support and employee engagement, as evidenced by a significance value of $0.000 < 0.05$. In this study, perceived organizational support made a fairly effective contribution of 27.2% to employee engagement.

There are also other research on Job Satisfaction and Employee Engagement conducted by Wulandari (2023) on 80 private construction service employees at PT. X, the results obtained showed that Job Satisfaction had a 40.9% effect on the Employee Engagement variable. Other studies show that Job Satisfaction has a significant effect on Employee Engagement, the study was tested on 47 employees and it was found that statistically Job Satisfaction had a significant effect on Employee Engagement (Lienardo and Setiawan, 2017).

Based on several previous studies that have been described above, there has been no research that has specifically examined this. the influence between Perception of organizational support and Job satisfaction on employee engagement, so researchers are interested in researching this. This study will discuss Employee engagement in the Hospital W reviewed from the perspective of organizational support perception and job satisfaction as influencing factors.

Based on the phenomena described above, it can be stated that there is an influence between the perception of organizational support and job satisfaction on Employee engagement. If employees have a perception of organizational support the positive it will be easier to implement Employee engagement in their work. While employees who have job satisfaction, then employees will also have behavior Employee engagement. Based on the description of the problem, the researcher wants to test the influence of the perception of organizational support and job satisfaction on employee engagement at W Hospital.

Benefits of research

1. Theoretical
 - a. The results of this study are expected to provide new insights into the perception of organizational support and job satisfaction towards employee engagement specifically with companies engaged in health services.
 - b. The results of this study can be input for further research related to the perception of organizational support and job satisfaction towards employee engagement.
2. Practical
 - a. For strategic policy makers in the W Hospital environment in the context of perceptions of organizational support and job satisfaction.
 - b. For similar companies, it can be used as a comparative study in taking policies on perceptions of organizational support and job satisfaction towards employee engagement.

2. LITERATURE REVIEW

a. Employee engagement

According to McLeod (2008), Employee engagement is a sense of emotional attachment to the employee with the work and organization, motivated and able to give their best abilities to help the success of a series of real benefits for the organization and individuals. McLeod also stated that engaged employees have authentic strengths and values, with clear evidence of trust and fairness based on mutual respect, where both have promises and commitments between employer and employee that are understood and fulfilled.

Murnianita (2012) stated that the term Employee engagement with work engagement is often used interchangeably, work engagement refers to the relationship between employees and their work, while employee engagement is related to the relationship between employees and the organization (Schaufeli and Bakker, 2004). Robinson (in IES, 2007) defines Employee Engagement as an attitude of Perceived Organizational support held by employees towards the organization and its values. An engaged employee is aware of the business context, and works with colleagues to improve performance in the job for the benefit of the organization. Organizations must also work to develop and maintain engagement, which requires a two-way relationship between employer and employee (Robinson, Perryman, and Hayday, 2004).

Gebauer, Lowman and Gordon (2008) describe Employee Engagement as a deep and broad relationship with the company, and a willingness to go beyond what is expected to help the company succeed. Employee engagement is not an attitude, but a behavior that drives the performance of an organization, so that what is called Employee Engagement is solely characterized by the willingness and ability of employees to ensure the success of the organization (Welbourne, 2007).

From the several definitions above, it can be concluded that employee engagement is a positive behavior possessed by employees, where employees feel emotionally attached to their work and organization, and are willing to fight hard to achieve the company's success.

Schaufeli and Bakker (2004) stated that there are three aspects of employee engagement, namely:

- a. Vigor Aspect
Vigor is an aspect characterized by a high level of mental strength and resilience in working, a desire to make serious efforts in work, and persistence in the face of difficulties.
- b. Dedication Aspect
 The dedication aspect is characterized by a feeling of meaning, enthusiasm, inspiration, not getting tired easily, feeling proud and challenged in work.
- c. Absorption Aspect

.....
The absorption aspect is characterized by deep concentration and interest, being immersed in work, time seems to pass so quickly and the individual finds it difficult to detach from work so that they forget everything around them.

b. Perception of Organizational Support

Perceived organizational support is all about employees' perceptions that the organization values their influence and cares about their well-being (Neves & Eisenberger, 2014). When employees hold the perception that their work is valued and cared for by the organization, it will encourage employees to incorporate membership as members of the organization into their self-identity.

Perceived Organizational support is organizational support that convinces employees that the workplace organization has valued the influence of its employees and cares about their welfare (Rhoades & Eisenberger, 2002). Rhoades and Eisenberger also explained that Perceived Organizational support is organizational support that assesses the extent to which the organization influences, pays attention to welfare, listens to complaints, pays attention to life and treats employees fairly. Waileruny (2014) said that Perceived Organizational support is the extent to which employees believe that the organization will value the influence and care about the welfare of its employees.

Based on several definitions of the experts above, it can be concluded that the Perception of Organizational Support is a perception felt by employees which is characterized by a positive attitude towards how much the organization provides support, appreciates the efforts and influence of employees. Basically, the Perception of Organizational Support shows the organization's commitment to employees. This support can be in the form of promotions, increased incentives, provision of benefits or insurance and motivation.

Components of Perception of Organizational Support

Meanwhile, according to Rhoades and Eisenberger (2002), there are several aspects Perception of Organizational support, namely:

- a. *Fairness*: concerns the fairness of the methods used to determine the distribution of resources among employees.
- b. *Supervisor support*: the extent to which the supervisor values the influence of his subordinates and cares about their well-being. Employee perceptions of this indicator are measured through:

Organizational Rewards and Job Conditions: recognition of the employee's influence on the organization, and the working conditions of each employee. For example, recognition, pay, promotions, job security, autonomy, role stressors and training.

c. Job satisfaction

Robbins (2003) explains that job satisfaction is a general individual feeling associated with work. Positive or negative feelings about work are the result of an internal evaluation process within a person. Job satisfaction can give rise to a pleasant or unpleasant feeling felt by an individual towards their work conditions. This is supported by the opinion of Hariandja (2005) who stated that job satisfaction is one of the quite important elements in an organization, where individuals feel positively or negatively various tasks in the job.

Job satisfaction according to Greenberg and Baron (2003) is "Perception of Organizational support, positive or negative attitudes held by individuals on their work" which means positive or negative attitudes shown by an individual related to their work. Job satisfaction felt by employees is generally reflected in the employee's attitude towards work and everything faced or assigned to him in the work environment. According to Robbins (2013) someone with a high level of Job Satisfaction has positive feelings about work, while people who are dissatisfied have negative feelings about work.

Component Job satisfaction

Mas'ud (2004) stated three indicators used in job satisfaction, that is :

- a. Job satisfaction is employee satisfaction with the position they currently occupy, where there is an employee's happy or unhappy attitude towards promotions.
- b. Satisfaction with coworkers is how employees view their coworkers in the company, where employees feel happy or unhappy with the support of coworkers.
- c. Satisfaction with superiors is the way employees view their superiors in the company, where there is an attitude of whether employees are happy or unhappy with the treatment given by their superiors.

3. RESEARCH METHODS

In this research method, the methods used to solve the problems as described in the problem formulation above are presented. The study uses an Explanatory analysis approach. This means that each variable presented in the hypothesis will be observed through testing the causal relationship between the Independent variable and the Dependent variable. In this case, it examines the relationship between two or more variables, where in this study it

examines the relationship and influence between perceptions of organizational support and job satisfaction to attachment employee W Hospital. The population in this study were employees of W Hospital totaling 138 employees (Company Personnel Data, 2023) distributed across operational positions.

This analysis is used to obtain quantitative data, namely data obtained by filling out a questionnaire using a score for each answer, the score is: Strongly agree is given a score of 5 (five), Agree is given a score of 4 (four), Less agree is given a score of 3 (three), Disagree is given a score of 2 (two), Strongly Disagree is given a score of 1 (one).

4. RESULT AND DISCUSSION

Result

With the help of the SPSS 25 program to obtain Z score and the smallest scale value. The sum of the two elements will produce a value that is close (rounded) as seen in the initial scale value. Based on this value, all data analysis is carried out. The results of this value conversion can be seen in the transformation table.

a. Description of the Perception of Organizational Support Variable (X1)

Table 1

Description of Perceived Organizational Support Variables

No	Statement	Score				Total
		STS	TS	S	SS	
1	X1	4	10	32	12	58
2	X2	2	6	41	9	58
3	X3	2	4	32	20	58
4	X4	4	8	33	13	58
5	X5	1	7	37	13	58
6	X6	3	7	35	13	58
7	X7	2	6	41	9	58
8	X8	0	6	42	10	58
9	X9	3	14	33	8	58
10	X10	2	3	44	9	58
11	X11	0	8	40	10	58
12	X12	0	8	41	9	58
TOTAL		23	87	451	135	696
Percentage		3%	13%	65%	19%	100%

Based on observations from 58 respondents, the most dominant answer was 65% who answered agree, while the rest were distributed as 19% who answered strongly agree, 13% who answered disagree, and 3% who answered strongly disagree on variable X1, namely the perception of organizational support.

b. Description of Job Satisfaction Variable (X2)

Table 2. Description of Job Satisfaction Variables

No	Statement	Score				Total
		STS	TS	S	SS	
1	X1	0	9	32	17	58
2	X2	0	12	31	15	58
3	X3	0	4	41	13	58
4	X4	0	4	46	8	58
5	X5	0	4	41	13	58
6	X6	0	9	37	12	58
7	X7	0	2	40	16	58
8	X8	0	11	34	13	58
9	X9	0	9	36	13	58
10	X10	0	9	39	10	58
TOTAL		0	73	377	130	580
Percentage		0%	13%	65%	22%	100%

Based on observations from 58 respondents, the most dominant answer was 65% who answered agree, while the rest were distributed as 22% who answered strongly agree, 13% who answered disagree, and 0% who answered strongly disagree on variable X2, namely Job satisfaction.

c. Description of Employee Engagement Variable (Y)

Table 3. Description of Employee Engagement Variables

No	Statement	Score				Total
		STS	TS	S	SS	
1	X1	1	2	39	16	58
2	X2	1	14	32	11	58
3	X3	6	22	22	8	58
4	X4	2	12	35	9	58
5	X5	2	12	35	9	58
6	X6	0	5	34	19	58
7	X7	0	3	42	13	58
8	X8	0	4	45	9	58
9	X9	0	1	39	18	58
10	X10	0	1	44	13	58
11	X11	0	10	30	18	58
12	X12	8	21	21	8	58
13	X13	0	7	43	8	58
14	X14	0	1	44	13	58
15	X15	0	1	42	15	58
TOTAL		20	116	547	187	870
Percentage		2%	13%	63%	21%	100%

Based on observations from 58 respondents, the most dominant answer was 63% who answered agree, while the rest were distributed as 21% who answered strongly agree, 13% who answered disagree, and 2% who answered strongly disagree on variable Y, namely employee engagement.

d. Description of Variable Categories

Based on the results of the description of the research variable data, it can be explained about the categorization of variables. The categorization of variables used in this study is based on a comparison of empirical means and hypothetical means.

The results of calculating the empirical mean and hypothetical mean on the variables Perception of organizational support, job satisfaction, and employee engagement can be seen in table 4.8 below:

Table 4. Mean Empirical and Hypothetical Mean

Variables	Mean Empirical (ME)	Mean Hypothetical (MH)	Hypothetical Standard Deviation
Perception of Organizational Support	36.03	36	6
Job satisfaction	30.98	30	5
Employee Engagement	45.62	45	7.5

e. Validity Test of Organizational Support Perception Instrument

From the results of calculating the correlation coefficient of the score of each statement item of the organizational support perception instrument from 58 respondents, the number of statements for each variable is 12 statements with a total score for each respondent, the results obtained are presented in the following table:

Table 5. Validity Test of Perception of Organizational Support

Questionnaire	R count	R critical	Conclusion
Instrument No.1	0.845	0.300	Valid
Instrument No.2	0.583	0.300	Valid
Instrument No.3	0.667	0.300	Valid
Instrument No.4	0.420	0.300	Valid
Instrument No.5	0.759	0.300	Valid
Instrument No.6	0.758	0.300	Valid
Instrument No.7	0.845	0.300	Valid
Instrument No.8	0.842	0.300	Valid

Instrument No.9	0.829	0.300	Valid
Instrument No.10	0.693	0.300	Valid
Instrument No.11	0.610	0.300	Valid
Instrument No.12	0.714	0.300	Valid

It can be seen that from the 12 statement items from the Perception of Organizational Support variable, the results are valid and all items have good quality item discrimination power (>0.300) with a correlation range between total scores on good quality items ranging from 0.420 to 0.845.

f. Job Satisfaction Instrument Validity Test

From the results of calculating the correlation coefficient of the score of each statement item of the instrument from 58 respondents, the number of statements for each variable is 10 statements with a total score for each respondent, the results obtained are presented in the following table:

Table 6. Job Satisfaction Instrument Validity Test

Questionnaire	R count	R critical	Conclusion
Instrument No.1	0.702	0.300	Valid
Instrument No.2	0.655	0.300	Valid
Instrument No.3	0.640	0.300	Valid
Instrument No.4	0.724	0.300	Valid
Instrument No.5	0.866	0.300	Valid
Instrument No.6	0.757	0.300	Valid
Instrument No.7	0.598	0.300	Valid
Instrument No.8	0.677	0.300	Valid
Instrument No.9	0.695	0.300	Valid
Instrument No.10	0.782	0.300	Valid

Based on the table, it can be seen that from the 10 statement items from the Job Satisfaction variable, the results are valid and all items have good quality item discrimination power (>0.300) with a correlation range between total scores on good quality items ranging between 0.598 up to 0.866.

g. Validity Test of Employee Engagement Instrument

From the results of calculating the correlation coefficient of the score of each statement item of the Employee Engagement instrument from 58 respondents, the number of statements for each variable is 15 statements with a total score for each respondent, the results obtained are presented in the following table:

Table 7. Validity Test of Employee Engagement Instrument

Questionnaire	R count	R critical	Conclusion
Instrument No.1	0.709	0.300	Valid
Instrument No.2	0.588	0.300	Valid
Instrument No.3	0.699	0.300	Valid
Instrument No.4	0.784	0.300	Valid
Instrument No.5	0.628	0.300	Valid
Instrument No.6	0.603	0.300	Valid
Instrument No.7	0.808	0.300	Valid
Instrument No.8	0.763	0.300	Valid
Instrument No.9	0.673	0.300	Valid
Instrument No.10	0.777	0.300	Valid
Instrument No.11	0.564	0.300	Valid
Instrument No.12	0.633	0.300	Valid
Instrument No.13	0.805	0.300	Valid
Instrument No.14	0.777	0.300	Valid
Instrument No.15	0.740	0.300	Valid

Source: Primary Data, processed in 2024

Based on table 4.14 above, it can be seen that from the 15 statement items from the Employee Engagement variable, the results are valid and all items have good quality item discrimination power (>0.300) with a correlation range between total scores on good quality items ranging from 0.564 up to 0.808.

b. Reliability Test

Next, a reliability test is conducted to determine the extent to which the measurement results are reliable and consistent. In the following test result table, it is known that all variables have an alpha above 0.6, which means that all variables in this study are reliable.

Table 7. Reliability Test Results

Variables	Alpha Coefficient (α)	N Items	Information
Perception of organizational support	0.938	12	Reliable
Job satisfaction	0.921	10	Reliable
Work engagement	0.939	15	Reliable

Based on the Cronbach alpha reliability figures, it appears that all of the statements form a reliable measure, namely the variables Perception of Organizational Support and Job Satisfaction. and Employee engagement form reliable measures of each dimension.

7. Assumption Test

Before conducting a hypothesis test, an assumption test is first conducted. The assumption tests that are met in this study are the normality test and the linearity test.

a. Normality Test

The normality test in this study used the Kolmogorov-Smirnov test with the help of *IBM SPSS Statistics Version 25.0*. Based on normality testing on variables perception of organizational support, job satisfaction variables, and employee engagement variables obtained the same significance value, namely 0.000 ($p < 0.05$). This shows that the distribution of scale scores perception of organizational support, job satisfaction, and employee engagement in research subjects distributed abnormally (not symmetrical).

Table 8. Normality Test Table

Tests of Normality						
	Kolmogorov-Smirnova			Shapiro Wilk		
	Statistics	df	Sig.	Statistics	df	Sig.
Attachment	.237	58	.000	.858	58	.000
PDO	.231	58	.000	.864	58	.000
Job satisfaction	.259	58	.000	.876	58	.000

a. Lilliefors Significance Correction

b. Linearity Test

Linearity test is used to determine whether the relationship between independent variables and dependent variables is linear or not. The relationship between variables X and Y is said to be linear if the rate of change in Y (Employee engagement) associated with a change in one unit of X (Perceived organizational support and Job satisfaction) is constant for a range of values. The analysis used in this study is the normal probability plot analysis and the comparison of probability with. The following is the linearity analysis for each relationship, see the following table:

Table 9. Model Feasibility Under Linearity Assumption

Connection	Parameter	Test results	
		Results	Decision
$X1, X2, \rightarrow Y$	• $Sig.F < \alpha$	• The significance of F (0.000) is smaller than Alpha (0.01).	Linear
$X1 \rightarrow Y$	• $Sig.F < \alpha$	• The significance of F (0.000) is smaller than Alpha (0.01).	Linear
$X2 \rightarrow Y$	• $Sig.F < \alpha$	• The significance of F (0.000) is smaller than Alpha (0.01).	Linear

8. Hypothesis Testing

The results of data processing with the SPSS 25.0 program show that the influence of the variables Perception of organizational support and Job satisfaction simultaneously or multivariately is able to provide a relatively strong, positive and significant contribution to increasing employee engagement. This can be seen in the following data results:

1) Correlation Coefficient (R) Test

Table10. Results of Correlation Coefficient of Perception of Organizational Support on Employee Engagement

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.788a	.620	.613		4.315

a. Predictors: (Constant), PDO

Source: Primary Data, processed in 2024

Based on the table above, it can be seen that the correlation coefficient value of perceived organizational support on employee engagement is 0.788. It can be stated that there is a positive relationship between the variables of perceived organizational support on employee engagement which is categorized as strong.

Table11. Results of Correlation Coefficient of Job Satisfaction to Employee Engagement

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.719a	.517	.508		4.866

a. Predictors: (Constant), Job Satisfaction

Source: Primary Data, processed in 2024

Based on the table above, it can be seen that the correlation coefficient value of job satisfaction on employee engagement is 0.719. It can be stated that there is a positive relationship between the job satisfaction variable and employee engagement which is categorized as strong.

Table12

Results of Correlation Coefficient of Perception of Organizational Support and Job Satisfaction on Employee Engagement

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.793a	.629	.615		4.306

a. Predictors: (Constant), Job Satisfaction, PDO

Source: Primary Data, processed in 2024

Based on the table above, it can be seen that the correlation coefficient value is 0.793. It can be stated that there is a positive relationship between the variables of perception of organizational support and job satisfaction on employee engagement which is categorized as strong.

2) Coefficient of Determination Test (R^2)

Table13

Results of the Coefficient of Determination of Perception of Organizational Support on Employee Engagement

Model Summary					
Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.788a	.620	.613		4.315

a. Predictors: (Constant), PDO

Based on the table above, the value of the coefficient of determination (R^2 or R Square, which is R squared) variable perception of organizational support towards employee engagement is 0.620 or 62.0%. It can be stated that there is an influence between the variable perception of organizational support towards employee engagement of 62.0% which is categorized as strong.

Table14. Results of the Determination Coefficient of Job Satisfaction on Employee Engagement

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.719a	.517	.508		4.866

a. Predictors: (Constant), Job Satisfaction

Based on the table above, the value of the coefficient of determination (R^2 or R Square, which is R squared) variable perception of organizational support towards employee engagement is 0.517 or 51.7%. It can be stated that there is an influence between the variable perception of organizational support towards employee engagement of 51.7% which is categorized as strong.

Table15. Results of the Determination Coefficient of Perception of Organizational Support and Job Satisfaction on Employee Engagement

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.793a	.629	.615		4.306

a. Predictors: (Constant), Job Satisfaction, PDO

Based on the table above, the value of the coefficient of determination (R^2 or R Square, which is R squared) is 0.629 or 62.9%. It can be stated that there is an influence between the variables of perception of organizational support and job satisfaction on employee engagement which is categorized as strong.

Based on the table above, it can be seen that this test aims to determine the extent of the ability of the independent variables (perception of organizational support and job satisfaction) on the dependent variable (employee engagement) with a coefficient of determination (R Square) value of 62.9%.

Discussion

Based on the results of the hypothesis research on variable X1, it was found that the perception of organizational support has an influence on employee engagement of 62.0%. Testing the influence of the variable Perception of Organizational Support on Employee Engagement can be seen by looking at the t-value which is greater than the t-table ($4.063 > 0.669$) and the significance value of 0.000 ($0.000 < 0.05$) which indicates a significant influence of the variable Perception of Organizational Support on Employee Engagement. This shows that employees of W Hospital within the scope of Perception of Organizational Support have an influence on the work done so that there is a mutual influence between Perception of Organizational Support and Employee Engagement.

a. The Influence of Job Satisfaction on Employee Engagement at W Hospital

Based on the results of the research on the X2 variable hypothesis, it was found that job satisfaction has an influence on employee engagement of 51.7%. Testing the influence of job satisfaction variables on employee engagement can be seen by looking at the t-count which is smaller than the t-table ($1.112 < 1.673$) and the significance value is 0.271 ($0.271 > 0.05$), so it is assumed that the job satisfaction variable does not have a significant effect on employee engagement. This shows that employees of W Hospital in the scope of job satisfaction do not have a significant influence between job satisfaction and employee engagement.

b. The Influence of Perceived Organizational Support and Job Satisfaction on Employee Engagement at W Hospital

Based on the research results of hypotheses X1 and X2, it was found that the perception of organizational support and job satisfaction have an influence on employee engagement of 62.9%. Testing the influence of the variable of perception of organizational support on employee engagement can be seen by the F Test (stimulant) which shows the F-calculation value of 46.538 which is greater than the F-table of 3.162 written as: ($46.538 > 3.162$) and the P value is less than 0.05 ($0.000 < 0.05$), then it can be assumed that the variables of perception of organizational support and job satisfaction have a significant influence on employee engagement at W Hospital employees. 0.000^b

c. Problems found from research that has been conducted based on data and facts

Based on the research and data processing conducted, the following problems were found:

- 1) The influence of perceived organizational support on employee engagement is 62.0%, while the influence of job satisfaction on employee engagement is 51.7% and the influence of perceptions of organizational support and job satisfaction on employee engagement together is 62.9%. Based on these results, it can be assumed that causing the influence of job satisfaction on employee engagement to be lower than the others can be seen

from the results of the questionnaire answers for the discipline variable (X2), namely in statement item no. 10, namely "the boss never involves in completing the work" with a score of 175, the smallest/lowest answer. Another assumption is in statement no. 8 which has a low score of 176 with the statement item "superiors are always fair in treating employees".

The influence of perceived organizational support on employee engagement is 62.0%, higher than the job satisfaction variable (X1). In the perception of organizational support (X1), the lowest questionnaire response results are statements no. 1 and 9. Item number 1 on the scale of perceived organizational support with a score of 168 is the statement "I feel that the organization has fair procedures for every employee" and question no. 9 with a score of 162 with the question "I feel that the organization cares about the payment of wages received."

5. CONCLUSION

Based on the research results that have been described in CHAPTER IV, the following detailed conclusions can be drawn:

1. Based on the results of the hypothesis research on variable X1, it was found that the perception of organizational support has an influence on employee engagement of 62.0%. (*R-Square adjusted* = 0.620) with a t-count value greater than the t-table ($4.063 > 0.669$) and a significance value of 0.000 ($0.000 < 0.05$) indicating a significant influence of the variable Perception of organizational support on employee engagement. This shows that employees of W Hospital within the scope of Perception of organizational support have an influence on the work done so that there is a mutual influence between Perception of organizational support and employee engagement.
2. Based on the results of the research on the hypothesis of variable X2, it was found that job satisfaction has an influence on employee engagement of 51.7%. (*R-Square adjusted* = 0.517) with a t-count value smaller than the t-table ($1.112 < 1.673$) and a significance value of 0.271 ($0.271 > 0.05$) then it is assumed that the job satisfaction variable does not have a significant effect on employee engagement. This shows that employees of Hospital W in the scope of job satisfaction do not have a significant effect between job satisfaction and employee engagement.
3. Based on the research results of hypotheses X1 and X2, it was found that the perception of organizational support and job satisfaction had an influence on employee engagement of 62.9%. (*R-Square adjusted* = 0.629) with the value of uji F (stimulant) which shows the F-calculation value of 46.538 is greater than the F-table of 3.162 written as ($46.538 > 3.162$) and the P value is 0.000^b smaller than 0.05 ($0.000 < 0.05$), then it can be assumed that the variables of perception of organizational support and job satisfaction have a significant influence on employee engagement at W Hospital employees.
4. Overall, the proposed hypothesis is accepted, meaning there is an influence between the variables of perception of organizational support and job satisfaction on employee engagement at W Hospital. This means that if employees have perception of organizational support and job satisfaction high then employee engagement is also included high, on the other hand if the employee has perception of organizational support and job satisfaction the low one then employee engagement is also included low. It is known from the research results that the variables of perception of organizational support and job satisfaction together have an influence of 62.9% to the variable employee engagement, while the remaining 37.1% is influenced by other factors not included in this study.
5. Based on the research results it is also known that employees W Hospital who participated in this study had The perception of organizational support that falls into the medium category tends towards the high category, job satisfaction that falls into the medium category tends towards the low category, and employee engagement that falls into the medium category tends towards the high category. This means that employees W Hospital in this study, there was a good perception of organizational support and job satisfaction, where employees were able to increase their sense of employee engagement.

6. SUGGESTION

Based on the results of the research that has been conducted, the following suggestions can be put forward:

1. For organizations, based on the research results, it is known that there is an influence of perceptions of organizational support and job satisfaction on employee engagement, so it is recommended that organizations continue to increase employee engagement by empowering skills development and career levels, as well as providing benefits that are in accordance with the achievements of each employee.
2. For the head of the agency, seeing the contribution of variables has not provided maximum contribution, it is expected to review the policies of organizational support perception both from the aspect of fairness / justice

such as providing fair procedures for each employee, and from the aspect of Organization Reward and Job Condition by reviewing the payment rights received by each employee. and increasing attention to employees through the provision of employee empowerment facilities and compensation or involving employees in completing existing work (in accordance with the low value on the job satisfaction scale).

3. For further researchers, it is hoped that they can:
 - a. Conducting more in-depth research, considering that the contribution of perceptions of organizational support and job satisfaction to employee engagement in this study is still not optimal and there are still many other factors that influence employee engagement behavior in employees, then further researchers who will conduct similar research are advised to examine other factors that may have a greater influence on employee engagement, such as organizational culture, management roles, levels of management, and so on. career, and other factors.
 - b. Further researchers need to conduct research on employee engagement towards other subjects, for example on employees in other business sectors such as education, private institutions, or government.

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