

The influence of perceived organizational support on employee engagement of La Oma Cafe & Hotel



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ABSTRACT

This study examines the extent to which perceived organizational support shapes employee engagement within the hospitality sector, drawing on a case study conducted at La Oma Café & Hotel. A descriptive-causal quantitative research design was utilised to explore the nature of the association between organisational support and workforce engagement. Data collection involved all employees through a saturated sampling approach, employing structured questionnaires alongside semi-structured interviews, with the data subsequently subjected to simple linear regression analysis. The results demonstrate that perceived organizational support exerts a positive and statistically significant influence on employee engagement, suggesting that employees who hold stronger perceptions of organisational care, recognition, and backing are more disposed to exhibit elevated levels of dedication, commitment, and active involvement in their professional responsibilities. These outcomes affirm the strategic value of establishing a nurturing organisational climate as a mechanism for enhancing workforce engagement, particularly in hospitality enterprises where the quality of human capital bears directly on service excellence and overall organisational effectiveness. This study advances the fields of organisational behaviour and hospitality management by contributing empirical insights into the function of perceived organizational support in fostering employee engagement, while offering actionable guidance for practitioners and managers aiming to strengthen workforce commitment through the implementation of supportive human resource practices.

Keywords: Perceived Organizational Support; Hospitality Industry;
Employee Engagement



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INTRODUCTION

The hospitality industry serves as one of the primary pillars of economic development, contributing significantly to tourism growth and employment generation (Ren, 2023). Indonesia has experienced a notable recovery in this sector following the pandemic period. Data released by the Central Bureau of Statistics indicate that international tourist arrivals reached 1.24 million, marking an 8.72% growth compared to the preceding year, while the hotel occupancy rate climbed to 58.06% (Badan Pusat Statistik, 2025). This growth highlights the increasing demand for hospitality services and intensifies competition among organizations. Consequently, organizations are required to maintain service quality, which is highly dependent on how effectively they manage their human resources.

Notwithstanding this growth trajectory, the hospitality industry continues to grapple with persistent workforce challenges, most notably high employee turnover and demanding work conditions (McManus et al., 2025). Reports indicate that employee engagement remains relatively low, which may negatively affect organizational performance and service quality. For instance, only 26% of employees in Indonesia are categorized as engaged (Gallup, 2024), indicating a substantial gap in workforce involvement. This issue warrants attention, as employee engagement is fundamentally linked to productivity, organisational commitment, and long-term sustainability, making it a central concern in human resource management scholarship (Gallup, 2024).

Cloudbeds (2025) reported that the global hospitality industry has a turnover rate of 40.5%. Data from the Bureau of Labor Statistics, as cited in HR Dive (2024), shows that the leisure and hospitality sector recorded the highest quit rate among all industries in early 2024, with nearly 3 million employees leaving their jobs in the January–April 2024 period alone—204% above the national average. The Gallup (2024) report further reveals that only 21% of employees globally feel engaged with their work, and only 26% of Indonesian employees are truly engaged with their organisations.

An interesting phenomenon can be observed at La Oma Café & Hotel, where employees demonstrate relatively high levels of engagement despite the absence of fully structured human resource management practices. Preliminary observations indicate that employees have long tenure, stable attendance above 95%, and a relatively low turnover rate of approximately 1.42% over the past two years. These conditions contrast with the general characteristics of the hospitality industry, which is typically associated with high turnover. This phenomenon suggests that factors beyond formal HR systems, particularly perceived organizational support, may play a significant role in shaping employee engagement.

Among the key determinants of employee engagement, perceived organizational support (POS) has received considerable scholarly attention. POS captures the extent to which employees feel that their organisation recognises the value of their input and genuinely attends to their personal well-being (Eisenberger et al., 1986; 2020). Rooted in social exchange principles, employees who develop positive appraisals of the support extended by their organisation are motivated to respond in kind through favourable work attitudes and behaviours, among them a stronger sense of engagement (Saks, 2022). Accumulated empirical evidence across multiple organisational contexts has consistently pointed to a meaningful positive link between POS and employee engagement (Nguyen & Tran, 2021). Nevertheless, the majority of existing studies have been conducted within organisations characterised by well-developed and formalised human resource management systems.

Against this background, the present study seeks to investigate the effect of perceived organizational support on employee engagement among employees at La Oma Café & Hotel. This research is expected to enrich the human resource management literature by offering empirical evidence on the function of organisational support in sustaining employee engagement, particularly within organisations operating with less formalised HR systems. The findings are further anticipated to yield practical guidance for hospitality managers in developing strategies aimed at strengthening workforce engagement.

LITERATURE REVIEW, RESEARCH FRAMEWORK, AND HYPOTHESES

Perceived Organizational Support

Perceived Organizational Support (POS) denotes the generalised perception formed by employees concerning the degree to which their organisation acknowledges their contributions and expresses care toward their overall welfare (Eisenberger et al., 1986; 2020). This construct is anchored in Organizational Support Theory, which holds that employees who sense genuine backing from their organisation develop an internal motivation to reciprocate, manifested through deeper commitment and stronger work performance. Kurtessis et al. (2017) further noted that POS operates within a social exchange framework, whereby employees develop broad perceptions of organisational backing through their ongoing interactions with the organisation, perceptions that subsequently shape their work orientation and psychological well-being. Yang (2025) identified two central dimensions of POS: recognition of employee contributions, and attentiveness to employee well-being, both of which are expressed through instrumental and socio-emotional forms of organisational support.

Employee Engagement

Employee engagement denotes a positive and fulfilling psychological state in relation to one's work, characterised by three core dimensions: vigor, dedication, and absorption (Schaufeli, 2002; 2021). Vigor encompasses sustained energy levels and psychological resilience during work; dedication involves experiencing a sense of meaning, enthusiasm, and pride in one's role; and absorption describes the state of being so deeply immersed in work that time appears to pass rapidly. Kahn (1990) was among the first to articulate the psychological conditions that underpin engagement, arguing that it arises when individuals are simultaneously connected to their work on cognitive, emotional, and physical levels. Saks (2022) extended this view by suggesting that engagement emerges as a consequence of positive organisational treatment, with employees tending to reciprocate such treatment through behaviours that align with organisational objectives.

The Relationship Between POS and Employee Engagement

The theoretical basis for the relationship between POS and employee engagement is Social Exchange Theory (Blau, 2017), which frames the employee-organisation relationship as one governed by principles of reciprocity. When organisations extend support to their employees, the latter tend to respond with greater dedication and involvement in their work. McManus et al. (2025) demonstrated that POS serves as a significant mediator between managerial support and work engagement within the hospitality sector. In a similar vein, Nguyen & Tran (2021) and Eviana (2024) established positive and significant associations between POS and employee engagement across Indonesian and broader Asian organisational settings. Drawing upon the theoretical and empirical considerations outlined above, this study advances the following hypothesis:

the level of perceived organizational support felt by employees at La Oma Café & Hotel will positively and significantly predict their degree of employee engagement.

METHOD

This study adopted a descriptive-causal quantitative research design to examine the relationship between perceived organizational support and employee engagement (Creswell, 2017). The research was carried out at La Oma Café & Hotel, a three-star accommodation property situated in Lembang, West Bandung Regency, West Java, Indonesia. Given that the total workforce comprised 35 individuals, a saturated sampling approach was applied, whereby the entire population was included as research respondents. Primary data were gathered through a structured four-point Likert scale questionnaire ranging from Strongly Disagree (1) to Strongly Agree (4), supplemented by semi-structured interviews conducted with selected employees. The measurement instrument consisted of 11 items assessing the POS variable across two dimensions—organisational attributes and organisational treatment—adapted from Eisenberger et al. (1986), alongside 11 items measuring employee engagement across the dimensions of vigor, dedication, and absorption, adapted from Schaufeli (2002).

In order to establish the psychometric soundness of the research instrument, the validity of each item was examined through Pearson Product-Moment Correlation analysis, while the degree of internal consistency across items was assessed by means of Cronbach's Alpha coefficients (Sugiyono, 2019). A continuum line approach was employed for descriptive analysis to determine the categorical level of each variable and its respective dimensions. Prior to hypothesis testing, two classical assumption tests were carried out: a Shapiro-Wilk normality test, selected on the basis that the sample size falls below 50 participants (Razali & Wah, 2011), and a linearity test to verify the linear relationship between variables (Hair et al., 2019). The influence of POS on employee engagement was subsequently examined through simple linear regression analysis, accompanied by the coefficient of determination (R^2) and a partial significance test (t-test) to assess the statistical significance of the relationship (Creswell, 2017). All analytical procedures were executed using SPSS version 31.0.

RESULTS AND DISCUSSION

The present section offers an account of the analytical results and situates the findings within the context of the study's research objectives. The core aim of the analysis was to determine the degree to which perceived organizational support influences employee engagement at La Oma Café & Hotel. In advance of hypothesis testing, several preparatory procedures were undertaken to assess the soundness of the measurement instrument and ascertain whether the data met the necessary conditions for regression analysis. These preparatory steps covered the assessment of instrument validity and reliability, as well as the fulfilment of classical statistical assumptions, collectively establishing the groundwork upon which the inferential analysis and variable interpretation were subsequently built.

Normality Test

Normality testing constitutes a prerequisite step in quantitative research, undertaken to ascertain whether the residual data conform to a normal distribution, a fundamental assumption that must be satisfied before conducting parametric statistical analysis such as simple linear regression (Razali & Wah, 2011). A failure to meet this assumption may compromise the reliability of statistical inferences and render the interpretation of

results inaccurate. In view of the relatively small sample size in this study ($n = 35$), the Shapiro-Wilk test was deemed the most appropriate normality test, as prior comparative studies have established its superior sensitivity in detecting non-normality within small samples relative to alternatives such as the Kolmogorov-Smirnov and Lilliefors procedures (Razali & Wah, 2011).

The decision rule applied specifies that when the significance value (p) exceeds 0.05, the residual data are regarded as normally distributed and the null hypothesis of normality is retained. The results of the normality test are presented in Table 1.

Table 1
Normality Test

<i>Tests of Normality</i>						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Unstandardized Residual	0.142	35	.070	0.967	35	0.363

a. Lilliefors Significance Correction

Source : Processed by Researcher, 2026

The Shapiro-Wilk test yielded a significance value of 0.363, which exceeds the threshold of 0.05. This outcome confirms that the normality assumption has been adequately met and that the data are suitable for further parametric analysis.

Linearity Test

Prior to executing the regression analysis, a linearity test was conducted to establish whether the association between perceived organizational support and employee engagement adheres to a linear pattern. Linearity constitutes a core prerequisite in simple linear regression, as the validity and interpretive accuracy of the regression model are contingent upon the presence of a linear relationship between the predictor and outcome variables (Hair et al., 2019).

The decision criterion applied holds that when the significance value of Deviation from Linearity surpasses 0.05, the relationship between the two variables is deemed linear, thereby justifying the application of simple linear regression. The outcomes of the linearity test are presented in Table 2.

Table 2
Linearity Test

<i>ANOVA</i>							
			Sum of Squares	df	Mean Square	F	Sig.
Employee Engagement *	Between Groups	(Combined) Linearity	119.789	12	9.982	2.501	0.030
Perceived Organizational Support		Deviation from Linearity	85.364	1	85.364	21.388	<0.001
			34.425	11	3.130	0.784	0.653
	Within Groups		87.806	22	3.991		
	Total		207.595	34			

Source : Processed by Researcher, 2026

The significance value for Deviation from Linearity was recorded at 0.653, surpassing the 0.05 threshold, which confirms that the relationship between the two variables is linear in nature. This outcome validates the appropriateness of simple linear regression for the present study. Establishing linearity is essential in order to safeguard

the validity of the regression model and uphold the accuracy of its interpretation (Hair et al., 2019). With both the normality and linearity assumptions confirmed, the analysis proceeded to hypothesis testing.

Simple Linear Regression Analysis

Simple linear regression analysis was performed to assess the extent to which perceived organizational support exerts an influence on employee engagement. This analytical procedure generates a regression equation capturing both the direction and magnitude of the association between the predictor and outcome variables, with a t-test applied to determine whether the observed influence reaches statistical significance (Creswell, 2017).

The basis for evaluating statistical significance in this study rests on two complementary criteria: the t-calculated value must surpass its corresponding t-table value, and the associated probability must fall beneath the 0.05 significance threshold, both of which would lend support to the hypothesis that perceived organizational support meaningfully influences employee engagement. The findings derived from the simple linear regression procedure are reported in Table 3.

Table 3
Simple Linear Regression Results

<i>Coefficients^a</i>						
	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	17.726	3.435		5.160	<.001
	Perceived Organizational Support	.488	.102	.641	4.801	<.001

a. Dependent Variable: Y1

Source : Processed by Researcher, 2026

The regression results confirm that perceived organizational support bears a positive and significant relationship with employee engagement ($B = 0.488$; $t = 4.801$; $p < 0.001$). The direction of the coefficient indicates that upward shifts in perceived organizational support are accompanied by corresponding gains in employee engagement. Employees who are more convinced that their organisation holds their contributions in high regard and actively attends to their needs appear to channel this perception into greater absorption, dedication, and effort in their daily work. The probability value, which falls substantially beneath the conventional threshold, leaves little doubt regarding the statistical credibility of this relationship.

Furthermore, the regression equation can be expressed as $Y = 17.726 + 0.488X$, indicating that employee engagement increases in tandem with rising levels of perceived organizational support. This reinforces the notion that organisational support functions as a meaningful predictor of employee attitudes and behaviours within the workplace. In the hospitality context, where service quality is heavily reliant on the discretionary effort of frontline staff, perceived organizational support can therefore be regarded as a key determinant of workforce engagement.

Coefficient of Determination

The coefficient of determination (R^2) was computed to quantify the proportion of variance in employee engagement that is attributable to perceived organizational support. This metric reflects the relative contribution of the independent variable to the dependent variable, and serves as a basis for evaluating the practical significance of the regression model (Creswell, 2017). A higher R^2 value signifies stronger explanatory power of the model. The results of the coefficient of determination are presented in Table 4.

Table 4
Coefficient of Determination

<i>Model Summary</i>				
Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	0.641 ^a	0.411	0.393	1.925

a. Predictors: (Constant), Perceived Organizational Support

Source : Processed by Researcher, 2026

The R^2 value of 0.411 indicates that perceived organizational support accounts for 41.1% of the total variance in employee engagement, while the remaining 58.9% is attributable to other variables not captured within the scope of this study. This finding implies that while perceived organizational support plays a meaningful role, employee engagement is shaped by a broader constellation of factors. Consequently, organisations are encouraged to consider multiple determinants when formulating workforce engagement strategies, including job satisfaction, leadership style, and work environment.

Discussion

The results of this study confirm that perceived organizational support has a positive and statistically significant effect on employee engagement. This finding reflects the critical function that organisational support plays in cultivating employees' psychological attachment and sense of involvement in their work. When employees perceive that their organisation genuinely values their contributions and attends to their welfare, they are more inclined to develop stronger engagement toward their work. This reinforces the strategic importance of nurturing a supportive organisational climate, particularly within service-oriented industries such as hospitality, where employee-customer interactions are central to operational outcomes. These results align with prior scholarship underscoring the constructive role of organisational support in shaping positive employee outcomes (Nguyen & Tran, 2021).

From a theoretical standpoint, the findings are congruent with the framework of perceived organizational support articulated by Eisenberger et al. (1986; 2020), which foregrounds the significance of employees' appraisals of organisational care and recognition. When employees perceive elevated levels of organisational support, they become more disposed to reciprocate through constructive attitudes and behaviours. This dynamic is further reinforced by social exchange theory, which holds that employees respond to organisational support through acts of reciprocity, encompassing heightened engagement and strengthened commitment (Saks, 2022). Employee engagement may thus be understood as a manifestation of the positive response directed toward the support received from the organisation.

The findings of this study are further consistent with research by Saks (2022), which positions perceived organizational support as a central determinant of employee engagement. The coexistence of both formal and informal support mechanisms within an

organisation contributes to shaping employees' perceptions and, by extension, their levels of engagement. Within the context of La Oma Café & Hotel, the presence of informal support, including interpersonal relationships and attentive managerial practices, appears to play a significant role in sustaining high levels of employee engagement. This observation is consistent with prior empirical evidence highlighting the function of psychosocial factors in reinforcing engagement (Bonaiuto et al., 2022).

Notwithstanding the significant contribution of perceived organizational support, the coefficient of determination indicates that additional factors also bear upon employee engagement. This suggests that engagement is a complex, multidimensional construct shaped by an array of organisational and individual variables. Dimensions such as job satisfaction, leadership style, and work-life balance have been widely recognised as supplementary determinants of employee engagement (Septiani & Frianto, 2023). Accordingly, future research is encouraged to incorporate these variables to develop a more holistic understanding of the antecedents of employee engagement. Taken together, the findings of this study affirm that perceived organizational support constitutes a critical lever for enhancing employee engagement, particularly within organisations characterised by less formalised human resource management systems.

CONCLUSION AND SUGGESTION

This study concludes that perceived organizational support exerts a positive and significant effect on employee engagement among employees at La Oma Café & Hotel. The findings demonstrate that employees who perceive higher levels of organisational support tend to exhibit greater engagement in their work, as reflected through heightened recognition, care, and attentiveness to employee well-being on the part of the organisation. These outcomes underscore the strategic importance of cultivating a supportive organisational environment as a means of strengthening workforce engagement, and affirm that perceived organizational support functions as a meaningful determinant of employee engagement within the hospitality sector.

At the same time, the model's explanatory capacity points to the presence of other influential forces that the current study was not designed to capture. A meaningful share of the variability in employee engagement levels cannot be traced back to perceived organizational support alone, which reflects the inherently multifaceted nature of engagement as an organisational outcome. Factors including the quality of leadership, the degree of satisfaction employees derive from their roles, the balance they maintain between professional and personal demands, and the broader conditions of the work environment are all plausible contributors to engagement that warrant consideration in future investigations. Therefore, organisations are encouraged to adopt a more comprehensive approach in managing employee engagement by taking into account the interplay of multiple contributing factors

Future research is recommended to incorporate additional variables that have been established in the scholarly literature as consequential determinants of employee engagement. For instance, leadership style has been shown to meaningfully shape employees' psychological attachment to their work, given that transformational leaders tend to cultivate higher engagement through visionary communication, motivational influence, and personalised consideration for individual employees (Schaufeli, 2021). Job satisfaction represents another pivotal variable, as employees who derive a sense of meaning and fulfilment from their roles are better positioned to sustain elevated levels of engagement over time (Saks, 2022). Work-life balance has similarly been acknowledged as a significant factor, particularly within the hospitality industry, where

irregular working schedules and high service demands may progressively deplete employees' energy and sense of dedication (Septiani & Frianto, 2023). The inclusion of these variables in future studies would allow for the construction of a more comprehensive explanatory model and a richer understanding of the conditions that foster employee engagement across diverse organisational settings.

With regard to research methodology, subsequent studies are encouraged to employ a mixed-methods design that integrates quantitative survey data with qualitative approaches such as in-depth interviews or focus group discussions (Creswell, 2017). This methodological combination would equip researchers not only to quantify statistical associations among variables, but also to explore the subjective experiences, individual perceptions, and contextual dynamics that underlie employee engagement—an especially valuable consideration in hospitality organisations where interpersonal relationships and human interaction occupy a central role.

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