

The role of Perceived Organizational Support, Job demands, Job satisfaction on work engagement in retail companies during the Post Pandemic

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Abstract

The purpose of this study was to determine the level of work engagement of employees on the object of research and whether perceived organizational support, job demands, and job satisfaction variables can indeed affect work engagement. This research method is a quantitative method. This research was conducted in a retail company. The population of this research is 600 employees. The sampling method used is total sampling in which the entire population is used as a sample. Data collection techniques used the method of observation, interviews, and distributing questionnaires. The measurement scale in this study is a Likert scale with a range of 1-5. Based on the results of research and discussion, it is concluded that perceived organizational support has a significant and positive impact on work engagement. The higher the support from the organization, the higher the employee engagement of the retail company. Second, job demands do not have a significant effect on work engagement. That is, the level of workload obtained by employees does not affect the engagement of employees of retail companies. Third, job satisfaction does not have a significant impact on work engagement. Furthermore, the results of the simultaneous test show that perceived organizational support, job demands, and job satisfaction have a significant impact on work engagement. From the results of this study, retail companies are advised to pay attention to and improve things that can reduce employee job satisfaction, especially in the area of equal distribution of job promotion opportunities and working environmental conditions, so that employee engagement that is already classified as high is maintained. Further research may involve job resources, compensation, and employee performance variables.

Keywords: Perceived Organizational Support, Job demands, Job satisfaction, work engagement, Retail companies, Post Pandemic

Introduction

Business competition between companies is currently getting tougher, so that it requires all companies to maximize all the resources owned by the company, including human resources. This is because human resources are a fundamental element for the sustainability of every business activity. According to Chan et al. (2019);Côté et al. (2021) human resources, namely the workforce who have skills and are considered an asset by the company. Superior human resources alone are not enough to face business competition in this modern era, companies need human resources who are bound to their work so that they will always give maximum effort every time they do work. According to Al-dalahmeh et al. (2018) work engagement is an attachment that arises in employees due to relationships in organizational activities cognitively, emotionally, and physically so as to produce positive thoughts. According to Côté et al. (2021) stated that work engagement is one of the vital psychological causes for someone to do work and is assumed with enthusiasm, dedication and focus (absorption). High work engagement in workers will support the company to advance and develop in the face of ongoing business competition (Amor et al., 2019). Organizations show employees with low work engagement so it is necessary to know several factors that can maintain employee engagement to maintain company stability. One field of work that needs to pay attention to the work engagement of their employees is a company that is engaged in the service sector because their attachment including enthusiasm and dedication in doing work can be felt directly by consumers during the service process.

According to Chan et al. (2019);Côté et al. (2021) There are many ways that companies can do to increase employee work engagement . One thing that is likely to have an impact on work engagement is perceived organizational support. Perceived organizational support is organizational support that is characterized by a sense of confidence about the extent to which the company evaluates performance, reviews employee welfare, responds to criticism and suggestions, ensures worker welfare, and empowers workers fairly. The treatment that organizations can do to increase perceived organizational support is to pay attention to three factors, namely fairness, motivation from leaders, and rewards. According to Ullah et al. (2020); Chan et al. (2019);Côté et al. (2021) the results of interviews with management, they always try to provide what employees need to do their jobs optimally. Thus, with good organizational support received by workers, work engagement will increase put forward a different statement that perceived organizational support has a positive but weak effect on work engagement. Thus, research is needed to prove whether perceived organizational support is a strong influence to increase work engagement.

Another thing that can affect the work engagement of employees, one of which is job demands. According to Miawati et al. (2021) explains that job demands are a combination of job demands that include ambiguity, role problems, stress levels, current job demands, and unfinished work. Job demands are considered to be a part of work that includes physical, psychological, and sociological which requires effort to fulfill. In other words, job demands are job demands for employees to fulfill the company's vision. The phenomenon observed in retail companies is that the job demands of employees there have the potential to have a high level because it requires quite a lot of energy to serve customers during one work shift. According to Giau et al. (2020);Miawati et al. (2021) job demands that are given too high by the company will cause feelings of pressure and can reduce the work engagement of the employee, which means that the relationship is negative. However, Geisler et al. (2019);Giau et al. (2020);Miawati et al. (2021) expressed a different opinion that job demands have a significant positive impact on work

engagement, so it is necessary to re-examine whether job demands can indeed affect work engagement and whether the form of the influence is positive or negative.

Another factor that can affect work engagement is job satisfaction. According to Miawati et al. (2021) job satisfaction is a person's positive feeling that his job will meet the expected values. According to Chen et al. (2021) suggests several indications for measuring job satisfaction, including assumptions for work, assumptions for promotions, assumptions for colleagues, assumptions for performance situations, and assumptions for control from superiors. According to the results of an interview with one of the employees, there were several obstacles they experienced related to job satisfaction, one of which was uncomfortable working conditions and obstacles related to promotion, so it was necessary to measure the actual level of job satisfaction for retail company employees. According to Giao et al. (2020); Miawati et al. (2021) stated that the greater the job satisfaction, the greater the work engagement they have. However, Giao et al. (2020); Miawati et al. (2021) suggest that there is no positive or significant relationship between job satisfaction and work engagement. So, it is necessary to re-examine whether job satisfaction has a strong effect on work engagement. The purpose of this study was to determine the level of work engagement of employees on the object of research and whether perceived organizational support, job demands, and job satisfaction variables can indeed affect work engagement.

Literature Review and Hypotheses Development

Perceived Organizational Support

The definition of perceived organizational support is an event where the organization can satisfy needs, assess contributions and pay attention to employee desires and interests. According to Chen et al. (2021)

Perceived organizational support is the general belief of workers about the extent to which companies value their work, and care about their welfare. According to Giao et al. (2020) suggested that perceived organizational support is the perception of workers regarding the contribution, support received, and the level of concern for employee welfare provided by the organization. According to Wahyuni & Sulastri (2020), perceived organizational support is employees' confidence about the extent to which the company can appreciate performance and understand their desires. According to Farid et al. (2019); Geisler et al. (2019) perceived organizational support is a study of how to benefit employees by increasing their commitment. Zagenczyk et al. (2020) suggests measuring indicators of perceived organizational support which contains 8 indicators, namely: appreciation for contributions, concern for welfare, concern for job satisfaction, assessment of work performance, appreciation for more effort, care for complaints, reprimand if there are errors, and great attention towards employees.

Job Demands

The definition of job demands is a demand or encouragement in work that is physical, psychological, social, and requires continuous effort. According to Giao et al. (2020); Miawati et al. (2021) job demands are defined as role conflicts experienced by employees related to job demands and balance in work and family. According to Chen et al. (2021) state that job demands are closely related to the psychological, psychological and physical fields. According to Geisler et al. (2019); Giao et al. (2020); Miawati et al. (2021) job demands are job demands given by the company to workers, job demands generally can cause work stress and can have a significant effect on a person's performance. According to Chen et al. (2021);

Cheng et al. (2018) job demands do not always have a negative impact but can be negative if given too high. According to Geisler et al. (2019) suggests indicators for measuring job demands including: role ambiguity role conflict (problematic roles), and work overload

Job Satisfaction

The definition of job satisfaction is the assumption that their work fulfills material and psychological needs (Vorina et al., 2017). According to Dicke et al. (2019), job satisfaction is the level of employees' likes or dislikes for their work and also employee expectations about the desired job. Burić & Moè (2020) state that job satisfaction is a definition related to satisfaction related to positive affective reactions at work. Prabowo & Fathoni (2017) state that job satisfaction is an emotional impact of work. Widjaja & Devie (2014) states that job satisfaction assumes the extent to which workers are satisfied with their jobs and form positive attitudes for the job. Lopes et al. (2015) suggested several indicators to measure job satisfaction, including: nature of work, current salary (present pay), opportunities for promotions (opportunities for promotions), supervision (supervision), and correlation with colleagues (2015). Relationships with co-workers).

Work Engagement

Work engagement is an experience related to the fulfillment of positive needs that lead to motivated behavior in the workplace. According to Wahyuningra et al. (2022) work engagement is defined as a positive process in which people express themselves by organizing themselves and taking part in their work. According to Meyers et al. (2019) states that work engagement is a positive condition that makes workers more motivated when completing their work as measured by the nature of vigor, absorption, and dedication. According to Ogbonnaya et al. (2018); Wahyuningra et al. (2022) suggests that employee engagement is described as an expected situation, giving rise to involvement, enthusiasm, enthusiasm, commitment, focused effort, and enthusiasm. According to Wahyuningra et al. (2022) employee engagement is the skill and desire of workers for the prosperity of the company, and their willingness to give good effort, beyond what is needed to realize the success of the company. According to Meyers et al. (2019) put forward several indicators to measure work engagement, namely: vigor dedication and absorption

Relationship between Variables

Al Adresi & Darun (2017) state that employees who feel their contributions are valued by the organization will appreciate their good relationship with the organization more. The implementation of perceived organizational support in a company will determine how attached workers are in the company (Imran et al., 2020). Caesens & Stinglhamber (2014) stated that perceived organizational support and work engagement have a strong and positive relationship. This is because the support provided by the organization fosters a sense of being cared for by employees so that it can increase a sense of engagement in their work. This is confirmed by Najeemdeen et al. (2018) who conducted research on 230 business university staff using multiple linear regression analysis techniques and found results if perceived organizational support had a significant positive impact on work engagement. Dwtasari et al. (2015) also found the same result stating that perceived organizational support had a significant and positive impact on work engagement. However, this is different from Man & Hadi (2013) who stated that perceived organizational support has a positive but weak impact on work engagement.

H1: Perceived organizational support has an effect on work engagement.

Job demands are one of the factors that affect work engagement. Job demands can show positive or negative associations with work engagement depending on the nature of the job demands themselves. According to Miawati et al. (2021) stated that job demands are related to the workload which, if given too high, will cause feelings of discomfort and can reduce employees' sense of attachment to their work, but can also increase work engagement if given at an ideal level. According to Giao et al. (2020); Miawati et al. (2021) conducted a study that found that job demands positively and significantly affect work engagement. The same thing was stated with the results of job demands having a positive and significant effect on work engagement. However, this is different from According to Geisler et al. (2019); Giao et al. (2020); Miawati et al. (2021) who stated that job demands are negative and do not have a significant effect on work engagement.

H2: Job demands affect work engagement.

The attachment of an employee to an organization and work starts from the satisfaction they get while they work. Job satisfaction is an important thing that can predict a person's work engagement in an organization. According to Giao et al. (2020); Miawati et al. (2021) job satisfaction has a strong and positive influence on work engagement, this is due to satisfaction in doing work that creates a comfortable feeling so that indirectly workers will feel they have a bond with an organization. According to Giao et al. (2020); Miawati et al. (2021) found that job satisfaction has a significant and positive effect on work engagement. According to Geisler et al. (2019); Giao et al. (2020); Miawati et al. (2021) conducted a study to get the results that job satisfaction has a positive and significant effect on work engagement. However, this result is different from A Geisler et al. (2019); Giao et al. (2020) who stated that job satisfaction does not have a significant effect on work engagement.

H3: Job satisfaction has an effect on work engagement.

Method

This research method is a quantitative method. This research was conducted in a retail company. The population of this research is 600 employees. The sampling method used is total sampling in which the entire population is used as a sample. Data collection techniques used the method of observation, interviews, and distributing questionnaires. The measurement scale in this study is a Likert scale with a range of 1-5. The influence test used includes multiple linear regression test, T test, F test, and test (R²).

From the results of testing the validity of each statement point in the variables perceived organizational support, job demands, job satisfaction and work engagement as many as 44 statement items, only 31 statement items are assumed to be valid, where this is obtained from the calculation of $r_{count} > r_{table}$. In reliability testing, Cronbach's alpha points in perceived organizational support were 0.850, job demands were 0.908, job satisfaction was 0.745 and work engagement was 0.896, which means that all statement items are reliable. This is based on the Cronbach alpha value > 0.70 .

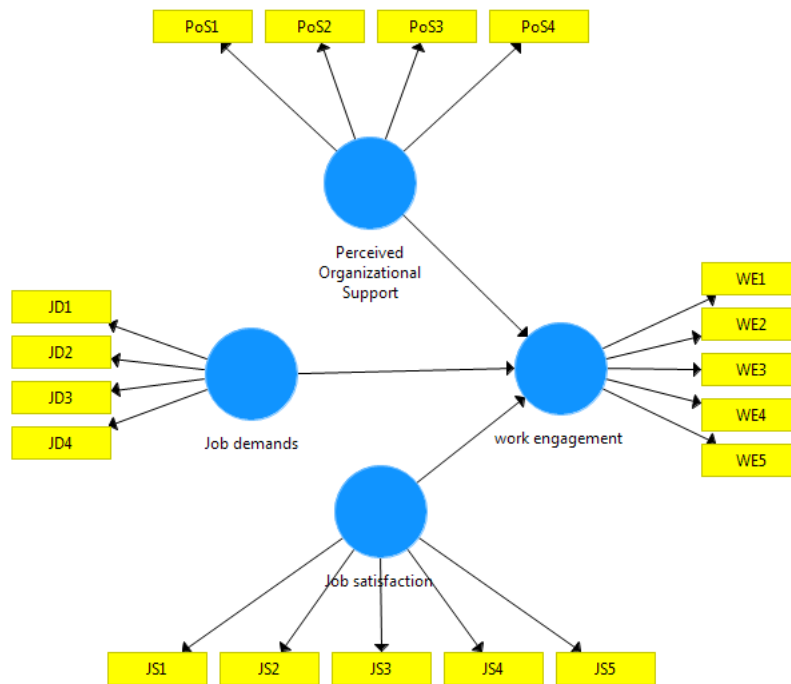


Fig 1. Research Model

Result, Discussion and Opinion

This research model will be analyzed using the Partial Least Square (PLS) method and assisted by the SmartPLS 3.0 software. According to Hair et al. (2018) PLS is an alternative method of Structural Equation Modeling (SEM) that can be done to solve problems in the relationship between variables which are very complex but the sample size is small (30-100 samples) and has non-parametric assumptions, meaning that the data does not refer to either certain distribution.

Table 1 Fornel Laker Criterion

	Job Demands	Job Satisfaction	Perceived Organization Support	Work Engagement
Job Demands	0.829			
Job Satisfaction	0.150	0.807		
Perceived Organization Support	0.264	0.195	0.878	
Work Engagement	0.329	0.472	0.326	0.745

We check Discriminant Validity, the Discriminant Validity value that we check there are 3 values, namely Fornell-Lacker Criterion, Crossloading and Heterotrait-Monotrait Ratio. The Fornell-Lacker Criterion value is the value that is on the diagonal and is compared with the correlation value of the construct below it. This value must be above the construct correlation value. It turns out that the values obtained are all above the construct values.

After the Fornel-Lacker Criterion value is checked, the next check is Crossloading. Crossloading check is to check an indicator that belongs to a certain variable by looking at the highest value. To make it easier to see Crossloading, we run Outer Loading by only displaying the highest Crossloading value. We can see that based on this Outer Loading that the Crossloading value has been arranged consistently and is more than 0.7.

Table 2 *Crossloading*

	Job Demands	Job Satisfaction	Perceived Organization Support	Work Engagement
JD1	0.844			
JD3	0.825			
JD4	0.818			
JS1		0.891		
JS3		0.775		
JS4		0.836		
JS5		0.714		
POS2			0.872	
POS3			0.809	
POS4			0.947	
WE1				0.748
WE2				0.715
WE3				0.789
WE4				0.749
WE5				0.722

Table 3 *Heterotrait-Monotrait Ratio (HTMT)*

	Job Demands	Job Satisfaction	Perceived Organization Support	Work Engagement
Job Demands				
Job Satisfaction	0.181			
Perceived Organization Support	0.332	0.231		
Work Engagement	0.409	0.574	0.380	

The last check in Discriminant Validity is the HTMT check with a threshold value less than 0.90. The value obtained from HTMT turned out to be within the threshold value. Convergent validity is finished by observing the item dependableness that is indicated by the loading factor value. A loading factor may be a range that shows the correlation between the score of an issue item with the score of the indicator construct that measures the construct. The loading factor value is bigger than 0.7 which is claimed to be valid. However, in line with Hair et al. (2019) for the initial examination of the loading factor matrix is approximately 0.3 considered to own met the minimum level, and for a loading factor of roughly 0.4 is taken into account better, and for a loading issue bigger than 0.5 is mostly thought of significant. During this study, the loading factor limit used was 0.7.

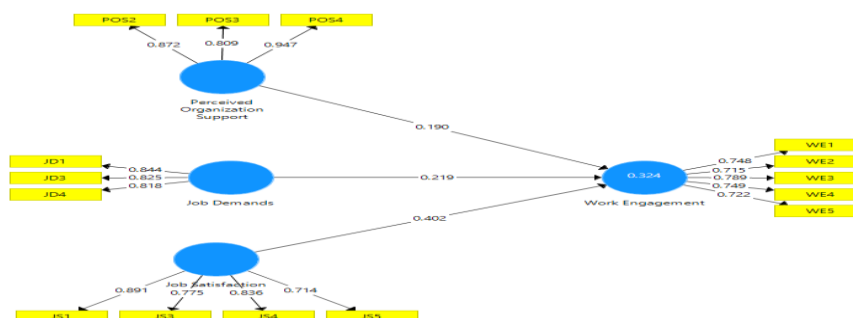


Fig 2. *Validity and reliability testing*

Table 4 *Construct Reliability and Validity*

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Job Demands	0.776	0.790	0.868	0.688
Job Satisfaction	0.818	0.819	0.881	0.651
Perceived Organization Support	0.851	0.871	0.909	0.771
Work Engagement	0.801	0.807	0.862	0.555

The next check is the Construct Reliability and Validity check. The reliability check is represented by 3 values, namely Cronbach's Alpha, rho_A and Composite Reliability. The value of the Rule of Thumbs is above 0.7. If only one of them is reliable, then the construct is reliable. The AVE value has also exceeded the Rule of Thumbs by over 0.5. So it can be ascertained that all values are valid

Based on the estimation results of the PLS model in the picture above, all indicators have a loading factor value above 0.5 so that the model has met the convergent validity requirements. The next evaluation is to see and compare discriminant validity and the square root of average variance extracted (AVE). According to Hair et al. (2017) the measurement model is assessed based on the measurement of cross-loading with the construct. If the correlation between the constructs with each indicator is greater than the size of the other constructs, then the latent construct predicts the indicator better than the other constructs. According to Hair et al. (2018) if the value is higher than the correlation value between the constructs, good discriminant validity is achieved (if AVE > 0.5). The following are the measurement results with AVE for each indicator.

Table 5 *Path Coefficients*

	Job Demands	Job Satisfaction	Perceived Organization Support	Work Engagement
Job Demands				0.219
Job Satisfaction				0.402
Perceived Organization Support				0.190
Work Engagement				

Figures obtained for the coefficient of the Job Demands to Work Engagement parameter is 0.219, Job Satisfaction to Work Engagement is 0.402 and the parameter coefficient for Perceived Organization Support is 0.19.

Table 6 *R Square*

	R Square	R Square Adjusted
Work Engagement	0.324	0.321

Table 7 *f Square*

	Job Demands	Job Satisfaction	Perceived Organization Support	Work Engagement
Job Demands				0.065
Job Satisfaction				0.228
Perceived Organization Support				0.048
Work Engagement				

The number of R Square is 0.324, which means that 3 research variables explain 32.4% of the research model. There are 3 categories 0.75, 0.5 and 0.25 indicating a strong, moderate and weak model (Hair et al. 2011).

There is another measure that describes the effect Size f^2 of each variable. The limit value (Rule of Thumbs) is 0.02 in the small category, 0.15 in the medium category and 0.35 in the large category. From the results of f^2 , there is one variable that enters the medium category, namely Job Satisfaction.

Table 8 Q^2 (Predictive Relevance)

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
Job Demands	1800.000	1800.000	
Job Satisfaction	2400.000	2400.000	
Perceived Organization Support	1800.000	1800.000	
Work Engagement	3000.000	2479.284	0.174

Then in addition to looking at the influence between each latent variable and the existing R2 value, we can also see how well the model in this study performs by calculating Q-square predictive relevance or Q2. From the calculation results above, the Q2 Work Engagement value is $0.174 > 0$ indicating the model has predictive relevance.

Table 9 Fit Summary

	Saturated Model	Estimated Model
SRMR	0.089	0.089
d_ ULS	0.941	0.941
d_ G	0.526	0.526
Chi-Square	1630.164	1630.164
NFI	0.654	0.654

The value of Standardized Root Mean Square Residual (SRMR) for the Estimated Model is 0.089. The recommended value according to the Rule of Thumbs is less than 0.08, so it can be concluded that our model is marginal fit. Judging from the Normed Fit Index (NFI) or the Bentler and Bonett Index, the Estimated Model number is 0.654. The recommended value according to the Rule of Thumbs is greater than 0.90, it can be concluded that our model is marginal fit.

Table 10 rms Theta

rms Theta	0.224
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The size of the Root Means Square Theta index is a measure of conformity. This measure is only useful for assessing a purely reflective model, because the residuals of the outer model for the formative measurement model are not meaningful. The rms Theta value assesses the extent to which the outer model residuals are correlated. The measure must be close to zero to indicate a good fit of the model, because this implies that the correlation between the outer models is very small (close to zero).

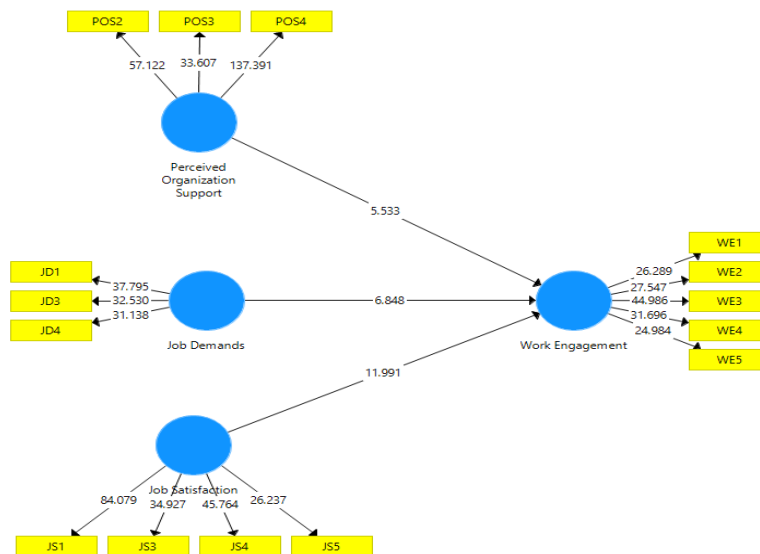


Fig 3. Hypothesis testing

Hypothesis testing is carried out based on the findings of the inner model, which comprises the r-square output, parameter coefficient, and t-statistic, according to Hair et al. (2017). SmartPLS (Partial Least Square) 3.0 software was used to conduct the hypothesis testing for this study. The $t\text{-statistic} > 1.96$ was utilized in this investigation, with a significance threshold of p-value 0.05 (5 percent) and a positive beta coefficient. Table 1 shows the worth of evaluating this study's hypothesis, and Figure 3 shows the findings of this research model. The value studied in testing the hypothesis is the value in the t-statistic derived from the PLS output by comparing it to the t-table value.

Table 1. Hypothesis testing

Hypothesis	Original Sample (O)	T Statistics	P Values
Job Demands -> Work Engagement	0.219	6.663	0.000
Job Satisfaction -> Work Engagement	0.402	13.298	0.000
Perceived Organization Support -> Work Engagement	0.190	5.561	0.000

The Effect of Perceived Organizational Support on Work Engagement

The tests that have been carried out show that perceived organizational support has a significant and positive impact on work engagement (Y) on employees. The results of this study are in line with Giao et al. (2020); Miawati et al. (2021) who stated that perceived organizational support had a positive and significant impact on work engagement. In other words, workers who get strong support from the company will have a strong work engagement as well. This is because organizational support or perceived organizational support encourages workers to feel more respected as assets of the company, and employees will unwittingly be bound by their work. Indicators of appreciation for contributions and concern for employees show a high value. This proves that employees who feel valued and cared for by the company will give positive feedback and feel attached to their work. This proves that an organization that is always there for employees will have a positive impact on their work. According to Geisler et al. (2019); Giao et al. (2020); Miawati et al. (2021) representatives from the organization always tried to make employees feel appreciated to keep them always maximal in doing their jobs. This statement is relatively similar to the average respondent's answer which describes that they feel considered and cared for as long

as they work for the organization. So that the reality obtained in the field and the results of the research can be said to be in harmony.

Effect of Job Demands on Work Engagement

The tests that have been carried out show that there is significant effect of job demands on work engagement in retail employees. The results obtained from this study are in line with According to Chen et al. (2021); Cheng et al. (2018); Farid et al. (2019); Geisler et al. (2019); Gao et al. (2020); Miawati et al. (2021) which suggests that job demands do not have a significant impact on work engagement and the relationship is negative, which means that if job demands are given too high or too low, employee work engagement will be lower. According to Miawati et al. (2021) information that employees felt that their work was not too much and did not have to work extra effort to get the job done. According to them, the demands given by the company so far have not reached the point that it can affect their attachment to work. According to Geisler et al. (2019); Gao et al. (2020); Miawati et al. (2021)

This is in line with the answers in the questionnaire, which mostly show that they do not experience significant things, especially on the indicator of excessive workload. Because the relatively low portion of the workload can cause employee burnout and can reduce work engagement. Thus, this is what causes the job demands variable to not have a significant impact on work engagement because their work engagement is still at a high level, which means these two things are not related.

Effect of Job Satisfaction on Work Engagement

The tests that have been carried out show that there is significant effect caused by job satisfaction (X3) on work engagement (Y) on employees of retail companies. The results obtained from this study are in line with Ullah et al. (2020) who found that job satisfaction did not significantly affect employee work engagement, but the correlation was positive. Which means a high level of job satisfaction should be able to strengthen employee work engagement. According to Côté et al. (2021) obtained that employees were not satisfied with their career paths or opportunities to get promotions, they also felt that their work environment was less conducive and uncomfortable. This is the same as the answers to the questionnaire, especially on indicators of the nature of work and opportunities for promotion. Most retail station employees are dissatisfied with their work, but their work engagement remains high, which means these two things are not related in this study because ideally the more satisfied workers are in their work, the higher their work engagement

Conclusion

Based on the results of research and discussion, it is concluded that perceived organizational support has a significant and positive impact on work engagement. The higher the support from the organization, the higher the employee engagement of the retail company. Second, job demands do not have a significant effect on work engagement. That is, the level of workload obtained by employees does not affect the engagement of employees of retail companies. Third, job satisfaction does not have a significant impact on work engagement. Furthermore, the results of the simultaneous test show that perceived organizational support, job demands, and job satisfaction have a significant impact on work engagement. From the results of this study, retail companies are advised to pay attention to and improve things that can reduce employee job satisfaction, especially in the area of equal distribution of job promotion opportunities and working environmental conditions, so that

employee engagement that is already classified as high is maintained. Further research may involve job resources, compensation, and employee performance variables.

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