

Research.

The Effect of Perceptions of Organizational Support, Job Demands, and Job Satisfaction on Employees Job Engagement

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Abstract. PT. Rezky Service System is a company that operates in the service sector, one of which is cleaning services. According to the data obtained, there are changes in data on the number of employees at the company PT. Rezky Service System in the last three years (2021 to 2023). During this period, there were variations in the number of employees engaged in company work. This research purposes to determine the effect of perceptions of organizational support, job demands and job satisfaction on job engagement among PT employees. Rezky Service System. This research uses a quantitative descriptive method. The population in this research was all 45 employees at PT. Rezky Service System and also a sample. Data collection was conducted using questionnaires and observation. Data were analyzed using multiple linear regression using the SPSS program. The results of this research show that partially the variable perception of organizational support, job satisfaction has a positive and significant effect on job engagement among PT employees. Rezky Service System, while the job demands variable has no significant effect on job engagement among PT employees. Rezky Service System and tests conducted for all variables showed that Perception of Organizational Support, Job Demands and Job Satisfaction simultaneously had a positive and significant effect on Job Engagement.

Keywords: *Perception of Organizational Support, Job Demands, Job Satisfaction, Job Engagement*

INTRODUCTION

Background

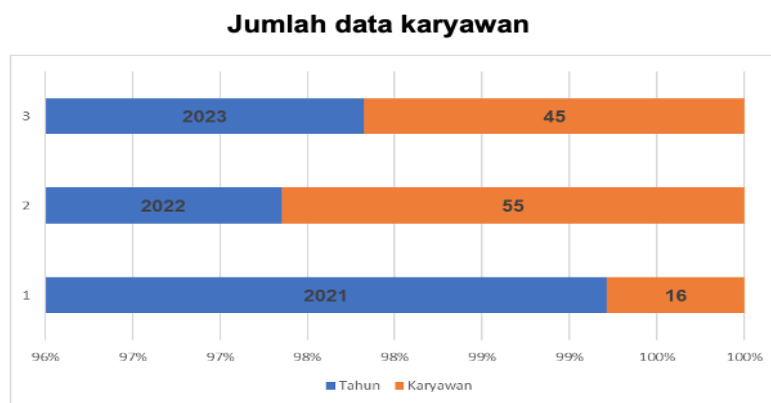
Competition for human resources continues to develop from year to year. The many job demands from companies encourage employees to give their best in improving the quality of the services they offer. In particular, companies that provide good quality services rely heavily on the quality of Human Resources (HR) and the effectiveness and efficiency of management systems. Therefore, it is important to manage and maximize human resources efficiently and sustainably so that they can work optimally, contribute optimally, and achieve high achievements for the progress of the company where they work (Sebayar & Sembiring, 2017).

Apart from that, job engagement or work involvement can also provide encouragement for employees to increase organizational effectiveness and achieve overall organizational success (Sulistiawan & Andyani, 2020). According to Bakker et al., (2008) job engagement is a positive and satisfying condition, where affective motivation comes from work well-being, which can be seen as the opposite of fatigue, employees

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who are involved show a higher level of enthusiasm, and are optimally involved in their work. do their job.

In this research PT. Rezky Service System is a company that operates in the service sector, one of which is cleaning services. Founded with a commitment to provide the best quality in maintaining a clean and comfortable environment, PT. Rezky Service System has been operating in this industry for several years. The company's head office is located at JL. Pelita Raya No. 34B, Makassar City. Along with business development and growth, PT. Rezky Service System has succeeded in establishing partnerships with various agencies and organizations, including collaboration with the Labuang Baji Regional Hospital located on JL. DR. Ratulangi No.81, Makassar City. This collaboration is a step forward for the company, as it opens up new opportunities to increase the range of their services and expand effect in the healthcare sector. However, like many other companies, PT. Rezky Service System faces problems in employee management. The inconsistent number of employees each year is a challenge for companies in maintaining service quality and operational stability. Can be seen in the table below:



Sumber : Data diolah dari PT. Rezky Service System , 2023

Figure 1. Number of employee data in the last three years

According to the diagram presented above, there are changes in data on the number of employees at the company PT. Rezky Service System in the last three years (2021 to 2023). During this period, there were variations in the number of employees engaged in company work. In 2021, there are only 16 employees engaged in company work, while in 2022 the number of engaged employees will increase to 55 people. However, in 2023, there will be a decrease in the number of employees involved to 45 people. This shows dynamic changes in job engagement in these companies from year to year.

Companies have various ways to increase employee job engagement, one of the factors that most likely effects this is the perception of organizational support (Caesens & Stinglhamber, 2014). According to (Caesens et al., 2017) Perception of organizational support is a form of support that is reflected from the organization, where employees believe in how far the company evaluates performance, monitors employee welfare, responds to input and suggestions, guarantees worker welfare, and empowers workers fairly. Employees with high perceptions of organizational support tend to show enthusiasm, dedication and respect for their work, so that this encourages them to achieve organizational goals by showing a higher level of job engagement (Sitorus, 2018). This statement is supported by a research conducted by Fairnandha, (2021) that the higher the perception of organizational support, the higher the job engagement. However, this is different from research by Man & Hadi, (2013) which states that perceptions of organizational support have a significant but weak effect on job engagement. Therefore, research is needed to prove the extent of its effect.

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Apart from perceptions of organizational support, another aspect that effects job engagement is job demands (Astisya & Hadi, 2021). Job demands are all demands or needs that must be faced and conducted in a work task, which require continuous physical and psychological effort, and are related to certain costs (Han et al., 2020). According to Skaalvik, (2020) that job demands can cause stress if large and continuous efforts are required to achieve job demands. Several types of job demands include large workloads, non-conducive work environment conditions, and emotional demands through social relationships. According to research by Astisya & Hadi, (2021) stated that job demands do not have a positive effect on job engagement. However, it is different from Aprilianingsih's (2022) research that job demands have a significant effect on job engagement. Therefore, it is necessary to conduct further research to examine whether job demands really have an effect on job engagement, and whether this effect is significant or not significant.

Another thing that can effect high and low job engagement is job satisfaction (Arinda et al., 2022). According to Pradhana & Hendra, (2019) job satisfaction is a person's reaction or response to their work, where the individual feels that the results of their work are in accordance with their hopes, desires and thoughts. Several indications for measuring the level of satisfaction with job demands include perceptions of work, perceptions of promotion opportunities, perceptions of relationships with colleagues, perceptions of performance situations, and perceptions of control provided by superiors (Fatmasari et al., 2018). Supported by the research results of Dewantara & Wulanyani, (2019) that job satisfaction has a positive effect in increasing job engagement. In contrast to Fairnandha, (2021) states that job satisfaction does not have a positive effect on job engagement. According to the explanation above, this research purposes to determine the effect of perceptions of organizational support, job demands, and job satisfaction on job engagement at PT. Rezky Service System.

Formulation of the Problem

From the background explanation above, the problem in this research is formulated, namely:

1. Does the perception of organizational support effect job engagement among PT employees. Rezky Service System?
2. Do job demands effect job engagement among PT employees. Rezky Service System?
3. Does job satisfaction effect job engagement among PT employees. Rezky Service System?
4. Do Perceptions of Organizational Support, Job Demands, and Job Satisfaction simultaneously effect Job Engagement among PT employees. Rezky Service System?

LITERATURE REVIEW

A. Understanding Human Resource Management

Human resources are organizational activities that have the aim of attracting, increasing and maintaining workforce productivity. The manager's role is very important in providing direction to organizational members towards achieving the desired goals, including formulating strategies so that human resource management (HRM) can operate effectively and efficiently.

B. Perception of Organizational Support

Rhoades & Eisenberger, (2002) state that perceived organizational support is assessed as a global belief that is formed from each employee about how they assess company regulations and procedures which are formed according to their experience of company regulations and procedures, the resources available accepted, interactions with

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company officers (such as superiors) and their views on the company's concern for their welfare. The indicators used to measure perceptions of organizational support according to Eisenberger et al., (1986), are:

1. Award
The company provides awards for employee achievement of tasks.
2. Development
The company appreciates employee abilities and provides job promotions and other things to employees
3. Working conditions
The company cares about the environment where employees work physically and non-physically
4. Employee welfare
The company cares about employee welfare.

C. Work demands

Work demands are a cause of psychological fatigue, such as working under pressure and working non-stop for long hours, excessive workloads and limited working time, as well as work demands that give rise to conflicts that must be resolved immediately (Love et al. , 2007). There are three indicators of job demands according to Lee et al., (2017), namely excessive workload, emotional demands, and technological demands:

1. Excessive workload is too much work that must be completed, while being physically and psychologically unable to do so, causing fatigue.
2. Emotional demands, namely when faced with work demands that interfere with personal emotions.
3. Technological demands are jobs that require using technology to complete work.

D. Job Satisfaction

Furthermore, job satisfaction is an affective or emotional response to various aspects or facets of a job so that job satisfaction is not a single concept, a person can be relatively satisfied with one aspect of the job and not feel satisfied with one or several other aspects, satisfaction Work is a (positive) attitude of a worker towards his work, which appears according to an assessment of his work situation (Masram & Mu'ah, 2017). According to Luthans, (2006) there are five indicators that can effect employee job satisfaction, namely:

1. Salaries and wages
Namely the results or rewards obtained by employees are according to or greater than desired, the salary received is in accordance with job demands.
2. The job itself
Namely the value of the work someone does, if employees feel that the work they do is something meaningful, useful and important, then it tends to create job satisfaction.
3. Work colleague
Employees who are given the opportunity to connect with each other tend to have greater job satisfaction than employees who are given few opportunities to connect with each other.
4. Promotion
Possibility to progress through promotions, promotions occur when an employee is moved from one job to another with higher responsibilities and organizational levels.
5. Supervision
This is an effort to coordinate employees and bridge the gap between management and implementing employees. Usually employees prefer supervision that is fair, open and willing to cooperate with subordinates.

E. Job Engagement

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Apart from that, Bakker et al., (2008) stated that job engagement is a positive and enjoyable condition, where affective motivation arises from the well-being of a person's work, which can be said to be the opposite of job burnout, employees who are involved show high levels of great energy and enthusiasm in conducting his duties. Schaufeli & Bakker, (2004) stated that there are three factors that can be the main source of job engagement, namely; job demands, job resources and personal resources. According to Schaufeli et al., (2006) job engagement can be measured with three indicators, namely:

1. Enthusiasm
 High enthusiasm in this case is closely related to a high level of energy and mental toughness when busy with work activities, the desire to instill enthusiasm for work and show persistence when experiencing various difficulties. Thus, employees who have high work enthusiasm will have high motivation at work and will have high perseverance when facing various challenges.
2. Focus
 When employees are able to be integrated and immersed in their work, have full concentration and focus, have a sense of enjoyment in conducting their work, and employees feel that time passes quickly.
3. Dedication
 Dedication relates to a worker's great involvement in doing their work, a sense of enthusiasm, inspiration, pride in their work, and enjoyment of various challenges.

RESEARCH METHODS

The method used in this research uses a quantitative descriptive method, where data is collected through questionnaire results and observation. Descriptive methods are used to create a picture of the facts, characteristics, and relationships of activities, behavior, views, as well as ongoing processes and the effect of a phenomenon, or to determine the frequency of distribution of a symptom, the existence of a certain relationship between a symptom and a symptom. others (Silaen & Widoyono, 2013). The research framework design is below:

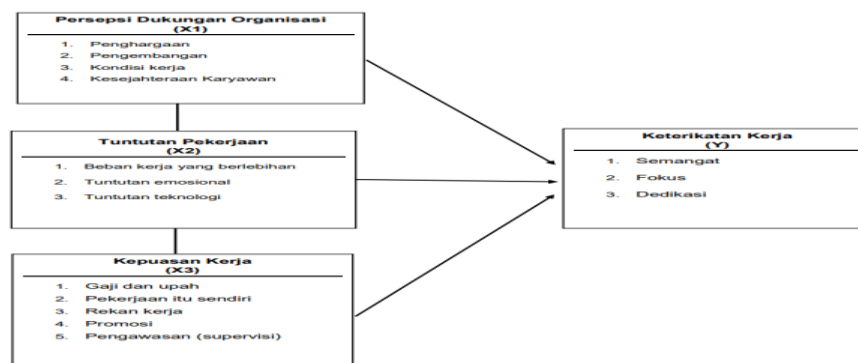


Figure 2. Framework of Thought

The population in this research is also a sample, namely all employees who work at PT. Rezky Service System as many as 45 people. The type of data is quantitative data, while the data source uses primary data in the form of distributing questionnaires, then the data sources obtained are in the form of field observations and interviews.

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RESULTS AND DISCUSSION

A. Validity Test

This validity test is used to test data validation which is a measuring instrument that shows the extent of the level of reliability or authenticity of the measuring instrument. Data validation in research is conducted using item analysis techniques, namely by correlating the score of each statement item with the total score for each variable. An indicator is said to be valid if the person correlation value is ($r = > 0.30$) and the significance level is ($\alpha = < 0.05$). By using SPSS 26 for Windows, the results of validity testing of the instruments stating Perception of Organizational Support (X1), Job Demands (X2), and Job Satisfaction (X3) on Job Engagement (Y). So the results obtained were that the Perception of Organizational Support variable, the job demands variable, the job satisfaction variable and the job engagement variable had a Correlation value of >0.30 and a significance value of <0.05 , so it can be stated that all the variables used in this research have adequate and significant validity.

B. Reliability Test

Through SPSS 26 for Windows, the results of the reliability test on the instrument can be declared reliable if it produces a Cronbach alpha (α) value that is higher than 0.60. Below is a reliability test in table form:

Table 1. Results of Research Variable Data Reliability Testing

Research Variable	Cronbach's Alpha	Minimum Cronbach Alpha Limit	Remarks
Perception of Organizational Support (X1)	0.892	0.60	Reliability
Job Demands (X2)	0.668	0.60	Reliability
Job Satisfaction (X3)	0.896	0.60	Reliability
Job engagement (Y)	0.692	0.60	Reliability

From the data in Table 1, namely the magnitude of the Cronbach's alpha value for all the variables in this research, all of them show a value above 0.60 among all variables, the highest Cronbach's alpha value is the variable (X3) which is 0.896 and the Cronbach's alpha value the lowest is the variable (X2) which is 0.668. This means that all statement items for the independent and dependent variables are reliable and it can be concluded that the questionnaire statement instrument shows reliability in measuring the variables in the research model.

C. Classic Assumption Test

1. Normality Test

The normality test purposes to test whether the research data conducted has a normal distribution or not (good data is data that is normal in its distribution). The method used is the Kolmogorov-Smirnov Normality Test with the assumption

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that if the significant value is greater than 0.05 then the data is normally distributed. The following is a table of normality test results:

Table 2. One-Sample Kolmogorov-Smirnov Normality Test Results

		Unstandardized Residual
N		45
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.29673184
Most Extreme Differences	Absolute	.074
	Positive	.069
	Negative	-.074
Test Statistic		.074
Asymp. Sig. (2-tailed)		.200 ^{c,d}

From Table 2, the normality test results show that the Asymp. Sig. (2-tailed) Kolmogorov-Smirnov Test of 0.200, this value is higher than 0.05, so it can be said that the data tested is normally distributed.

2. Multicollinearity Test

The multicollinearity test is intended to test whether the regression model finds a correlation between the independent variables. To test multicollinearity by looking at the VIF value of each independent variable, if the VIF value is <10.00, it can be concluded that the data is free from symptoms of multicollinearity. This means that the data is normally distributed.

**Table 3. Multicollinearity Test Results
 Multikolonieritas^a**

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	.810	.332		2.441	.019		
X1	.342	.111	.452	3.095	.004	.389	2.570
X2	.035	.072	.047	.492	.625	.907	1.103
X3	.361	.129	.398	2.802	.008	.413	2.422

The results obtained through the multicollinearity test that have been conducted are shown in Table 3. That there is no multicollinearity because the data shows a tolerance value > 0.10 and a VIF value < 10.00, thus it can be concluded that there are no symptoms of multicollinearity in the regression model. .

3. Heteroscedasticity Test

The heteroscedasticity test is conducted using the Scatterplot test, which means a test that purposes to detect the presence or absence of heteroscedasticity, namely by looking at the graph plot between the predicted value of the dependent variable, namely ZPRED, and the residual SRESID. If there is a certain plot, such as the points forming a certain regular pattern (wavy, widening, then narrowing), this indicates that heteroscedasticity has occurred.

Table 4. Heteroscedasticity Test Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.513	.192		2.672	.011
	X1	.000	.064	-.002	-.007	.995
	X2	.000	.042	.000	-.003	.998
	X3	-.081	.074	-.256	-1.092	.281

From the results of the table above, the variable perception of organizational support (X1) has a Sig value of 0.995 > 0.05, the job demands variable (X2) has a Sig value of 0.998 > 0.05 and the job satisfaction variable (X3) has a Sig value of 0.281 > 0.05 . According to these results, it can be concluded that the variables tested do not contain heteroscedasticity, so the regression model is suitable for use.

D. Multiple Linear Regression Test

Multiple regression is used to see how far the independent variables effect the dependent variable. In multiple regression there is one dependent variable and more than one independent variable. In this research, the dependent variable is Job engagement (Y), while the independent variables are Perception of Organizational Support, Job Demands and Job Satisfaction.

Table 5. Multiple Linear Regression Test Results Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.810	.332		2.441	.019
	X1	.342	.111	.452	3.095	.004
	X2	.035	.072	.047	.492	.625
	X3	.361	.129	.398	2.802	.008

According to the results in the table above, the regression equation multiple linear can be formulated as follows:

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$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$Y = 0.810 + 0.342 X_1 + 0.035 X_2 + 0.361 X_3$$

The results of the regression equation show the direction of the independent variables (Independent), namely Perception of Organizational Support, Job Demands and Job Satisfaction towards the dependent variable (Dependent), namely Job engagement. The regression equation can be explained as follows:

1. The constant value ($\alpha = 0.810$) means that the Job engagement value remains constant at 0.810 if the Perception of Organizational Support, Job Demands and Job Satisfaction value shows 0.
2. The Perception of Organizational Support coefficient is (0.342), meaning that Perception of Organizational Support has a positive effect on Job engagement by 0.342, meaning that if Perception of Organizational Support is implemented or runs well, Job engagement will increase.
3. The Job Demands coefficient is (0.035) meaning that Job Demands have a positive effect on Job Engagement by 0.035, meaning that if Job Demands are implemented or run well, Job Engagement increases.
4. The Job Satisfaction coefficient is (0.361) meaning that Job Satisfaction has a positive effect on Job Engagement of 0.361, meaning that if Job Satisfaction is implemented or runs well, Job Engagement increases.

E. Hypothesis Test

Partial coefficient testing is conducted to see the effect of each independent variable partially (separately) on the dependent variable. This test is conducted by comparing the t-table values at the significance level (α) and degrees of freedom (df).

Coefficients^a
Tabel 6. Hypothesis Test Results (t Test / Partial Test)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	.810	.332			2.441	.019
(X1)	.342	.111	.452		3.095	.004
(X2)	.035	.072	.047		.492	.625
(X3)	.361	.129	.398		2.802	.008

Coefficients^a

If $t_{count} > t_{table}$, then H_0 is rejected and H_a is accepted.

If $t_{count} < t_{table}$, then H_0 is accepted and H_a is rejected

According to the table above, the variable Perception of Organizational Support shows Tcount of 3.095 while Ttable = 2.019, so Tcount > Ttable and the significance value is 0.004 < 0.05 therefore it can be said that Perception of Organizational Support (X1) has a positive and significant effect on Job engagement (Y). Furthermore, Job Demands (X2) shows Tcount of 0.492 while Ttable = 2.019, so Tcount < Ttable and the significance value obtained is 0.625 > 0.05 therefore it can be concluded that Job Demands (X2) have no

significant effect on Job engagement (Y). The variable (X3) Job Satisfaction shows Tcount of 2.802 while Ttable = 2.019, so Tcount > Ttable and the significance value is 0.008 < 0.05 therefore it can be said that Job Satisfaction (X3) has a positive and significant effect on Job Engagement (Y).

F. F Test

The F statistical test essentially shows whether all the independent or independent variables included in the model have a joint effect on the dependent or dependent variable. The basis for making the decision is:

H₀ is accepted and H_a is rejected if F_{count} < F_{table}, for α= 0.05, which means there is no simultaneous effect between the independent variable and the dependent variable.

H₀ is rejected and H_a is accepted if F_{count} > F_{table}, for α= 0.05, which means there is a simultaneous effect between the independent variable and the dependent variable.

**Table 7. F Test Test Results (simultaneous)
ANOVA^a**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.494	3	2.498	26.434	.000 ^b
	Residual	3.874	41	.094		
	Total	11.368	44			

The results of the F test statistical calculation in the table above show an Fcount value of 26,434, then compared to the F_{table} value of 2,832 with significance (0.05). So it can be said that F_{count} > F_{table} (26,434 > 2,832 with a significance of 0.000 < 0.05), this means that the variables Perception of Organizational Support (X1), Job Demands (X2), and Job Satisfaction (X3) simultaneously have a significant positive effect on Job Engagement (Y).

G. Analysis of the Coefficient of Determination (R²)

The coefficient of determination (R Square) essentially regulates how much the model is able to explain variations in the independent variables.

Table 8. Coefficient of Determination Test Results

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.659	.634	.30739

The results of calculating the coefficient of determination in this research obtained the effect of the independent variables (Independent), namely Perception of Organizational Support, Job Demands and Job Satisfaction on the dependent variable (Dependent), namely Attachment, 65.9%, while the remaining 34.1% was effected by several other factors. which has not been explained in this research.

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H. Interpretation of Research Results

1. Effect of Perceived Organizational Support (X1) on Job engagement (Y)

The variable Perception of Organizational Support (X1) has a positive and significant effect on job engagement (Y). This is in line with research conducted by Fairnandha, (2021) entitled The Effect of Perceptions of Organizational Support, Job Demands, and Job Satisfaction on Job Engagement which obtained the results that Perceptions of Organizational Support simultaneously have a significant effect on Job Engagement.

2. Effect of Job Demands (X2) on Job engagement (Y)

The Job Demands variable (X2) has no significant effect on Job engagement (Y). This is in line with research conducted by This is in line with research conducted by Astisya & (Hadi, 2021) entitled The Effect of Job Demands and Job Resources on Teacher Job engagement which found that Job Demands did not have a significant effect on Job engagement.

3. Effect of Job Satisfaction (X3) on Job engagement (Y)

The Job Satisfaction variable (X3) has a positive and significant effect on job engagement (Y). This is supported by research conducted by Dewantara & Wulanyani, (2019) entitled The Effect of Job Satisfaction and Organizational Justice on Job Engagement in Employees of Private Hotel

4. Effect of Perceived Organizational Support (X1), Job Demands (X2) and Job Satisfaction (X3) on Job Engagement (Y)

The results of this research indicate that Perception of Organizational Support (X1), Job Demands (X2) and Job Satisfaction (X3) simultaneously effect Job Engagement (Y) in PT Employees. Rezky Service System. The results of model testing obtained an F-count value (26,434) > F-table (2,832).

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

This research purposes to examine and analyze the effect of Perceptions of Organizational Support, Job Demands and Job Satisfaction partially and simultaneously on Job Engagement among PT Employees. Rezky Service System. From the formulation of the proposed research problem, several conclusions can be drawn from the data analysis that has been conducted, namely:

1. From the results of the analysis conducted on the first variable, it can be concluded that Perception of Organizational Support (X1) has a positive and significant effect on Job engagement (Y). The results of the tests conducted showed that Perception of Organizational Support (X1) with a calculated t value (3.095) > t table (2.019) and significance (0.004) < (0.05). This means that there is a significant relationship between Perception of Organizational Support and Job engagement, the better the Perception of Organizational Support, the more it will help increase the employee's sense of attachment and loyalty to the job and the company.
2. From the results of the analysis conducted on the second variable, it can be concluded that Job Demands (X2) have a negative effect on Job engagement (Y). The results of the tests conducted showed that Job Demands (X2) with a calculated t

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value (0.492) < t table (2.019) and a significant value (0.625) > (0.05). This means that the higher the job demands can reduce the level of job engagement, because if the job demands exceed the employee's capabilities, it will potentially cause emotional and psychological damage to the work and organization.

3. From the results of the analysis conducted on the third variable, it can be concluded that Job Satisfaction (X3) has a positive and significant effect on Job engagement (Y). The results of the tests conducted showed that Job Satisfaction (X3) with a calculated t value (2.802) > t table (2.019) and significance (0.008) < (0.05). This means that there is a significant relationship between Job Satisfaction and Job Engagement, employees who are satisfied with their work will tend to be more emotionally attached to conducting their duties, which will ultimately increase their contribution to the company.
4. From the results conducted for all variables, it can be concluded that Perception of Organizational Support, Job Demands and Job Satisfaction simultaneously have a positive and significant effect on Job Engagement. The results of model testing obtained an F-count value (26,434) > F-table (2,832), so these results show that the data used in this research is considered appropriate (meets the model criteria) that the F-count value > F-table which means Perception of Support Organization (X1), Job Demands (X2) and Job Satisfaction (X3) have a simultaneous effect on Job Engagement (Y).

Suggestions

According to the conclusions obtained in this research, suggestions as a complement to the research results can be given as follows:

1. Because of the limited knowledge resources of respondents, there are still inconsistent questionnaire answers. This can be seen in respondents who tend to pay less attention to each statement given, causing inconsistencies in answering the questionnaire. However, this can be prevented by researchers by providing assistance and supervising respondents in choosing answers so that respondents remain focused in filling in the statements provided.
2. For future researchers, it would be better to be able to research other variables outside the variables already studied so that they can get more varied results that can effect job engagement.

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