

## THE INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT, WORKLOAD, AND JOB SATISFACTION ON WORK ENGAGEMENT AMONG MARINE SERVICE SHIPPING INDUSTRY EMPLOYEES AT CV. BERKAT ABADI BITUNG

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### ABSTRACT

This study examines how perceived organizational support, workload, and job satisfaction influence employee work engagement in the marine service shipping industry at CV. Berkata Abadi Bitung. The purpose of the research is to explain the relationship between these organizational factors and the level of employee engagement. A causal quantitative research design was applied using perceived organizational support, workload, and job satisfaction as independent variables and work engagement as the dependent variable. The population consisted of all 41 employees of the company, and a saturated sampling technique was employed so that the entire population became the research sample. Data were collected through structured questionnaires using a five-point Likert scale and analyzed using multiple linear regression analysis to test both partial and simultaneous effects. The findings reveal that perceived organizational support, workload, and job satisfaction each have a significant partial influence on work engagement, with job satisfaction emerging as the strongest predictor of employee engagement. Simultaneously, the three variables collectively demonstrate a significant effect on work engagement. The coefficient of determination indicates that 92.6% of the variance in work engagement can be explained by the three independent variables in the model. This study contributes empirically to the organizational behavior literature by demonstrating the critical role of organizational support, workload management, and job satisfaction in strengthening employee engagement within the maritime service sector.

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### INTRODUCTION

Work engagement refers to the extent to which employees feel emotionally connected, motivated, and committed to their work and to the organization in which they are employed. Employees who demonstrate a high level

of work engagement tend to show strong enthusiasm in performing their duties, take pride in being part of the organization, and are willing to exert extra effort to achieve collective goals (Albrecht, 2022). Work engagement reflects a positive psychological state that encourages employees to invest their physical, cognitive, and emotional energies in their work activities (Albrecht & Bakker, 2018). When employees experience high engagement, they are more likely to demonstrate persistence, dedication, and a proactive attitude in the workplace (Alola & Avci, 2020).

Several indicators are commonly used to measure work engagement. These indicators include urgency, focus, intensity, and enthusiasm (Alola & Ozturen, 2023). Urgency refers to the internal drive that encourages employees to act promptly in completing their responsibilities and achieving work objectives (Luh et al., 2021). Focus represents the degree of concentration an individual maintains while performing work tasks (Anastasiou & Belios, 2020). Intensity describes the depth of an employee's involvement and commitment when completing work activities. Meanwhile, enthusiasm reflects a psychological condition characterized by energy, excitement, and positive feelings toward work (Purnamawati et al., 2023). Employees who possess strong enthusiasm generally demonstrate optimism and passion, which positively influence their productivity and overall organizational performance (Bai & Vahedian, 2023).

One important factor influencing work engagement is perceived organizational support (Suarman et al., 2015). Perceived organizational support refers to the belief held by employees that the organization values their contributions and cares about their well-being (Bakker & Demerouti, 2017). When employees perceive that the organization appreciates their efforts and provides support for their professional and personal needs, they are more likely to develop a sense of loyalty and commitment toward the organization (Buruck & Pfarr, 2020). This perception creates a reciprocal relationship in which employees feel motivated to contribute more effectively to organizational goals (Caesens & Stinglhamber, 2017).

The indicators used to measure perceived organizational support include recognition, care, and employee welfare. Recognition represents the appreciation provided by the organization for employee contributions and achievements (Harju & Hakanen, 2021). Care reflects the degree to which the organization demonstrates concern for both the personal and professional needs of employees (Im & Chung, 2023). Employee welfare relates to how organizations fulfill the basic needs of their employees and improve their quality of life, both through financial compensation and non-financial facilities such as training opportunities, workplace support systems, and health-related benefits (Imran & Allil, 2019) (Sumerdana & Heryanda, 2021). Organizational support therefore plays an important role in strengthening work engagement because employees who feel valued and supported tend to develop stronger emotional bonds with the organization (Jerónimo & Henriques, 2022).

Another factor that influences work engagement is workload (Sururin et al., 2020). Workload refers to the amount of work activities that must be completed by employees in accordance with their roles and responsibilities (Mirzaei & Bunt, 2025). It includes aspects such as time pressure, administrative demands, and cognitive requirements associated with job tasks (Valien et al., 2018). If the workload is not balanced with employee capabilities and available resources, it may negatively affect job satisfaction, productivity, and both physical and psychological well-being (Pamungkas & Sulton, 2025). The indicators used to measure workload include work conditions, utilization of working time, and performance targets (Rahmadani & Schaufeli, 2021). Work conditions refer to the nature, type, and complexity of tasks that employees must complete, while utilization of working time describes the extent to which employees effectively use their working hours to accomplish assigned tasks (Rahman & Khan, 2024). Performance targets represent the standards or expected outcomes established by the organization for employees to achieve (Richardson & McKenna, 2021). A balanced workload can increase motivation and fairness perceptions, whereas excessive workload may lead to fatigue and reduced engagement (Sabuhari & Soleman, 2023; Schaufeli, 2017).

Job satisfaction is another important factor that influences work engagement. Job satisfaction refers to the positive emotional response employees experience toward their work when their expectations align with the reality of

their working conditions. Job satisfaction encompasses aspects such as salary, work environment, interpersonal relationships, and opportunities for personal and professional development (Shah & Ou, 2022). Indicators used to measure job satisfaction include the nature of the work itself, supervision, relationships with coworkers, promotion opportunities, and salary (Shantz & Alfes, 2019). The nature of the work reflects how employees perceive the suitability and meaningfulness of their job roles, while supervision relates to leadership style and support provided by supervisors. Relationships with coworkers contribute to a cooperative work environment (Sudiyani & Rihayana, 2024). Promotion opportunities represent employees' chances to advance their careers, while fair salary compensation plays an essential role in creating job satisfaction when it meets industry standards (Syamsasni & Amin, 2024). Low job satisfaction may weaken engagement because dissatisfaction with compensation, workplace relationships, or promotion systems can reduce employee loyalty and motivation.

CV. Berkas Abadi Bitung is a company operating in the marine shipping industry, specifically in marine equipment service and supply. The company was established in 2015 and has developed branches in several strategic locations such as Bitung and Ambon. In its operations, the company provides various types of ship safety equipment, including inflatable liferafts, lifeboats and davits, fire extinguishers, and CO2 systems, as well as other general supply services for marine operations. As competition within the shipping industry becomes increasingly intense, the company faces challenges in maintaining service quality while also managing employee performance and workload demands.

**Table 1.1 Sales Report**

Month	Year	Sales Units	Sales Value (Rp)	Growth (Rp)	Growth (%)
April	2025	31	53,165,000	–	–
May	2025	34	58,310,000	5,145,000	8.82
June	2025	25	42,875,000	-15,435,000	-36.00
July	2025	38	65,170,000	22,295,000	34.21

The data indicate fluctuations in company performance during the observed period. The decline in sales during June suggests potential issues related to operational efficiency and employee performance. Observations and interviews with company management indicate that certain aspects of work engagement among employees remain relatively low. Some employees demonstrate minimal effort in completing tasks and occasionally delay work despite clearly defined daily targets.

Another issue relates to employee focus and concentration. Technicians are expected to complete an average of 32 units of ship equipment each month. However, employees often perform multiple tasks simultaneously, including technical work and administrative responsibilities. This multitasking condition reduces concentration and increases the likelihood of errors. Compensation conditions also influence employee motivation. Employee salaries range between Rp 2,000,000 and Rp 3,500,000, which is below the regional minimum wage of Bitung City in 2025, amounting to Rp 3,775,425. This discrepancy may contribute to decreased motivation and reduced employee loyalty toward the organization.

Work intensity has also shown signs of decline. Several employees appear to perform tasks only to fulfill obligations rather than demonstrating genuine enthusiasm. During mid-2025, four employees resigned from the company, indicating possible dissatisfaction with working conditions. Observations also reveal limited collaboration among employees when workloads increase, which occasionally leads to technical errors during equipment testing procedures.

Employee enthusiasm toward work is another area of concern. Interviews with technicians reveal that repetitive tasks and limited recognition have contributed to feelings of boredom and fatigue. The lack of adequate facilities such as protective equipment, proper ventilation in the workplace, and health support systems has further contributed to

employee discomfort and stress. These conditions indicate a gap between theoretical explanations of work engagement in previous studies and the practical conditions experienced by employees in this company.

Based on these conditions, it becomes important to examine how organizational factors influence employee engagement in this context. Therefore, this study aims to analyze the influence of perceived organizational support, workload, and job satisfaction on work engagement among employees at CV. Berkata Abadi Bitung.

## METHOD

This study employs a causal quantitative research design to examine the cause–effect relationship between perceived organizational support, workload, job satisfaction, and work engagement. In this study, perceived organizational support (X1), workload (X2), and job satisfaction (X3) act as independent variables, while work engagement (Y) serves as the dependent variable. Data were collected using questionnaires distributed to employees and analyzed quantitatively to test the proposed hypotheses regarding the relationships among the variables.

The research was conducted at CV. Berkata Abadi Bitung from September to October 2025. The company was selected because employee engagement plays an important role in supporting performance within the marine service shipping industry, particularly in activities that require precision, responsibility, and compliance with safety standards.

The population in this study consisted of 41 employees of CV. Berkata Abadi Bitung. Because the population size was relatively small, the research applied a saturated sampling technique, meaning that all members of the population were included as research respondents. Thus, the sample used in this study was 41 employees.

Data sources included primary and secondary data. Primary data were obtained directly from respondents through structured questionnaires designed to measure perceptions of perceived organizational support, workload, job satisfaction, and work engagement. Secondary data were obtained from company records and administrative documents related to employee information and organizational data.

Data were collected using a closed-ended questionnaire measured on a five-point Likert scale, ranging from strongly disagree to strongly agree. Prior to data collection, the research instrument was tested for validity and reliability to ensure that it accurately measured the intended variables and produced consistent results.

Data analysis was conducted using descriptive analysis and multiple linear regression analysis with the assistance of SPSS statistical software. Descriptive analysis was used to describe respondent characteristics and response patterns, while multiple linear regression analysis was applied to examine the influence of perceived organizational support, workload, and job satisfaction on work engagement. Before regression analysis, classical assumption tests including normality, multicollinearity, and heteroscedasticity tests were performed to ensure the appropriateness of the regression model. Hypothesis testing was then conducted using the t-test and F-test, while the coefficient of determination ( $R^2$ ) was used to determine the proportion of variance in work engagement explained by the independent variables.

## RESULT AND DISCUSSION

### *Results*

Multiple linear regression analysis was used in this study to determine the value of the dependent variable, namely work engagement, among employees in the marine service shipping industry at CV. Berkata Abadi Bitung based on the simultaneous contribution of several independent variables. The independent variables analyzed in this research include perceived organizational support (X1), workload (X2), and job satisfaction (X3). This analytical technique allows researchers to identify not only the direction of influence but also the magnitude of the effect of each independent variable on the dependent variable.

Multiple linear regression is widely applied in organizational and management research because it is capable of explaining the relationship between several predictor variables and a single outcome variable. In this study, the regression analysis was conducted using statistical software to obtain coefficient estimates, significance values, and standardized coefficients that describe the relative strength of each predictor variable.

**Table 2 Multiple Linear Regression Results**

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	3.998	1.670	–	2.393	0.022
Perceived Organizational Support (X1)	0.251	0.116	0.210	2.152	0.038
Workload (X2)	0.297	0.141	0.254	2.111	0.042
Job Satisfaction (X3)	0.395	0.077	0.537	5.153	0.000

Source: Processed Data, 2025

Based on Table 4.7, the multiple linear regression model can be expressed through the following equation:  $Y = 3.998 + 0.251X_1 + 0.297X_2 + 0.395X_3 + e$ . This regression equation provides several important interpretations regarding the relationship between the variables studied.

First, the constant value of 3.998 indicates that when all independent variables—perceived organizational support, workload, and job satisfaction—are assumed to be zero, the level of work engagement among employees at CV. Berkat Abadi Bitung would still be 3.998. The constant reflects the baseline level of employee engagement that exists regardless of the influence of the predictor variables included in the regression model. Although in practice it is unlikely that the independent variables would be zero, the constant helps explain the starting point of the regression equation.

Second, the regression coefficient for perceived organizational support (0.251) indicates that every one-unit increase in perceived organizational support will increase work engagement by 0.251 units, assuming that workload and job satisfaction remain constant. The positive coefficient suggests that perceived organizational support has a positive relationship with work engagement. This means that when employees perceive that the organization values their contributions, cares about their well-being, and provides adequate support for their work, their level of engagement with their tasks and responsibilities tends to increase. Although the magnitude of this coefficient is smaller compared to the other variables in the model, the result remains statistically significant and demonstrates that perceived organizational support plays an important role in encouraging employees to become more involved and committed to their work.

Third, the regression coefficient for workload (0.297) indicates that every one-unit increase in workload will increase work engagement by 0.297 units, assuming the other variables remain constant. The positive coefficient implies that workload has a direct relationship with work engagement among employees at CV. Berkat Abadi Bitung. This finding suggests that the workload experienced by employees is still perceived as a constructive challenge rather than a negative burden. In many organizational contexts, a moderate level of workload can stimulate employees to work more actively, maintain focus, and improve their involvement in completing their tasks. Therefore, the presence of an appropriate workload may function as a motivating factor that encourages employees to perform more enthusiastically and remain engaged in their responsibilities.

Fourth, the regression coefficient for job satisfaction (0.395) indicates that every one-unit increase in job satisfaction will increase work engagement by 0.395 units, assuming that perceived organizational support and workload remain constant. Compared to the other variables, job satisfaction has the largest regression coefficient in the model. This result indicates that job satisfaction is the most dominant factor influencing work engagement among

employees in the marine service shipping industry at CV. Berkat Abadi Bitung. Employees who experience positive feelings toward their work environment, leadership, compensation, promotion opportunities, and relationships with coworkers tend to show higher levels of enthusiasm, dedication, and focus in performing their duties.

Overall, the regression results indicate that the three independent variables contribute positively to the improvement of employee work engagement. These findings highlight the importance of organizational support, balanced workload management, and the creation of satisfying work conditions in maintaining employee motivation and engagement.

After performing the prerequisite tests and multiple linear regression analysis, the next stage of analysis involves hypothesis testing using the t-test, F-test, and coefficient of determination ( $R^2$ ). The t-test is used to determine whether each independent variable individually has a statistically significant influence on the dependent variable. This test evaluates the effect of each predictor while controlling for the other variables in the model. A hypothesis is accepted when the calculated t-value ( $t_{count}$ ) is greater than the critical t-value ( $t_{table}$ ) and when the significance value is less than 0.05.

**Table 3 t-Test Results**

Model	B	Std. Error	Beta	t	Sig.
(Constant)	3.998	1.670	–	2.393	0.022
Perceived Organizational Support (X1)	0.251	0.116	0.210	2.152	0.038
Workload (X2)	0.297	0.141	0.254	2.111	0.042
Job Satisfaction (X3)	0.395	0.077	0.537	5.153	0.000

Source: Processed Data, 2025

The results in Table 4.8 indicate that perceived organizational support has a calculated t-value of 2.152, which is greater than the t-table value of 2.026, with a significance value of 0.038 ( $< 0.05$ ). Therefore, the first hypothesis (H1) is accepted, meaning that perceived organizational support has a significant partial effect on work engagement among employees at CV. Berkat Abadi Bitung.

The workload variable also demonstrates a significant effect on work engagement. The t-value of 2.111 is greater than the t-table value of 2.026, with a significance value of 0.042 ( $< 0.05$ ). Thus, the second hypothesis (H2) is accepted. This result indicates that workload significantly influences employee engagement. Importantly, the positive relationship suggests that the workload experienced by employees is perceived as a challenge that encourages greater involvement rather than as a source of stress that reduces engagement.

Meanwhile, job satisfaction shows the strongest influence among the independent variables. The calculated t-value is 5.153, which is far greater than the t-table value of 2.026, with a significance value of 0.000 ( $< 0.05$ ). Therefore, the third hypothesis (H3) is accepted. This finding confirms that job satisfaction has a significant and dominant effect on employee work engagement.

The F-test is used to examine whether all independent variables simultaneously influence the dependent variable.

**Table 4 F-Test Results**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	2009.874	3	669.958	167.127	0.000
Residual	148.321	37	4.009		
Total	2158.195	40			

Source: Processed Data, 2025

Table 4 shows that the calculated F-value is 167.127, which is significantly greater than the F-table value of 2.859, with a significance level of 0.000 ( $< 0.05$ ). Therefore, the fourth hypothesis (H4) is accepted, indicating that

perceived organizational support, workload, and job satisfaction simultaneously have a significant effect on work engagement among employees at CV. Berkat Abadi Bitung. This result confirms that the combination of these three variables plays a crucial role in shaping employee engagement within the organization.

The coefficient of determination is used to measure how much variation in the dependent variable can be explained by the independent variables included in the model.

**Table 5 Coefficient of Determination**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.965	0.931	0.926	2.002

Predictors: (Constant), Job Satisfaction (X3), Perceived Organizational Support (X1), Workload (X2)

Dependent Variable: Work Engagement (Y)

Source: Processed Data, 2025

Table 5 shows that the Adjusted R Square value is 0.926, which means that 92.6% of the variation in work engagement among employees at CV. Berkat Abadi Bitung can be explained by the three independent variables: perceived organizational support, workload, and job satisfaction. The remaining 7.4% of the variation in work engagement is explained by other variables not included in this research model. These factors may include leadership style, organizational culture, career development opportunities, employee motivation, or other psychological and environmental variables that influence employee engagement. The high value of the coefficient of determination indicates that the regression model used in this research has strong explanatory power. This suggests that the selected variables are highly relevant in explaining employee engagement in the marine service shipping industry context. The findings highlight the importance of organizational support, balanced workload management, and employee satisfaction as key determinants of employee engagement in the workplace.

**Discussion**

The results of the study indicate that the first hypothesis (H1) is accepted, meaning that perceived organizational support has a significant partial effect on work engagement among employees in the marine service shipping industry at CV. Berkat Abadi Bitung. This is demonstrated by the t-value of 2.152, which exceeds the t-table value of 2.026 (degrees of freedom n-k), with a significance value of 0.038 (< 0.05). The regression coefficient shows that every one-unit increase in perceived organizational support (X1) increases work engagement (Y) by 0.251 units, assuming that workload and job satisfaction remain constant. Although the magnitude of its influence is smaller compared to the other independent variables, the effect remains statistically significant. This finding suggests that employees who perceive stronger organizational support tend to show higher levels of engagement in their work. In the context of CV. Berkat Abadi Bitung, which operates in the marine service sector, the perception that the organization appreciates and supports employees plays a meaningful role in shaping employees' psychological attachment to their jobs.

The influence of perceived organizational support on work engagement can be explained through several important indicators, including recognition, organizational care, and employee welfare. Recognition from the organization for employees' contributions and efforts—whether through verbal appreciation or trust in performing tasks—can increase enthusiasm and commitment at work. Furthermore, organizational concern for employees' personal and professional needs, such as managerial attention to field working conditions and readiness to assist in technical difficulties, creates a sense of security that strengthens employee focus and urgency in completing tasks. Welfare aspects, including adequate compensation and work facilities, also influence employees' emotional attachment to their jobs. Considering that the marine service industry involves relatively high work risks, employees' perception that the company cares about their welfare becomes an important factor in building commitment and

willingness to deliver optimal performance. Therefore, the more positive employees' perception of organizational support, the higher their level of work engagement, which is reflected in stronger focus, enthusiasm, dedication, and motivation to complete tasks effectively.

The results of the study also show that the second hypothesis (H2) is accepted, indicating that workload has a significant partial effect on work engagement. The statistical test reveals that the calculated t-value is 2.111, which is greater than the t-table value of 2.026, with a significance level of 0.042 ( $< 0.05$ ). The regression coefficient of 0.297 indicates that every one-unit increase in workload (X2) increases work engagement by 0.297 units, assuming that perceived organizational support and job satisfaction remain constant. In this research context, workload is understood through indicators such as job conditions, time management, and performance targets. The technical nature of work in the marine service sector requires high concentration and accuracy, which can positively stimulate employee engagement when the tasks are perceived as challenging yet manageable. Effective use of working time also supports engagement, as good time management allows employees to complete their responsibilities without excessive pressure. In addition, clear and realistic performance targets provide direction and purpose, motivating employees to work with greater intensity and determination. At CV. Berkas Abadi Bitung, a well-structured workload is often perceived as a sign of trust from the company toward employees' competencies, which in turn encourages enthusiasm and seriousness in performing their duties.

Finally, the findings confirm that the third hypothesis (H3) is accepted, demonstrating that job satisfaction has a significant partial effect on work engagement and represents the strongest predictor among the independent variables. The statistical test shows a t-value of 5.153, which is much higher than the t-table value of 2.026, with a significance level of 0.000 ( $< 0.05$ ). The regression coefficient of 0.395 indicates that every one-unit increase in job satisfaction (X3) increases work engagement by 0.395 units, assuming other variables remain constant. Job satisfaction in this study is reflected through several indicators, including satisfaction with the job itself, supervision, relationships with coworkers, promotion opportunities, and salary. Employees who feel that their tasks match their interests and abilities tend to demonstrate higher levels of concentration and enthusiasm. Supportive supervision also contributes to emotional comfort and motivation, while harmonious relationships with coworkers strengthen collaboration in technical team-based work. However, salary remains a sensitive factor because the compensation received by some employees is still below the regional minimum wage. This condition may potentially reduce job satisfaction if employees perceive that the financial rewards are not proportional to the risks and responsibilities of their work. Nevertheless, when employees still experience satisfaction from other aspects such as positive work relationships and supportive supervision, work engagement can still be maintained, although not at its maximum level. Overall, these findings emphasize that job satisfaction plays a crucial role in determining the level of employees' work engagement.

## CONCLUSION

This study concludes that perceived organizational support, workload, and job satisfaction each have a significant partial effect on employees' work engagement at CV. Berkas Abadi Bitung. Employees who perceive stronger organizational support tend to demonstrate higher levels of engagement in their work. The results also indicate that workload has a significant positive effect on work engagement, suggesting that the workload experienced by employees remains within a manageable level and can encourage responsibility and commitment. In addition, job satisfaction is identified as the most dominant factor influencing work engagement, indicating that positive feelings toward compensation, work environment, and workplace relationships strengthen employees' motivation and enthusiasm.

Furthermore, the findings confirm that perceived organizational support, workload, and job satisfaction simultaneously have a significant influence on work engagement, meaning that these three variables collectively explain variations in employee engagement. Therefore, strengthening work engagement requires organizational efforts to enhance support for employees, manage workloads proportionally, and improve job satisfaction within the company.

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