

The Influence Of *Perceived Organizational Support* And *Work Life Balance* On *Work Engagement* (Case Study At PT PLN (Persero) UPT Karawang)

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Abstract

PT PLN UPT Karawang is responsible for managing electricity transmission assets across the regions of Karawang, Bekasi, Purwakarta, and Subang, with a total capacity of 6,530 MVA from 60 transformer units, serving 17 high-voltage consumers. By the end of 2024, this unit had fulfilled only 95.14% of its workforce requirements, which may lead to excessive workloads, reduced work-life balance, and increased risks of fatigue and declining employee well-being. Furthermore, a drop in the work engagement index from 89.74% in 2022 to 88.89% in 2023, along with suboptimal achievements in the Work Condition and Recognition dimensions, reflects potential weaknesses in organizational support and recognition for employees. This decline indicates a weakening in leadership quality, supervision, and organizational culture, which can negatively affect employee motivation, job satisfaction, and loyalty. Additionally, a reduced sense of meaningfulness in work and worsening working conditions may lower productivity and increase stress levels. This study aims to analyze the influence of direct supervisor support and work-life balance on employee work engagement at PT PLN UPT Karawang. Data were collected through a questionnaire using a 1–5 scale and analyzed using the Partial Least Squares method within the Structural Equation Modeling framework. The results indicate that both organizational support and work-life balance have a significant influence, both partially and simultaneously, on work engagement. The coefficient of determination value of 0.406 suggests that 40.6% of work engagement is explained by these two variables, while the remaining 59.4% is influenced by other factors. This study is limited by the scope of respondents and variables, so future research is recommended to broaden the population and include other variables such as leadership, organizational culture, and psychological well-being to gain a deeper understanding.

Keywords : Work-Life Balance; Perceived Supervisor Support and Work Engagement.

I. INTRODUCTION

PT Perusahaan Listrik Negara (Persero) or commonly abbreviated as PLN, is an Indonesian state-owned enterprise engaged in the electricity sector in accordance with Law No. 30 of 2009 concerning electricity carried out by the state and organized by a State-Owned Enterprise established based on applicable laws and regulations as a Holder of an Electricity Supply Business License which has exclusive rights in this case has the right to obtain priority for the implementation of electricity business. The purpose and objective of the Company is to organize the business of providing electricity for the public interest in adequate quantity and quality and to foster profits and carry out Government assignments in the electricity sector in order to support development by implementing the principles of a Limited Liability Company. PT PLN UPT Karawang is responsible for managing transmission assets in the region covering several districts and cities including Karawang Regency, Bekasi Regency, Purwakarta Regency and Subang Regency with an electricity transmission network covering various voltage levels, such as 500 kV, 150 kV and 70 kV. This unit manages a total power capacity of 60 installed transformer units of 6,530 MVA and the management of 17 high voltage consumers (KTT) connected to the system of 716.32 MVA. serves as a connecting bridge between upstream electricity generation and downstream energy distribution, with a major impact on the overall efficiency of PLN operations.

In its operations, PT PLN (Persero) UPT Karawang collaborates with several other PLN units, including the Customer Service Implementation Unit (UP3) and the Load Regulator Implementation Unit (UP2B), and serves high voltage consumers in strategic areas in terms of government, economy, and business. Organizational commitment is a crucial factor in determining the level of employee engagement and dedication to their work and the organization they work for. For PT PLN (Persero), as an electricity

service provider in Indonesia responsible for all aspects of electricity distribution in the country, employee commitment is a crucial element in ensuring optimal performance and achieving company goals. Employees with high organizational commitment tend to have a stronger emotional attachment to the company, making them more productive, dedicated, and contributing optimally to their duties. Furthermore, organizational commitment also plays a role in increasing employee loyalty, as individuals who feel connected to the company's vision and mission are more likely to stay with the organization rather than seek employment elsewhere. Therefore, understanding and enhancing employee commitment is a crucial strategy for PLN in maintaining its sustainability and operational excellence. However, in recent years, PT PLN (Persero) has faced the challenge of declining levels of organizational commitment among its employees. This phenomenon is reflected in several indicators, such as declining work engagement, increasing turnover intention, and a diminished sense of belonging and loyalty to the company.

This condition can impact overall organizational performance, necessitating strategic steps to identify factors influencing employee commitment and efforts to improve it. Electricity sales increased by 149.11 Terawatt Hours (TWh) in the first semester of 2024, an increase of 7.54% or 10.45 TWh from the same period in 2023. This sales growth was supported by an increase in electricity consumption from the business sector by 10.54% and households by 8.75% with sufficient supply availability and supported by good electricity supply reliability. In line with this, of course, an increase in the amount of power supply is carried out from year to year, including in the Karawang and Bekasi Regencies where most industrial and business players are located within these areas. Based on the data in the table, it can be concluded that the number of Human Resources (HR) available within the organization is insufficient to meet the number of units required to be served. The total estimated workforce as of December 31, 2024, is 176 people, while the number of units required to be managed reaches 185. With a workforce fulfillment rate of only 95.14%, there is a workforce shortage that could increase the workload for existing HR. *Perceived organizational support* is one of the important concepts in the literature of management and organizational behavior because it offers an explanation of the relationship between the organization's treatment of employees and the attitudes and behavior of employees towards the organization and work (Pradesa, 2013). The consequences or impact of perceived organizational support on the organization according to Eisenberger et al (2002) are that perceived organizational support can influence organizational commitment, effects related to work, work involvement, performance, desire to stay and withdrawal behavior.

II. LITERATURE REVIEW

In this chapter, the author will discuss the theoretical foundations used as a reference in identifying the variables studied. He will explain the basic concepts of organizational behavior and industrial and organizational psychology. He will then examine three variables in this study: perceived organizational support, work-life balance, and work engagement. According to Sedarmayanti (2017) Human Resources is a process of utilizing individuals to achieve organizational goals. Human resources themselves, according to... Mathis (2018) Human resources are the most important resource in a company. Without human resources, other resources will be useless to the company. In a company, human resources drive all kinds of strategies to achieve the vision through the mission established by the company. (Hidayani, 2016) Therefore, companies need a good human resource management system to achieve their goals. This underlies the importance of human resource management. In an organization, human resource management concerns all human affairs in the organization to play an active role in efforts to achieve predetermined goals. (Munadil et al., 2024) This includes processes related to the implementation of management functions ranging from planning, organizing, directing to supervision, which play an important role in effectively and efficiently supporting the achievement of individual and organizational goals, as stated. (Hidayani, 2016).

Human Resource Management Objectives

According to Armstrong & Taylor (2020) The objectives of human resource management are as follows:

1. Supporting organizations in achieving their goals by developing and implementing Human Resource management strategies that align with the company's business strategy.

2. Contribute to the development of a culture of optimal performance.
3. Ensuring that the company has employees with talent, abilities and skills as well as good engagement.
4. Maintaining positive industrial relations between management and employees, remembering that employees must feel trusted, valued and appreciated if they have completed their work effectively and efficiently.
5. Providing a satisfying employee experience.
6. Advancing the welfare of employees as primary stakeholders.
7. Achieving social legitimacy as a match between the values associated with the organization and the values of its environment by ensuring management's stewardship of stakeholders by implementing an ethical approach to human resource management.

Understanding Work Engagement

According to (Mulang, 2022) Employee engagement is defined as employees' positive attitudes toward the organization and its values. Engaged employees work with passion and feel a deep connection to their organization. They have the potential to be agents of change, drive innovation, and support organizational progress.(Bakker, 2022). Work engagement occurs when a person feels valued and has confidence in the work they do.(Sonnetag, 2008). This is a motivation and positive thought center related to work.(Kaur & Mittal, 2020). *Engagement* is a complex concept that is influenced by various factors, including organizational culture, internal communications, managerial style, leadership, and organizational reputation.

(Green et al., 2017)Engagement is also influenced by organizational characteristics, such as a reputation for integrity, good internal communication, and a culture of innovation.(Monje Amor et al., 2021). According toBritt et al., (2007)Factors that influence work engagement include Job Demands, Job Requests, Personal Resources, and personality.In this context, employee engagement can be defined as a positive attitude demonstrated by an individual toward their organization through the additional time, energy, or thought provided by human resources in the workplace. Indicators used in this study include belief in the organization's vision and mission, job satisfaction, understanding of the work's contribution to a larger purpose, security, and active participation.(Schaufeli, 2011).

III. METHODS

This research was conducted to test the hypothesis with the aim of confirming or strengthening the hypothesis, with the hope that it can ultimately strengthen the theory used as a basis. The type of research used in this study is descriptive causal verification research to determine the effect of workload and the physical work environment on employee productivity, with employee engagement as an intervening variable, presented in numerical form and supplemented by descriptive and statistical analysis. Causally, this study will prove the hypothesis based on the theory used and previous research literature.The approach used in theory development is deductive, meaning the approach is carried out by searching for research topics using literature reviews of previous research and existing theories, then forming hypotheses to verify their validity. Based on methodology, this study uses quantitative methods, meaning this research is proven by significant numbers or statistical calculations.

Research Operations

Hasmanto et al., (2022) cite that operational variables are a standard form of theory crystallization. Operational variables serve as a guide in the preparation of questionnaires/statements and their measurement scales, thus serving as guidelines for conducting research. The operational variables in this study contain variables related to each primary data set, namely independent variables and dependent variables. Independent variables (free variables), also known as stimulus/predictor/attribute/exogenous variables, are variables that influence or cause changes in the dependent variable. Meanwhile, dependent variables (bound variables), also known as output/criteria/consequential/endogenous variables, are variables that are influenced by or result from the independent variable (Riyanto & Hatmawan, 2020).

Validity and Reliability Test

Validity and reliability testing in this study was conducted using the Partial Least Squares (PLS) method as part of Structural Equation Modeling (SEM). This testing aims to ensure that the instruments used

have adequate validity and reliability, thus ensuring the reliability of the research results. Validity testing was conducted to ensure that each indicator was able to represent the latent variable being measured. Validity was tested through convergent validity and discriminant validity. Convergent validity was assessed based on factor loading, average variance extracted (AVE), and composite reliability (CR). An indicator was considered valid if it had a factor loading greater than 0.70, an AVE greater than 0.50, and a CR greater than 0.70.

Meanwhile, discriminant validity was tested using the Fornell-Larcker and cross-loading criteria, where the square root of the AVE of a latent variable must be greater than its correlation with other variables, and each indicator must have a higher loading on its own variable compared to other variables. Reliability testing is conducted to ensure that the research instrument produces consistent and stable data in repeated measurements. Reliability is measured using composite reliability (CR) and Cronbach's Alpha, where CR and Cronbach's Alpha values must be greater than 0.70 to be considered reliable. If all indicators meet the validity and reliability criteria, the research instrument can be used for further analysis. If any indicators do not meet the criteria, they can be removed or the model modified to improve measurement quality.

Data Analysis Techniques

The analysis used to answer the hypothesis is structural equation modeling using the Partial Least Squares (PLS) approach. This approach is used because the estimation of latent variables in PLS is an exact linear combination of indicators, thus avoiding indeterminacy issues and producing accurate component scores. Furthermore, the PLS analysis method is powerful because it can be applied to all data scales, does not require many assumptions, and does not require a large sample size. The steps for testing the empirical research model based on Partial Least Squares (PLS) with Smart PLS software are as follows:

IV. RESULTS AND DISCUSSION

Respondent Description

This study used 122 respondents from PT.PLN Karawang Power Plant. The characteristics of the research respondents are presented using statistical data obtained through the distribution of questionnaires. In the field, all respondents were willing to fill out the questionnaires, resulting in 122 completed questionnaires that could be used in the data analysis of this study. The description of the respondents in this study can be explained in four characteristics, namely gender, age, last education, and length of service, as explained below:

1. Gender

Based on the questionnaire data from 122 respondents in this study, their characteristics can be described based on gender factors as follows:

Table 1. Respondent Characteristics Data by Gender

Gender	Frequency	Percentage
Man	85	69.7
Woman	37	30.3
Total	122	100.0

Source: Data processing results, 2025.

Table 4.1 above shows that 85 respondents (69.7%) were male and 37 respondents (30.3%) were female. The majority of respondents in this study were male employees. This reflects the employee composition structure at PT.PLN Karawang Power Plant which is generally still dominated by men due to the characteristics of PT PLN employees' work which is more in the technical field and requires high mobility, such as physical inspection or supervision in the field.

2. Age

Based on the questionnaire data from 122 respondents in this study, their characteristics can be described based on age level factors as follows:

Table 2. Respondent Characteristics Data by Age

Age	Frequency	Percentage
21 - 30 years old	31	25.4

31 - 40 years old	51	41.8
41 - 50 years	32	26.2
51 - 60 years	8	6.6
Total	122	100.0

Source: Data processing results, 2025.

From the data presented in Table 4.2 above, it can be seen that the largest number of respondents were aged 31-40, with 51 employees (41.8%). This age group represents a productive phase in the workforce, where employees possess mature experience, optimal thinking skills, and high levels of motivation. The smallest number of respondents were aged 51-60, with 8 employees (6.6%).

3. Last education

Based on the questionnaire data of 122 respondents of this study, their characteristics can be described based on the last education factor, namely that the majority of respondents had a bachelor's degree, namely 70 employees (57.4%). For employees with a diploma level, there were 9 people (7.4%), there were 26 employees (21.3%) who were high school/vocational school graduates, and 17 employees (13.9%) who were master's degree graduates.

Table 3. Respondent Characteristics Data According to Last Education

Education	Frequency	Percentage
High School/Vocational School	26	21.3
Diploma	9	7.4
S1	70	57.4
S2	17	13.9
Total	122	100.0

Source: Data processing results, 2025.

These findings indicate that the majority of respondents have a bachelor's degree. This suggests that employees at PT PLN (Persero) generally have higher educational backgrounds, which aligns with the demands of professionalism and the complexity of work in the public service sector.

4. Length of work

Based on the questionnaire data from 122 respondents in this study, their characteristics can be described based on the length of service factor as follows:

Table 4. Respondent Characteristics Data According to Length of Service

Years of service	Frequency	Percentage
0 - 10 years	25	20.5
11 - 20 years	47	38.5
21 - 30 years old	41	33.6
> 30 years	9	7.4
Total	122	100.0

Source: Primary Data Processing Results, 2025.

Table 4 shows that the majority of respondents (47 respondents) have worked between 11 and 20 years. There were 25 respondents (20.5%) with 0-10 years of service, 41 respondents (33.6%) with 21-30 years of service, and 9 employees (7.4%) with more than 30 years of service. Based on the data, most respondents have worked between 11 and 20 years. This finding indicates that respondents have sufficient work experience, understand the organization's business processes, and have gone through several phases of career development.

Evaluation of Measurement Model (Outer Model)

Data analysis in this study was conducted using PLS (Partial Least Square) and the data was processed using the Smart PLS 4.1.0 program. According to Ghazali and Latan (2015:7) the PLS measurement model consists of a measurement model (outer model), Goodness of fit (GoF) criteria and a structural model (inner model). PLS aims to test predictive relationships between constructs by seeing whether there is an influence or relationship between the constructs. Measurement model testing (outer model) shows how the manifest or observed variables represent the latent variables to be measured. Measurement model evaluation is conducted to test the model's validity and reliability. The validity criteria are measured by convergent and discriminant validity, while the construct reliability criteria are measured by composite reliability, Average Variance Extracted (AVE), and Cronbach alpha.

Convergent Validity

Convergent validity The measurement model with reflective indicators is assessed based on the correlation between item scores and component scores calculated using PLS. The individual reflective measure is declared high if the loading factor value is more than 0.7 with the measured construct for confirmatory research and the loading factor value between 0.6 - 0.7 for exploratory research is still acceptable and the Average Variance Extracted (AVE) value must be greater than 0.5. The convergent validity evaluation for each latent variable can be presented in the outer loading section, which describes the indicator's strength in explaining the latent variable. The results of the convergent validity test can be presented as follows:

Evaluation of Convergent Validity of Perceived Organizational Support (X1)

The measurement of the Perceived Organizational Support variable in this study is a reflection of six measurement items. The factor loading values for each indicator of the Perceived Organizational Support variable indicate the evaluation of the outer model measurement model. The following shows the magnitude of the outer loading for the Perceived Organizational Support construct.

Table 5. Estimation Results of the Loading Values of the Indicator Factors of the Perceived Organizational Support Variable (X1)

		<i>Outer loadings</i>	Information
X1.1	The organization really cares about my well-being.	0.704	Valid
X1.2	The organization cares about the welfare that I expect	0.853	Valid
X1.3	The organization I work for shows no concern	0.816	Valid
X1.4	The organization is always there when I need help.	0.803	Valid
X1.5	The company cares about what is in my best interest when making decisions at work.	0.836	Valid
X1.6	The company appreciates my work results	0.798	Valid

The data presentation above shows that all indicators of the Perceived Organizational Support (X1) variable have a factor loading value above 0.700, namely in the range of 0.704 – 0.853. Based on these results, it can be stated that the Perceived Organizational Support (X1) variable can be explained well or can be called convergently valid by its measurement items.

Discriminant Validity

Discriminant validity testing is carried out in three ways, namely: 1) looking at the Fornell Lacker Criterion criteria which is known from the square root of average variance extracted (AVE) or the root of AVE, 2) looking at the Heterotrait-Monotrait Ratio (HTMT) value, and 3) checking the cross-loading. The test results on each variable can be explained as follows:

Fornell Lacker Criterion

The Fornell Lacker Criterion test is to test the validity of the indicator by comparing the root value of the Average Variance Extract (AVE) with the correlation between constructs with other constructs.

Table 6. Matrix *Fornell Lacker Criterion*

	<i>Perceived Organizational Support</i>	<i>Work Engagement</i>	<i>Work-life balance</i>
<i>Perceived Organizational Support</i>	0.803		
<i>Work Engagement</i>	0.568	0.802	
<i>Work-life balance</i>	0.535	0.547	0.893

Note: The values in bold are the AVE root values.

This test is met if the AVE root is greater than the correlation between the constructs with other constructs. Table 4.11 shows that the AVE root value is higher than the correlation value between other constructs. This indicates that the constructs in the estimated model meet the criteria for high discriminant validity, meaning the results of the data analysis are acceptable because the values that describe the relationship between constructs develop and the AVE root value has a value greater than the correlation value between constructs. This can mean that all constructs have good discriminant validity. Thus, the research instrument used to measure all constructs or latent variables in this study has met the criteria for discriminant validity.

1. Heterotrait-Monotrait Ratio (HTMT) Test Results

Validity testing using the Heterotrait-monotrait ratio (HTMT) criterion was conducted by examining the HTMT matrix. The accepted HTMT criterion was below 0.9, indicating that the discriminant validity evaluation was acceptable.

Table 7. Values Discriminant Validity Test with Heterotrait-monotrait ratio (HTMT) criteria

	Heterotrait-monotrait ratio (HTMT)
<i>Work Engagement <-> Perceived Organizational Support</i>	0.596
<i>Work-life balance <-> Perceived Organizational Support</i>	0.570
<i>Work-life balance <-> Work Engagement</i>	0.562

Source: Processed primary data (2025)

Table 7 shows that none of the HTMT matrix values exceed 0.9. This means the model demonstrates acceptable discriminant validity. The discriminant validity test results indicate that the Heterotrait-Monotrait Ratio (HTMT) test requirements have been met, thus all constructs in the estimated model meet the criteria for good discriminant validity, meaning the data analysis results are acceptable.

Cross Loading

Cross-loading analysis is conducted to determine the correlation between indicators and latent constructs. The following cross-loading table displays the results of the correlation analysis of a construct with its own indicators and with other indicators.

Table 8. Correlation Values of Constructs with Indicators (Cross Loading)

	<i>Perceived Organizational Support</i>	<i>Work Engagement</i>	<i>Work-life balance</i>
X1_1	0.704	0.304	0.347
X1_2	0.853	0.534	0.499
X1_3	0.816	0.422	0.466
X1_4	0.803	0.501	0.396
X1_5	0.836	0.435	0.475
X1_6	0.798	0.483	0.383
X2_1	0.556	0.550	0.869
X2_2	0.460	0.477	0.917
X2_3	0.476	0.484	0.921
X2_4	0.389	0.433	0.888
X2_5	0.511	0.506	0.873
X2_6	0.495	0.488	0.917
X2_7	0.393	0.420	0.879
X2_8	0.505	0.523	0.877
Y_1	0.496	0.805	0.476
Y_10	0.510	0.805	0.395
Y_11	0.444	0.805	0.484
Y_12	0.495	0.840	0.428
Y_13	0.468	0.794	0.446
Y_14	0.415	0.798	0.421
Y_15	0.373	0.774	0.462
Y_16	0.505	0.824	0.409
Y_17	0.422	0.778	0.474
Y_18	0.470	0.824	0.413
Y_19	0.474	0.820	0.396
Y_2	0.421	0.779	0.412
Y_3	0.394	0.782	0.456
Y_4	0.517	0.836	0.428
Y_5	0.438	0.785	0.478
Y_6	0.494	0.841	0.433
Y_7	0.503	0.808	0.469
Y_8	0.417	0.775	0.420
Y_9	0.359	0.760	0.439

The data processing results displayed in the cross-loading table above show that the correlation value of each construct with its own indicator is positive and greater than with other constructs. This indicates that all constructs in the estimated model meet the criteria for good discriminant validity.

Reliability Test

Reliability tests are conducted to prove accuracy, consistency and precision. Instruments used to measure constructs. In Structural Equation Modeling-Partial Least Squares (SEM-PLS), reliability and construct validity criteria are used to ensure that the measurement model is accurate and reliable. The following is a brief explanation of Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE):

a. *Cronbach alpha*. This criterion is used to measure the internal consistency of items in a construct, indicating the extent to which the items measure the same concept. A Cronbach's alpha score criterion of more than 0.70 means that the reliability of the construct is high. the constructs studied are classified as good (Ghozali, 2014).

b. *Composite Reliability*. Measuring the internal reliability of a construct by considering the indicator weights (loadings) in the PLS model. A construct's indicators provide good results if they are able to provide a composite reliability value of more than 0.70.

c. *Average Variance Extracted (AVE)*. An AVE criterion above 0.5 indicates that the indicators that form the research variables are said to be reliable, so they can be used in further analysis in the research.

The Cronbach's alpha, composite reliability and AVE values for each construct of this study are presented in full in the table below:

Goodness of Fit Testing

The Goodness of Fit (GoF) criterion test is used to evaluate the structural model and measurement model. The GoF test is conducted to assess the goodness of fit of the structural model or inner model. Assessing the inner model means evaluating the relationship between latent constructs by observing the estimated path parameter coefficients and their significance levels (Ghozali, 2011). In this study, the goodness of fit of the structural model was evaluated by considering the R-square (R²) and Q² (predictive relevance model).

R-square (R²)

R² measures the proportion of the dependent (endogenous) variable's variance explained by the independent (exogenous) variables in a structural model. It indicates the model's predictive power.

Q-Square (Q²)

Q² measures the predictive relevance of a model, that is, its ability to predict data outside the sample used (out-of-sample prediction). Q² is calculated using the blindfolding procedure in SEM-PLS. The Q-Square (Q²) value is one test for assessing the goodness-of-fit of a structural model, indicating how well the observed values generated by the model and its parameter estimates match.

The Q² value ranges from 0 to 1, indicating that the closer it is to 1, the better the model. A Q² value > 0 indicates the model has predictive relevance, while a Q² value < 0 indicates the model lacks predictive relevance. Alternatively, Q² values of 0.02, 0.15, and 0.35 indicate weak, moderate, and strong fit, respectively. (Ghozali & Latan, 2015). The Q-Square value for the structural model of this study can be obtained from the results of the PLS blindfolding calculation as follows:

Structural Model Evaluation (Inner Model)

The final analysis in PLS is the structural model analysis, or inner model. In structural model analysis, hypotheses can be tested using t-statistics. The test results can be seen in the structural model output, which examines the significance of the loading factor, which explains the influence of the Perceived Organizational Support construct on Work Engagement through the mediation of Work-life balance as an intervening variable. In this case, data processing was performed using SmartPLS v4.1.0 software. The results of this data processing are shown in the following image:

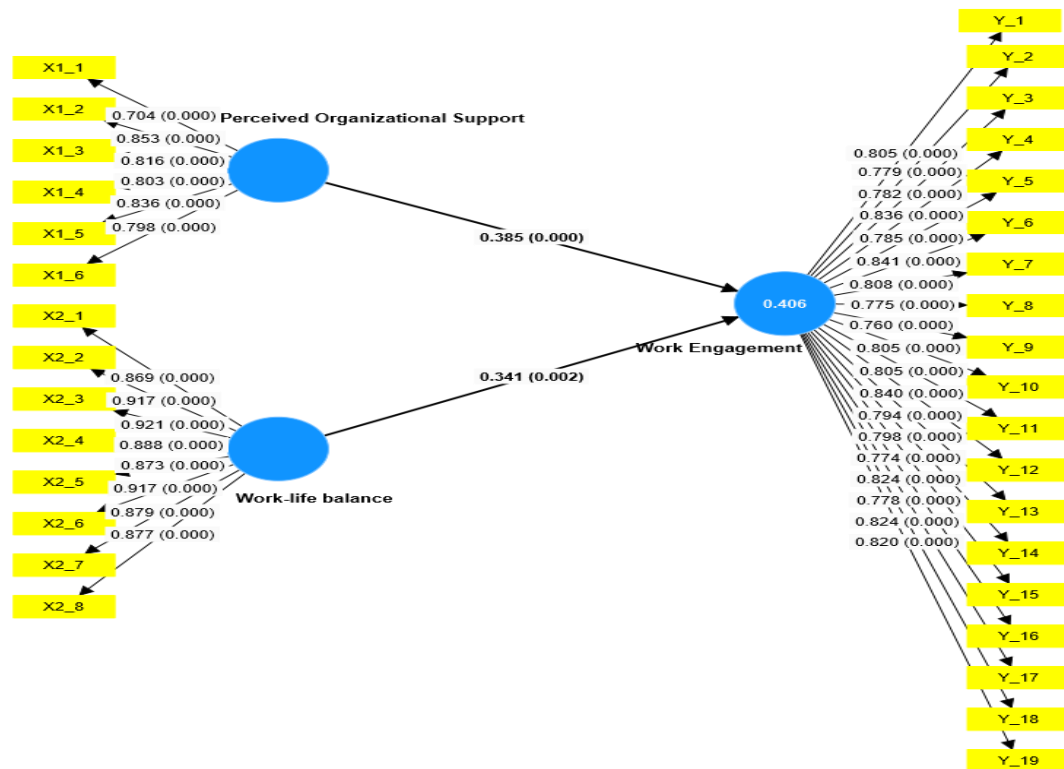


Fig 2. Inner Model SEM-PLS

Source: Results of data processing with Smart PLS 4.0 (2025)

Direct Influence Analysis

This section presents the results of the research hypothesis testing conducted in the previous chapter. To determine whether the hypothesis is accepted or not, you can compare the calculated t-value with the t-table, assuming that the calculated t-value is greater than the t-table. The t-table value for a 5% significance level is 1.96. The following table shows the results of the test of influence between variables using Partial Least Squares analysis.

Table 10. Path Coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
<i>Perceived Organizational Support -> Work Engagement</i>	0.385	0.388	0.110	3,504	0.000
<i>Work-life balance -> Work Engagement</i>	0.341	0.342	0.113	3.025	0.002

Source: Results of data processing with Smart PLS 4.1.0 (2025)

Discussion

Perceived Organizational Support(POS) has an influence on Work Engagement

The results of the first hypothesis test indicate that Perceived Organizational Support (POS) has a positive and significant effect on Work Engagement. This finding indicates that the higher employees' perceptions of the support provided by the organization, the higher their level of engagement in their work. POS is reflected through several important aspects, such as fairness of treatment, the provision of awards and supportive working conditions (organizational rewards and job conditions), and support from direct superiors (supervisory support). The combination of these three aspects together contributes to encouraging an increase in the three main dimensions of work engagement, namely vigor (positive enthusiasm and energy in work), dedication (pride and emotional attachment to work), and absorption (focus and full involvement in carrying out tasks). Several previous studies provide a strong basis for supporting the hypothesis that Perceived Organizational Support (POS) has a positive and significant impact on Work Engagement. Imran et al. (2020) showed that when employees perceive organizational concern for their well-being, appreciation for their contributions, and fair treatment, their emotional and psychological attachment to their work tends to increase.

Research by Alshaabani et al. (2021) further supports this finding, stating that POS can boost employee enthusiasm and commitment in carrying out their duties because they feel valued and recognized by the organization. Furthermore, Aldabbas et al. (2023) found that high perceptions of organizational support correlated with increases in three key dimensions of work engagement: vigor, dedication, and absorption. This aligns with the research findings of Musenze et al. (2021), which emphasized that POS not only increases work engagement but also plays a role in reducing emotional exhaustion and strengthening social relationships among coworkers. These findings consistently demonstrate that POS is a crucial factor in fostering high work engagement. Winarno et al. (2021) also explained that the principle of reciprocity, such as organizational support for employees, can encourage employees to strive harder to improve their performance because they feel cared for and appreciated. In the book on industrial and organizational psychology, Sisca et al. (2022) states that several non-physical aspects that influence employee behavior are related to leadership attention and support.

Employees feel that leaders often provide direction, confidence, attention, and appreciation for them. Companies can provide space for managers and supervisors to interact with employees with respect, honesty, and empathy. Open communication and mutual trust are very important. In addition, encourage superiors to provide emotional support when employees face personal or work difficulties, as well as practical support in the form of resources needed to complete tasks. Superiors should regularly recognize and appreciate employee efforts and achievements, both formally and informally. Provide supportive working conditions in terms of the physical environment, work-life balance, and clear career development. Companies can also encourage employees to participate in discussions and decision-making that affect their work or their department. This will increase a sense of ownership and control.

Work Life Balance(WLB) has an influence on Work Engagement

The second hypothesis test revealed that work-life balance (WLB) positively contributes to work engagement. This suggests that the more balanced employees' work and personal lives are, the higher their level of engagement in their work. In other words, when individuals are able to balance professional demands without sacrificing important aspects of their personal lives, they will feel more emotionally and psychologically connected and engaged in their work. This balance is reflected in several aspects, such as effective time management, the ability to achieve personal and professional goals, low levels of anxiety and stress, minimal loss of personal activities, and ease in maintaining focus and carrying out responsibilities in both work and personal life. All of these factors will synergistically support improvements in the three main dimensions of work engagement: vigor (enthusiasm and high energy at work), dedication (commitment and pride in work), and absorption (deep involvement to the point of being immersed in work activities).

This study reinforces previous findings that Work-Life Balance (WLB) has a positive and significant relationship with Work Engagement (Jaharuddin & Zainol, 2019). This study also confirms the findings of Vanesa et al. (2022) who showed that individuals who are able to maintain a balance between work and personal life demands tend to exhibit higher energy levels, strong dedication, and full engagement in their work. Furthermore, Katili et al. (2021) confirmed that the perception of work-life balance can increase employee motivation and engagement in work activities. Furthermore, this study supports the results of Puspitasari & Darwin's (2021) study, which concluded that WLB facilitates sustained work engagement. Based on these findings, it can be concluded that WLB is an important factor that can predict and encourage increased work engagement.

Perceived Organizational Support(POS) and Work Life Balance (WLB) have an influence on Work Engagement

Perceived Organizational Support and work-life balance simultaneously have a significant impact on work engagement. This means that, when considered together, they have a significant and complementary contribution to increasing employee engagement at work. This means that perceived support from the organization—such as attention to well-being, recognition, and fair treatment—and employees' ability to balance work and personal life collectively create a conducive and psychologically healthy working environment. This study strengthens previous research by Septiani et al. (2023) and Tampati et al. (2024) that work-life balance and perceived organizational support together have a significant positive effect on

employee engagement. In addition, Sadilla & Wahyuningtyas (2023) showed that there was a positive and significant influence of the variable *recognition* on *employee engagement*. The combination of POS and WLB has a stronger impact than considering either factor alone.

When organizations provide a supportive environment while simultaneously enabling employees to maintain a work-life balance, employees tend to exhibit high work vigour, emotional engagement with tasks (dedication), and full focus on carrying out their work (absorption). Therefore, this simultaneous influence underscores the importance of a holistic approach to improving work engagement, one that addresses both organizational aspects and employees' personal needs. When Perceived Organizational Support (POS) and Work-Life Balance (WLB) positively influence Work Engagement, it means employees feel supported and valued by the company, while also being able to balance the demands of work with their personal lives. This condition makes them more enthusiastic, dedicated, and focused on their work. To maintain and even increase this positive impact, companies need to take integrated strategic steps, including strengthening organizational equity and managerial support, optimizing work-life balance policies and culture, engaging employees through transparent communication, and conducting ongoing evaluation and measurement.

V. CONCLUSION

This study aims to analyze the influence of superior support and work-life balance on work engagement among PLN UPT Karawang employees. Based on the data analysis, the following conclusions were obtained:

1. The variable perceived organizational support has a positive and significant influence on work engagement.
2. The work life balance variable has a positive and significant influence on work engagement.
3. The variables perceived organizational support and work-life balance have a positive and significant influence on work engagement.

Thus, all hypotheses proposed in this study were accepted. These results support that, both separately and together, organizational support and work-life balance play a significant role in fostering employee work engagement.

Suggestion

Based on the results of data processing and analysis that have been carried out in this research, several suggestions can be made to be used as input in this research:

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