

THE IMPACT OF EMPLOYEE ENGAGEMENT AND PERCEIVED ORGANIZATIONAL SUPPORT ON JOB SATISFACTION OF EMPLOYEES AT PT PERKEBUNAN NUSANTARA IV REGIONAL V KEBUN GUNUNG MELIAU IN SANGGAU REGENCY

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Abstract. This study aims to analyze the influence of Employee Engagement and Perceived Organizational Support on employee job satisfaction at PT Perkebunan Nusantara IV Region V Kebun Gunung Meliau. The underlying phenomenon of this study is the high level of employee absenteeism and dissatisfaction that affects work performance and discipline, as reflected in fluctuations in CPO production and an increase in disciplinary violations over the past three years. This study employs a quantitative method with an associative approach, where data was collected through interviews and the distribution of questionnaires involving 108 employees. Data analysis techniques include instrument testing (validity and reliability), classical assumption tests (normality, linearity, multicollinearity), and multiple linear regression to determine the influence of independent variables on dependent variables. The results of the study indicate that Employee Engagement and Perceived Organizational Support have a positive and significant influence on job satisfaction, both partially and simultaneously. This positive influence indicates that the level of employee engagement and the support provided by the organization play an important role in enhancing job satisfaction in this company. This study suggests that the company should enhance employee engagement programs and strengthen organizational support to improve job satisfaction, reduce absenteeism, and improve overall performance.

Keywords: employee engagement; perceived organizational support; job satisfaction

I. INTRODUCTION

Human Resource Management (HRM) is a strategic approach to managing the skills, motivation, development, and overall management of human resources within an organization [1]. HRM involves a variety of functions, including planning, organizing, implementing, coordinating, executing, and supervising the procurement, development, compensation, integration, maintenance, and termination of employment to achieve organizational goals [2].

Employees are the driving force behind an organization's operations, working to achieve outcomes that align with the company's objectives. A company is more likely to successfully meet its targets when the roles of employees are effectively integrated. However, before employees can contribute to the organization's progress, it is essential that the company ensures their job satisfaction.

PT Perkebunan Nusantara IV, following a restructuring process commonly referred to as PalmCo, operates as a subholding of PT Perkebunan Nusantara III (Persero), with palm oil as its primary commodity. The company was formed through the merger of PTPN V, VI, and XIII into PTPN IV as the surviving entity, along with the non-pure separation of PTPN III (Persero) into PTPN IV. PT Perkebunan Nusantara

IV Regional V Kebun Gunung Meliau, located at Jl. Meliau Hilir, Meliau District, Sanggau Regency, is one of the company's operational branches. To provide a clearer overview of the development in Crude Palm Oil (CPO) production, the following table (Table 1.1) presents the CPO production data from PT Perkebunan Nusantara IV Regional V Kebun Gunung Meliau in Sanggau Regency.

Table 1.
CPO Production Data for 2021-2023

Years	Production Volume	Increase/Decrease (%)
2021	277.275	-
2022	279.267	0,72
2023	262.362	6,16

Source: PT Perkebunan Nusantara IV Regional V Gunung Meliau, 2025

Based on Table 1.1, it is evident that CPO production has fluctuated over the past three years. From 2021 to 2022, CPO production decreased by 0.72%, while from 2022 to 2023, production increased by 6.16%. This fluctuation is attributed to the production of fresh fruit bunches (TBS) from the palm oil plantations. The quality of the fresh fruit bunches significantly impacts crude palm oil (CPO) production. Typically, TBS is

harvested when it is optimally ripe, which occurs when the fruit begins to detach from the bunch. Plantation workers harvest the fruit every 7-10 days to maintain TBS quality and to care for the palm trees, including fertilizing and applying pesticides to prevent pests that could interfere with the trees' growth.

As of 2025, PT Perkebunan Nusantara IV Regional V Kebun Gunung Meliau employs 109 permanent and 70 non-permanent staff. The data shows that the largest group of employees, accounting for 27.52% of the workforce at PT Perkebunan Nusantara IV Regional V Kebun Gunung Meliau in Sanggau Regency, is in the harvesting section.

From the data collected at PT Perkebunan Nusantara IV Regional V Kebun Gunung Meliau in Sanggau Regency, the employee absenteeism rate has fluctuated over the past three years. From 2022 to 2023, absenteeism decreased by 16.50%, but from 2023 to 2024, it increased by 48.14%. This suggests that employee discipline has fluctuated, indicating that employees have not been fully optimal in carrying out their tasks. High levels of employee engagement encourage greater discipline and responsibility, including punctuality and reduced absenteeism. Engaged employees are physically, cognitively, and emotionally present in their work. They are more productive, innovative, and do not view their jobs as burdens. Employee engagement focuses one's efforts on organizational goals. Positive emotions experienced by employees expand their thinking and actions, enabling them to continue working with available resources [3]. Organizational support enhances engagement, expected performance, and innovative behavior, while reducing employee turnover and absenteeism. When employees identify with the organization, they feel responsible for contributing and performing at their best [4]. Job satisfaction can be assessed from various aspects, such as productivity, absenteeism, and resignation rates [5]. Satisfied employees tend to be less absent, contribute positively, and stay with the company. High job satisfaction is directly linked to low absenteeism [6].

Based on an interview with Mr. Urbanus Udan, the human resources and public relations officer, he mentioned that the high rates of sickness, leave, and absenteeism in the company are due to employees' desire to leave their jobs and seek employment elsewhere, which also contributes to employee turnover.

The purpose of this study is to determine the effect of employee engagement and organizational support perception on employee job satisfaction at PT. Perkebunan Nusantara IV Regional V Kebun Gunung Meliau in Sanggau Regency.

It is known that the regulations at PT. Perkebunan Nusantara IV Regional V Kebun Gunung Meliau, Sanggau District, indicate that the number of disciplinary violations in 2022 increased by 14.28% compared to the previous year, and in 2023, the increase was 25.00%. Violations committed by employees include minor violations such as verbal and written warnings, as well as severe violations such as termination (PHK).

Work discipline is a tool used by managers to communicate with employees to encourage them to change their behavior, as

well as an effort to increase awareness and willingness to comply with all company regulations and applicable norms [7].

The relationship between work discipline and employee engagement was examined in research [8], which showed that work discipline significantly influences employee engagement. Employees who lack a strong attachment to the company's values and culture are more likely to commit violations.

The relationship between work discipline and organizational support perception was explored in research [9], which demonstrated that work discipline significantly influences organizational support. When organizational support is high, employee discipline tends to be higher. Conversely, if organizational support is low, employee discipline also tends to be lower.

The relationship between job satisfaction and work discipline was discussed in research [10], which revealed that work discipline significantly affects job satisfaction. Self-discipline refers to an individual's efforts to control themselves to meet specific needs and demands. Low work discipline may result from employee dissatisfaction with their job [12].

Based on an interview with Mr. Urbanus Udan from the Personnel and Public Relations department, disciplinary violations committed by employees include using mobile phones during working hours, leaving the office during working hours, and being absent without permission or explanation. If these behaviors are allowed to continue, they could disrupt employee comfort and serve as an indication of job dissatisfaction.

Khan in [12] defines employee engagement as those who are psychologically present both outwardly and inwardly, feel the work environment, connect with their work and workplace, immerse themselves in their work, and focus on fulfilling their roles and performing well at work. According to Schaufeli, Salanova, Roma, and Baker in [12], the indicators of employee engagement are as follows: Vigor (employee energy), Dedication (employee dedication), and Absorption (employee absorption).

Perceived organizational support refers to employees' perceptions of how much the organization values their socio-emotional needs, such as recognition, concern, and benefits like salary and health insurance [13]. The organizational support perception variable is measured through several dimensions, including: Recognition, Work Conditions, Employee Well-being, and Development [14].

Job satisfaction is an emotional state of happiness and positive emotions that arise from evaluating a job or work experience Luthans in [5]. Gibson in [15] states that job satisfaction is measured through several dimensions: Salary, Job, Opportunities for learning and responsibility, Promotion opportunities, Supervision, and Coworkers.

A study conducted by [16] found that employee engagement has a significant positive effect on job satisfaction at PT Matahari Department Store, Istana Plaza branch in Bandung. Research by [17] found that organizational support perception did not significantly affect job satisfaction. Another study [18] found that organizational support perception significantly influences employee job satisfaction.

Based on the background description above, the author is interested in conducting a study entitled The Influence of Employee Engagement and Perception of Organizational Support on Job Satisfaction at PT Perkebunan Nusantara IV Regional V Kebun Gunung Meliau in Sanggau Regency.

II. RESEARCH METHODS

This study uses associative research to analyze the relationship between two or more variables. Associative research aims to determine the relationship between certain variables and can be used to develop theories that explain, predict, and control phenomena in research [19]. The data collection techniques used in this study include primary and secondary data. Primary data was obtained through interviews with Mr. Urbanus Udan, the company's general personnel and public relations officer, as well as questionnaires distributed to employees to collect information about the factors that influence their job satisfaction. Secondary data consists of company reports, such as CPO production data, employee data based on department, absenteeism, turnover, and disciplinary violations [19].

The population in this study was all employees of PT Perkebunan Nusantara IV Regional V Kebun Gunung Meliau, totaling 108 people, excluding managers, and the sample was taken using the saturated sampling technique, where all members of the population were used as samples [20]. This study uses two main variables, namely the independent variable, which is employee engagement (X1) and the perception of organizational support (X2), and the dependent variable, which is job satisfaction (Y). The Likert scale was used to measure the attitudes, opinions, and perceptions of respondents, with five response levels scored from 1 to 5 [19].

In data analysis, instrument testing includes validity testing using product moment correlation and reliability testing using Cronbach's Alpha technique [19]. Classical assumption testing was conducted to test the normality, linearity, and multicollinearity of the data, ensuring that the data could be analyzed further. Normality was tested using the Kolmogorov-Smirnov test, linearity was tested using the Test for Linearity, and multicollinearity was assessed using tolerance values and (VIF) [21]. Data analysis was conducted using multiple linear regression to determine the influence of independent variables on the dependent variable, as well as the correlation coefficient (R) and coefficient of determination (R^2) to measure the strength of the relationship and the contribution of independent variables to the dependent variable [19]. Additionally, the simultaneous effect test (F-test) was used to determine the combined effect of independent variables on job satisfaction, while the partial effect test (t-test) was conducted to measure the individual effect of each independent variable on the dependent variable separately [19].

III. RESULT AND DISCUSSION

Research Instrument Testing

Validity Test

The purpose of the validity test is to analyze whether a research instrument, such as a questionnaire, meets the expected validity level. The validity test is performed by correlating the scores of each item in the questionnaire, then comparing the test results (calculated r) with the table r value [19]. The table r value can be obtained using the formula $df = n$ (sample size) - 2 = 108 - 2 = 106, with a significance level of 0.05, so the r table value is 0.189. The results of the validity test for each statement in all variables are shown in Table 3.1.

Table 3.1. Validity Test Results

Variable	Indicator	r value	r table	Description
Employee Engagement (X1)	X1.1	0,725	0.189	Valid
	X1.2	0,715		Valid
	X1.3	0,698		Valid
	X1.4	0,756		Valid
	X1.5	0,584		Valid
	X1.6	0,603		Valid
	X1.7	0,683		Valid
	X1.8	0,688		Valid
Perceived Organizational Support (X2)	X2.1	0,733	0.189	Valid
	X2.2	0,736		Valid
	X2.3	0,771		Valid
	X2.4	0,720		Valid
	X2.5	0,697		Valid
	X2.6	0,519		Valid
	X2.7	0,658		Valid
	X2.8	0,784		Valid
	X2.9	0,761		Valid
	X2.10	0,771		Valid
Job Satisfaction (Y)	Y1	0,775	0.189	Valid
	Y2	0,767		Valid
	Y3	0,631		Valid
	Y4	0,591		Valid
	Y5	0,671		Valid
	Y6	0,742		Valid
	Y7	0,667		Valid
	Y8	0,762		Valid
	Y9	0,731		Valid
	Y10	0,786		Valid

Source: Processed Data, 2025

Based on the validity test results for all variables in Table 3.1 above, it can be concluded that all items have a calculated r value greater than the r table value of 0.189. Therefore, all the statement items for the variables in this study are valid.

Reliability Test

The results of the reliability test for all variables are presented in Table 3.2.

Table 3.2 Reliability Test Results

Variable	Cronbach's Alpha	Description
Employee Engagement (X1)	0,834	Reliable
Perceived Organizational Support (X2)	0,895	
Job Satisfaction (Y)	0,893	

Source: Processed Data, 2025

Based on the reliability test results for Employee Engagement (X1), Perceived Organizational Support (X2), and Job Satisfaction (Y) in Table 3.2 above, it can be concluded that all the Cronbach's Alpha values are greater than 0.60. Therefore, it can be concluded that all measurement items for the variables in this study are reliable.

Classical Assumption Testing

Normality Test

The normality test results can be seen in Table 3.3 below:

TABLE 3.3
NORMALITY TEST RESULTS

Test	Value
N (Sample)	108
Test Statistic (Kolmogorov-Smirnov Z)	.056
Asymp.Sig.(2-tailed)	.200 ^c

Source: Processed Data, 2025

Based on the normality test results in Table 3.3 above, it can be concluded that the Asymp. Sig. (2-tailed) value is 0.200, which is greater than 0.05. Therefore, it can be concluded that the data in this study is normally distributed.

Linearity Test

The linearity test results can be seen in Table 3.4 below:

TABLE 3.4
LINEARITY TEST RESULTS

Variable	Deviation From Linearity Sig	Description
Job Satisfaction * Employee Engagement	.879	Linear
Job Satisfaction * Perceived Organizational Support	.104	

Source: Processed Data, 2025

Based on the linearity test results for Employee Engagement, Organizational Support Perception, and Job Satisfaction in Table 3.4 above, the Deviation from Linearity significance values between the variables Employee Engagement, Perceived Organizational Support, and Job Satisfaction are greater than 0.05, indicating a linear relationship between the variables.

Multicollinearity Test

The multicollinearity test results can be seen in Table 3.5 below:

TABLE 3.5
MULTICOLLINEARITY TEST RESULTS

Variable	Tolerance	VIF
Employee Engagement (X1)	.818	1.223
Perceived Organizational Support (X2)	.818	1.223

Source: Processed Data, 2025

Based on the multicollinearity test results in Table 3.5 above, the following explanations can be made:

1. The Tolerance value for Employee Engagement (X1) is 0.818, which is greater than 0.10, and the VIF value is 1.223, which is less than 10.00.
2. The Tolerance value for Perceived Organizational Support (X2) is 0.818, which is greater than 0.10, and the VIF value is 1.223, which is less than 10.00.

Based on these explanations and decision-making criteria, it can be concluded that there is no multicollinearity issue between the two independent variables.

Multiple Linear Regression Analysis

Multiple linear regression analysis is performed to analyze the effect of two or more independent variables simultaneously or partially on a dependent variable and to form a predictive model that explains the relationship between these variables [19]. Based on the analysis using SPSS, the regression coefficients can be seen in Table 3.6 below:

TABLE 3.6
RESULTS OF MULTIPLE LINEAR REGRESSION ANALYSIS

Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.017	3.400	.001
Employee Engagement	.221	2.939	.004
Perceived Organizational Support	.459	5.859	.000

Dependent Variable: Job Satisfaction

Source: Processed Data, 2025

Based on Table 3.6 and the multiple linear regression equation, the following results are obtained:

$$Y = 1.017 + 0.221 X1 + 0.459 X2$$

- a. The constant (a) is 1.017, meaning that if the variables Employee Engagement (X1) and Organizational Support Perception (X2) are both zero, Job Satisfaction (Y) will increase by 1.017.
- b. The coefficient for Employee Engagement (X1) is 0.221, and since it is positive, it indicates that if Employee Engagement increases, Job Satisfaction will increase by 0.221. This suggests that higher employee engagement leads to increased job satisfaction, and conversely, lower employee engagement can reduce job satisfaction.
- c. The coefficient for Perceived Organizational Support (X2) is 0.459, and since it is positive, it indicates that if Perceived Organizational Support increases, Job Satisfaction will increase by 0.459. This suggests that better organizational support increases job satisfaction, while lower support decreases satisfaction.

Correlation Coefficient And Determination (R^2)

The results of the correlation coefficient test can be seen in Table 3.7 below:

TABLE 3.7
RESULTS OF CORRELATION COEFFICIENT AND
DETERMINATION (R^2) TEST

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634 ^a	.402	.390	.59763

Predictors: (Constant), Perceived Organizational Support, Employee Engagement

Source: Processed Data, 2025

Based on the results of the correlation coefficient test in Table 3.7 above, it can be seen that the correlation coefficient (R) value is 0.634, meaning that the relationship between Employee Engagement and Perceived Organizational Support on Job Satisfaction has a strong relationship, because the value is in the interval of 0.60 - 0.799.

Based on the results of the coefficient of determination (R^2) test in Table 7 above, it can be seen that the R-Square value is 0.402, which means that the variables Employee Engagement and Perceived Organizational Support in explaining their influence on Job Satisfaction are 40.2%, while the remaining 59.8% of Job Satisfaction is influenced by other variables outside the scope of this study.

Simultaneous Effect Test (F Test)

Simultaneous testing (F-test) conducted in a study aims to analyze whether the independent variables in a hypothesis collectively have a significant effect on the dependent variable [19]. The purpose of the F test is to determine whether all independent variables in the research hypothesis have a significant effect on the dependent variable. Based on the results of the simultaneous hypothesis test (F test) using SPSS, the simultaneous test results can be seen in Table 3.8 below:

TABLE 3.8
RESULTS OF SIMULTANEOUS EFFECT TEST (F TEST)

Model	Sum of Squares	Mean Square	F	Significance
Regression	25.179	12.589	35.248	.000 ^b
Residual	37.502	.357		

Dependent Variable: Job Satisfaction

Predictors: (Constant), Perceived Organizational Support, Employee Engagement

Source: Processed Data, 2025

Based on the simultaneous test results (F test) in Table 3.8 above, the calculated f value is 35.248 > f table 3.08 and the significance value is 0.000 < 0.05. Thus, it can be concluded that the variables of Employee Engagement and Perceived Organizational Support simultaneously have a positive and significant effect on Job Satisfaction.

Partial Effect Test (T-Test)

A partial test (t-test) conducted in a study aims to test the influence of each independent variable individually on the dependent variable in a hypothesis [19]. The purpose of the t-test is to determine whether each independent variable contributes significantly on its own to the dependent variable. Based on the results of the partial hypothesis test (t-test) using SPSS, the partial test results can be seen in Table 3.9 below:

TABEL 3.9
RESULTS OF PARTIAL EFFECT TEST (t-TEST)

Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.017	3.400	.001
Employee Engagement	.221	2.939	.004
Perceived Organizational Support	.459	5.859	.000

Dependent Variable: Job Satisfaction.

Source: Processed Data, 2025

Based on the partial hypothesis testing (t-test) in Table 3.9 above, the calculated t-value will be compared with the t-table value. The t-table value is 1.659. The results of the t-test (partial) in Table 9 can be explained as follows:

1. The calculated t-value for the Employee Engagement (X1) variable is 2.939 > t-table value of 1.659 and the significance value is 0.004 < 0.05, so it can be said that in this study, the Employee Engagement (X1) variable partially has a positive and significant effect on Job Satisfaction (Y).
2. The calculated t-value for the Organizational Support Perception (X2) variable is 5.859, which is greater than the table t-value of 1.659, and the significance level is 0.000, which is less than 0.05. Therefore, it can be concluded that in this study, the Organizational Support Perception (X2) variable has a positive and significant partial effect on Job Satisfaction (Y).

IV. CONCLUSIONS

Based on the results of the study, it can be concluded that Employee Engagement has a significant positive effect on Job Satisfaction among employees at PT Perkebunan Nusantara IV Region V Kebun Gunung Meliau. Employees who are emotionally, cognitively, and physically involved in their work tend to have higher levels of job satisfaction. In addition, Perceived Organizational Support also has a positive and significant effect on Job Satisfaction. When organizations provide support that is felt by employees, such as recognition of their contributions, good working conditions, and attention to employee welfare, this increases job satisfaction. Simultaneously, these two factors have a positive and significant influence on Job Satisfaction, indicating that both contribute to improving job satisfaction in this company. The research results also indicate that the regression model used meets the requirements for further analysis, indicating that the research results are valid and reliable. Several recommendations can be made based on these findings. First, companies need to improve Employee Engagement by developing employee empowerment programs, career development, and providing rewards for individual and team achievements. Employees who feel valued and actively involved in their work tend to perform better and feel more satisfied with their jobs. Second, to strengthen Perceived Organizational Support, companies must continue to pay attention to and improve the support felt by employees, such as

providing adequate facilities, recognizing their work results, and ensuring employee welfare. Employees who feel supported by the company will feel more motivated and committed to contributing their best. Further research could also consider the influence of leadership and organizational culture on Job Satisfaction and Employee Engagement. Finally, companies need to improve human resource management by not only focusing on recruitment and training but also on aspects that influence employee engagement and support, including training on self-improvement, stress management, and work-life balance.

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