

## How Perceived Organizational Support Shapes Employee Engagement: Evidence From Healthcare Professionals in a Regional Public Hospital

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**ABSTRACT:** Hospital management requires professionals from various disciplines who are able to collaborate in providing quality, effective, efficient, and responsive healthcare services according to patient needs. Medical and health personnel are key elements in determining the success of these services. Their optimal contribution will be achieved if they have high employee engagement. One factor related to employee engagement is Perceived Organizational Support (POS). This study aims to analyze the relationship between POS and Employee Engagement among medical and health personnel at Bandung City Regional General Hospital. The study used a quantitative approach with a cross-sectional design. Of the 260 questionnaires collected, 236 responses were declared valid and analyzed after a data screening process. Data collection used the POS Scale and Employee Engagement, which have been tested for reliability. The results of a simple linear regression analysis showed that POS had a positive and significant relationship with Employee Engagement ( $\beta = 0.749$ ,  $t(234) = 15.09$ ,  $p < 0.001$ ). The overall regression model was significant,  $F(1,234) = 227.79$ ,  $p < 0.001$ , with a Adjusted  $R^2 = 0.559$ , indicating that 55.9% of the variance in Employee engagement can be explained by POS. This finding indicates that POS is an important predictor of work engagement in the context of a public hospital with high workloads and limited resources. Practically, hospital management needs to prioritize fair policies, transparency of the system provided, and strengthening supervisor support to improve the perception, support, and engagement of medical and health personnel.

**Keywords:** Perceived Organizational Support, Employee Engagement, Employee, Healthcare, Public Hospitals.



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### INTRODUCTION

Hospital management requires professionals from various disciplines who can work together to provide quality, effective, efficient, and appropriate health services to patients (Pasinringi et al.,

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2019). Therefore, the success of a hospital can be determined by the knowledge, skills, creativity, and motivation of staff and employees within the hospital, namely, human resources in the health department (Annisa, 2023). In addition, health facilities, including hospitals, community health centers, and clinics, have a crucial role in improving community welfare. Quality health facilities can provide easy access to affordable health services for the community. In addition, the role of health facilities can also support the implementation of health programs initiated by the government (Singh et al., 2020). In line with UU RI Nomor 44 Tahun 2009 concerning Hospitals, which explains Human Resources in Article 12 paragraph one, it explains that hospitals must have permanent staff, including medical and medical support personnel, nursing personnel, pharmaceutical personnel, hospital management personnel, and non-health personnel. Therefore, one of the key components for driving health development is employees working in the health sector, one of which is the presence of medical and health personnel.

Medical and health personnel are the main elements that determine the success of the implementation of health services. Medical Personnel and Health Personnel are two different things, before the issuance of the Constitutional Court Decision Number 82/PUU-XIII/2015, medical personnel consisting of doctors, dentists, specialist doctors, and dental specialist dentists were classified by UU 36/2014 as health workers.

However, there is a consideration section of the Constitutional Court Decision 82/2015 that doctors and dentists have the authority to intervene medically on the body and human life that is not possessed by other health workers, therefore doctors, dentists, and specialist doctors are included in medical personnel. Meanwhile, Health Personnel according to UU RI Nomor 36 Tahun 2014 concerning Health Personnel, explains that every person who devotes themselves to the health sector who has knowledge and/or skills through education and requires the authority of health efforts.

Then, according to the Coordinating Minister for People's Welfare, the success of health development programs as much as 80% depends on the contribution provided by health workers who are strategic and have competence (Mahkamah Konstitusi Republik Indonesia, 2015).

Various methods are used to improve hospital success, one of which is through improving the quality of service delivery and enhancing human resources (Mustika & Rahardjo, 2017). Contributions will be fully realized if every human resource is highly engaged in their workplace. Therefore, employee engagement is the foundation for all organizations to maintain and manage human resources (Wahab, 2018). Employee engagement itself is defined as a cognitive, emotional, and behavioral state of employees dedicated to achieving company performance (Shuck et al., 2011; Shuck & Wollard, 2010). Employee engagement also empowers organizational members in their work roles. In engagement, people use and demonstrate themselves physically, cognitively, and emotionally while carrying out their work (Kular et al., 2008).

Furthermore, one factor influencing employee engagement is social support. In this context, social support refers to perceived organizational support (Bakker & Demerouti, 2008). Employee

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engagement can be achieved, among other things, when there is perceived organizational support from the work environment.

Organizational support will influence employees' psychological well-being at work, enabling them to contribute their best to the organization (Mustika & Rahardjo, 2017). Theoretically, the relationship between Perceived Organizational Support (POS) and Employee Engagement can be explained through Social Exchange Theory (Blau, 1964), which states that the relationship between individuals and organizations is based on the principle of reciprocity. When employees perceive that the organization values their contributions and cares about their well-being, they will reciprocate through positive attitudes and behaviors toward the organization. In this context, Employee

Engagement is seen as a form of reciprocal response reflected in cognitive, emotional, and behavioral involvement in carrying out work roles (Eisenberger et al., 2002; Kahn, 1990). Thus, the higher the perceived organizational support, the higher the tendency for employees to demonstrate strong employee engagement.

Based on the results of a preliminary study conducted before the main study, researchers conducted semi-structured exploratory interviews with five medical and healthcare workers working at a Regional General Hospital in Bandung City. Participants were selected purposively to obtain an initial overview of their work experiences and perceptions of organizational support and employee engagement. Interviews were conducted in July 2025, conducted in-person at the hospital, lasting approximately 20–30 minutes per participant. Before the interviews, the researchers explained the purpose of the study and obtained participants' voluntary informed consent. To maintain confidentiality, participants' identities were not recorded in the research report. Interview data were recorded in field notes and summarized descriptively to identify common themes relevant to the research variables. The findings from this preliminary study were used solely as a contextual basis for developing the background of the problem and developing the research instrument, and were not included in the main quantitative analysis. Variations were found in how employees perceive their work. Some employees stated that the service they provide to patients instills a sense of pride in helping and serving the community. Some also feel a moral responsibility and professional obligation to provide the best possible service to every patient.

However, there are also employees who view their work as merely a daily routine without deep emotional involvement. The observations in the pre- study also corroborate the interview findings. Researchers found that some employees come to work solely to check in and demonstrate little active engagement. Some employees browse social media and even play games during work hours, and show little enthusiasm when serving patients. This indicates a low level of engagement with their work. Employees with low levels of employee engagement tend to experience negative feelings, lack enthusiasm, and feel unhappy in their work environment. This can harm other employees, in line with research that has been done that the impact of this condition can affect coworkers through the spread of negative emotions and the possibility of experiencing emotional exhaustion (Maslach et al., 2001).

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In addition to observations and interviews, a phenomenon in the field was identified organisations sometimes pay little attention to employee feedback. This includes overtime pay that doesn't match the agreed-upon schedule, health benefits that are difficult to use, a lack of appreciation from superiors, a lack of refreshments such as gatherings or outbound activities, and the presence of employees who have been with the company for years but don't receive opportunities for promotions. Furthermore, the lack of encouragement for organizational development makes employees feel unsupported by the organization.

This makes it difficult for employees to feel supported by the organization and leads to a lack of employee engagement. This is especially true for medical and healthcare workers who work around the clock and must be ready to respond to any situation. A survey conducted by PWC, entitled the Asia Pacific Workforce Hopes and Fears Survey 2023, found that only 69% of employees are valued by their managers, indicating that there is still room for significant improvement. Employees who feel valued by their managers are more enthusiastic, dedicated to the company, and more productive in carrying out their assigned tasks (Hafidz, 2023b).

Thus, there is a connection and influence between Perceived Organizational Support and Employee Engagement, because Employee Engagement can be formed through driving factors, namely Perceived Organizational Support. Because job characteristics, perceptions of organizational support (Perceived Organizational Support), perceptions of support from leaders, recognition and rewards, procedural justice, and distribution of justice are factors that can influence Employee Engagement (Saks, 2006). Employee Engagement can be realized, among others, when there is Perceived Organizational Support from the environment where they work. Support from the organization will affect the psychology of employees at work; under these conditions employees will give their best abilities to the organization (Prawira, 2019; Rahmadhani, 2022).

Employee Engagement can occur if there is Perceived Organizational Support in their workplace (Ginting, 2017). Although various previous studies have shown that Perceived Organizational Support (POS) has a positive and significant effect on Employee Engagement (Mujiasih, 2015; Mustika, 2017)(Ariarni & Afrianty, 2017; Diana & Frianto, 2021; Firnanda & Wijayati, 2021), most of these studies were conducted in non-healthcare organizational contexts or did not specifically examine medical and healthcare workers as research subjects. In fact, medical and healthcare workers have different work characteristics compared to other sectors, such as high workloads, high emotional demands, high work risks, and direct responsibility for patient safety and lives. Furthermore, based on field phenomena, indications of low Employee Engagement are still found, indicated by a lack of enthusiasm for work, a minimal sense of belonging to the organization, and a perception of less than optimal organizational support in the form of appreciation, compensation, development opportunities, and job promotions. This condition indicates a gap between theoretical findings stating that organizational support can increase employee engagement, and the empirical reality that occurs in medical and healthcare workers.

Furthermore, research specifically examining the influence of Perceived Organizational Support on Employee Engagement among medical and healthcare workers in Bandung City is still limited.

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Therefore, further research is needed to empirically test the relationship between Perceived Organizational Support and Employee Engagement in the context of medical and healthcare workers, thereby providing both theoretical and practical contributions to human resource management in the healthcare sector. Based on the description, the research question in this study is: Does Perceived Organizational Support have a significant effect on Employee Engagement among medical and health workers at Bandung City Regional General Hospital? The proposed hypothesis is: Perceived Organizational Support has a positive and significant effect on Employee Engagement among medical and health workers in Bandung City.

## METHOD

### Research Type

The design used in this study is a quantitative method. A quantitative method is a research method used on a specific population or sample where data collection will be carried out using research instruments, then analyzed using statistics that aim to test the predetermined hypothesis (Sugiyono, 2017). This test was conducted to determine the effect of Perceived Organizational Support (Independent Variable) on Employee Engagement (Dependent Variable). The research sample was 236 Medical and Health Workers at the Bandung City Regional General Hospital. The sampling technique applied in this study was probability sampling using a proportionate stratified random sampling approach. This means that each individual in the target population has an equal opportunity to be selected as a sample. The population is divided into groups (strata) based on certain proportions, and from each stratum, samples are taken that represent the population proportionally.

### Population and Sample/Informants

In this study, the population focused on was 576 medical and health personnel at the Bandung City Regional General Hospital. The sampling technique used was probability sampling with a proportionate stratified random sampling approach. The sample determination in this study used the Yamane formula (Sugiyono, 2021) because the reference in determining the sample was based on a known population size. Thus, with a population of 576 people, this study initially recruited 260 respondents through an online questionnaire. However, after data screening, 24 respondents were eliminated due to not meeting the inclusion criteria (not being an active medical/healthcare professional at the hospital studied) and incomplete responses. Thus, the final sample size analyzed in this study was 236 respondents. The sampling frame was obtained from official personnel data from the Bandung City Regional General Hospital, which lists active medical and healthcare personnel. Stratification was conducted based on professional categories. The sample size for each stratum was determined proportionally to the population size in each category. In determining the sample size for each section, the proportionate stratified random sampling technique was used according to Natsir, (2004). After determining the sample size for each stratum, respondents were

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randomly selected using employee serial numbers drawn through a random number generator. The following is the sample distribution:

**Table 1. Sample Distribution**

<b>Profession</b>	<b>Number of employees</b>	<b>Number of Samples</b>
Medical personnel	88	36
Nursing	274	113
Midwifery	52	21
Pharmacy	49	20
Public health	11	4
Environmental Health	5	2
Nutritionists	6	3
Physical Therapy	8	3
Medical Technician	43	18
Biomedicine	40	16
<b>Total</b>	<b>576</b>	<b>236</b>

Source: Research Data

## Research Location

This research was conducted at the Regional General Hospital in Bandung City. This location was chosen because, as a government hospital in a densely populated urban area, the Regional General Hospital in Bandung City faces high patient volumes, limited resources, and administrative and regulatory demands. These conditions have the potential to influence healthcare workers' perceptions of organizational support and their level of employee engagement.

## Instrumentation or Tools

The Perceived Organizational Support measurement tool was developed by Eisenberger et al. (1986) and has been adapted into Indonesian by Syahputra et al., (2022). It consists of one dimension and six items that can describe employee trust in their organization. This instrument reported a reliability index of 0.946 (Cronbach's alpha). This score exceeded expectations of > 0.70 (Nunnally, 1978), indicating that the Indonesian version of the POS has excellent internal consistency. Furthermore, construct validity was obtained through a corrected item-total correlation test with values ranging from 0.83 to 0.88, indicating that all items moved in one direction and were aligned with the overall measure (Bond et al., 2020). The Survey of Perceived Organizational Support (SPOS) measurement tool uses four categories using a Likert scale from strongly disagree to agree.

The Employee Engagement measurement tool was developed by Shuck et al., (2016) and has been adapted into Indonesian by Astari et al., (2022). It consists of three dimensions (Cognitive Engagement, Emotional Engagement, and Behavioral Engagement), consisting of 12 items, each dimension having 4 items. The Cronbach's Alpha for the Employee Engagement scale was 0.940. This score also exceeded expectations, which was > 0.70 (Nunnally, 1978), indicating that the

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employee engagement measurement tool is reliable and has good reliability. Furthermore, construct validity was obtained through a corrected item-total correlation test, which had a score range of 0.47 to 0.87. Therefore, each item in this employee engagement measurement tool has a higher contribution to explaining its latent construct. The Employee Engagement measurement tool uses five answer categories using a Likert scale. Score 1 “strongly disagree”, score 2 “disagree”, score 3 “neutral”, score 4 “agree”, and score 5 “strongly agree”.

## Data Collection Procedures

Data collection was conducted by distributing a research questionnaire using a previously created Google Form link, which was then distributed via WhatsApp messages to medical and health personnel at the Bandung City Regional General Hospital during August 2025. Before completing the questionnaire, each respondent completed an informed consent form. The data provided by respondents in this study will be strictly confidential.

## Data Analysis

This study uses a quantitative approach with a regression analysis method. Regression analysis is used to examine the causal relationship between independent variables and their dependent variables and to analyze the influence of independent variables on the dependent variable by referring to the coefficient of determination (Field, 2009). Before conducting a regression test, the data for each variable must meet the assumptions underlying the statistical analysis method. Therefore, before conducting hypothesis testing using the regression analysis method, the data in this study must first meet the assumptions of normality and linearity. To test the normality of the data, a non-parametric Kolmogorov-Smirnov (K-S) statistical test was performed. Linearity testing can be performed using the test of linearity in IBM SPSS Version 25 for Windows (Field, 2009).

## RESULT AND DISCUSSION

The normality test for residuals was performed using the Kolmogorov-Smirnov test and showed a p-value of 0.087 ( $p > 0.05$ ), indicating a normal distribution. The linearity test showed a linear relationship between POS and Employee Engagement ( $p < 0.001$ ). The heteroscedasticity test using the Glejser test showed a significance value of 0.214 ( $p > 0.05$ ), indicating no signs of heteroscedasticity. Because this study used simple regression, multicollinearity was not an issue. However, the VIF value was still checked and showed a value of 1.00, indicating no multicollinearity problem.

**Table 2. Descriptive Statistics**

		Perceived Organizational Support	Employee Engagement
N	Valid	236	236
	Missing	0	0
Mean		18.38	44.38
Median		20.00	48.00
Std. Deviation		3.454	7.777
Minimum		9	27
Maximum		24	60

Source: Research Data

Based on Table 2, the results of the Perceived Organizational Support questionnaire show that the maximum score obtained is 24, the minimum score is 9, the average score is 18.38, with a median score of 20 and a standard deviation of 3.454. Then, the results of the Employee Engagement questionnaire show that the maximum score is 60, the minimum score is 27, the average score is 44.38, with a median score of 48 and a standard deviation of 7.777. Researchers classified the scores obtained for each variable with the aim of grouping subjects into different categories according to their score levels. The measured groups were divided into two categories, namely low and high. This categorization is based on the guidelines put forward by Azwar, (2022), in the following table :

**Table 3. Category Guidelines**

Categorization	Guidelines
Rendah	$X < \text{Median}$
Tinggi	$X \geq \text{Median}$

Source: Azwar, (2014)

Based on Azwar's (2012) category guidelines above, the following score ranges were obtained.

**Table 4. POS Categorization**

Categorization	Score	Amount	Percentage
Rendah	$X < 20$	106	45%
Tinggi	$X > 20$	130	55%
Total		236	100%

Source: Research Data

Based on the percentages in the table above for the categorization of Perceived Organizational Support among Medical and Health Personnel at Bandung City Regional General Hospital, 106 employees (45%) fall into the low category, and 130 employees (55%) fall into the high category. Therefore, it can be concluded that Perceived Organizational Support among Medical and Health Personnel at Bandung City Regional General Hospital is classified as high.

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**Table 5. EE Categorization**

Categorization	Score	Amount	Percentage
Rendah	$X < 48$	116	49%
Tinggi	$X > 48$	120	51%
Total		236	100%

Source: Research Data

Based on the percentages in Table 3 for the Employee Engagement category among Medical and Health Personnel at Bandung City Regional General Hospital, 116 employees (49%) are in the low category, while 120 employees (51%) are in the high category. Therefore, it can be concluded that Employee Engagement among Medical and Health Personnel at Bandung City Regional General Hospital is classified as high. The results of the simple linear regression analysis show that Perceived Organizational Support is positively and significantly related to Employee Engagement ( $\beta = 0.749$ ,  $t(234) = 15.09$ ,  $p < 0.001$ ) as shown in Table 4. The overall regression model is also significant,  $F(1,234) = 227.79$ ,  $p < 0.001$ , with a coefficient of determination of Adjusted  $R^2 = 0.559$ , which indicates that 55.9% of the variance in Employee Engagement can be explained by Perceived Organizational Support (see Table 5). This study uses Adjusted R-Square because the value has been corrected for the number of predictors and sample size, thus providing a more accurate and conservative estimate than R-Square in explaining the variance of Employee Engagement.

**Table 6. Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.101	2.151		6.090	.000
	Perceived Organizational Support	1.713	.114	.749	15.093	.000

a. Dependent Variable: Employee Engagement

Source: Research Data

**Table 7. Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.749 <sup>a</sup>	.561	.559	5.133

a. Predictors: (Constant), Perceived Organizational Support

Source: Research Data

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**Table 8. ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6001.154	1	6001.154	227.792	.000 <sup>b</sup>
	Residual	4689.396	178	26.345		
	Total	10690.550	179			

- a. Dependent Variable: Employee Engagement
  - b. Predictors: (Constant), Perceived Organizational Support
- Source: Research Data

Based on the results of the data analysis that has been done, it is known that the majority of respondents, as many as 130 employees or as many as 55% of the total respondents, are in the high Perceived Organizational Support category. Likewise, the results of the analysis regarding Employee Engagement show that 120 employees or 51% of the total respondents, are in the high Employee Engagement category. Then there is a significant influence of Perceived Organizational Support on Employee Engagement of 55.9%. Therefore, in this study, the hypothesis is accepted. Because there is a positive influence between Perceived Organizational Support on Employee Engagement in Medical and Health Personnel at the Bandung City Regional General Hospital, so it can be interpreted that the higher the Perceived Organizational Support, the higher the Employee Engagement in Medical and Health Personnel at the Bandung City Regional General Hospital. Consistent with research from Ariarni & Afrianty (2017), which found a positive and significant influence between Perceived Organizational Support on Employee Engagement. These findings indicate that the higher the perception of medical and healthcare workers towards organizational support, the higher the level of employee engagement they exhibit. With a coefficient of determination (Adjusted  $R^2 = 0.559$ ), POS explains more than half of the variation in Employee Engagement in the hospital context, indicating that organizational support is an important predictor of work engagement in the healthcare environment.

These findings align with the Social Exchange Theory framework, which states that the relationship between individuals and organizations is based on the principle of reciprocity. When employees perceive that the organization values their contributions and cares about their well-being, they tend to reciprocate through more positive work attitudes, including higher engagement in carrying out tasks. In the context of medical and healthcare workers facing high workloads, emotional stress, and responsibility for patient safety, perceived organizational support appears to play an increasingly significant role in predicting employee engagement.

Based on these results, it can be concluded that employees who experience high levels of Perceived Organizational Support, or who believe their workplace values their contributions and cares about their well-being, tend to feel more engaged. This suggests that Perceived Organizational Support is a significant predictor of employee engagement. This aligns with a survey conducted by Culture AMP, which found that 74% of employees in Indonesia feel engaged with their workplace (Hafidz, 2023a). When medical and healthcare workers feel treated fairly and appreciated, they are more likely to demonstrate behaviors that support the hospital's vision and mission. This includes proactive behavior, where medical and healthcare workers feel motivated to make greater contributions, including seeking innovative ways to improve patient care. Furthermore, when medical and healthcare workers receive support from their superiors, they can increase their

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collaborative behavior, tending to work together with colleagues, share knowledge, and help each other face new work challenges. This is also in line with research by Eisenberger et al. (2002) that support from superiors is closely related to collaborative and cooperative behavior within the team. Furthermore, when medical and healthcare workers receive their rights properly, such as fulfilled and fair rewards and good working conditions, this will also increase their motivation to provide the best service to patients. In addition, when working conditions are supportive, they will strive to get training and development to support their performance. This is also supported by Rhoades & Eisenberger (2002) that Medical and Health Workers who receive appropriate compensation and work in supportive conditions tend to have higher levels of engagement. In stressful work environments such as in hospitals, good working conditions and adequate recognition can increase the behavioral and cognitive engagement of Medical and Health Workers. The findings of this study may reflect that medical and healthcare workers perceive support from the organizations where they work. This support can be understood as the perception that the organization provides protection in carrying out professional duties, provides development opportunities through education and training, and creates a supportive work environment. Perceptions of support for work safety, competency development, and the provision of adequate facilities likely contribute to the belief that the organization values their contributions and cares about their well-being. Within the framework of Organizational Support Theory (Rhoades & Eisenberger, 2002), these perceptions are important indicators of organizational support, which is subsequently related to increased employee engagement.

### Interpretation of Key Findings

This study shows that there is an influence of Perceived Organizational Support on Employee Engagement of 55.9% (Adjusted R<sup>2</sup> = 0.559,  $p < 0.001$ ) on medical and health workers employees in regional hospitals in Bandung City. This confirms that medical and health workers employees in regional hospitals in Bandung City will show a sense of engagement in what they do, when they feel the support given by the organization. Where when employees feel the organization provides support to them, they will consider their work as a reciprocal relationship that shows dependence beyond just a formal contract with their workplace, because they will see how and to what extent the organization will recognize and appreciate their efforts, support their needs and how their workplace can treat them well. Because of feeling a reciprocal relationship, Medical and Health Workers will give their all and have the attachment they can to their workplace when they have felt the support given from their workplace. Basically, organizational support is something that is expected of every employee (Eisenberger et al. 2002).

Therefore, employees who feel support that is in line with their expectations and norms from their workplace will naturally feel bound to fulfil their responsibilities. If organizational support is felt by employees, they will believe that the organization will fulfil reciprocal obligations in the future and think that they are obliged to repay the organization where they work, so that medical and health workers will work hard to get material and spiritual rewards, thus realizing social exchange.

## Comparison with Previous Studies

The results of this study align with previous research. Research by Ginting (2017) and Sari, (2019) demonstrated a positive relationship between perceived organizational support and employee engagement. Furthermore, research by Ariarni & Afrianty (2017), Wahab (2018), Firnanda (2021), and Anggelina, (2023) demonstrated a significant influence of perceived organizational support on employee engagement. However, these previous studies focused on employees in medium-sized companies in the industrial sector, while this study focuses on employees in the medical field, specifically healthcare and medical personnel.

## Limitations and Cautions

This study has several limitations that should be considered. First, the use of a cross-sectional design does not allow for strong causal conclusions. Future longitudinal research could provide a more in-depth understanding of the dynamics of the relationship between POS and Employee Engagement over time. Second, all data were collected using self-report methods, potentially introducing common method bias and respondent perception bias. Future research could consider using different data sources, such as supervisor assessments or objective performance data. Third, this study was conducted only at a regional general hospital in Bandung City, so generalizing the results to other hospital contexts or regions requires caution. Replication in different types of hospitals (private, teaching, or other types of hospitals) could strengthen the external validity of the findings. Fourth, this study did not include control variables such as workload, tenure, or other demographic characteristics that may influence Employee Engagement. Future research is recommended to integrate these variables to obtain a more comprehensive model.

## Recommendations for Future Research

Future research is recommended to use a longitudinal design to test the causal relationship between POS and Employee Engagement, involving more than one hospital to increase generalizability, and including mediating or moderating variables such as job satisfaction, burnout, or workload. Furthermore, the use of more diverse data sources and dimension-based analysis of POS can provide a more comprehensive understanding of the mechanisms shaping work engagement in the healthcare sector.

## CONCLUSION

This study shows that Perceived Organizational Support (POS) is positively and significantly related to Employee Engagement among medical and healthcare workers at Bandung City Regional General Hospital. The analysis indicates that perceived organizational support plays an important predictor of work engagement in the context of a general hospital characterized by high workload, emotional stress, and limited resources. With a coefficient of determination of 0.559, this finding indicates that POS has a substantial contribution in explaining variations in Employee

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Engagement in the healthcare environment. However, it should be emphasized that this study used a quantitative cross-sectional design based on self-reports, so the results show a relationship and predictive ability, not a definitive cause-and-effect relationship. Therefore, a more accurate interpretation of the results is that POS is related to and predicts Employee Engagement, not directly causes it.

In the context of regional public hospitals, which frequently face budget constraints and high demands on public services, this study emphasizes the importance of strengthening perceived organizational support as a human resource management strategy. Based on the research findings, several recommendations have the potential to significantly impact the work engagement of medical and healthcare personnel. These recommendations include: (1) increasing the transparency and fairness of organizational policies, particularly those related to overtime, performance evaluations, and job promotions, to strengthen perceptions of procedural justice; (2) strengthening supervisory support through regular communication and recognition of the contributions of medical and healthcare personnel, as direct support from superiors plays a crucial role in shaping perceptions of being valued and cared for; (3) simplifying access to welfare facilities and benefits, so that medical and healthcare personnel experience tangible organizational attention to their working conditions and well-being.

These steps are relatively realistic to implement in the context of public hospitals and align with the principles of Organizational Support Theory, which emphasizes the importance of perceived appreciation and organizational concern for employees. Thus, this study provides an empirical and contextual contribution to understanding the role of organizational support in predicting work engagement in the healthcare sector, particularly in regional public hospitals.

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