

Organisational Support as a Determinant of Job Satisfaction and Employee Engagement

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ABSTRACT

Perceived organizational support represents employees' general belief that their organization values their contributions and cares about their well-being. This article examines organizational support as a central determinant of job satisfaction and employee engagement. An integrative literature review synthesizes research on organizational support theory, job satisfaction, engagement, employee well-being, leadership, work-life balance, learning, technology, and employment stability. The findings indicate that job satisfaction develops when organizational support is experienced through fair appraisal, ethical leadership, favorable working conditions, employee well-being, flexibility, and development opportunities. Employee engagement requires additional resources that enable employees to invest their physical, cognitive, and emotional capacities in work, including technological access, learning opportunities, collaboration, participation, and reasonable employment security. Job satisfaction and engagement are related but conceptually distinct outcomes. Employees may be satisfied without becoming deeply engaged, while sustained engagement is difficult when organizational treatment remains unsatisfactory. Consistent organizational support therefore connects positive evaluations of work with employees' willingness to devote greater energy and attention to their roles.

INTRODUCTION

Organizations face the need to retain a workforce that feels satisfied while also being willing to dedicate energy, attention, and active engagement to their work. Job satisfaction and employee engagement are closely related, but they describe different psychological states. Satisfaction relates to an individual's positive evaluation of their job and work experience, whereas engagement indicates the extent to which an individual dedicates their physical, cognitive, and emotional capacity while carrying out their role (Rai & Yadav, 2022). The quality of the relationship between employees and the organization serves as one of the foundations that can explain both. When workers obtain resources, rewards, fair treatment, development opportunities, and attention to their well-being, they have a reason to evaluate their work positively and provide greater engagement (Mishra & Biswal, 2024). Organizational support then does not merely serve as an additional facility, but rather as part of the work experience that shapes how employees perceive the organization and their work (Darmawan & Mardikaningsih, 2023).

The concept of perceived organizational support

was developed to explain employees' general belief about the extent to which the organization values their contributions and cares about their well-being (Conway, 2015). Eisenberger, Huntington, Hutchison, and Sowa (1986) laid the foundation of organizational support theory by showing that workers form perceptions of the organization's willingness to reward their effort and to meet their social and emotional needs. These perceptions develop from concrete experiences, such as supervisors' responses, human resource policies, rewards, treatment when facing problems, and the quality of working conditions. Support therefore cannot be limited to a benefits package. Employee welfare that is genuinely fulfilled is associated with better organizational performance (Gautama et al., 2021). Employees interpret organizational decisions as signals of their worth at work. When policies are perceived as voluntary actions that show care, support has greater psychological power than policies seen merely as administrative obligations.

The relationship between organizational support and job satisfaction has a strong foundation in prior research. Rhoades and Eisenberger (2002), in a

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review of more than seventy studies, identified fairness, supervisor support, and favorable rewards and working conditions as groups of treatment related to perceived organizational support. Perceived support is further associated with various outcomes beneficial to workers and organizations, including job satisfaction, positive mood, affective commitment, performance, and reduced withdrawal behavior (Irfan et al., 2024). Clear rules and fair treatment make employees feel protected, so their assessment of their work tends to be more positive (Hambodo & Darmawan, 2024; Rahayu et al., 2024). These findings show that satisfaction does not stand alone as a reaction to pay or job characteristics. The way an organization treats its employees shapes their judgment about whether the working relationship is worth maintaining and valuing. Good conflict resolution in the workplace also strengthens this judgment (Nuraini et al., 2021). Support becomes the mechanism that translates management practices into workers' psychological experience.

Employee engagement adds a different dimension because satisfied workers do not necessarily devote themselves fully to their work. Kahn (1990) explained personal engagement as a state in which individuals bring and express themselves physically, cognitively, and emotionally in role performance. He identified meaningfulness, psychological safety, and availability as conditions related to engagement. This idea helps explain the position of organizational support. Employees find it easier to use their capacities when work is felt to be valuable, the environment provides a sense of safety to participate, and personal resources are available for work. Management support, access to information, rewards, and attention to well-being can strengthen these three conditions (Kodden, 2020). Family support that helps employees balance work and personal life also maintains their well-being and work energy (Hariani & Mardikaningsih, 2023). A culture that encourages innovation and team creativity also makes employees more willing to contribute ideas (Özkaya et al., 2023). Organizations ultimately influence engagement through experiences that make workers feel safe and worthy of making greater contributions.

The difference between satisfaction and engagement has consequences for organizational management. Employees may feel comfortable with their pay, schedules, and social relationships and therefore express high satisfaction, yet they do not necessarily show the initiative, concentration, or energy needed to achieve the best quality of work. Other employees may show high involvement in the short

term despite experiencing dissatisfaction due to workload or an unfair reward system (Seema, 2022). The factors that determine organizational effectiveness also do not work equally strongly for every employee (Darmawan, 2024). Organizational support has the potential to serve as a link because it addresses evaluative and motivational needs simultaneously. Fair rewards can improve satisfaction, while development opportunities can encourage engagement. Support for well-being maintains the availability of energy, while communication and participation give employees room to invest their thinking. Well-designed communication, especially during change, helps employees understand the organization's direction (Mardikaningsih & Darmawan, 2022). This reading makes organizational support worth positioning as a key determinant that bridges these two work outcomes.

Organizational support also needs to be understood as a system formed from several experiences, not a single human resource program. Employees draw conclusions from the way the organization sets goals, evaluates performance, provides technology, offers training, manages change, pays attention to work-life balance, and treats workers in difficult times (Conway, 2015). Technology provided by the organization is judged positively when its use is fair and ethical (Radjawane & Mardikaningsih, 2022), while digital human resource practices require appropriate support for remote workers (Mardikaningsih & Darmawan, 2022b). Supervisors become the representation of the organization because their decisions and behavior are often the organizational experience closest to workers. A leadership style that adapts to team members' needs strengthens this experience (Gardi et al., 2024). Coworkers also influence the ability to use available support, especially in work that requires collaboration. Strong social relationships and teamwork reinforce this support (Putra et al., 2021). Support ultimately has material, social, developmental, and psychological dimensions. These four determine whether employees merely know that a policy exists or genuinely feel that the organization cares about their contributions and needs.

While job satisfaction and employee engagement are often studied as separate outcomes, organizational support allows both to be explained through related social exchange processes. Studies on satisfaction largely emphasize rewards, working conditions, evaluation, and work-life balance, while studies on engagement highlight resources, meaningfulness, learning, collaboration, and adaptation (Irfan & Hariani, 2022). A shared understanding of the organization's values and ways of working helps

employees adjust (Hariani & Mardikaningsih, 2021; Oluwatoyin & Mardikaningsih, 2022). Decisions made with good information support and shared understanding also lead employees to see the organization as more trustworthy (da Silva & Darmawan, 2023; Darmawan, 2024).

This research is directed toward two interrelated objectives. The first objective is to explain the mechanism of organizational support in shaping job satisfaction through fairness, leadership, quality of work life, well-being, work-life balance, and evaluation systems that appreciate employee contributions. The second objective is to explain how organizational support strengthens employee engagement through the provision of resources, learning opportunities, technology access, collaboration, flexibility, adaptation, and security of employment relationships, while also elucidating the relationship between job satisfaction and engagement as two distinct outcomes that can develop from consistent support experiences.

RESEARCH METHOD

This research uses an integrative literature study to synthesize theories and research regarding perceived organizational support, job satisfaction, employee engagement, well-being, leadership, learning, and human resource management. Whittemore and Knafl (2005) explain that an integrative review allows the combination of research with different approaches to produce a broader understanding of a phenomenon. The search was directed at academic publications using the terms perceived organizational support, job satisfaction, employee engagement, organizational support theory, employee wellbeing, work-life balance, learning support, and workplace resources. Sources were selected if they explained the antecedents of organizational support, the consequences of work attitudes, engagement, or organizational practices that can be interpreted as support for employees. Literature that solely discusses productivity without a connection to employee experiences was not positioned as primary material.

The processing of sources was conducted through searching, relevance assessment, thematic grouping, argumentation comparison, and interpretative synthesis. Grant and Booth (2009) explain searching, assessment, synthesis, and analysis as elements that help organize reviews, whereas Snyder (2019) positions literature reviews as a methodology to build knowledge from scattered research. The literature is divided following two research objectives. The first group covers fairness of

evaluation, organizational climate, leadership, well-being, senior workers, emotional management, and work-life balance. The second group covers technology access, job stability, cross-functional training, adaptive project management, learning, sustainability, and engagement. Synthesis was directed at mechanisms explaining organizational support as a joint determinant of satisfaction and engagement without claiming to be a meta-analysis.

RESULT AND DISCUSSION

Organizational Support as a Determinant of Job Satisfaction

Organizational support relates to job satisfaction because workers evaluate their jobs through experiences of how the organization treats them. Riggie, Edmondson, and Hansen (2009) found a strong positive relationship with job satisfaction as well as organizational commitment. This finding reinforces the view that satisfaction does not merely stem from task characteristics, but rather from the perception that the organization provides a worthy exchange relationship. When employees feel their contributions are recognized, their work needs are attended to, and organizational decisions are trustworthy, they have a basis to make a positive evaluation of their work. Support also reduces the feeling that employees face organizational demands alone. Satisfaction develops as a response to the experience that the working relationship provides material, social, and psychological benefits commensurate with the contributions given (Singh, 2016).

The performance appraisal system is a critical point because workers use evaluation results to read the organization's appreciation of their contributions. Darmawan (2021) discussed unclear targets, assessment bias, and a lack of employee involvement as problems that can reduce the quality of evaluation and job satisfaction. Organizational support in this process needs to be realized through clear standards, opportunities to present performance evidence, feedback that can be used for development, and correction procedures when an assessment is disputed. An evaluation that is felt to be one-sided can damage the meaning of support even when the organization provides many other facilities. Employee involvement in the evaluation process and understanding of work targets can increase the perception that the organization values their contributions and opinions (Darmawan, 2024). The ability to process performance data properly makes assessments more objective and accountable (Khairi & Darmawan, 2022). Support becomes credible when decisions that determine rewards, careers, and professional reputation are carried out transparently

and can be held accountable (Jibai & Hammoud, 2020).

Leaders' behavior also determines whether organizational policies are truly received as support. Rojak and Darmawan (2021) discussed ethical leadership and social responsibility in organizational managerial practice. This principle is relevant because supervisors are the ones who translate policies into daily experience through work allocation, communication, recognition, provision of opportunities, and conflict resolution. Transformational leadership that upholds shared values strengthens employees' belief that their superiors can be trusted (Rojak et al., 2022). Employees will find it difficult to feel supported if organizational policies look good formally but superiors implement them in a discriminatory or inconsistent manner. Good communication in handling conflict helps maintain a sense of fairness among team members (Marsal & Darmawan, 2022). Ethical leadership can strengthen the perception that workers are treated with dignity and predictable standards. Satisfaction then develops through trust in the working relationship, not merely through enjoyment of tasks. Supervisor support needs to be aligned with the organizational system so that personal attention does not depend on the character of a single leader.

Organizational climate provides the social framework that allows support to be felt collectively. Arifin and Mardikaningsih (2021) discussed employability and organizational climate in relation to employee performance. This discussion provides a basis for seeing that employees assess their ability to develop together with a work atmosphere that facilitates the use of competencies (Irfan et al., 2023). Strategies that build perceived support consistently help employees feel cared for in diverse work environments (Hariani et al., 2021). Organizations that provide learning opportunities, mobility, feedback, and space to develop abilities send the message that workers have a future within the system. This experience can increase satisfaction because work is not perceived as a routine activity that stops at present compensation (Singh, 2016). An open climate also helps employees see that the competencies they build have value. Shared values and symbols also foster a sense of belonging to the organization (Kurniawan et al., 2021). Development support becomes more meaningful when opportunities are not only formally available but can be accessed based on workers' needs and abilities.

Quality of work life extends support from professional appreciation to overall well-being. Eddine et al. (2021) positioned quality of work life,

well-being, flexibility, training, reward systems, and evaluation as interrelated parts of human resource management. Organizations that pay attention to quality of work life recognize that employees need an environment that allows them to work productively without continuously sacrificing their psychological and social capacity. Human resource policies designed to be sustainable protect employee well-being as well as organizational performance (Hariani et al., 2022). Satisfaction increases when demands can be managed, policies provide room to recover energy, and evaluation does not ignore working conditions (Navya, 2024). Well-maintained human resource quality is associated with employee performance and loyalty (Darmawan et al., 2020). This kind of support has special meaning in high-pressure jobs because employees assess whether the organization merely demands results or also provides conditions that allow those results to be achieved in a healthy way.

The need for support also differs across the career path. Darmawan (2020) discussed the health, well-being, and productivity of senior workers in the era of artificial intelligence. Its relevance to employee performance lies in the importance of a work environment that can support employees in achieving optimal work results (Darmawan et al., 2021). Experienced workers may hold substantial organizational knowledge but face demands to learn new tools or changed work methods. Policies that immediately view them as less adaptive can reduce self-esteem and satisfaction. More appropriate support takes the form of training that respects experience, job design that preserves the value of tacit knowledge, and access to easy-to-use technology (Beier et al., 2020). A clear technology strategy and planned change management reduce experienced workers' difficulty in adapting (Mardikaningsih & Hariani, 2023; Sinambela, 2023). The risks of technological change also need to be managed so that they do not become an additional burden for them (Silva et al., 2022). Satisfaction then arises from the experience that the organization does not see age or career stage as a reason to reduce opportunities to contribute.

Work-life balance is a form of support that directly affects employees' ability to maintain their energy and personal relationships. Arifin et al. (2021) linked work-life balance with job satisfaction through flexibility, stress reduction, communication, and policies that support well-being. Support in this area does not always require reducing demands, but it requires managing demands in a predictable way and giving room for responsibilities outside work.

Flexibility given only informally to certain groups can create a perception of unfairness. Organizations need to develop clear principles about when and how flexibility can be used. Open communication about these rules helps reduce misunderstandings among workers (Sajjapong & Irfan, 2022). When workers can fulfill professional obligations without continually experiencing conflict with personal life, they find it easier to evaluate work as an experience worth keeping.

Psychological well-being also affects how support is received and processed. Irfan and Darmawan (2021) discussed emotion management, interpersonal relationships, mental resilience, and social support as elements related to psychological well-being. Organizations can strengthen satisfaction by creating conditions that allow employees to manage pressure without facing stigma. Support can take the form of communication that respects emotions, access to assistance, realistic workloads, recovery time, and working relationships that do not magnify personal conflict. Clear resolution mechanisms for work relationship tensions also help maintain employees' sense of security (Khayru, 2024). Attention to well-being should not be limited to ceremonial programs (Lahat et al., 2020). Employees will assess the consistency between well-being campaigns and daily practice. If demands remain excessive or emotional problems are treated as weakness, support programs lose their credibility.

Aggregate evidence also shows the closeness of support to satisfaction. Yuwono (2021) demonstrates a positive relationship between organizational support and job satisfaction. Support serves as a consistent determinant, but this does not mean that every form of support produces effects of the same strength. Support needs to correspond with work needs and be perceived as a tangible action. An expensive facility may hold little meaning if workers actually need role clarity, whereas simple communication from superiors can hold great value when employees face uncertainty.

Organizational support ultimately operates through a process of interpretation. Two workers can receive the same facility but produce different perceptions because past experiences, needs, access, and the way policies are administered are not identical. Organizations need to distinguish between the existence of programs and the experience of support (Hong et al., 2023). Health programs, training, flexibility, or rewards only take on psychological meaning when they can be utilized without unreasonable barriers. Employees also observe whether the organization provides support

when needs genuinely arise, rather than only when conditions are running smoothly. Responses during times of illness, conflict, task changes, or failure serve as tests of relationship quality. Enduring satisfaction is more likely to develop when support is present consistently during routine conditions as well as circumstances demanding special attention.

Organizations also need to avoid narrowly transactional support. Incentives can increase satisfaction with rewards, but they do not always improve perceptions of support if the system is considered manipulative or used to replace improvements in working conditions. Strong support requires alignment between communicated values and real decisions (Wyatt-Johnson et al., 2024). Companies that claim to care about well-being while continuing to allow unrealistic workloads will face a trust gap. Fair evaluation, ethical leadership, quality of work life, flexibility, and opportunities for development need to move in the same direction. Such consistency causes employees to view support as an organizational character rather than a temporary program that appears when the company wants to improve survey scores.

Organizational support shapes job satisfaction through a combination of fairness, leadership, development, quality of work life, well-being, flexibility, and evaluation systems that value employees. Satisfaction develops when employees assess that the organization provides a working relationship that is fair, trustworthy, and allows professional as well as personal needs to be managed reasonably (Al Hakim & Irfan, 2024). Support cannot be reduced to financial rewards because experiences with superiors, evaluation processes, learning opportunities, health, and life outside of work also shape job evaluations. Organizations that wish to increase satisfaction need to ensure that policies are accessible and experienced consistently. The perception of support ultimately serves as a bridge between management practices and employees' positive evaluations of their work.

Organizational Support as a Driver of Employee Engagement

The relationship between organizational support and employee engagement can be explained through social exchange. Saks (2006) distinguishes between job engagement and organizational engagement and finds that perceived organizational support predicts both forms in his research sample. Engagement also mediates the relationship of various antecedents with satisfaction, commitment, turnover intention, and organizational citizenship behavior. These

findings indicate that support can encourage workers to reciprocate the organization's treatment with greater self-investment. This response differs from satisfaction because employees move from a positive evaluation toward the deployment of energy and attention in their work. Support provides a sense that contributions have a place and the possibility of receiving a proper response, making workers more willing to involve themselves in tasks and organizational life.

Rich, LePine, and Crawford (2010) also found that perceived organizational support is related to job engagement, which in turn helps explain task performance and organizational citizenship behavior in their study of firefighters. Engagement is understood as an investment of the self that includes physical, cognitive, and emotional capacities. These findings confirm that support needs to provide conditions for employees to truly use their resources. Organizational attention to well-being maintains energy, rewards give an emotional reason to care about outcomes, while resources and information enable cognitive focus. Engagement becomes strong when support touches the whole experience of workers (Zhang, 2024). Good quality of work life is also associated with employee commitment (Eddine et al., 2023). Well-maintained work morality strengthens workers' loyalty to the organization (Fajar et al., 2025). A program that improves only one element does not necessarily produce self-investment if other elements remain obstacles.

Technology access and digital skills are an increasingly relevant form of support when work uses electronic systems. Arifin and Darmawan (2021) discussed gaps in technology access and digital skills and the need to provide more equal opportunities to develop competencies in the Industry 4.0 era. In organizations, workers find it hard to be engaged in their work when digital demands increase but devices, networks, training, or technical support are inadequate. Human resource readiness in digital workplaces determines how easily employees adapt (Gani & Darmawan, 2023). Gaps in access and misleading information can also reduce participation and trust (Issalillah & Hardyansah, 2022). Technology problems can absorb energy that should be used for tasks and create a feeling that the organization shifts the entire cost of adaptation to employees. Providing access and training signals that change is a shared responsibility (Sarker et al., 2021). Employee experience in digital workplaces improves when digital transformation is managed well (Putra et al., 2022; Putra & Arifin, 2021). Employees find it easier to be engaged when they have tools and skills that match

job demands (Essa & Mardikaningsih, 2024).

Certainty in the employment relationship also affects the willingness to invest oneself. Ishaq et al. (2021) discussed flexibility in the gig economy together with income uncertainty, limited social protection, and labor market stability. This discussion offers the lesson that flexibility does not automatically become support if workers must bear excessive uncertainty. A lack of transparent system control in platform-based work increases the instability that workers feel (Rohmawati & Mardikaningsih, 2023). Employee engagement requires a sense that today's effort has a sufficiently clear connection with job continuity, rewards, and protection. Organizations may use flexible forms of work, but they still need to provide information on expectations, rights, support, and problem-resolution mechanisms. Employees who continually feel easily replaceable may choose to maintain psychological distance as a form of self-protection (Salmah et al., 2024). Different employment statuses can also affect a person's level of engagement (Khayru et al., 2025). Support that gives reasonable certainty helps workers dare to devote greater capacity.

Cross-functional training can broaden engagement because employees understand how their work relates to other units. Fared and Darmawan (2021) positioned cross-functional training as a means of strengthening communication, process understanding, collaboration, and a learning culture. Training designed to be engaging, for example through gamification, increases involvement and learning effectiveness (Eddine & Darmawan, 2022). From the perspective of organizational support, this kind of training gives two messages. First, the organization is willing to invest in employees' competencies. Second, workers are trusted to understand processes broader than the limits of a narrow position. This experience can increase the meaningfulness of work because employees see how the results of their tasks affect other units. Collaboration also increases access to help when problems arise. A work environment that supports communication across units, including through social media, helps maintain engagement (Hariani et al., 2023). Team diversity that is well managed creates an inclusive work environment (Mardikaningsih & Hariani, 2022). Engagement no longer depends on an individual's relationship with a task but develops through a work network that allows contributions to be seen and valued collectively.

Organizational flexibility in facing change can become support when accompanied by clarity and participation. Darmawan (2021) discussed agile project management through flexibility,

collaboration, responsiveness to feedback, and adaptability in a dynamic business environment. This principle is relevant to engagement because adaptive work methods give employees greater room to participate in problem solving. Flexible and adaptive situational leadership encourages engagement and team development (Rojak & Darmawan, 2023). Engagement weakens if change is delivered merely as new instructions without the opportunity to understand the reasons or influence implementation. Adaptive practices that provide short feedback and collaboration can create the experience that workers' voices have consequences for decisions. Decision making that adjusts to dynamic organizational conditions strengthens this experience (Darmawan, 2024). Organizational support then appears as the provision of room to act, not merely the provision of facilities (Issa et al., 2019). Employees who have agency find it easier to use their knowledge and creativity at work.

Adaptive learning strengthens engagement because employees feel that the organization allows them to remain relevant when demands change. Kurniawan and Darmawan (2021) discussed the relationship between adaptive learning and individual and collective learning. This principle is useful for understanding engagement as a state that requires the courage to try, obtain feedback, and improve ways of working. Continually developing experience, ability, and motivation are associated with employee performance (Sinambela & Ernawati, 2021). Organizations that punish every small mistake may push workers to choose safe and minimal behavior. Organizations that provide learning space with clear limits of responsibility can encourage experimentation and participation. Learning support also reduces anxiety when technology or procedures change because employees know the organization does not expect adaptation without resources (Pluta, 2023). Engagement develops when learning is considered part of the job and not an additional obligation that must be undertaken personally.

A long-term orientation gives employees a reason to maintain engagement beyond momentary demands. Mardikaningsih and Darmawan (2021) discussed business sustainability, regulatory uncertainty, the need for sustainability education, and transparency and accountability. From an engagement perspective, workers find it easier to maintain energy when they understand the organization's direction and see the relationship between tasks and business continuity. Uncertainty that is not communicated can reduce engagement because employees do not know whether the effort

and changes requested have a clear purpose. Organizational support needs to include communication about long-term priorities, reasons for adjustments, and required competencies (Guidetti et al., 2018). Decisions grounded in ethical principles and communicated openly increase employee trust (Mardikaningsih & Darmawan, 2022). Better transparency also reduces the uncertainty that workers feel (Gardi & Darmawan, 2024). Employees can then view change as a process that can be learned, not a series of demands without direction.

The strength of perceived organizational support as a source of engagement is also supported by broader meta-analytic evaluation. Kurtessis et al. (2017) found general support for the theory's predictions regarding the antecedents and consequences of POS. Leadership, human resource practices, working conditions, and the organization's relationship with employees are related to the formation of support, while POS is related to workers' orientation toward the organization and the job, performance, and well-being. These findings show that engagement should not be pursued through motivational campaigns separate from the work system. Ethical leadership and social responsibility in managerial practice strengthen trust in organizational policies (Rojak & Darmawan, 2021). A well-maintained organizational reputation also affects employees' pride in their workplace (Darmawan et al., 2022). Engagement is more likely to last when the organization builds support through leadership, policies, working conditions, and human resource practices that reinforce one another (Darmawan, 2023).

Managing support for engagement requires a combination of supervisors, coworkers, and organizational systems. Superiors provide recognition, feedback, and access to decisions. Coworkers provide social support and knowledge (Pires, 2021). The organization provides resources, policies, technology, rewards, training, and protection structures. All three need to move in the same direction. Employees may have a supportive superior but still lose engagement if the career system is unfair. A good system can also lose its impact if a supervisor withholds information or ignores team needs. Engagement management therefore needs to view the worker's experiential journey from receiving tasks, obtaining resources, collaborating, being evaluated, to facing changes (Pires, 2021). Support must be present at points that influence employees' ability and willingness to continue dedicating themselves.

Satisfaction and engagement need to be positioned in a close relationship but not equated. Support that improves working conditions can make

employees more satisfied, whereas support that provides meaning, resources, voice, and learning opportunities can transform satisfaction into active engagement (Prentice, 2022). Satisfied employees possess an emotional foundation to maintain working relationships, but engagement requires additional reasons to invest in tasks. Organizations need to measure both separately. Satisfaction surveys can identify evaluations of rewards or conditions, whereas engagement measurements need to examine energy, focus, involvement, and willingness to exert effort (Kokkina et al., 2018). This separation helps management know whether support produces comfort, engagement, or both.

Organizational support strengthens employee engagement when workers obtain resources, technology access, reasonable security, training, flexibility, learning opportunities, collaboration, and an understanding of organizational direction (Mori et al., 2024). Support generates engagement when employees feel that their capabilities and contributions are valued and that they have the space to influence their work (Chasanah & Mardikaningsih, 2023). Engagement is more difficult to sustain if flexibility turns into uncertainty, digitalization is not accompanied by competency development, or changes occur without communication. The relationship with satisfaction is mutually reinforcing but not identical. Satisfaction provides a positive evaluation of the work experience, whereas engagement indicates self-investment in role performance. Organizational support serves as a joint determinant because it can create a work experience that is simultaneously worthy of appreciation and worth fighting for.

CONCLUSION

Organizational support is a primary determinant that can explain job satisfaction and employee engagement through employee experiences regarding organizational treatment. Satisfaction develops when workers obtain fairness, trustworthy leadership, clear evaluations, quality of work life, well-being, flexibility, and opportunities for development. Engagement requires support that extends toward the provision of resources, technology access, learning, collaboration, participation space, employment relationship security, and an understandable organizational direction. These two outcomes are related but not identical. Employees can be satisfied without being fully engaged, whereas high engagement is difficult to maintain if dissatisfaction with organizational treatment persists. Consistent support bridges the two because it makes employees

evaluate their work positively while also being willing to dedicate energy, attention, and emotional capacity in carrying out their roles.

Perceived organizational support can be used as a framework connecting human resource practices with work attitudes and behaviors. Satisfaction explains employee evaluations of work experience, whereas engagement explains self-deployment in roles. Organizational support can influence both through social exchange, need fulfillment, a sense of security, meaningfulness, and the availability of resources. Organizations need to avoid engagement programs that stand alone apart from work systems. Support must be visible in evaluation fairness, leadership quality, well-being, technology access, learning, and protection during times of change. The measurement of satisfaction and engagement also needs to be separated so that organizations can recognize whether employees merely feel comfortable or truly possess the energy and willingness to make active contributions. For organizations, support audits should be conducted through worker experiences, not merely through program inventories. Management needs to know whether facilities are accessible, whether superiors implement policies fairly, and whether workers possess the resources to face changes. Support designed from these experiences has the opportunity to produce more stable satisfaction and more meaningful engagement.

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