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The Role of Perceived Organizational Support in Enhancing Work Engagement among Millennial Healthcare Employees

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Abstract—

This study examines the effects of effective human resource practices, work-life balance, psychological empowerment, and transformational leadership on work engagement, while investigating the mediating role of perceived organizational support among millennial employees working in supporting and administrative units of one Regional General Hospital in Tegal Regency, Indonesia. Data were collected from 113 employees and analyzed using Structural Equation Modeling–Partial Least Squares (SEM-PLS), with hypothesis testing performed through bootstrapping using a two-tailed significance test at the 5% significance level. The findings reveal that (1) work engagement is significantly shaped by work-life balance and psychological empowerment, while effective human resource practices and transformational leadership do not show significant direct effects; (2) work-life balance, psychological empowerment, and transformational leadership significantly enhance perceived organizational support, whereas effective human resource practices do not significantly influence perceived organizational support; (3) perceived organizational support significantly promotes work engagement and partially mediates the relationship between work-life balance and work engagement; and (4) the non-significant effects of effective human resource practices and transformational leadership challenge assumptions in the work engagement literature, suggesting that organizational support and psychological resources may represent stronger drivers of engagement in public healthcare settings. These findings extend the literature by providing evidence from an Indonesian public hospital context and highlighting perceived organizational support as a key mechanism linking supportive work environments to work engagement.

Keywords— *Work Engagement; Perceived Organizational Support; Work-Life Balance; Psychological Empowerment; Millennial Healthcare Employees*

I. INTRODUCTION

Public healthcare organizations are increasingly required to deliver high-quality and sustainable healthcare services amid rising workloads, bureaucratic complexity, and growing public expectations. However, these challenges place considerable pressure on supporting and administrative employees, whose operational and administrative responsibilities are essential for maintaining hospital service continuity (Ham et al., 2020). In one Regional General Hospital in Tegal Regency, the 2024 behavioral performance Key Performance Indicator (KPI) records provided by the Human Resources Department showed that, among the available performance records, only 25 employees (43.1%) met the organizational performance targets, whereas 33 employees (56.9%) failed to achieve them. Furthermore, a preliminary survey conducted among 30 supporting and administrative employees revealed that 60% of respondents reported low dedication, 50% indicated low vigor, and 43.3% experienced low absorption, suggesting insufficient psychological attachment to their work. These findings indicate that improving Work Engagement has become an important managerial issue in public healthcare organizations because low employee engagement may reduce organizational effectiveness and healthcare service quality (Hämmig, 2024).

In addition to the low level of work engagement, preliminary interviews and observations also revealed several organizational conditions related to the antecedent variables examined in this study. Employees perceived that training opportunities, performance feedback, compensation, and job placement had not been implemented optimally, indicating challenges in Effective Human Resource Practices. Work-life balance was also affected by heavy workloads, overtime, and limited opportunities to utilize leave, reducing employees' ability to balance work and personal life. Furthermore, employees reported limited autonomy in decision-making, unequal involvement in organizational changes, and inconsistent leadership support across work units, suggesting suboptimal Psychological Empowerment and Transformational Leadership. Organizational appreciation, concern for employee well-being, and communication regarding promotion opportunities were also perceived as inconsistent, indicating that Perceived Organizational Support had not been fully established. These organizational conditions suggest that both organizational and psychological resources may contribute to the relatively low level of Work Engagement among millennial supporting and administrative employees.

Work engagement refers to a positive and fulfilling work-related psychological state characterized by vigor, dedication, and absorption (Schaufeli & Bakker, 2004). According to Bakker & Albrecht (2018), highly engaged employees demonstrate greater enthusiasm, persistence, and emotional attachment to their work, thereby contributing to higher individual performance, service quality, and organizational sustainability. Nevertheless, maintaining work engagement among millennial employees remains challenging because this generation generally places greater importance on meaningful work, psychological well-being, work-life balance, and organizational support in shaping work attitudes and organizational commitment (Aboramadan & Karatepe, 2021).

According to the Job Demands-Resources (JD-R) Theory, organizational and psychological resources promote employees' motivational states and strengthen Work Engagement (Bakker & Demerouti, 2017). Previous studies reported that Effective Human Resource Practices positively influence Work Engagement Saragih & Prasetyo (2020), although Saragih et al., (2021) found no significant relationship. Similarly, Work-Life Balance has been shown to positively affect Work Engagement Wijayanto et al., (2022), whereas Septiani & Agus (2023) reported a non-significant effect. Psychological Empowerment also demonstrated a positive influence on Work Engagement (Tristati et al., 2025), although Aloitaibi et al., (2020) found inconsistent results. Likewise, Transformational Leadership positively affects Work Engagement (Prastyani et al., 2024), while Dzulfikar et al., (2026) reported no significant relationship. These inconsistent findings suggest that the effects of organizational and psychological resources on Work Engagement may vary across organizational contexts, particularly among millennial employees in Indonesian public healthcare organizations. Therefore, this study proposes that Effective Human Resource Practices, Work-Life Balance, Psychological Empowerment, and Transformational Leadership positively affect Work Engagement (**H1-H4**).

Based on Social Exchange Theory, favorable organizational treatment encourages employees to develop stronger Perceived Organizational Support, which subsequently enhances positive work attitudes (Eisenberger et al., 2020). Previous studies reported that organizational resources positively contribute to Perceived Organizational Support, while Perceived Organizational Support enhances Work Engagement (Alfes et al., 2013). However, empirical evidence remains limited regarding whether Perceived Organizational Support consistently explains the relationships between multiple organizational resources and Work Engagement among millennial supporting and administrative employees in Indonesian public healthcare organizations. Therefore, this study expects organizational resources to strengthen employees' Perceived Organizational Support, which subsequently enhances Work Engagement. Accordingly, **H5-H8** propose that Effective Human Resource Practices, Work-Life Balance, Psychological Empowerment, and Transformational Leadership positively affect Perceived Organizational Support, whereas **H9** proposes that Perceived Organizational Support positively affects Work Engagement.

Social Exchange Theory further suggests that organizational resources may influence employee outcomes through employees' perceptions of organizational support (Eisenberger et al., 2020). Previous studies reported that Perceived Organizational Support mediates the relationship between organizational resources and Work Engagement (Mori et al., 2024). However, evidence regarding this mediating role remains limited and has rarely been examined by simultaneously integrating multiple organizational resources among millennial supporting and administrative employees in Indonesian public hospitals. Therefore, the present study expects Perceived Organizational Support to mediate the relationships between organizational resources and Work Engagement. Accordingly, **H10-H13** examine the mediating role of Perceived Organizational Support.

Therefore, this study aims to examine the effects of Effective Human Resource Practices, Work-Life Balance, Psychological Empowerment, and Transformational Leadership on Work Engagement, while investigating the mediating role of Perceived Organizational Support among millennial employees in supporting and administrative units of one Regional General Hospital in Tegal Regency. This study makes three contributions to the literature. First, it focuses on supporting and administrative employees, a workforce group that remains underrepresented in healthcare engagement research despite its strategic role in organizational operations (Pinho et al., 2023). Second, it integrates Job Demands-Resources Theory and Social Exchange Theory into a comprehensive framework that explains work engagement through organizational, leadership, and psychological resources. Third, it extends research by examining Perceived Organizational Support as the underlying mechanism linking organizational resources to Work Engagement within the context of Indonesian public healthcare organizations. Based on the theoretical arguments, empirical findings, and the organizational conditions in the study setting, organizational and psychological resources are expected to enhance Work Engagement directly and indirectly through Perceived Organizational Support. Accordingly, this study proposes thirteen hypotheses (H1-H13) concerning the direct relationships among the study variables and the mediating role of Perceived Organizational Support.

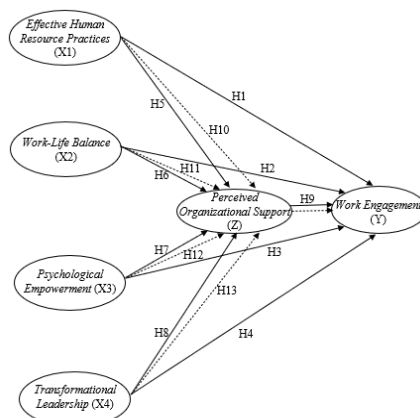


Fig. 1. Conceptual Thinking Framework And Hypotheses

II. METHOD

This study employed a quantitative research approach using a survey method. The population comprised 113 millennial employees (born between 1981 and 1996, following Parker et al., 2019) working in the medical support units (Laboratory, Radiology, Medical Records, and Mortuary), non-medical support units (Nutrition, Sanitation, Central Sterile Supply Department/CSSD, Electronic Data Processing, and supporting staff), and administrative units (General Administration, Public Relations, and Human Resources) of one Regional General Hospital in Tegal Regency, Indonesia. A saturated sampling (census) technique was employed, resulting in a final sample of 113 respondents. Primary data were collected through a structured questionnaire using a five-point Likert scale. Effective Human Resource Practices, Work-Life Balance, Psychological Empowerment, Transformational Leadership, Perceived Organizational Support, and Work Engagement were measured using validated scales adapted from previous studies. Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) implemented in SmartPLS 4. The analysis included assessment of the measurement model (convergent validity, discriminant validity, and reliability), evaluation of the structural model (R^2 and predictive relevance, Q^2), and hypothesis testing through the bootstrapping procedure. Hypotheses were evaluated using a two-tailed significance test at the 5% level ($p < 0.05$).

III. RESULTS AND DISCUSSION

3.1 Respondent Characteristics

TABLE I. RESPONDENT CHARACTERISTICS

Characteristics	Category	Frequency	Percentage
Gender	Male	48	42.48%
	Female	65	57.52%
Age	30-33 years	50	44.25%
	34-37 years	46	40.71%
	38-41 years	10	8.85%
	42-45 years	7	6.19%
Working Period	< 6 months	12	10.62%
	1-3 years	39	34.51%
	3-5 years	35	30.97%
	> 5 years	27	23.90%
Work Unit	Medical Support	39	34.51%
	Non-Medical Support	61	53.98%
	Administration	13	11.50%

Source: Primary data processed by the authors (2026).

Table I presents the demographic profile of the 113 millennial employees included in this study.

3.2 Measurement Model Assessment

TABLE II. A. RELIABILITY AND CONVERGENT VALIDITY ASSESSMENT

Construct	Cronbach's Alpha	Composite Reliability	AVE
Effective HR Practices	0,879	0,881	0,541
Work-Life Balance	0,898	0,899	0,551
Psychological Empowerment	0,938	0,939	0,596
Transformational Leadership	0,923	0,925	0,591
Perceived Organizational Support	0,889	0,896	0,601
Work Engagement	0,920	0,921	0,534

Source: Primary data processed using SmartPLS 4.0 (2026)

Table II shows that all constructs meet the required reliability and convergent validity criteria, with Cronbach's Alpha, Composite Reliability, and AVE values exceeding the recommended thresholds.

TABLE III. B. DISCRIMINANT VALIDITY (HTMT)

Variable	EHRP (X1)	WLB (X2)	PE (X3)	TL (X4)	POS (Z)	WE (Y)
EHRP (X1)	-					
WLB (X2)	0,718	-				
PE (X3)	0,749	0,780	-			
TL (X4)	0,692	0,760	0,819	-		
POS (Z)	0,779	0,838	0,837	0,828	-	
WE (Y)	0,774	0,844	0,844	0,807	0,896	-

Source: Primary data processed using SmartPLS 4.0 (2026)

Table III shows that all HTMT values are below the recommended threshold of 0.90, indicating that each construct has adequate discriminant validity.

3.3 Structural Model and Hypothesis Testing

The structural model demonstrates substantial explanatory power, with an R^2 value of 0.727 for Perceived Organizational Support and 0.770 for Work Engagement, indicating that the proposed model explains a considerable proportion of variance in both endogenous constructs. The results of the direct and indirect hypothesis testing obtained through the bootstrapping procedure are presented in Table IV.

TABLE IV. DIRECT AND INDIRECT HYPOTHESIS TESTING RESULTS

Hypothesis	Path	Original Sample β	P-value	Decision
H1	EHRP $\rightarrow$ WE	0.177	0.131	Not Supported

Hypothesis	Path	Original Sample β	P-value	Decision
H2	WLB $\rightarrow$ WE	0.217	0.020	Supported
H3	PE $\rightarrow$ WE	0.220	0.031	Supported
H4	TL $\rightarrow$ WE	0.111	0.197	Not Supported
H5	EHRP $\rightarrow$ POS	0.186	0.091	Not Supported
H6	WLB $\rightarrow$ POS	0.288	0.007	Supported
H7	PE $\rightarrow$ POS	0.232	0.023	Supported
H8	TL $\rightarrow$ POS	0.264	0.011	Supported
H9	POS $\rightarrow$ WE	0.321	0.009	Supported
H10	EHRP $\rightarrow$ POS $\rightarrow$ WE	0.060	0.135	Not Supported
H11	WLB $\rightarrow$ POS $\rightarrow$ WE	0.093	0.049	Supported
H12	PE $\rightarrow$ POS $\rightarrow$ WE	0.074	0.063	Not Supported
H13	TL $\rightarrow$ POS $\rightarrow$ WE	0.085	0.094	Not Supported

Source: Primary data processed using SmartPLS 4.0 (2026)

Direct Effects

Based on Table IV, Work-Life Balance ($\beta = 0.217$; $p = 0.020$) and Psychological Empowerment ($\beta = 0.220$; $p = 0.031$) had significant positive effects on Work Engagement. In contrast, Effective Human Resource Practices ($\beta = 0.177$; $p = 0.131$) and Transformational Leadership ($\beta = 0.111$; $p = 0.197$) did not have significant direct effects. These findings indicate that work engagement among millennial employees in supporting and administrative units of one Regional General Hospital in Tegal Regency was influenced primarily by Work-Life Balance and Psychological Empowerment rather than formal HR practices or leadership. These findings support the Job Demands-Resources (JD-R) Theory, which argues that employees become more engaged when they possess sufficient job and personal resources to cope with work demands (Bakker & Demerouti, 2017). In the studied hospital, millennial employees working in supporting and administrative units are responsible for maintaining administrative processes and operational support under increasing service demands. The significant effects of Work-Life Balance and Psychological Empowerment indicate that employees who experience a healthy balance between work and personal life, while perceiving autonomy, competence, and meaningfulness, are more likely to demonstrate stronger Work Engagement. Conversely, the non-significant effects of Effective Human Resource Practices and Transformational Leadership suggest that formal organizational practices and leadership behaviors alone were insufficient to directly foster Work Engagement.

Effects on POS

Based on Table IV, Work-Life Balance, Psychological Empowerment, and Transformational Leadership significantly influenced Perceived Organizational Support, whereas Effective Human Resource Practices did not. These findings are consistent with Social Exchange Theory, which proposes that employees develop perceptions of organizational support when they experience favorable treatment and concern from their organization (Eisenberger et al., 2020). In the studied hospital, employees appeared to perceive organizational support more strongly through day-to-day work experiences, empowerment opportunities, and supportive leadership interactions than through formal HR practices. This suggests that interpersonal relationships and supportive working conditions may represent more visible indicators of organizational care than administrative HR policies.

Mediation

Based on Table IV, the mediation analysis revealed that Perceived Organizational Support significantly mediated only the relationship between Work-Life Balance and Work Engagement, whereas the remaining indirect relationships were not statistically significant. This finding indicates that Perceived Organizational Support functioned as a psychological mechanism linking Work-Life Balance to Work Engagement. Employees who experienced a better balance between work and personal life were more likely to perceive organizational support, which subsequently strengthened their Work Engagement. However, Perceived Organizational Support did not significantly mediate the relationships between Effective Human Resource Practices, Psychological Empowerment, or Transformational Leadership and Work Engagement, suggesting that these variables influenced employee engagement through mechanisms other than organizational support.

3.5 Discussion of Findings

The findings provide empirical evidence regarding the mechanisms shaping work engagement among millennial healthcare employees. Work-Life Balance demonstrates a significant positive effect on Work Engagement, indicating that employees who experience greater alignment between work and personal life are more likely to develop stronger psychological involvement and commitment toward their work. This finding reinforces the JD-R Theory, which suggests that personal resources enable employees to manage work demands and sustain motivational states (Bakker & Demerouti, 2017). It also aligns with previous evidence highlighting work-life balance as a critical resource in maintaining employee engagement within high-demand work environments (Sari & Nasution, 2025).

Psychological Empowerment significantly enhances Work Engagement, suggesting that employees' perceptions of autonomy, competence, meaningfulness, and impact represent important psychological resources that stimulate intrinsic motivation and work involvement. This finding extends the JD-R perspective by demonstrating that engagement among millennial healthcare employees is not solely determined by organizational conditions but also by employees' internal psychological resources (Tristati et al., 2025).

Conversely, Effective Human Resource Practices and Transformational Leadership do not exhibit significant direct effects on Work Engagement. This finding challenges the assumption that formal HR systems and leadership behaviors automatically generate employee engagement. Instead, the effectiveness of organizational resources appears to depend on how employees interpret and internalize these practices within their specific organizational context. This result supports previous studies demonstrating that the

relationship between HR practices, transformational leadership, and engagement may vary across organizational environments and employee characteristics (Saragih et al., 2021; Septiani & Frianto, 2023).

The findings further demonstrate that Work-Life Balance, Psychological Empowerment, and Transformational Leadership significantly enhance Perceived Organizational Support, while Effective Human Resource Practices do not. This indicates that employees primarily perceive organizational support through direct experiences of flexibility, autonomy, and leadership interaction rather than through formal HR mechanisms. Consistent with Social Exchange Theory, perceived organizational support develops when employees perceive organizational actions as signals of appreciation and concern for their welfare (Eisenberger et al., 2020; Kurtessis et al., 2017).

Finally, Perceived Organizational Support significantly contributes to Work Engagement and mediates the relationship between Work-Life Balance and Work Engagement. This finding confirms the role of perceived organizational support as a psychological mechanism that converts supportive workplace experiences into stronger employee engagement. In line with Social Exchange Theory, employees who perceive organizational care and recognition are more likely to reciprocate through higher levels of involvement and dedication toward their work (Alfes et al., 2013). Therefore, strengthening work engagement in public healthcare settings requires not only improving work conditions but also fostering employees' perceptions of organizational support.

IV. CONCLUSIONS

This study provides empirical evidence on the determinants of work engagement among millennial employees working in supporting and administrative units of one Regional General Hospital in Tegal Regency, Indonesia. The findings reveal that Work-Life Balance and Psychological Empowerment significantly enhance Work Engagement, whereas Effective Human Resource Practices and Transformational Leadership do not demonstrate significant direct effects. In addition, Perceived Organizational Support significantly strengthens Work Engagement and partially mediates the relationship between Work-Life Balance and Work Engagement, highlighting the importance of organizational support as a psychological mechanism that translates supportive work conditions into higher employee engagement.

From a theoretical perspective, this study extends the work engagement literature by integrating the Job Demands-Resources Theory and Social Exchange Theory to explain how organizational, leadership, and psychological resources influence work engagement through Perceived Organizational Support. The findings further demonstrate that psychological resources and employees' perceptions of organizational support represent more influential drivers of work engagement than formal human resource practices in the context of public healthcare organizations.

Practically, the findings suggest that hospital management should prioritize initiatives that strengthen employees' work-life balance, psychological empowerment, and perceived organizational support rather than relying solely on formal human resource practices or leadership interventions. Strategies such as providing greater job autonomy, encouraging employee participation in decision-making, implementing recognition and appreciation programs, and developing supportive workplace policies may contribute more effectively to improving work engagement among millennial supporting and administrative employees.

This study has several limitations, including its focus on a single public hospital, the relatively limited sample size, and the cross-sectional research design, which may restrict the generalizability of the findings. Future studies are encouraged to examine broader healthcare settings using longitudinal designs and larger samples while incorporating additional variables, such as organizational culture, psychological safety, resilience, and job demands, to obtain a more comprehensive understanding of the factors influencing work engagement.

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