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Influence Perceived Organizational Support(Pos) Against Employee Engagement To The Employees Of The National Narcotics Agency Of North Sulawesi Province

Maria Rahkita Elvira, Deitje Adolfien Katuuk, Melkian Naharia

[1,2,3] Manado State University

Email Corresponding Author: elvira28042003@gmail.com , deitjekatuuk@unima.ac.id , melkiannaharia@unima.ac.id

Abstract

Employee engagement is crucial for organizational sustainability, particularly in high-demand and high-risk work environments such as the North Sulawesi BNNP. This study aims to analyze the effect of perceived organizational support (POS) on employee engagement at the North Sulawesi BNNP. The study employed a quantitative approach with an explanatory survey method. The population and sample consisted of 70 employees determined through saturated sampling. Data were collected using a five-point Likert scale questionnaire, with POS measured using the Survey of Perceived Organizational Support and Employee Engagement using the Utrecht Work Engagement Scale. Data analysis was performed using descriptive statistics, assumption tests, simple linear regression, and t-tests using SPSS 25. The results showed that POS had a positive and significant effect on employee engagement with a coefficient of 0.827, t = 15.225, p < 0.001, and R^2 = 0.773. In conclusion, increased organizational support is associated with increased employee engagement.

Keywords:Public Sector Employees, Work Engagement, Employee Engagement, Social Exchange, Perceived Organizational Support

INTRODUCTION

Employee engagement is a crucial aspect of organizational sustainability because it reflects the physical, mental, and emotional involvement of employees. High engagement fosters dedication and commitment, while low engagement can be associated with decreased service quality, absenteeism, and the desire to leave the organization. At the North Sulawesi National Narcotics Agency (BNNP), this issue is

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increasingly important because employees face high risks, operational pressures, heavy workloads, and demands for public accountability.

Based on data through December 2025, there are indications of low employee engagement at the North Sulawesi National Narcotics Agency (BNNP). Of the 70 employees, 7, or 11.2%, moved or were assigned to other institutions within the past year, while the average absenteeism rate reached 13%, or around 8 to 9 employees per month during peak operational periods. Initial interviews also revealed that 55% of employees felt they had not received emotional support, recognition for their additional work, or feedback from their superiors. This situation aligns with the ASN performance report (KemenPAN-RB, 2022), which indicates that employee engagement in the government sector remains moderate.

Employee engagement issues are also evident in the lack of constructive feedback, recognition or rewards for performance, and suboptimal internal communication. Some employees also lack adequate access to information and development opportunities. This situation indicates that high job demands are not fully balanced by strong Perceived Organizational Support (POS). According to Eisenberger et al. (1986), POS is an employee's belief that the organization values their contributions and cares about their well-being.

The high-risk and high-responsibility nature of North Sulawesi's National Narcotics Agency (BNNP) work further reinforces the importance of organizational support. Increased work demands not matched by adequate support can be associated with burnout and decreased employee engagement (Katuuk, Rotty, et al., 2021). Employees who feel supported tend to be more loyal, committed, and engaged in their work (Robbins and Judge, 2008). In this study, Employee Engagement refers to Vigor, Dedication, and Absorption (Schaufeli and Bakker, 2003).

The relationship between POS and Employee Engagement has been extensively researched, but results vary across organizational contexts (Aube et al., 2007; Rhoades and Eisenberger, 2002). A systematic literature review by Theovany, Rivai, and Lukito (2025) showed a positive relationship between POS and Employee Engagement across various sectors, while Ahmed and Nawaz (2024) found a positive relationship in high-demand work environments. Greenfield et al. (2023) also showed that low perceptions of organizational support are associated with increased intention to leave the organization.

This study aims to identify and describe the level of POS and Employee Engagement and examine the influence of POS on Employee Engagement among employees of the North Sulawesi National Narcotics Agency (BNNP). This research is important because organizational support is related to employee engagement and operational stability in a high-risk work environment. The novelty of this study lies in examining the relationship between POS and Employee Engagement in the context of a

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vertical law enforcement agency, specifically the North Sulawesi BNNP, by integrating the turnover phenomenon of 11.2% based on 2025 data.

METHOD

This study employed a quantitative approach with an explanatory survey method. This approach was used to test hypotheses through numerical data obtained using a questionnaire and statistically analyzed (Creswell and Creswell, 2022). The explanatory survey method was used to examine the effect of Perceived Organizational Support (POS) on Employee Engagement. The study was conducted over two months in 2026 at the National Narcotics Agency Office in North Sulawesi Province.

The research instrument used a closed-ended questionnaire with a five-point Likert scale. POS was measured using the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger, while Employee Engagement was measured using the Utrecht Work Engagement Scale (UWES) developed by Schaufeli. Validity was tested using Corrected Item-Total Correlation with a criterion of ≥ 0.30, while reliability was tested using Cronbach's Alpha with a criterion of ≥ 0.70. In exploratory research, values above 0.60 are still acceptable (Nunnally and Bernstein, 1994). Data were analyzed using IBM SPSS Statistics version 25 through descriptive statistics, normality tests, linearity tests, simple linear regression, and t-tests.

The study population consisted of all 70 employees of the North Sulawesi National Narcotics Agency (BNNP), consisting of civil servants and honorary employees or PPNPN who were actively working. Because the population size was less than 100 people, all members of the population were sampled using the saturation sampling concept proposed by Sugiyono (2019). Thus, the study sample consisted of 70 employees with the criteria of having worked for at least one year, willing to be a volunteer respondent, and being actively working at the time of the study.

The study began by determining the POS variable as the independent variable and Employee Engagement as the dependent variable, then compiling and administering a questionnaire to all respondents who met the criteria. The collected data were then tested for validity and reliability using IBM SPSS Statistics version 25, then analyzed through descriptive statistics, normality tests, linearity tests, simple linear regression, and t-tests. The results of the analysis were used to describe the levels of POS and Employee Engagement and to test the effect of POS on Employee Engagement among BNNP North Sulawesi employees.

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RESULTS AND DISCUSSION

Description of Respondent Characteristics

Table 1 Respondents by Gender

No	Gender	Frequency (F)	Percentage (%)
1	Man	51	72.9%
2	Woman	19	27.1%
Total		70	100%

Male employees dominate at 72.9%, while females make up 27.1% at the North Sulawesi BNNP.

Table 2 Respondent Characteristics Based on Age

No	Age Group	Frequency (F)	Percentage (%)
1	24 – 30 Years	18	32.8%
2	31 – 40 Years	28	41.8%
3	41 – 50 Years	19	17.9%
4	> 50 Years	5	7.5%
Total	70		100%

The 24–40 year age group dominated respondents at 74.6%, indicating that the majority of North Sulawesi BNNP employees are of productive age.

Table 3 Respondent Characteristics Based on Length of Service

No	Age Group	Frequency (F)	Percentage (%)
1	< 3 Years	11	22.4%
2	3-7 Years	22	50.7%
3	>7 Years	37	52.9%
Total		70	100%

The majority of respondents have a working period of 3–7 years with a percentage of 50.7%, indicating that most employees are in a relatively stable and experienced work phase.

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Table 4 Employee POS Score Categorization

Category	Frequency (F)	Percentage (%)
Low	0	0%
Currently	29	41.4%
Tall	41	58.6%
Total	70	100%

Most respondents had POS in the high category (58.6%), while 41.4% were in the medium category and none were in the low category.

Table 5 Employee Engagement Score Categorization

Category	Frequency (F)	Percentage (%)
Currently	30	42.9%
Tall	40	57.1%
Total	70	100%

Classical Assumption Test

Table 6 Results of the Kolmogorov-Smirnov Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		70
Normal Parametersa,b	Mean	.0000000
	Standard Deviation	.05534053
Most Extreme Differences	Absolute	.070
	Positive	.060
	Negative	-.070
Test Statistics		.070
Asymp. Sig. (2-tailed)		.200c,d

The results of the normality test show a significance value of 0.200 > 0.05, so the data is normally distributed and meets the normality assumptions.

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Table 7 Heteroscedasticity Test Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.125	.132		.951	.345
	LN_TOTAL_X	-.018	.030	-.073	-.606	.547

a. Dependent Variable: Abs_RES

The results of the Glejser test show a significance value of 0.547 > 0.05, so the regression model is free from heteroscedasticity.

Table 8 Linearity Test Results

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
TOTAL_Y * TOTAL_X	Between Groups	(Combined)	3298.167	26	126.853	10.697	.000
		Linearity	2825.467	1	2825.467	251.009	.000
		Deviation from Linearity	372.700	25	14.910	1.260	.234
	Within Groups		501.033	43	11.852		
	Total		3799.200	69			

Test resultsLinearity shows that the relationship between POS and Employee Engagement is linear and significant, with a Deviation from Linearity of 0.234 > 0.05 and Linearity of 0.000 < 0.05.

Simple Linear Regression Analysis and Hypothesis Testing

Table 9 Results of Regression Coefficient Analysis

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.591	.236		2.504	.015
	LN_TOTAL_X	.827	.054	.879	15.225	.000

a. Dependent Variable: LN_TOTAL_Y

The constant value of 0.591 indicates the Employee Engagement value when POS is zero. The regression coefficient of 0.827 is positive, indicating that the higher the POS, the higher the Employee Engagement.

Hypothesis Testing (t-Test)

Table 10 Hypothesis Test Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.591	.236		2.504	.015
	LN_TOTAL_X	.827	.054	.879	15.225	.000

a. Dependent Variable: LN_TOTAL_Y

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The results of the t-test show a t-count value of 15.225 with a Sig. of 0.000 < 0.05, so H_1accepted. This means that POS has a positive and significant effect on Employee Engagement among BNNP North Sulawesi employees.

Coefficient of Determination R2 (R Square)

Table 11 Results of the Determination Coefficient Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.879[a]	.773	.770	.05575

a. Predictors: (Constant), LN_TOTAL_X

b. Dependent Variable: LN_TOTAL_Y

The R-squared value of 0.773 indicates that POS contributes 77.3% to Employee Engagement, while other factors contribute the remaining 22.7%. The R-squared value of 0.879 indicates a very strong relationship.

DISCUSSION

The results of the study indicate that Perceived Organizational Support (POS) has a positive and significant effect on Employee Engagement among employees of the National Narcotics Agency of North Sulawesi Province. Based on the results of a simple linear regression analysis, the regression coefficient was 0.827, the calculated t-value was 15.225, and the significance value was 0.000 ($p < 0.05$). These results indicate that the alternative hypothesis (H_1) is accepted, so it can be concluded that the higher the support that employees feel from the organization, the higher the level of employee engagement with their work.

These findings suggest that organizational support plays a crucial role in building employee engagement. When employees perceive that the organization values their contributions, cares about their well-being, and provides the necessary support for their work, they tend to exhibit higher levels of work enthusiasm, dedication, and engagement. Conversely, when perceived low levels of support are low, employee motivation and engagement with their work can also decline. Therefore, organizational support is a contributing factor.maintain employee commitment in carrying out their duties and responsibilities.

The results of the descriptive analysis also show that the majority of North Sulawesi BNNP employees have a high level of*Perceived Organizational Support*high. A total of 41 people (58.6%) were in the high category and 29 people (41.4%) were in the moderate category. This finding indicates that the majority of employees feel the organization's attention, appreciation, and concern for their well-being and contributions to their work. Furthermore, the analysis of Employee Engagement shows that 40 people

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(57.1%) were in the high category and 30 people (42.9%) were in the moderate category. This condition indicates that the majority of employees have good enthusiasm, dedication, and involvement in carrying out their duties as officials responsible for preventing and eradicating drug abuse.

The findings of this study support*Organizational Support Theory*Developed by Eisenberger, employees form perceptions about the extent to which the organization values their contributions and cares about their well-being. When employees perceive this support, they tend to respond positively through increased commitment and engagement in their work. In other words, the support provided by the organization not only meets employee needs but also fosters a sense of belonging.

The results of this study are also in line with*Social Exchange Theory*, which explains that the relationship between employees and organizations is reciprocal. Organizations that provide attention, appreciation, fair treatment, and support to employees will receive rewards in the form of positive work attitudes and behaviors. In the context of this study, this response is reflected in the high level of Employee Engagement of employees at the North Sulawesi National Narcotics Agency (BNNP). Employees who feel organizational support demonstrate a willingness to work responsibly, are committed to organizational goals, and are optimally involved in every task given.

This finding also supports the concept*Employee Engagement*As proposed by Schaufeli and Bakker (2003), who explain that work engagement consists of three dimensions: vigor, dedication, and absorption. Organizational support perceived by employees contributes to improving these three aspects. Employees become more enthusiastic about their work, take pride in their work, and are able to concentrate and fully engage in completing tasks. This is important considering the work environment at the North Sulawesi National Narcotics Agency (BNNP), which has high job demands. Therefore, organizational support can be a psychological resource that helps employees maintain their work engagement.

The significant influence of Perceived Organizational Support on Employee Engagement is also evident from the coefficient of determination (R Square) of 0.773. This value indicates that 77.3% of the variation in Employee Engagement can be explained by Perceived Organizational Support, while the remaining 22.7% is influenced by other factors outside this study. These results indicate that organizational support is one of the factors that significantly contributes to employee engagement in the BNNP North Sulawesi environment.

The results of this study are consistent with research*Aube et al.*(2007) showed that organizational support influences employee engagement. This finding aligns with research by Rhoades and Eisenberger (2002), which explains that positive perceptions

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of organizational support are associated with increased positive work attitudes. Furthermore, research by Ahmed and Nawaz (2024) also shows that perceived organizational support plays a significant role in increasing employee engagement, particularly in work environments with high job demands. These similar results reinforce the belief that Perceived Organizational Support is a factor consistently associated with Employee Engagement across various types of organizations.

Based on the overall research results, it can be concluded that organizational support has an important role in improving*Employee Engagement*North Sulawesi BNNP employees. Therefore, organizations need to maintain and enhance various forms of support for employees, such as providing performance appreciation, paying attention to employee welfare, providing competency development opportunities, building open communication, and strengthening support from superiors. These efforts are expected to maintain and even enhance employee engagement, allowing the organization to carry out its tasks more effectively and optimally.

CONCLUSION

Based on the research results, Perceived Organizational Support (POS) has a positive and significant effect on Employee Engagement in BNNP North Sulawesi employees. The regression results show a coefficient of 0.827 with a t-value of 15.225 and a significance of 0.000 <0.05. Most employees have POS in the high category of 58.6% and Employee Engagement of 57.1%. The R Square value of 0.773 indicates that POS explains 77.3% of the variation in Employee Engagement, while 22.7% is explained by other factors outside the research model. This finding indicates that the better the support perceived by employees, the higher their engagement with their work.

This study has limitations because it only involved 70 employees at one agency, namely the North Sulawesi National Narcotics Agency (BNNP), so the results cannot be generalized to other organizations or agencies with different characteristics. Future research is recommended to involve a larger number of respondents, more diverse research objects, and consider other variables that may influence Employee Engagement. Practically, the results of this study can serve as a basis for the North Sulawesi BNNP to maintain and increase organizational support through appreciation for performance, attention to welfare, open communication, superior support, and opportunities for competency development. These efforts can help maintain employee engagement in carrying out organizational duties and responsibilities.

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