



The Influence of Work Environment, Work-Life Balance, and Perceived Organizational Support on Employee Engagement at Java Heritage Hotel Purwokerto

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ARTICLE INFO

Keywords: Work Environment, Work Life Balance, Perceived Organizational Support, Employee Engagement

Received : 20, June

Revised : 22, July

Accepted: 21, August

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ABSTRACT

This study aims to analyze the influence of work environment, work-life balance, and perceived organizational support on employee engagement at Java Heritage Hotel Purwokerto. The research sample consisted of 110 employees of Java Heritage Hotel Purwokerto using purposive sampling technique. This research uses SPSS 26. The results of the study indicate that work environment, work-life balance, and perceived organizational support have a significant effect on employee engagement. The results of this study provide important contributions to hotel industry management in understanding the factors that can increase employee engagement. Therefore, companies need to create a conducive work environment, support a balance between personal and professional life, and demonstrate a commitment to their employees' well-being.

INTRODUCTION

The development of the tourism sector in the era of globalization requires all parties to compete and vie for strategic roles as determinants of the direction of tourism development (Husnia Rosianti et al., 2024). The hospitality industry, as a fast-growing service industry, is highly dependent on the quality and active role of human resources in supporting optimal operational activities (Budi Santoso et al., 2024). Employees are the main asset in the hospitality industry because they are directly involved in serving guests. Thus, the survival of an organization depends heavily on its human resources (Endratno & Afrizal, 2020). According to Vermeulen et al. (2020) this success and progress are the main focus of the company in designing the right strategy to achieve competitive excellence and achieve business objectives. In this case, human resource management is very important because the achievement of organizational goals is greatly influenced by the quality of human resources (Salmiati & Endratno, 2023). Employees are closely related to productivity and service quality. Java Heritage Hotel, as one of the iconic hotels in the Banyumas area, has high service standards (Darmawan et al., 2021). To maintain these standards, support is needed from employees who are not only competent, but also committed to the organization.

According to a survey conducted by Gallup (2023), only 25% of Indonesian workers are said to be actively engaged in their work, 69% are considered not engaged, and the remaining 6% are classified as actively disengaged or clearly disengaged from their work and have separated themselves from their work (sumber: Gallup, Inc. (2022, July 7). Indicator: Employee Engagement. Gallup.com). Table 1 presents the results of the pre-survey data recapitulation, which aims to obtain an initial overview of the level of employee engagement among Java Heritage Hotel Purwokerto employees.

Table 1. Pre-Observation Questionnaire

No.	Statements	Respondent's Opinion					
		Agree	Percentage (%)	Disagree	Percentage (%)	Not sure	Percentage (%)
1	I am satisfied with my work.	9	45%	9	45%	2	10%
2	I believe that my work has clear meaning and purpose.	10	50%	9	45%	1	5%
3	I feel that when I work, time flies quickly.	6	30%	10	50%	4	20%
4	I am enthusiastic about my work.	8	40%	10	50%	2	10%
5	When doing my job, I always try to persevere. Even when faced with difficult situations or when things don't go according to plan.	8	40%	10	50%	2	10%
6	For me, my job is full of challenges.	9	45%	10	50%	1	5%
7	I often get carried away when I'm	5	25%	10	50%	5	25%

	working, so time quickly passes by.						
8	My job inspires me.	5	25%	11	55%	4	20%
9	I am able to work for long periods of time.	7	35%	10	50%	3	15%

(Jian et al., 2020)

A pre-observation questionnaire was distributed to 20 employees of Java Heritage Purwokerto to obtain an initial picture of employee engagement. According to the findings, the majority of respondents feel proud and enthusiastic about their work. Although there are still doubts in some aspects, such as work inspiration and ability to endure long working hours. According to Kurniawan et al. (2022) Employee engagement is directed toward aligning with the organization's expectations in achieving its goals. Employees are expected to be actively involved through participation, commitment, and tangible contributions in the workplace. This is in line with research by Firnanda & Wijayati (2021) states that one important way to measure organizational strength is through employee engagement.

James (1989) defined the work environment as internal conditions within an organization that influence the atmosphere and work methods of employees. Java Heritage Hotel Purwokerto has provided adequate work facilities, but physical aspects alone are not sufficient to reflect the overall quality of the work environment. Therefore, this study was conducted to understand employees' perceptions of the work environment from various aspects, given its important role in supporting the achievement of the company's vision and goals. A leader needs to create a conducive working environment to improve employee comfort and motivation in working in a disciplined manner (Surajiyo et al., 2020). A positive and supportive work environment plays a role in fostering a sense of comfort for employees in the workplace, which in turn can contribute to increased employee engagement (Kharisma et al., 2024). This statement is consistent with the findings of various previous studies Putri Meidyntania et al. (2024), Kurniawan et al., (2022), Prasetyanto & Darmasetiawan (2022) The argument is that the work environment affects *employee engagement*. However, in the study by Nasidi et al. (2019) It is said that the work environment does not affect employee engagement.

The hospitality industry is highly demanding, and employees at Java Heritage Hotel Purwokerto, particularly those in operations, often struggle to balance work and personal life due to shift work and service demands, which can lead to emotional exhaustion and reduce time spent with family. Widyawati et al. (2021) The concept of work-life balance refers to an individual's ability to manage and balance their roles and responsibilities in both their work and personal lives. According to Witriaryani et al. (2022) Work-life balance becomes important when work pressure and competition increase, but when work-life balance is achieved, employees tend to have a high level of commitment to the organization. This statement is in line with the findings of various previous studies by Nurcahyo (2021), Khoiro et al. (2024), Widyawati et al (2021). According to Septiani & Frianto (2023), Hartanto & Nawangsari (2024), and

Larasati & Hasanati (2019), The impact of work-life balance has no effect on employee engagement.

Perceived organizational support reflects employees' perceptions that the organization values their contributions, cares about their well-being, and is ready to provide support (Rhoades & Eisenberger, 2002). Organizational support at Java Heritage Hotel Purwokerto is beginning to be seen through the facilities available and the open attitude of superiors, but it is not yet felt evenly, as some employees still feel underinvolved and rarely receive appreciation. Perceived organizational support can make the workplace more attractive to workers and discourage them from leaving the organization. Thus, companies are required to create organizational support in the work environment (Gusti et al., 2021). Perceived organizational support is a crucial aspect for employees, as it can build trust and a sense of appreciation. Thus, perceived organizational support plays an important role in building employee engagement with the company. Purbosari & Suharti (2024). Perceived organizational support has a positive and significant effect on employee engagement, which is consistent with previous research conducted by Firnanda & Wijayati (2021) and Putri Meidyntania et al. (2024). This is contrary to the results of research conducted by Husna & Budiono (2022) and Nurcahyo (2021) which shows that perceived organizational support does not have a positive effect on employee engagement.

This study is based on previous research conducted by Meidyntania et al., (2024) which concluded that work environment and perceived organizational support influence employee engagement. This study adds the variable of work-life balance. Java Heritage Hotel Purwokerto was chosen because it is a star-rated hotel with a large number of employees and high operational activity, making it relevant for researching factors that influence employee engagement. This study is expected to provide considerations for managers at Java Heritage Hotel Purwokerto in improving employee engagement.

LITERATURE REVIEW

Social Exchange Theory (SET), which states that the basis of interaction between individuals and organizations is the principle of exchange, namely that individuals will contribute to the organization, is the main theory used in this study. In this context, employees who feel they are treated fairly and receive good support will feel more involved and contribute more (Cropanzano & Mitchell, 2005).

Social Exchange Theory (SET) provides a framework for understanding how factors such as work environment, work-life balance, and organizational support influence employee engagement. This theory explains that interactions between individuals and organizations are based on the principle of mutual benefit, and when organizations treat their employees well, employees will be more engaged in their work.

Employee engagement

Employee engagement is an individual attitude that demonstrates a high level of focus on work, performing it with sincerity, and caring about the organization where they work. In carrying out their duties, individuals utilize

various information, including thoughts, feelings, and experiences, and engage wholeheartedly by supporting the success of the work (Kahn, 2010). Employees with high levels of engagement tend to be more flexible when organizational changes occur and are eager to learn new things (Prasetyanto & Darmasetiawan, 2022).

The Influence of Work Environment on Employee Engagement

A productive and effective work environment enables employees to complete tasks according to the criteria or objectives set by the company (Sedarmayanti & Rahadian, 2018). This is consistent with the statement by Judeh (2021) that a visually appealing work environment can motivate workers to put more effort into their work. Research by Putri Meidyantania et al. (2024) states that employee engagement increases significantly through aspects related to the work environment. A safe and healthy workplace can increase employee engagement with the organization. This is in agreement with research by Kurniawan et al. (2022), Firnanda & Wijayati (2021), and Husna & Budiono (2022) which also found that there is a positive influence of the work environment on employee engagement. This shows how employee engagement is influenced by good working conditions.

H1: The work environment has a positive and significant impact on employee engagement.

The Influence of Work-life Balance on Employee Engagement

Work-life balance is a state in which individuals can harmoniously balance their roles and responsibilities in their work and personal lives, without neglecting either aspect of their lives (Fisher et al., 2003). This balance can be achieved if individuals are able to suppress the potential conflict between these two demands. Various previous studies have provided theoretical assessments and empirical evidence that work-life balance affects employee engagement. Companies that implement a good work-life balance culture will make employees feel more valued, have sufficient energy, and be able to focus on their work without sacrificing their personal lives (Kort, 2016). As proven by research conducted Pratiwi & Silvianita (2020), Widyawati et al. (2021), Khoiro et al., (2024), and (Nurchahyo, 2021), Work-life balance has a positive and significant impact on employee engagement.

H2: Work-life balance has a positive and significant effect on employee engagement.

The Influence of Perceived Organizational Support on Employee engagement

Perceived Organizational Support depends on employees' perceptions of the organization's intentions toward them. This perception encourages employees to contribute to the achievement of organizational goals in the hope of receiving rewards. In addition, it also contributes to increased commitment, willingness to support the organization, and psychological well-being of employees (Kurtessis et al., 2017). Perceived organizational support refers to employees' perceptions of the extent to which the organization values their contributions, provides support, and demonstrates concern for their well-being (Siregar & Pasaribu, 2022). Perceived organizational support refers to a

measurement of the extent to which employees believe that the company values their efforts or hard work and cares about their well-being in the workplace (Rusmita et al., 2022). In line with the study Septiani & Frianto (2023), Putri Meidyntania et al. (2024), Gusti et al. (2021) and Firnanda & Wijayati (2021) which states that perceived organizational support has a positive and significant effect on employee engagement.

H3: Perceived organizational support has a positive and significant effect on employee engagement.

The conceptual framework of the hypothesis is as follows

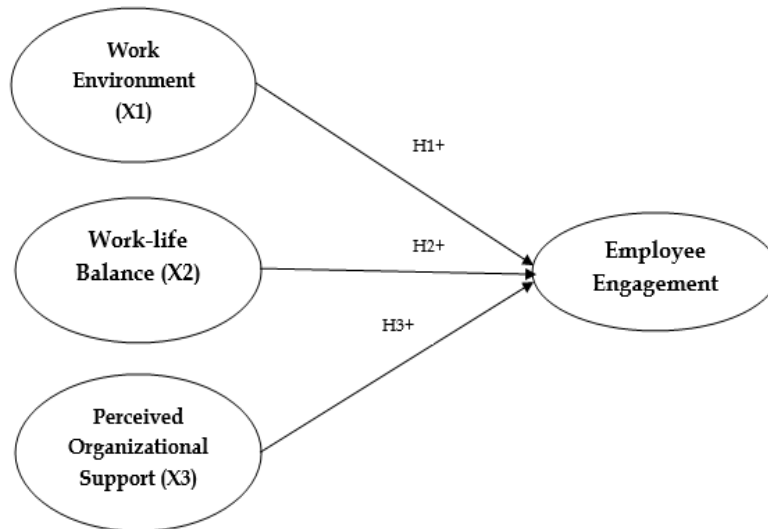


Figure 1. Conceptual Framework

METHODOLOGY

This research is quantitative research, with the research population consisting of 140 employees of Java Heritage Hotel Purwokerto using the Slovin formula with an error of 5%. To anticipate damage or loss of questionnaires, the researcher added 0.05% of the sample size, resulting in a total of 110 respondents. Purposive sampling was used in this study for sample selection, with the criteria being employees of Java Heritage Hotel Purwokerto who have worked for at least 1 (one) year. Data collection was conducted through a questionnaire using a Likert scale of 1 to 5 points. Data analysis was performed using multiple linear regression analysis with SPSS 26.

The indicators of employee engagement according to Schaufeli et al. (2002) are vigor, dedication, and absorption. The indicators of work environment according to Sedarmayanti (2001) are lighting and illumination, layout and workspace, air quality and temperature, cleanliness and safety, and interpersonal relationships within the organization. There are three indicators of work-life balance according to Fisher et al. (2009), namely: time balance, involvement balance, and satisfaction balance. Indicators of perceived organizational support according to Rhoades & Eisenberger (2002) These are: fairness, support from superiors, and organizational recognition and working conditions.

RESEARCH RESULT
Respondent Profile

Table 2. Respondent Profile

Characteristic	Frequency	Percentage (%)
Gender		
Male	73	66,4%
Female	37	33,6%
Work Unit		
Accounting	10	9,1%
Engineering	10	9,1%
F&B Product	20	18,2%
F&B Service	20	18,2%
Front Office	10	9,1%
House Keeping	27	24,5%
Human Resources	3	2,7%
Sales Marketing	6	5,5%
Security	4	3,6%
Age		
> 50 years old	3	2,7%
20-30 yeras old	58	52,7%
30-40 years old	38	34,5%
40-50 years old	11	10,0%
Education		
Diploma (D1)	1	0,9%
Diploma (D3)	17	15,5%
Bachelor's degree	13	11,8%
Senior High School	78	70,9%
Junior High School	1	0,9%
Period of employment		
> 10 years		
1-5 years	18	16,3%
6-10 years	59	53,6%
	33	30%

The analysis of characteristics shows that the majority of respondents are male (66.4%) and employees aged between 20 and 30 years (52.7%). In addition, 53.6% have 1-5 years of work experience in their field. Finally, most respondents are from the housekeeping division (24.5%), and the majority of respondents have a high school diploma or equivalent (70.9%).

Descriptive Statistical Data Analysis

Participants' opinions on the work environment, work-life balance, perceived organizational support, and employee engagement were evaluated in this study using descriptive statistical analysis.

Table 3. Descriptive Analysis Results

Variables	N	Minimum	Maximum	Mean	Std. deviation
Work Environment	110	4	5	4,727	0,467
Work-life Balance	110	4	5	4,666	0,5
Perceived Organizational Support	110	1	5	3,75	1,908
Employee Engagement	110	3	5	4,555	0,726

Based on the results of descriptive analysis, it shows that the variable *work environment* (X1) has a standard deviation of 0.467, an average value of 4.727, a minimum value of 4, and a maximum value of 5. The variable *work-life balance* (X2) has a standard deviation of 0.5, with an average value of 4.666, a minimum value of 4, and a maximum value of 5. The variable *perceived organizational support* (X3) has a standard deviation of 1.908, with an average value of 2.75, a minimum value of 1, and a maximum value of 5. For the variable *employee engagement* (Y), it has a standard deviation of 0.726, with an average value of 4.555, a minimum value of 3, and a maximum value of 5.

**Instrument Test Results
Validity**

Table 4. Validity Test Results

Variable	R Count	R Table	Mean
Work Environment (X1) (Indriyanto, 2019)			
Statement			
Inside the workspace, the color scheme has been carefully arranged to support you in your work.	0,550*	0,186	4,727
The lighting in the work area is adequate and not glaring, supporting your work activities.	0,548*	0,186	4,636
The air circulation in your work environment is adequate.	0,660*	0,186	4,909
Your workplace is free from noise so you can work well.	0,657*	0,186	4,454
Restrictions on movement are in place for your comfort so that you can work effectively.	0,639*	0,186	4
My workspace is safe and comfortable, so I feel comfortable working.	0,516*	0,186	4
My workspace is well maintained so that I feel comfortable working.	0,545*	0,186	4,090
The division of tasks in the workplace has a clear work structure.	0,580*	0,186	4
The work obligations assigned to each department within the company are appropriate.	0,627*	0,186	3,636
Leaders pay attention to the conditions of their employees.	0,600*	0,186	3,454
I always maintain good cooperation with my coworkers, which makes me more enthusiastic about my work.	0,498*	0,186	4
Work-life Balance (Siagian et al., 2024)			
Statement			
The company maintains high productivity by encouraging a good balance between work and personal life.	0,569*	0,186	4,666
The company's work schedule is designed so that employees can maintain a balance between work and personal life, thereby contributing to improved performance and well-being.	0,638*	0,186	4,888

I understand what is required of me at work.	0,525*	0,186	4,444
In my job, I am aware of what is expected of me.	0,566*	0,186	3,666
I can work well with teams and enjoy collaborating with others within the company.	0,530*	0,186	4
My job lets me use my skills and abilities.	0,617*	0,186	3,666
I have enough freedom to decide how I work.	0,632*	0,186	4,555
My job requires me to always be on time in completing tasks.	0,573*	0,186	3,666
My job requires punctuality.	0,541*	0,186	4
Perceived Organizational Support (X3) (Celep & Yilmazturk, 2012)			
Statement			
The leader does not care about the employees at all.	0,705*	0,186	2,75
Although employees have tried their best, leaders do not always pay attention.	0,701*	0,186	3
Leaders care about employee job satisfaction.	0,217*	0,186	2,625
Leaders always ignore all employee complaints.	0,590*	0,186	3
Leaders don't value what employees do.	0,737*	0,186	3
Leaders care deeply about their employees' contributions to their work.	0,575*	0,186	3,125
Leaders care deeply about the welfare of their employees.	0,428*	0,186	2,875
Leaders always appreciate the achievements of their employees.	0,410*	0,186	2,625
Employee Engagement (Y) (Jian et al., 2020)			
Statement			
I take pride in the work I do.	0,307*	0,186	4,555
I feel that the work I do has clear meaning and purpose.	0,251*	0,186	4,333
Time flies so quickly when I'm working.	0,207*	0,186	4
I'm really into my job.	0,220*	0,186	3,777
In my work, I always try to persevere. Even when facing difficult situations or when things don't go according to plan.	0,326*	0,186	4
For me, my job is full of challenges.	0,241*	0,186	3,555
I often get carried away when I'm working, so time flies by quickly.	0,354*	0,186	4
My work inspires me.	0,305*	0,186	3,333
I can continue working for a very long time at a time.	0,559*	0,186	3,555

*) Valid.

Based on the validity test results, the calculated R value for each variable item is greater than the table R value of 0.186. Therefore, every statement in the survey is considered valid.

Reliability

Table 5. Reliability Test Results

Variable	Cronbach's Alpha	Critical Value	Criteria
Work Environment (X1)	0,807	0,60	Reliable
Work-life Balance (X2)	0,745	0,60	Reliable
Perceived Organizational Support (X3)	0,657	0,60	Reliable

Employee engagement (Y)	0,812	0,60	Reliable
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All variables were categorized as reliable based on the variable testing results because the Cronbach's Alpha score was higher than 0.60.

Normality

Table 6. One Sample Kolmogorov-Smirnov Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		110
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	2,71060664
Most Extreme Differences	Absolute	,061
	Positive	,061
	Negative	-,048
Test Statistic		,061
Asymp. Sig. (2-tailed)		,200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

The Asymp. Sig. value (2-tailed) for the calculation is 0.200 > 0.05, and the Kolmogorov-Smirnov value is 0.061. Based on these standards, it can be concluded that the regression model of the study has a normal distribution.

Multicollinearity

Table 7. Multicollinearity Test Results

Variable	Tolerance	VIF
Work Environment (X1)	0,705	1,399
Work-life Balannce (X2)	0,685	1,459
Perceived Organizational Support (X3)	0,950	1,052

The results of the multicollinearity test show that the tolerance value of each variable is greater than 0.1 and the VIF is less than 10. No evidence of multicollinearity was found, indicating that the regression model used in this study provides accurate and reliable estimates of the relationship between the observed variables.

Heterocedasticity

Table 8. Heterocedasticity Test Results

Variable	Value Sig.	Sig.	Information
Work Environment (X1)	0,504	0,05	No heteroscedasticity occurs
Work-life Balance (X2)	0,222	0,05	No heteroscedasticity occurs
Perceived Organizational Support (X3)	0,221	0,05	No heteroscedasticity occurs

The significance threshold exceeds 0.05. This indicates that the independent components have no clear impact on the residuals. As a result, there are no heteroscedasticity issues with the regression model.

Data Analysis Results

Analysis of the Coefficient of Determination (R²)

Table 10. Coefficients of Determination Test Results (R²)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,614 ^a	,377	,359	2,74870
a. Predictors: (Constant), Perceived Organizational Support, Work Environment, Work-life Balance				

The R-Square value is 0.359 according to the analysis findings. According to Table 10, the model used can account for 35.9% of data volatility. In other words, the three independent variables in this regression model cannot explain approximately 64.1% of the variation in variable Y.

Multiple Linear Regression Test

Table 11. Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,124	4,113		1,489	,139
	Work Environment	,365	,086	,387	4,268	,000
	Work-life Balance	,223	,106	,195	2,106	,038
	Perceived Organizational Support	,276	,083	,263	3,338	,001
a. Dependent Variable: <i>Employee engagement</i>						

Table 11 shows the multiple linear regression describing the research variables and their relationship with the assumptions:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$$

$$Y = 6,124 + 0,365X_1 + 0,223X_2 + 0,276X_3$$

The equation above shows that the work environment has a coefficient value of 0.365, indicating that this variable has a significant and positive effect on employee engagement. The better the perceived work environment, the higher the employee engagement. The significant positive value for the regression coefficient of work-life balance is 0.223, meaning that the balance between work and personal life contributes to increasing employee engagement. Increased employee engagement is also accompanied by increased organizational support, as evidenced by the regression coefficient value of organizational support of 0.276.

t-Test (Partial)

Table 12. t-Test Results

Variable	t count	t table	Sig.
Work Environment (X1)	4,268	1,659	0,000
Work-life Balance (X2)	2,106	1,659	0,038
Perceived Organizational Support (X3)	3,338	1,659	0,001

Here are the findings from Table 12:

1. The t-test, the work environment variable showed a significance value of $0.000 < 0.05$ and a t-value of $4.268 > 1.659$. Therefore, H1 is accepted, indicating that the work environment has a positive and significant effect on employee engagement.
2. The t-test, the work-life balance variable showed a significance value of $0.038 < 0.05$ and a t-value of $2.106 > 1.659$. Therefore, H2 is accepted, indicating that work-life balance has a positive and significant effect on employee engagement.
3. The t-test of the perceived organizational support variable showed a significance value of $0.001 < 0.05$ and a t-value of $3.338 > 1.659$. Therefore, H3 is accepted, indicating that perceived organizational support has a positive and significant effect on employee engagement.

DISCUSSION

The influence of Work Environment on Employee Engagement

Based on the t-test results, the work environment has a positive and significant effect on employee engagement. Thus, it can be said that a pleasant work environment has a significant positive influence on employee engagement (Kharisma et al., 2024). At Java Heritage Hotel Purwokerto, a safe and comfortable environment can encourage employees to become more involved in their work by providing both physical and psychological support. In line with the Social Exchange Theory (SET), a reciprocal relationship between the organization and employees is formed when individuals feel that they are treated fairly and valued by their work environment. Employees who feel comfortable in their work environment are more likely to reciprocate by increasing their engagement in their work.

This study is in line with previous studies Firnanda & Wijayati (2021), Husna & Budiono (2022), Kurniawan et al. (2022), and Putri Meidyntania et al. (2024) This shows that the workplace significantly increases employee engagement.

Implications are that the management of Java Heritage Hotel Purwokerto needs to maintain and improve a safe and comfortable working environment, as this has been proven to encourage employee engagement.

The influence of Work-life Balance on Employee Engagement

Based on the t-test results, work-life balance has a positive and significant effect on employee engagement. According to the results, the work-life balance of Java Heritage Hotel Purwokerto employees significantly improves employee engagement (Witriaryani et al., 2022). Based on Social Exchange Theory (SET), which states that mutually beneficial relationships between people and

organizations are built on the basis of employees' feelings that their work and personal obligations are balanced, they will view the company as one that values their well-being. These results are supported by previous research by Pratiwi & Silvianita (2020), Widyawati et al. (2021), Nurcahyo (2021), and Khoiro et al. (2024) states that work-life balance has a positive and significant effect on employee engagement.

The implication is that implementing a good work-life balance at Java Heritage Hotel Purwokerto is important for improving employee engagement. Employees who feel a balance between work and personal life tend to be better engaged because they feel valued by the organization.

The Influence of Perceived Organizational Support on Employee Engagement

Based on the t-test results, perceived organizational support has a positive and significant effect on employee engagement. It can be concluded that the level of organizational support perceived by employees from the company also significantly affects how engaged employees are towards the company (Purbosari & Suharti, 2024). This finding can be explained through the Social Exchange Theory (SET) approach, which emphasizes that reciprocal relationships between employees and organizations can be formed when employees feel supported by the organization. Perceived organizational support is an important component in fostering employee engagement at Java Hotel Purwokerto because it can motivate workers to take action by increasing employee engagement.

The results of this study are in line with other studies conducted by Gusti et al. (2021), Ida Apriani et al. (2023), Septiani & Frianto (2023), and Anwar & Yuniasanti (2024) who found that perceived organizational support has a positive and significant effect on employee engagement.

Implications are that Java Heritage Hotel Purwokerto needs to strengthen organizational support for employees, as high perceptions of support can encourage increased employee engagement.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the study, employee engagement was significantly and positively influenced by the workplace at Java Heritage Hotel Purwokerto. Employee engagement ultimately increased when a supportive work environment fostered a sense of connectedness and commitment to the organization. Furthermore, this study showed the beneficial and significant influence of work-life balance, indicating that it is an important component in increasing employee engagement. Employees who are able to manage both in a balanced manner tend to be more active in carrying out their responsibilities in the organization. This study also found that employee engagement is positively and significantly influenced by perceived organizational support. We can conclude that the more employees feel that the organization supports them, the greater their involvement. Perceived organizational support strengthens employees' commitment to organizational achievement.

Based on the research findings and discussions that have been presented, the following are several recommendations that can be used as a reference for developing practices and further research:

1. Based on descriptive statistical analysis in Table 4 for the work environment variable, in order to improve employee engagement, the company should reduce noise disturbances in the work area. Efforts such as installing sound absorbers, rearranging workspaces, or providing quiet workspaces can improve employee comfort and concentration. This is because the mean value is below 4, which means that the respondents' responses were less than satisfactory.
2. Based on descriptive statistical analysis in Table 4 for the work-life balance variable, in order to improve employee engagement, companies should increase work flexibility to support a balance between personal life and work, for example through adaptive working hours and trust in determining work methods. This is because the mean value is below 4, which means that the respondents' responses were lacking.
3. Based on descriptive statistical analysis in Table 4 for the perceived organizational support variable, in order to improve employee engagement, it is recommended that companies encourage their leaders to show more concern for employee job satisfaction through open communication, performance appreciation, and responsiveness to employee needs. This is because the mean value is below 3, which means that according to respondents, the statements are lacking.
4. Based on descriptive statistical analysis in Table 4 for employee engagement statements, the researcher suggests that the company maintain and improve working conditions that support emotional involvement and employee focus. One effort is to involve employees in decision-making to maintain a sense of ownership and commitment to work. This is because the mean value is below 4, which means that the statements are lacking according to respondents.

ADVANCED RESEARCH

This study is expected to serve as a basis for further research involving other relevant characteristics. In addition, the scope of the research can be expanded to other service sectors or hotels in different regions, so that the results will be more diverse and the research findings will have a stronger level of generalization.

The Adjusted R-Square value of 0.359 indicates that this model does not fully explain the relationship between variables, which is one of the weaknesses of this study. This study was conducted at Java Heritage Hotel Purwokerto with a sample size of 110 respondents, so that if the sample size is larger, it is likely to produce different results.

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