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## The Effect Of Job Demand, Quality Of Work Life, And Perceived Organizational Support On Work Engagement With Self-Determination As A Mediation Variable On Corrective Institution Employees In Indonesia

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**Abstract.** *This study aims to analyze the influence of Job Demand (JD), Quality of Work Life (QWL), and Perceived Organizational Support (POS) on Work Engagement (WE), with Self-Determination (SD) as a mediating variable on Correctional Institution employees throughout Indonesia. This study uses a quantitative approach with the Partial Least Squares-Structural Equation Modeling (PLS-SEM) method involving 397 samples. The results of direct analysis show a positive and significant influence of Job Demand, Quality of Work Life, and Self-Determination on Work Engagement. In addition, Job Demand, Quality of Work Life, and Perceived Organizational Support all have a positive and significant influence on Self-Determination. Self-Determination also has a positive and significant influence on Work Engagement. In the mediation pathway, Self-Determination is proven to positively and significantly mediate the influence of Job Demand on Work Engagement. Similarly, mediating self-determination has a positive and significant effect on Quality of Work Life towards Work Engagement, as well as mediating the positive and significant effect of Perceived Organizational Support towards Work Engagement. These findings overall strengthen that self-determination is an important psychological mechanism that transforms work conditions into high work engagement. This study provides significant theoretical and practical meaning.*

**Key Words:** *Work Engagement, Job Demand, Quality of Work Life, Perceived Organizational Support, Self Determination*

### INTRODUCTION

Human resources are a valuable asset for any organization or company. A productive workforce can create optimal performance that contributes to the organization's sustainability and development, thereby achieving established goals and ensuring long-term survival. Considering employees as a key asset, companies need to pay special attention to their well-being, create a comfortable and safe working environment, and ensure that employees perceive their work as a meaningful and enjoyable life experience. This perspective encourages modern organizations to focus on building employee engagement with their work and the organization they work for.

According to a Gallup report, organizations with high levels of employee engagement have 21% greater profitability than those with less engaged employees (Harter, 2018). However, in December 2019, a deadly coronavirus outbreak emerged in the Huanan Seafood Market in Wuhan, Hubei

Province, China (Sheervalilou et al., 2020). The global spread of the virus has had significant physical and psychological impacts, such as increased death rates, illness, and fear among the public (Sheervalilou et al., 2020). Efforts to suppress the spread of COVID-19 have also caused significant disruptions to work activities worldwide (Mehta, 2021). The pandemic has drastically changed the way businesses operate and consumer behavior (Donthu & Gustafsson, 2020).

Meanwhile, according to data from the Directorate General of Corrections (Ditjenpas) of the Ministry of Law and Human Rights, as of September 19, 2022, there were 276,172 inmates in correctional institutions (prisons) and detention centers (rutan). This figure represents a 109% overcrowding, or 144,065 inmates out of a total capacity of 132,107. Of these, 227,431 are inmates and 48,741 are detainees. Detainees are suspects or defendants housed in detention centers, while convicts are individuals serving criminal sentences in prisons. By gender, there are 262,559 male inmates and 13,615 female inmates across all prisons and detention centers in Indonesia.

By age group, 2,579 individuals are children, 269,175 are adults, and 4,418 are elderly. Based on the type of crime, 139,839 inmates in correctional institutions (prisons) and detention centers (rutans) are involved in drug cases. Of these, 125,288 are drug users, while 14,551 act as dealers, dealers, receivers, or producers. These drug offenders constitute the largest group, accounting for approximately 50% of the total prison and detention center inmates in Indonesia.

The number of prisoners in Indonesia continues to increase annually, while the expansion of correctional facility capacity is much slower. This problem is exacerbated by the unequal ratio between the number of prison officers and the number of inmates they handle. It is reported that one Social Companion (PK) must guide approximately 32 clients, while the ideal ratio is one officer for every four clients. This situation highlights the need to increase the engagement or work commitment of correctional facility employees to ensure their resilience and maintain their mental and physical health.

Work engagement is closely related to various influencing factors. This study aims to examine several of these factors and examine their impact on an individual's level of work engagement. The factors examined include Job Demand, Quality of Work Life, Perceived Organizational Support, and Self-Determination. The first factor examined is Job Demand. According to Bakker et al. (2014), optimizing job demand can increase employee work engagement. This can be achieved through efforts to reduce role ambiguity, manage conflict effectively, and strengthen future job security. Job demand itself is defined as various aspects of work that require high levels of physical, psychological, social, and organizational effort, which can cause both psychological and physiological burdens (Lee et al., 2019). Furthermore, job demand can be categorized based on the type of work; for example, physical demands are more relevant for workers such as contractors or bodybuilders, while cognitive demands are more dominant in professions such as scientists and producers (Bakker et al., 2014). Previous research by Nahrgang et al. (2011) demonstrated that job demand can have a significant negative effect on work engagement. Research by Upadyaya et al. (2016) confirmed the significant negative effect of job demand on work engagement. Meanwhile, Ramadhani & Hadi (2018) explained that job demand did not affect the work engagement of accounting employees at PT. X's Jombang office.

Quality of Work Life (QWL) is the second factor influencing work engagement. QWL can be defined as a managerial approach that emphasizes the importance of respect for people in the workplace, including the implementation of quality control systems that support employee well-being. A quality work environment can foster a sense of comfort and loyalty, so employees are more likely to want to remain with the organization. When an employee perceives a good quality of work life, their level of work engagement typically increases. However, it is possible that even if the work environment is considered good, some employees still experience low levels of work engagement. Several studies have shown a positive relationship between quality of work life and work engagement. Kanten and Sadullah (2012) found a significant relationship between the two, while Irmawati and Wulandari (2017) also demonstrated that QWL has a significant partial effect on work engagement. Similar findings were revealed by Rusdin (2015), Wahlberg, Ramalho, and Brochado (2017), as well as Polii (2015) and Manik & Donata (2016), all of which demonstrated a positive and significant influence of QWL on work engagement.

The third factor influencing Work Engagement is Perceived Organizational Support (POS). Employees' sense of security, meaning in their work, and satisfaction depend heavily on the extent to which the organization provides them with tangible support. Organizational support encompasses efforts to improve well-being, provide rewards, and recognize employee contributions and performance, known as organizational support (Eisenberger et al., 1986). When employees perceive positive support from the organization, they develop positive perceptions of the institution; conversely, a lack of support can lead to negative perceptions and decrease work engagement and performance (Rhoades & Eisenberger, 2002). Therefore, understanding employees' perceptions of organizational support is crucial, as it can influence their attitudes and behaviors in the workplace. In the context of Indonesian correctional institutions, organizational support is often low. Many facilities are inadequate, rooms are inadequate for the number of inmates, and work facilities are limited. Furthermore, the distance between employees' homes and their work locations adds to their workload. This situation leads to a decline in employee engagement, resulting in suboptimal performance.

The concept of self-determination is closely related to individual motivation and personality. According to Ramirez (2007:4), self-determination is a feeling of ability to face and overcome various obstacles in life. Individuals with high self-determination tend to be driven by internal motivation, rather than external pressure. In relation to work engagement, when someone is able to manage and direct their self-determination, their level of work engagement naturally increases. The results of this study align with the findings of Meyer and Gagne (2008:3), who explain that self-determination plays a crucial role in strengthening the theory of work engagement. In relation to conditions in the field, the overcrowding of prisoners in correctional institutions can cause anxiety and decrease employee motivation. These stressful work situations often lead to low work engagement. Employees can lose enthusiasm when they realize the weight of their responsibilities, especially when faced with less than ideal working conditions. Therefore, strengthening self-determination is crucial to maintaining employee enthusiasm and engagement even when faced with challenging situations.

Based on the description above and previous research, this study takes the title: The Influence of Job Demand, Quality of Work Life, and Perceived Organizational Support on Work Engagement with Self-Determination as a Mediating Variable on Correctional Institution Employees in Indonesia.

## LITERATURE REVIEW

Self-Determination Theory (SDT) is a macro theory of motivation rooted in research on intrinsic and extrinsic motivation and used as a grand theory in this study. SDT has proven relevant and has been applied in various fields such as childcare, education, health, sports, physical activity, psychotherapy, digital environments, and in the context of work motivation and management (Ryan & Deci, 2017). This theory emphasizes that employee performance and well-being are significantly influenced by their motivational type. Therefore, SDT differentiates motivation types based on differences in their motivating factors, accompanying factors, and functional consequences. Furthermore, SDT is related to the Job Demands-Resources (JD-R) model developed by Demerouti et al. (2001), which combines job demands and job resources, such as in the context of job satisfaction. According to Bakker et al. (2003), job demands refer to work conditions that place physical, psychological, social, and organizational demands on employees, requiring sustained energy and abilities, often accompanied by specific consequences.

Work engagement, or employee engagement, is a human resource management concept that describes an employee's level of emotional, cognitive, and physical involvement in their work and the organization's long-term goals. Employees with high levels of engagement demonstrate enthusiasm, dedication, and a strong sense of belonging to their work and the company's success (Saks, 2006). According to Kahn (in May et al., 2004), work engagement occurs when an individual fully expresses themselves—physically, cognitively, and emotionally—in carrying out their work role. This form of engagement fosters high work morale and fosters loyalty to the organization (Hochschild, in May et al., 2004). Meanwhile, Brown (in Robbins, 2003) asserts that employees with high engagement identify psychologically with their work, view their performance as personally

valuable, and demonstrate a deep concern for their profession. In general, work engagement consists of three main dimensions: vigor (enthusiasm and energy in working), dedication (commitment and pride in work), and absorption (the level of deep involvement to the point of difficulty detaching from work) (Knight et al., 2017). Lockwood (2007) emphasized that the level of engagement is influenced by various factors, including organizational culture, communication, leadership, reward systems, managerial style, and company reputation.

Yener and Coskun (2013) explain that job demand is a series of primary demands faced by employees in their work, including role ambiguity, role conflict, job stress, work pressure, and unfinished tasks. Bakker and Demerouti (2016) classify job demand into two categories: hindrance demands and challenge demands. Hindrance demands refer to obstacles or constraints that can prevent individuals from achieving their goals, such as role conflict and ambiguity. Challenge demands refer to job demands that can encourage personal development and increased performance, such as time pressure and high responsibility. According to Coetzer and Rothmann (2007), although job demand is not always negative, excessive demands can lead to physical and psychological burdens such as fatigue, anxiety, or depression. Hurrell et al. (1988) identified four main factors causing job demand: work schedule, work intensity, level of job control, and workload and conditions. Meanwhile, Bakker et al. (2004) mentioned three indicators of job demand including workload, emotional demand, and work-home conflict, while Yener and Coskun (2013) emphasized that the indicators consist of role ambiguity, role conflict, and work overload.

Gaurav (2012: 6–7) defines quality of work life as the degree to which members of a work organization can satisfy their personnel needs through their experiences within the organization. Gaurav (2012: 6–7) also explains Quality of Work Life in terms of the following 8 conditions, namely: adequate and fair compensation, safe and healthy working conditions, opportunities to use and develop human capacities, opportunities for group, career, social integration in the workplace, constitutionalism in the work organization, work and quality of life, and social relevance of work. Quality of Work Life (Quality of Work Life) is one of the management system approaches to coordinate and connect the potential of Human Resources, where the quality of work life in the organization is an effort of the leadership to meet the needs of members and the organization simultaneously and continuously. According to Andrew Dubrin (1994:376) Quality of Work Life is related to the degree to which the full range of human needs is met. Quality of work life can be interpreted as the degree to which human needs are fulfilled (human needs) in a work environment. If human needs have been met, then the productivity of the organization can increase. In the concept of quality of work life, it is implied that the goals of the organization must be able to run together (Flippo, 1990:137). Therefore, not only employees who must be satisfied but employees must also be able to satisfy the organization with their optimal performance.

Perceived organizational support (POS) can be defined as employee perceptions of the extent to which the organization supports them and their readiness to provide assistance when needed. According to Eisenberger and Rhoades (in Yih & Htaik, 2011), perceived organizational support refers to employee perceptions of the extent to which the organization values their contributions and cares about their well-being. Perceived Organizational Support (POS) can be defined as employee perceptions of the extent to which the organization provides attention, support, and readiness to assist them when facing difficulties. Eisenberger and Rhoades (in Yih & Htaik, 2011) explain that POS reflects the extent to which employees feel that the organization values their contributions and cares about their well-being. Furthermore, according to Eisenberger et al. (2002), POS is formed through individual experiences with policies, procedures, and interactions with organizational representatives, such as superiors or supervisors. This perception reflects employees' general beliefs about the extent to which the organization provides tangible support and attention to their needs. Meanwhile, Rhoades and Eisenberger (2002) add that POS also serves as a psychological reassurance that the organization will provide the necessary assistance, both in carrying out work effectively and when facing stress or challenging work situations.

Self-determination is a concept related to human motivation and personality. According to Ramirez (2007:4), self-determination is a feeling that, regardless of circumstances or obstacles in life, an individual feels capable of overcoming and overcoming them. A person is said to have self-determination when they are more influenced by internal motivation than by external motivation. The relationship with work engagement is that when someone can control self-determination, the

employee can spontaneously increase their work engagement. Self-determination is closely related to personal resources, which influence work engagement. According to Bakker (2007), personal resources are individual aspects that enable a person to control and influence their environment according to their abilities and desires. Henny (2014) states that self-determination describes a person's ability to recognize desires related to the need for autonomy, competence, and social relationships in order to achieve specific goals. Ryan and Deci (2000) emphasize that self-determination is a basic psychological need that is essential for every individual in the work context.

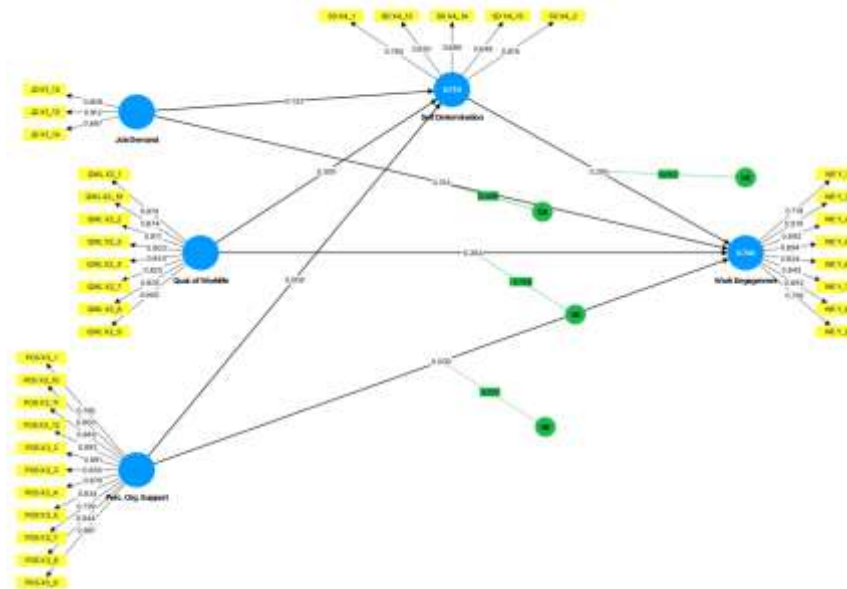
## RESEARCH METHODS

This research uses a quantitative approach. According to Creswell (2016), a quantitative approach tests objective theories by examining the relationships between variables. These variables, in turn, can be measured, usually using instruments, so that numerical data can be analyzed using statistical procedures. This research is explanatory, using hypothesis testing to examine the nature of the relationships and influences between variables. Data were collected using a series of survey research instruments using questionnaires among correctional institution employees, with the unit of analysis being civil servants (ASN) who had worked in correctional institutions for at least five years. This study analyzes the influence of exogenous variables—Job Demand, Quality of Worklife, Perceived Organizational Support, and Self-Determination—on the endogenous variable of Work Engagement.

This study involved all correctional institution employees across Indonesia. According to the latest data from January 2023, the total number of correctional institution employees was 46,933, consisting of 739 at the central level and 46,194 at the regional level. With a population of 46,933, and calculated using the Slovin formula, the research sample can be found to be 397.12674, and the rounded sample is 397 employees. To test the proposed hypothesis, the data analysis technique used was path analysis. This technique relies on path diagrams as a tool to illustrate causal relationships between variables. This method can calculate the direct and indirect effects of independent variables on the dependent variable. This relationship is reflected in the path coefficient. The path coefficient is the regression coefficient on the standardized scores.

## RESULTS AND DISCUSSION

Convergent validity is a test that demonstrates the relationship between reflective items and their latent variables. An indicator is considered valid when its Loading Factor value is  $>0.700$ . The Loading Factor value indicates the weight of each indicator/item as a measure of each variable. An indicator with a large Loading Factor indicates that it is the strongest (dominant) measure of the variable. The following is a graph of the measurements of each tested variable.



Based on the model presented in Figure, convergent validity evaluation is conducted by analyzing the outer loadings of each indicator (question item) against its latent construct. The commonly used criterion is that each indicator must have an outer loading value of  $\geq 0.70$  to indicate that the indicator is strongly correlated with the construct it measures and is able to explain the variance of the construct well.

From the model image, it can be seen that all indicators in each latent construct have outer loadings values that meet or even exceed the required criteria. In the Job Demand construct, indicators JD\_X1\_12, JD\_X1\_13, and JD\_X1\_14 show outer loadings values of 0.809, 0.912, and 0.867, respectively. Likewise, for the Quality of Work Life construct, all indicators (QWL\_X2\_1 to QWL\_X2\_9) have outer loadings values above 0.70, with the lowest value being 0.803 (QWL\_X2\_7) and the highest being 0.902 (QWL\_X2\_4). In the Perceived Organizational Support construct, indicators POS\_X3\_1 to POS\_X3\_9 also show outer loadings above 0.70, with values varying from 0.739 (POS\_X3\_6) to 0.892 (POS\_X3\_7). Furthermore, for the Self Determination construct, indicators SD\_X4\_1, SD\_X4\_13, SD\_X4\_14, and SD\_X4\_15 also show high outer loadings, namely 0.784, 0.830, 0.880, and 0.815, respectively. Finally, in the Work Engagement construct, all indicators (WE\_Y\_1 to WE\_Y\_8) also show strong outer loadings, ranging from 0.719 (WE\_Y\_1) to 0.919 (WE\_Y\_3).

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
Job Demand $\rightarrow$ Self Determination	0.133	0.139	0.043	3.074	0.002
Job Demand $\rightarrow$ Work Engagement	0.313	0.313	0.063	5.007	0.000
Perc. Org. Support $\rightarrow$ Self Determination	0.508	0.501	0.058	8.738	0.000
Perc. Org. Support $\rightarrow$ Work Engagement	0.059	0.059	0.057	1.043	0.297
QE (Job Demand) $\rightarrow$ Work Engagement	0.089	0.087	0.041	2.164	0.030
QE (Perc. Org. Support) $\rightarrow$ Work Engagement	0.027	0.028	0.032	0.861	0.389
QE (Qual. of Worklife) $\rightarrow$ Work Engagement	-0.158	-0.153	0.040	3.995	0.000
Qual. of Worklife $\rightarrow$ Self Determination	0.309	0.314	0.052	5.965	0.000
Qual. of Worklife $\rightarrow$ Work Engagement	0.264	0.272	0.071	3.721	0.000
Self Determination $\rightarrow$ Work Engagement	0.295	0.290	0.071	4.172	0.000

Path coefficient analysis indicates the magnitude of the direct influence between latent variables in the research model. The results of this analysis, estimated using Partial Least Squares Structural Equation Modeling (PLS-SEM), revealed several key findings.

The structural model found that Job Demand has a significant positive effect on Self-Determination, with a path coefficient ( $\beta$ ) of 0.133. This indicates that the higher the perceived job demands, the stronger the sense of self-determination among correctional institution employees. Furthermore, Quality of Work Life and Perceived Organizational Support were also shown to have a significant and positive direct influence on Work Engagement, with path coefficients of 0.264 and 0.059, respectively. These coefficients indicate that Quality of Work Life and perceived organizational support contribute directly to increased employee work engagement. Furthermore, Self-Determination also has a positive and significant influence on Work Engagement, with a path coefficient of 0.295.

The results of the mediation analysis indicate that self-determination acts as a significant mediating variable in several relationships. Specifically, job demand indirectly influences work engagement through self-determination. This is evident from the significant indirect effect. Similarly, the influence of quality of work life and perceived organizational support on work engagement is also significantly mediated by self-determination. These findings underscore the crucial role of self-determination as a psychological mechanism that translates various job factors into increased work engagement.

Hipotesis	Path Coefficient	p-value	95% Interval WE Path Coefficient		f square
			Batas Bawah	Batas Atas	
JD $\rightarrow$ WE	0.313	0.000	0.195	0.444	0.147
QWL $\rightarrow$ WE	0.264	0.000	0.112	0.389	0.061
POS $\rightarrow$ WE	0.059	0.297	-0.046	0.180	0.003
SD $\rightarrow$ WE	0.295	0.000	0.158	0.435	0.067
JD $\rightarrow$ SD	0.133	0.002	0.045	0.216	0.037
QWL $\rightarrow$ SD	0.309	0.000	0.204	0.410	0.133
POS $\rightarrow$ SD	0.508	0.000	0.380	0.607	0.448

The first hypothesis states that there is a significant influence of Job Demand on Work Engagement. This hypothesis is accepted because there is a significant influence. This is indicated by a p-value of 0.000, which is less than 0.05. This indicates that there is a statistically significant direct influence of Job Demand on Work Engagement of Correctional Institution employees. High job demands can trigger employees to work hard, in this context, these demands directly increase their work engagement. This may occur because job demands are perceived more as a burden than a challenge, which triggers work engagement.

The second hypothesis states that there is a significant influence of Quality of Work Life on Work Engagement. This hypothesis is accepted with a path coefficient of 0.264 and a p-value of 0.000 (less than 0.05). Any increase in Quality of Work Life will significantly increase the Work Engagement of Correctional Institution employees. Within a 95% confidence interval, the magnitude of the effect is between 0.112 and 0.389. The existence of Quality of Work Life in increasing Work Engagement has a small influence at the structural level (based on the  $f^2$  value which tends to be above 0.02). The implication is that employees who are satisfied with the quality of their work life, such as receiving social support and a safe work environment, will have a higher emotional attachment and dedication to their work. This encourages them to work with full energy and focus.

The third hypothesis states that there is no significant effect of Perceived Organizational Support on Work Engagement. This hypothesis is rejected with a path coefficient of 0.059 and a p-value of 0.297 (greater than 0.05). Any change in Perceived Organizational Support will significantly increase employee Work Engagement. Within a 95% confidence interval, the magnitude of the effect is between -0.046 and 0.180. However, the presence of Perceived Organizational Support in increasing Work Engagement has a small effect at the structural level (based on the  $f^2$  value which tends to be around 0.02). The implication is that even though the effect is small, the support that employees feel from the organization remains important. The recognition, attention, and concern shown by the organization will make employees feel appreciated and motivated to be more involved in their work.

The fourth hypothesis states that self-determination has a significant effect on work engagement. This hypothesis is accepted with a path coefficient of 0.295 and a p-value of 0.000 (less than 0.05). Any change in self-determination will significantly increase employee work engagement. Within a 95% confidence interval, the magnitude of the effect is between 0.158 and 0.435. The existence of self-determination in increasing work engagement has a moderate effect at the structural level (based on the  $f^2$  value which tends to be around 0.02). The implication is that when employees feel they have the autonomy and competence to determine their actions, they will feel more intrinsically motivated. This internal motivation becomes the main driver for them to show high dedication, absorption, and vigor towards work, which is the core of work engagement.

The fifth hypothesis states that there is a significant influence of Job Demand on Self-Determination. This hypothesis is accepted with a path coefficient of 0.133 and a p-value of 0.002 (less than 0.05). These results indicate that any increase in job demands will significantly increase the sense of self-determination in Correctional Institution employees. Within the 95% confidence interval, the magnitude of the effect of Job Demand in increasing Self-Determination is between 0.045 and 0.216. The existence of Job Demand in increasing Self-Determination has a small effect at the structural level (based on the  $f^2$  value which tends to be around 0.02). The implication for Correctional Institution employees is that, although the work has high demands, it is not a burden but motivates them to feel more competent and independent. Employees feel that they have the ability to overcome existing challenges, thereby increasing self-confidence and autonomy in their work.

The sixth hypothesis states that there is a significant influence of Quality of Work Life on Self-Determination. This hypothesis is accepted with a path coefficient of 0.305 and a p-value of 0.000 (less than 0.05). Any increase in the quality of work life will significantly increase the sense of self-determination in Correctional Institution employees. Within the 95% confidence interval, the magnitude of the effect is between 0.204 and 0.410. The existence of Quality of Work Life in increasing Self-Determination has a moderate influence at the structural level (based on the  $f^2$  value which tends to be above 0.15). The implication is that a conducive work environment, a fair salary system, and good leadership strongly support employees' sense of autonomy and competence. These conditions make employees feel more empowered and able to make relevant decisions in their work.

Hipotesis ketujuh menyatakan adanya pengaruh signifikan *Perceived Organizational Support* terhadap *Self Determination*. Hipotesis ini diterima dengan *path coefficient* sebesar 0.309 dan *p-value* sebesar 0.000 (kurang dari 0.05). Setiap perubahan pada *Perceived Organizational Support* akan secara signifikan meningkatkan *Self Determination* pegawai. Dalam selang kepercayaan 95%, besar pengaruhnya adalah antara 0.204 sampai 0.410. Keberadaan *Perceived Organizational Support* dalam meningkatkan *Self Determination* mempunyai pengaruh besar (*large*) dalam level struktural (berdasarkan nilai  $f^2$  yang cenderung berada di kisaran 0.35). Implikasinya, ketika pegawai merasa dihargai dan didukung oleh organisasi, mereka cenderung merasa lebih kompeten dan otonom. Dukungan organisasi berfungsi sebagai sumber daya yang memungkinkan pegawai untuk mengambil inisiatif dan membuat keputusan secara mandiri, sehingga meningkatkan rasa penentuan diri mereka.

The eighth hypothesis states that self-determination mediates the effect of job demand on work engagement. Based on the analysis results, this hypothesis is accepted with a path coefficient of 0.039 and a p-value of 0.021 (smaller than 0.05). These results indicate a significant indirect effect of job demand on work engagement through self-determination. The implication is that although job demand does not have a significant direct effect on work engagement, high job demands can increase employees' sense of self-determination. This increase in self-determination then significantly increases their work engagement. In other words, the sense of autonomy and competence that arises from job demands acts as a bridge connecting job demands with employee work engagement.

The ninth hypothesis states that self-determination mediates the effect of quality of work life on work engagement. Based on the analysis results, this hypothesis is accepted with a path coefficient of 0.150 and a p-value of 0.000 (less than 0.05). These results indicate a significant indirect effect of quality of work life on work engagement through self-determination. The implication is that a good quality of work life, such as a conducive environment and support from management, will

increase employees' sense of self-determination. This sense of autonomy and competence then strongly encourages an increase in their work engagement. Thus, the role of self-determination as a mediator is very important in explaining how quality of work life affects work engagement.

The tenth hypothesis states that Self-Determination mediates the effect of Perceived Organizational Support on Work Engagement. Based on the analysis results, this hypothesis is accepted with a path coefficient value of 0.091 and a p-value of 0.002 (smaller than 0.05). These results indicate a significant indirect effect of Perceived Organizational Support on Work Engagement through Self-Determination. The implication: The support employees feel from the organization will make them feel more autonomous and competent (Self-Determination). This increased sense of Self-Determination then becomes a significant driving factor for increasing employee Work Engagement. Thus, support from the organization indirectly increases employee work engagement by strengthening their sense of self-determination.

## CONCLUSION AND RECOMMENDATION

The conclusion and recommendation this research are (1) Job Demand has a positive and significant effect on Work Engagement among Correctional Institution employees. High job demands can motivate employees to work hard, and in this context, these demands directly increase their work engagement. This may occur because job demands are perceived as more of a burden than a challenge, which fuels work engagement. (2) Quality of Work Life has a positive and significant effect on Work Engagement among Correctional Institution employees. Employees who are satisfied with the quality of their work life, such as receiving social support and a safe work environment, will have a higher emotional attachment and dedication to their work. This encourages them to work with full energy and focus. (3) Perceived Organizational Support has no significant effect on Work Engagement among Correctional Institution employees. Even if the effect is small, the support employees feel from the organization remains important. The recognition, attention, and concern shown by the organization will make employees feel valued and motivated to engage more in their work. (4) Self-Determination has a positive and significant effect on Work Engagement among Correctional Institution employees. When employees feel they have the autonomy and competence to determine their actions, they will feel more intrinsically motivated. This internal motivation is the primary driver for them to demonstrate high levels of dedication, absorption, and vigor toward their work, which are the core of work engagement. (5) Job Demand has a positive and significant effect on Self-Determination among Correctional Institution employees. Even though the job is highly demanding, this doesn't become a burden, but rather motivates them to feel more competent and independent. Employees feel they have the ability to overcome challenges, thus increasing their self-confidence and autonomy at work. (6) Quality of Work Life has a positive and significant effect on Self-Determination among Correctional Institution employees. A conducive work environment, a fair pay system, and good leadership strongly support employees' sense of autonomy and competence. These conditions make employees feel more empowered and able to make relevant decisions in their work. (7) Perceived Organizational Support has a positive and significant effect on Self-Determination among Correctional Institution employees. When employees feel valued and supported by the organization, they tend to feel more competent and autonomous. Organizational support serves as a resource that enables employees to take initiative and make decisions independently, thereby increasing their sense of self-determination. (8) Self-Determination has been shown to mediate the positive and significant effect of Job Demand on Work Engagement among Correctional Institution employees. While job demand doesn't have a significant direct impact on work engagement, high job demands can increase employees' sense of self-determination. This increased self-determination then significantly increases their work engagement. In other words, the sense of autonomy and competence that arises from job demands acts as a bridge connecting job demands with employee work engagement. (9) Self-Determination has been shown to mediate the positive and significant effect of Quality of Work Life on Work Engagement among Correctional Institution employees. A good quality of work life, such as a conducive environment and management support, will increase employees' sense of self-determination. This sense of autonomy and competence then strongly drives increased work engagement. Therefore, self-determination's role as a mediator is crucial in explaining how quality of work life influences work engagement. (10) Self-determination is proven

to mediate the positive and significant influence of Perceived Organizational Support on Work Engagement of Correctional Institution employees. The support employees feel from their organization will make them feel more autonomous and competent (self-determination). This increased sense of self-determination then becomes a significant driving factor in increasing employee work engagement. Thus, organizational support indirectly increases employee work engagement by strengthening their sense of self-determination.

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