Perceived Organizational Support and Resilience as Predictors of Employee Engagement among Digital Marketing Employees in Purwokerto

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Keywords:	ABSTRACT
Digital Marketing Employee engagement Employee Perceived Organizational Support (POS) Resilience	Digital marketing companies face challenges in maintaining employee engagement amidst the demands of technological change. Although career development programs are available, some employees still show suboptimal engagement. Previous studies have shown that perceptions of organizational support and resilience play a crucial role in enhancing employee engagement. Therefore, this study aims to examine these two factors as predictors of employee engagement in digital marketing companies. The approach used in this study is quantitative, employing a survey research design, and the study utilized a sample of 144 employees. The sampling technique used in this study is Random Sampling. The instruments used are the Employee Engagement Scale, a psychology scale of 12 items; the Perceived Organizational Support Scale, an instrument of 9 items; and resilience, using the CD-RISC-10 of 10 items. The results of the study showed that perceptions of organizational support and resilience have a significant effect on employee engagement, with a significance value of 0.000 (<0.05). The higher an employee's perception of the support provided by the organization, and the higher their level of psychological resilience or endurance, the higher their level of employee engagement in their work. These findings highlight the significance of psychological factors and organizational support in promoting work engagement in a dynamic and competitive work environment.

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1. INTRODUCTION

The development of digital technology and the industrial revolution 4.0 are interrelated and play a role in advancing industry, especially in the financial sector, by facilitating access to financial products and services, as well as encouraging the growth of digital marketing [1]. Current marketing trends are expected to continue growing, particularly with the advancement of technology and the increasingly sophisticated internet. Therefore, the development of digital marketing in Indonesia is expected to be even more rapid. Digital marketing is a marketing activity that utilizes digital media or the internet. Although not a new phenomenon, the world of digital marketing continues to evolve and grow. Marketers need to learn many things to achieve the company's goals, namely, introducing the brand to the broader community and increasing sales [2].

Digital marketing has been growing rapidly since 2000, and to date, numerous digital marketers offer services to help companies and individuals with brands or businesses increase sales value and expand their employee reach. This growing digital marketing trend aims to maximize marketing potential through various digital platforms. Namely: a) e-commerce, b) artificial intelligence marketing, c) voice search, d) social marketing, e) social networks, f) creative content, g) viral marketing [2].

With the development of the increasingly advanced digital era, digital marketing companies face challenges in maintaining a balance between the demands of a dynamic industry and employee welfare, which is often a significant concern for every company. The changes in the world of digital marketing vary, encompassing technology, competition, speed, and shifts in consumer patterns and data security [3]. To create improvements in the digital world, companies must prioritize employee contributions and actively engage in achieving their company goals.

Employees are an essential part of an agency; employee contributions to the company are significant, and all employees' needs and safety while working are the company's responsibility [4]. Employees are one of the vital parts of a company or organization. Employees who are actively involved in the company will undoubtedly be beneficial in achieving the company's goals. For that, employee engagement is an important part of increasing productivity in a company.. Employee engagement or employee

involvement is a concept that concerns the relationship between employees and the company, which describes the level of employee involvement, enthusiasm, and dedication to their work and the company [5].

Efforts to increase the level of employee engagement in every company or organization are mandatory in maintaining the sustainability of company assets. The research conducted bySavitri [6]. This states that only 21% of employees feel involved with their company in the work they do, and some employees say they do not find meaning in the work they do. Savitri also stated that in the 2022 global workplace report, based on regional ranking, Southeast Asia shows that only 24% of employees are involved. Indonesia is part of Southeast Asia, which shows that the level of involvement in Indonesia still tends to be low.

The results of interviews with three employees and one HRD of PT X, a digital marketing company, on March 18, 2024, showed that although employees feel sufficiently involved in decision-making, they still need motivation to participate optimally. Some employees stated that they often lose focus due to boredom and dissatisfaction at work, and still need direct direction from superiors to complete tasks. In addition, there is hesitation from some employees to convey ideas or innovations due to fear of taking risks and concerns about the reaction of superiors. From the HRD side, it is recognized that although employee participation is quite good, there is still a need for coaching in solving work problems. The company has tried to address employees' concerns through office safaris and regular evaluations, as well as providing career development programs to increase productivity and creativity. However, HRD also recognizes that some employees are still reluctant to convey innovative ideas. In addition, there is miscommunication between employees and superiors, especially regarding the rapid changes in the work system and the lack of employee involvement in the change process.

Based on the interview results, there is a significant gap in the cognitive and emotional engagement dimensions of employees at PT X. Cognitively, although the company has provided career development programs to encourage productivity and innovation, employees still show hesitation in presenting new ideas for fear of failure and do not feel safe to take risks. This shows that the work environment has not fully supported the growth of creative and innovative thinking optimally. Meanwhile, on the emotional side,

the relationship between employees and management is still characterized by miscommunication, especially regarding changes in the work system that take place quickly without the active involvement of employees. This situation creates feelings of discomfort and uncertainty that inhibit employees' emotional engagement with the organization. These two gaps are the main obstacles to achieving comprehensive and sustainable employee engagement.

Communication and teamwork in the company are certainly needed, but employees admit that teamwork sometimes does not run effectively, and employees find it difficult to handle some of the problems that occur. Changes in the digital system also affect employee performance. Employees are required to learn these changes so that they can increase their workload. Behavioral engagement is needed to create a work environment that is more in line with employee needs, so that employees feel happier in completing additional tasks. These three dimensions function to determine the extent to which employees have innovative solutions in thinking and solving problems in the company [7]. Khan [8] Believes that when working, an employee who feels involved and enthusiastic about working will show himself more physically, cognitively, and emotionally in doing the work.

Amidst the changing digital world, engagement, motivation, and emotional connection are crucial for employee performance, especially in digital marketing companies, where dedication and creativity are more prominent for the company's progress. In addition, fairness and support from superiors are also no less important to be able to increase motivation, productivity, and job satisfaction, as well as create a harmonious and mutually respectful work environment. The existence of these problems can also be influenced by several factors of employee engagement, including job satisfaction, work motivation [9], resilience [10], perception of organizational support [11], quality of work life [12], organizational culture, and employee performance [13].

One of the factors that influences employee engagement is the perception of organizational support. Perception of organizational support refers to how employees see the extent to which the organization values employee contributions, provides support, and cares about employee welfare. If employees feel that the organization provides high support, then employees are more likely

to feel involved and actively participate in the organization. Employees will feel more connected and part of the organization. This belief makes employees feel valued as members of the organization, so that employees will be more responsible in providing their best contributions and performance to the compan [14].

In accordance with the preliminary study conducted previously that employees so far have felt supported by the company, this is proven by the existence of a career development program provided by the company, but there are still some employees who are less productive in their work, this is also expressed by the superiors or HR employees, as for the research study conducted by Alvi et al [15]. Which states that the results of perceived organizational support are strongly predicted to influence employee engagement. Perception of organizational support can illustrate that employees who consider the organization more supportive will pay more attention to their welfare, and employees will be more emotionally attached to their organization. Goman et al [16] in their research also support the understanding that there is a positive correlation between the perception of organizational support and employee engagement, which is associated with increased employee involvement in work.. It is important for employees to feel supported by the organization, because this support can increase motivation, loyalty, and productivity, as well as encourage employees to make the best contribution to the company and a sense of security and comfort within the company will further increase resilience and avoid stress and excessive pressure on employees.

Resilience is a factor in employee engagement that plays an important role in employees adapting and overcoming pressure and demands from the company [17]. According to Campbell-Sills and Stein [18]. Employee resilience can be understood as an individual's ability or condition to recover or adapt positively to difficulties, stress, or challenges faced by an employee in their work. Resilience, according to Cooper et al [19]. It is an individual's ability to recover from adversity by remaining effective in the face of intense pressure or difficult situations and becoming stronger in the process. The factor of resilience can play a key role in contributing to a more significant increase in the quality of work by requiring employees to become more resilient [20].

As a result of the preliminary study that has been conducted previously, employees stated that changes in digital algorithms require employees to adapt quickly, which sometimes makes employees feel stressed and find it difficult to deal with digital changes that develop every day. This is also supported by research conducted by Amir and Mangundjaya [10]. This states that resilience can affect increasing employee engagement and involvement in the company. Employees who have good resilience tend to be more capable of dealing with pressure in the workplace. With resilience, employees will feel involved in their work and will be motivated to improve the quality of their work.

Previous research was conducted in the corporate, education and industrial sectors [10], [15], [16], [20] stated in prior research to examine the perception of organizational support and employee engagement, furthermore Amir and Mangundjaya [10] states that resilience can be a predictor of employee engagement that can increase employee involvement and attachment to the company. Based on the background that has been presented. This research plays an important role in being carried out so that it can be a reference for employees to be involved and feel attached to the company. With the background of the problems that have been explained previously and based on the phenomena in the field, it is essential to conduct research on the perception of organizational support and resilience that can influence employee engagement among employees in the company.

Based on the study that has been conducted, the researcher therefore submitted a survey entitled "Perception of Organizational Support and Resilience as Predictors of Employee Engagement in Digital Marketing Employees in Purwokerto," which aims to explore how employees' perceptions of support from their organization, along with their resilience, contribute to their level of engagement at work.

2. METHOD

This research is a quantitative research, which includes all information or data presented in numerical form and analyzed using statistical techniques [21]. This type of research is a survey; a Survey is a research method that collects information from samples using questionnaires to describe various aspects of a population. It

is carried out by observing existing conditions or circumstances and finding out possible antecedents of existing events, and therefore, cannot be controlled, engineered, or manipulated by researchers [22]. The research was conducted offline by giving the scale directly to the research sample, and the research was conducted from November 2024 to February 2025. In the study, the population consisted of all 230 employees at PT X. In this study, a sample of 144 employees was used, based on the Krejcie and Morgan tables, which represents 63% of the existing 230 employees. The sampling technique used in this study was Random Sampling. According to Sugiyono [23] Simple Random Sampling is a random sampling of members from a population without considering the strata in that population. This technique was chosen because it provides an equal opportunity for each individual in the population to be selected as a sample, thus minimizing selection bias and ensuring that the sample taken can represent the characteristics of the population as a whole.

The data collection method in this study used a research instrument, namely the organizational support perception scale, consisting of 9 items based on the theory of Rhoades and Eisenberger [24] with 3 (three) aspects, namely fairness, superior support, organizational rewards, and job conditions, with a Cronbach's alpha value of 0.797. The resilience scale consists of 10 items, which refer to a scale developed by Campbell-Sills and Stein [18], a revision of the CD-RISC-25 based on Connor and Davidson's theory [25]. This instrument was revised into a single construct, namely overall resilience, which was then referred to as CD-RISC-10, with a Cronbach's alpha value of 0.823. Employee engagement scale consists of 12 items based on the theory of Shuck et al [26] with 3 (three) dimensions of employee engagement, namely cognitive engagement, emotional engagement, and behavioral engagement, with a Cronbach's alpha value of 0,856. The data analysis technique employed in this research is descriptive statistical analysis using SPSS version 25, along with hypothesis testing via path analysis, determination coefficient test, predictive relevance (Q2), and probability value using SmartPLS 3.

3. RESULTS AND DISCUSSION
3.1. Results

After data collection was completed, the composition and distribution of individual research subjects can be observed from the demographic data as follows.

Table 1. Demographics of Research Subjects

Category	Criteria	Frequency	Presentation
Gender	Male	67	46.53
	Famale	77	53.47
Age	20-24	59	40.97
	25-30	85	59.03
Length of work	<1 year	56	38.89
	>1 year	88	61.11

Table 1 shows that the majority of respondents were female (53.47%) and aged between 25 and 30 years (59.03%). Most respondents had worked for more than one year (61.11%), indicating a relatively high level of work experience in the group studied. Furthermore, the employee engagement variable categories are presented in Table 2.

Table 2. Employee Engagement Variable Categories

Category	Score Interval	Frequency	Presentation
Very high	$X \geq 48$	63	43.75
High	$40 < X \leq 48$	72	50
Currently	$32 < X \leq 40$	8	6
Low	$24 < X \leq 32$	0	0
Very Low	$X \leq 24$	0	0
Total		144	100

Based on the table above, the highest category is in the high category with 72 subjects, or a percentage of 50%. Next, the categories of organizational support perception variables can be seen in Table 3.

Table 3. Categories of Organizational Support Perception Variables

Category	Score Interval	Frequency	Presentation
Very high	$X \geq 36$	24	16.67
High	$30 < X \leq 36$	78	54.17
Currently	$24 < X \leq 30$	40	27.78
Low	$18 < X \leq 24$	1	0.69
Very Low	$X \leq 18$	0	0
Total		144	100

Based on the table above, the highest category is in the high category with 78 subjects or a percentage of 54.17%. The next variable category, Resilience, is shown in Table 4.

Table 4. Categories of Organizational Support Perception Variables

Category	Score Interval	Frequency	Presentation
Very high	X ≥ 40	38	26.39
High	33 < X ≤ 40	90	62.50
Currently	27 < X ≤ 33	15	10.40
Low	20 < X ≤ 27	0	0
Very Low	X ≤ 20	0	0
Total		144	100

Based on the table above, the majority of categories fall into the high category, with 90 subjects or a percentage of 62.50%. Furthermore, the structural model evaluation test is illustrated in Figure 1.
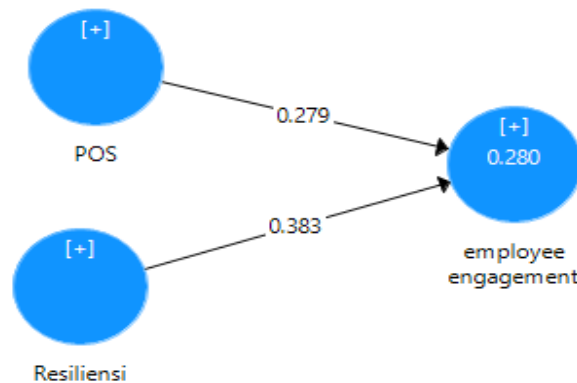

Figure 1. Structural Model Evaluation Test

Based on the results of the structural model evaluation test, the central hypothesis in this study was confirmed. The following are the results of the path coefficient values for the latent variables of perception of organizational support and resilience in relation to employee engagement, as shown in the table below.

Table 5. Path Coefficients of Perceived Organizational Support and Resilience on Employee Engagement

	Original Sample (O)	T-Statistic (|O/STDEV)	P Value
Perception of Organizational	0.279 & 0.383	4.435 and 4.796	0,000

Support and Resilience →Employee Engagement			

Based on the results of the path analysis, it is evident that the Perception of Organizational Support and Resilience have a positive and significant influence on Employee Engagement. The original sample (O) value for perceived organizational support and employee engagement is 0.279, with a T-statistic of 4.435 and a p-value of 0.000. This shows that the higher the employee's perception of the support provided by the organization, such as attention, appreciation, and support for their welfare, the higher their level of engagement at work. Meanwhile, the effect of Resilience on employee engagement has an original sample value of 0.383, with a T-statistic of 4.796 and a p-value of 0.000, indicating a highly significant relationship. Furthermore, the results of the determination coefficient (R^2) can be seen in Table 6.

Table 6. Coefficient of Determination

R-Square Value	R-Square Adjusted
0.280	0.270

Based on the analysis results, the R-squared value of 0.280 indicates that the Perception of Organizational Support and Resilience variables together explain 28% of the variability in Employee Engagement. Meanwhile, the Adjusted R-Square value of 0.270 shows the adjustment for the number of predictors in the model, which illustrates that about 27% of the variation in Employee Engagement can be explained by the two independent variables after adjusting for the complexity of the model. This R-Square value shows that although the contribution is sufficient, there are still 72% of other variables outside the model that can affect the level of employee engagement. Furthermore, the predictive relevance (Q Square) can be seen in Table 7.

Table 7. Predictive Relevance

Q-Square Value	Category
0.149	Have predictive relevance

Based on the calculation, it can be seen that the Q-Square value in the structural model is obtained at 0.149, where Q-Square> 0. The conclusion is that the model has an influence on the perception of organizational support and resilience, and it has a predictive relevance of 15% for employee engagement.

3.2. Discussion

Based on the findings in the field, there are 2 two main points in the discussion, namely descriptive analysis and hypothesis testing. In the descriptive analysis, there are 144 employees at PT X who serve as the research sample, comprising 67 male employees and 77 female employees. The data shows that the age range of employees under 25 years is 65, and over 25 years is 79. There are 56 employees with less than one year of work, while 85 other employees have worked for more than one year.

Employees at this digital marketing company in Purwokerto are predominantly over 25 years old. Supported by the career development theory by Donald Super which states that individuals aged 25-44 years are in the stabilization phase in Donald Super's career development theory, this phase is considered an essential period in the career of an adult individual, which is marked by individuals being more active in building and securing their career positions, individuals will also be more focused on efforts to get a job by developing professional skills by creating career stability in their jobs or in the company where an individual works [27]. Employees over the age of 25 tend to have more extensive work experience, better understand the situation in the employee's work, and better understand the dynamics of the company or organization where the employee works, the emotional maturity possessed by employees makes it possible to face challenges in the company more calmly [28].

Employee age can influence employee involvement in work. Employees who are over 25 years old are considered to have higher participation in the company [29]. The research subjects mainly were employees who had worked for more than one year, 85 employees had worked for more than 1 year, so it can be said that employees have involvement or are engaged in the company, employees who have a more extended working period are more able to withstand stress and fatigue due to work and also show a better level of performance and involvement [30]. There is another opinion that says that work experience can be measured from the length of service or the length of time an employee has worked; the longer the length of service an employee has, the more the employee's work experience will increase [31].

The majority of employees at company X are female, namely 77 female employees. It is explained that female employees tend to

have a higher level of involvement in the company or organization. This is due to better communication and cooperation skills in female employees [32]. Other studies state that female employees have better motivation. This is due to the ability of female employees to manage time and priorities effectively. Female employees are also considered to have a better ability to work together effectively with colleagues and superiors, so female employees are deemed to have better involvement [33].

Hypothesis testing is conducted to determine the perception of organizational support and resilience as predictors of employee engagement. Hypothesis testing utilizes path coefficients, R-squared, Q-squared, and P-value. The variables of perception of organizational support and resilience were tested and proven to play a role as predictors of employee engagement. The test results showed that the significance value was 0.000 (<0.05), indicating that the hypothesis was accepted, which means that both variables significantly affect employee engagement. The path coefficient value of 0.279 for perception of organizational support and 0.383 for resilience indicated that both had a positive contribution to employee engagement. In addition, the Q-Square analysis (Q^2 = 0.149) revealed a predictive relevance of 15%, while the R-Square value (R^2 = 0.280) indicates that 28% of employee engagement can be explained by the contribution of perception of organizational support and resilience. Thus, these two variables have an effective influence on employee engagement in digital marketing companies.

In previous research conducted by Sulistyawati and Sufriadi [34]. Shows that the perception of organizational support has been proven to have a positive influence on employee engagement, but on the other hand in this study resilience is not significant for employee engagement, in this study the perception of organizational support is felt to have more influence because POS has more impact on the daily work experience of employees, especially in a competitive environment. In contrast, resilience is more directed at individual characteristics that may function more as protection from stress, and not the primary driver of work engagement. The research conducted by Jin and Tang [35]. This study suggests that both the perception of organizational support and resilience are significant to employee engagement. Both perceptions have a positive contribution to employee engagement or involvement in the workplace. Employees who experience

stressful and competitive work can benefit from organizational support to become more resilient to feelings of difficulty, and this can be an essential factor in increasing employee involvement in the company.

The results of this study reveal that perceptions of organizational support and resilience act as significant predictors of employee engagement in a digital marketing company, specifically PT X. Employees demonstrate a high level of engagement, both cognitively, emotionally, and behaviorally. Based on the results of the hypothesis test, the two independent variables provide an effective contribution of 28% to the employee engagement variable. Resilience shows a greater influence than perceptions of organizational support in increasing engagement in digital marketing among company employees. According to research conducted by Yusrin and Kurniaty [36], the dynamic, competitive, and stressful work environment and challenges in the digital era require employees to be able to adapt quickly to the ever-evolving changes in digital trends.

Research also reveals that the perception of organizational support has a significant effect on the dimensions of emotional engagement and behavioral engagement, but is not substantial on cognitive engagement, as supported by research conducted by Sadiyah et al., [37] and Jangsiriwattana [38]., resilience has been shown to have a positive influence on the three dimensions of employee engagement, indicating the importance of psychological resilience in supporting work engagement in a competitive work environment. This study employs a multidimensional approach to employee engagement variables, aiming to provide a more comprehensive understanding of the extent to which psychological factors influence employee engagement. This study is supported by previous research conducted by Jin and Tang ., [35], Djatmiko et al., [39], Wiroko & Sugiharti., [40], this shows that the perception of organizational support plays a role in increasing employee motivation and engagement, while resilience also shows a significant positive effect on employee engagement. This suggests that both perceptions of organizational support and resilience contribute to increased employee engagement in digital marketing

companies. Some of these research studies also found that the perception of organizational support is not always effective in improving the cognitive engagement dimension, which can be used as a new perspective in research on employee engagement.

This research has been conducted with an optimal methodological approach to obtain appropriate research results, but there are several limitations that exist in this study, as for the limitations contained in this study are that researchers only focus on one digital marketing company, so that the generalization of results to other sectors or companies is still limited and there are also limitations in this study, namely the policies provided by the company in limiting the number of employees who can participate in data collection.

4. CONCLUSION

This study shows that perceived organizational support (POS) and resilience are significant predictors of employee engagement in digital marketing companies, specifically in PT X. This finding confirms that in the competitive digital work context, psychological resilience has a greater influence than POS in driving work engagement, especially in employees over 25 years old with more than one year of service. In addition, the role of gender is also evident, with female employees showing high levels of engagement supported by good communication and collaboration skills. In more depth, POS contributes to the emotional and behavioral dimensions of employee engagement, but has less impact on the cognitive dimension. In contrast, resilience had a positive effect on all dimensions of engagement, underscoring the importance of a multidimensional approach in measuring and understanding employee engagement. This research contributes to the work psychology literature by highlighting the central role of resilience in the digital work context. In the future, future studies could explore more specifically how the interactions between POS, resilience, digital work culture, leadership style, and stress management strategies shape long-term patterns of employee engagement. This research also opens up opportunities for positive psychology-based interventions to strengthen engagement through developing

resilience and improving the quality of organization-employee relationships.

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