



RESEARCH ARTICLE

The Influence of Organizational Support and Meaningful Work on Work Engagement at the Environmental Office of Cirebon Regency

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Abstract

This study aims to analyze the influence of organizational support and meaningful work on work engagement among employees at the Environmental Office of Cirebon Regency. The background of this study highlights the phenomenon of unequal workload distribution, which has an impact on the decline of employee work engagement in the public sector. Using a causal associative quantitative approach, data were collected through questionnaires from 110 respondents selected using a simple random sampling technique with the Slovin formula. The results of multiple linear regression analysis show that both organizational support and meaningful work have a positive and significant influence on work engagement, both partially and simultaneously. Specifically, the meaningful work variable was found to have a more dominant influence than organizational support in shaping employee work engagement. The research model contributes 66.2% to the work engagement variable, while the remaining percentage is influenced by other factors outside the model. These findings emphasize that the integration of organizational system support and the internalization of work meaning is a key strategy for improving the dedication and professionalism of civil servants in facing bureaucratic challenges at the regional level.

Keywords

Organizational Support; Meaningful Work; Work Engagement; Public Sector.

1 | INTRODUCTION

Work engagement has become an important concern in human resource management within the public sector, particularly since bureaucratic reform has been directed toward improving service quality and the performance of civil servants. Although various policies have been implemented, public institutions still face challenges related to task distribution and employee involvement. Uneven workload distribution often leads to reduced motivation, lower work enthusiasm, and declining service quality for the community. The Environmental Office of Cirebon Regency is responsible for waste management, pollution control, and environmental conservation. These responsibilities require employees to work in a disciplined, responsive, and consistent manner. However, demanding working conditions without adequate organizational support may influence employees' attachment to their work. When employees do not perceive sufficient support or value in their work, their work enthusiasm tends to decline, and tasks are carried out merely as administrative obligations. Organizational support is considered one of the factors influencing work engagement. It is reflected in organizational attention to employee well-being, recognition of work outcomes, and assistance in completing tasks. Employees who feel valued are generally more engaged and more motivated to perform their work effectively. In addition to organizational support, meaningful work also plays an important role in shaping work engagement. Employees who perceive their work as valuable and beneficial to society tend to demonstrate stronger dedication and responsibility. In environmental institutions, the meaning of work is closely related to efforts to maintain environmental quality and serve public interests. Based on these conditions, this study aims to analyze the influence of organizational support and meaningful work on work engagement among employees at the Environmental Office of Cirebon Regency.

Work engagement is an important concern in human resource management because it is directly related to employee performance quality. Employees with high levels of work engagement generally show enthusiasm, dedication, and strong commitment in completing their tasks. Bakker and Schaufeli (2018) explain that work engagement is reflected through vigor, dedication, and absorption, which appear in work energy, emotional involvement, and an individual's ability to remain focused on their tasks. In public institutions, such conditions are required to ensure that public services are delivered effectively and consistently. The Environmental Office of Cirebon Regency is responsible for waste management, pollution control, and environmental maintenance. These responsibilities involve both administrative and fieldwork duties, requiring employees to work in a disciplined and responsive manner. However, work pressure and service demands often influence employees' attachment to their jobs. Some employees may experience a decline in work enthusiasm when organizational support is perceived as insufficient or when work is viewed merely as routine tasks. Organizational support is one of the factors that can influence work engagement. It is reflected in organizational attention to employee well-being, recognition of work outcomes, and assistance in completing tasks. Employees who feel valued tend to have stronger motivation and show higher involvement in their organization. In addition to organizational support, meaningful work also plays an important role in shaping work engagement. Employees who perceive their work as valuable and beneficial to society tend to demonstrate higher dedication. Taqwim and Suhariadi (2024) found that work meaning is positively related to work engagement. Aldrin and Netty (2019) also showed that psychological conditions in the workplace influence employee engagement. Based on these conditions, this study aims to analyze the influence of organizational support and meaningful work on work engagement among employees of the Environmental Office of Cirebon Regency.

Research on work engagement indicates that employee engagement does not stand alone but is influenced by how organizations treat their employees and how employees interpret the meaning of their work. In many public organizations, work engagement tends to decline when employees feel a lack of organizational support or when their work does not provide a clear sense of value for themselves. Such conditions may affect performance consistency and the quality of services delivered to the public. Perceived organizational support plays a significant role in shaping work engagement. Salendu (2021) found that perceived organizational support is positively related to work engagement among civil servants. Employees who feel valued, cared for, and adequately supported tend to demonstrate more stable engagement in their work. This finding is consistent with Mufarrihah (2020), who showed that perceived organizational support can enhance employees' attachment to their jobs. In addition, meaningful work also influences work engagement. Work that is perceived as valuable and impactful for others can strengthen employees' internal drive to perform their duties. Ibanez *et al.* (2021) explain that work meaning plays a mediating role in the relationship between job crafting and work engagement. Similarly, Najla and Prakoso (2022) found that the development of meaning in work is associated with higher levels of employee engagement.

Several studies indicate that work engagement is influenced by how employees interpret their work and the experiences they gain during employment. Work engagement does not arise solely from job demands, but also from individuals' perceptions of the value of their work. When work is perceived as meaningful for oneself and for others, the tendency to become fully involved in work becomes stronger. Pakau (2021) found that meaningful work contributes to higher work engagement among teachers conducting remote learning. This finding shows that changes in work patterns do not diminish the role of work meaning in shaping employee engagement. Pratiwi, Ningrum, and Sari (2021) also reported a positive relationship between meaningful work and work engagement, reflected in greater commitment and

involvement when individuals perceive value in their work. In addition to work meaning, organizational support also plays a role in shaping work engagement. Cahyo, Prasetyo, and Utari (2023) explain that perceived organizational support is related to work engagement and encourages more proactive work behavior. Employees who feel supported by their organization tend to demonstrate more stable engagement in their work. Dani (2020) further shows that quality of work life and internal motivation are also associated with work engagement in organizations with high fieldwork demands, including environmental agencies. At the Environmental Office of Cirebon Regency, job demands related to public services and environmental management require consistent employee engagement. Differences in perceived organizational support and the way employees interpret their work may influence the level of work engagement in daily task execution.

2 | BACKGROUND THEORY

2.1 Organizational Support

Perceived organizational support and meaningful work are often positioned as factors that shape employee work engagement in public organizations. Work engagement does not solely arise from job demands, but also from how employees interpret organizational treatment and the value they find in their work. When organizational support is perceived as real and work is considered meaningful, employee engagement tends to become more stable. Raditia Lin (2024) shows that perceived organizational support influences work engagement among teachers, with work motivation acting as a mediating factor that strengthens this relationship. This finding indicates that organizational support is not limited to external conditions but is also related to internal motivation that emerges within employees. This condition suggests that the quality of interaction between the organization and employees plays a role in determining the level of work engagement. On the other hand, meaningful work is also closely related to employee work attitudes. Azwar (2022) found that meaningful work influences organizational commitment among civil servants. This result indicates that work perceived as valuable can strengthen employees' attachment to their organization. Nurdiansyah, Harjadi, and Karmela (2024) also show that meaningful work affects organizational commitment through work engagement, indicating a chain relationship between work meaning and employee engagement. At the Environmental Office of Cirebon Regency, work related to public services and environmental management requires consistent employee engagement. Differences in how employees interpret their work and the level of support they perceive from the organization may influence work engagement in daily task implementation.

H1: There is a positive and significant effect of organizational support on work engagement at the Environmental Office of Cirebon Regency.

2.2 Meaningful Work

Work engagement in organizations is not only influenced by workload, but also by how organizations treat employees and the working conditions they experience. Employee engagement tends to change when employees evaluate the organizational support they receive, the balance between work and personal life, and the quality of the work environment they experience on a daily basis. Rosdianto and Dudija (2025) show that perceived organizational support influences work engagement, and this relationship becomes stronger when work-life balance is well maintained. This indicates that organizational support does not stand alone, but is related to employees' ability to manage the balance between work roles and life outside work. Syahdi, Widhiastuti, and Dewi (2024) found that employee engagement acts as a mediating factor in the relationship between perceived organizational support and employee development on work motivation. This finding suggests that organizational support can encourage employee engagement, which in turn affects work motivation through more active involvement in organizational activities. Reski Tiara and Wulan (2025) also explain that the work environment influences work engagement through job satisfaction. A less supportive work environment may reduce job satisfaction, which ultimately leads to lower employee engagement in work activities. At the Environmental Office of Cirebon Regency, variations in organizational support, working conditions, and workload distribution may influence how employees engage in their work. Differences in perceptions of these conditions may shape varying levels of work engagement among employees in carrying out their daily tasks.

H2: There is a positive and significant effect of Meaningful Work on Work Engagement at the Environmental Office of Cirebon Regency.

2.3 Work Engagement

Perceived organizational support and work meaningfulness are often identified as interrelated factors in explaining employee work engagement. Organizational support is not limited to providing work assistance, but also influences how employees evaluate their work. This evaluation plays a role in determining the extent to which

employees feel connected to their assigned tasks. When support is clearly perceived and work is considered valuable to the individual, work engagement tends to increase. Canboy *et al.* (2023) show that perceived organizational support is associated with work meaningfulness, work engagement, and levels of work-related stress. These findings indicate that organizational support can shape how employees interpret their work while also influencing psychological conditions in the workplace. This relationship suggests that work engagement is influenced not only by job demands but also by the quality of organizational treatment toward employees. Jujun Juhedi *et al.* (2026) found that perceived organizational support affects work meaningfulness, which in turn influences life satisfaction and employee creativity. This finding indicates that organizational support has broader effects, extending beyond work-related aspects to personal life experiences and creative thinking in task completion. Arifyanto and Indiyati (2025) explain that employee engagement plays a role in the relationship between workload and physical work environment on work productivity. This shows that work engagement acts as an important link between working conditions and employee performance outcomes. At the Environmental Office of Cirebon Regency, variations in workload, working conditions, and organizational support may influence how employees interpret their work and their level of engagement. These differences in experience may lead to variations in work engagement in daily task execution.

H3: There is a positive and significant effect of organizational support and meaningful work on work engagement at the Environmental Office of Cirebon Regency.

3 | METHOD

This study employs a quantitative approach with a causal associative design to examine the influence of organizational support and meaningful work on work engagement among employees at the Environmental Office of Cirebon Regency. A quantitative approach is selected because the data are numerical and allow statistical testing of relationships among variables. The causal associative design is applied to identify the direction of influence between independent and dependent variables in a measurable manner, rather than describing variables separately. The conceptual basis of organizational support refers to Karatepe and Aga (2016), who found that perceived organizational support affects job performance through the mediating role of work engagement. Kumar *et al.* (2018) also reported that organizational support is linked to higher work engagement and lower turnover intention through job satisfaction and managerial support. In addition, Bonaiuto *et al.* (2022) confirmed that perceived organizational support has a positive relationship with work engagement, influenced by psychosocial conditions in the workplace. These findings indicate that organizational support is not limited to physical or structural assistance, but also relates to how employees respond to organizational treatment.

The variable of meaningful work refers to Albrecht, Green, and Marty (2021), who explain that meaningful work is associated with job resources and employee engagement. When employees perceive their work as meaningful, they tend to show more consistent involvement in completing their tasks and responsibilities. The population in this study consists of all employees at the Environmental Office of Cirebon Regency, totaling approximately 110 individuals. The sampling technique used is probability sampling with simple random sampling, giving each employee an equal chance of being selected without considering position or work unit. Data were collected using a questionnaire based on indicators of organizational support, meaningful work, and work engagement. The collected data were then analyzed using statistical techniques to test the hypothesized relationships among variables.

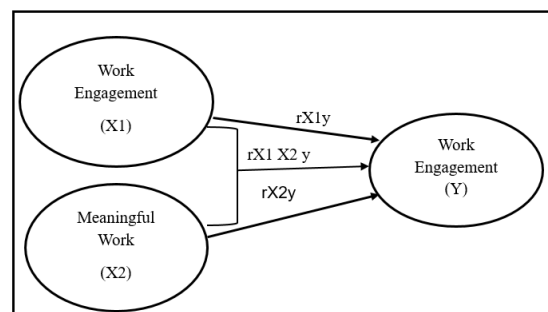


Figure 1. Research Model

Figure 1 illustrates the proposed research model that examines the relationships among Organizational Support (X1), Meaningful Work (X2), and Work Engagement (Y). The model positions X1 and X2 as independent variables that are expected to influence employee work engagement both individually and simultaneously. Each directional path reflects the hypothesized relationships tested in this study, showing how perceptions of organizational support and the meaning

derived from work may shape the level of employee engagement. The structure also indicates that work engagement is not formed by a single factor, but emerges from the interaction between organizational treatment and employees' interpretation of their work at the Environmental Office of Cirebon Regency.

4 | RESULTS AND DISCUSSION

4.1 Results

4.1.1 Respondent Characteristics

Respondent characteristics were analyzed to identify the diversity of employee profiles included as the research sample. The profile covers gender, age, educational background, length of service, and employment status. These data are not merely administrative details, but help assess whether respondents' answers may be shaped by differences in experience, position, and educational background. Employees with longer work experience, for example, may evaluate organizational support differently from newly appointed employees. Therefore, mapping respondent characteristics is necessary so that the discussion of organizational support, meaningful work, and work engagement remains closely connected to the actual conditions of employees at the Environmental Office of Cirebon Regency.

Table 1. Respondent Characteristics

Characteristic	Category	Frequency	Percentage (%)
Age	< 25 years	20	18.2
	25–30 years	34	30.9
	31–35 years	40	36.4
	36–40 years	9	8.2
	> 40 years	7	6.3
Gender	Male	65	59.1
	Female	45	40.9
Employment Status	Civil Servant (ASN-PNS)	43	39.1
	Government Employee with Work Agreement (ASN-PPPK)	67	60.9
Cirebon Domicile	Yes	104	94.5
	No	6	5.5
Total		110	100.0

Source: Processed primary data.

Table 1. Shows that most respondents were aged 31–35 years (36.4%), followed by 25–30 years (30.9%). Male employees dominated the sample (59.1%), while females accounted for 40.9%. Most respondents were ASN-PPPK (60.9%), and 94.5% lived in Cirebon. These findings indicate that the sample reflects mainly productive-age employees with strong local representation and varied employment backgrounds.

4.1.2 Validity Test

The validity test was conducted to ensure that each statement accurately measures the research variable. Such testing is needed so the instrument is not only acceptable from a technical standpoint, but also supported by a sound measurement basis. A statement is considered valid when the r-count value exceeds the r-table value or the significance value is below 0.05. Valid results indicate that the instrument can be used in the next stage of analysis, since respondents' answers represent relevant measures of the research variables.

Table 2. Validity Test Results

Variable	Indicator	r-count	r-table (5%)	Result
Organizational Support (X1)	X1.1	0.923	0.187	Valid
	X1.2	0.943	0.187	Valid
	X1.3	0.934	0.187	Valid
	X1.4	0.940	0.187	Valid
	X1.5	0.929	0.187	Valid
	X1.6	0.901	0.187	Valid
Meaningful Work (X2)	X2.1	0.909	0.187	Valid
	X2.2	0.944	0.187	Valid
	X2.3	0.928	0.187	Valid
	X2.4	0.948	0.187	Valid

Work Engagement (Y)	X2.5	0.952	0.187	Valid
	X2.6	0.955	0.187	Valid
	Y1	0.927	0.187	Valid
	Y2	0.922	0.187	Valid
	Y3	0.946	0.187	Valid
	Y4	0.934	0.187	Valid
	Y5	0.873	0.187	Valid
	Y6	0.944	0.187	Valid

Source: Processed primary data.

Table 2 indicates that all indicators for Organizational Support, Meaningful Work, and Work Engagement meet the validity criteria. Each r-count value is higher than the r-table value of 0.187, ranging from 0.873 to 0.955. These results suggest that every statement item measures its intended variable properly. Therefore, the questionnaire items are suitable for use in subsequent statistical analysis and support a more reliable overall interpretation of the research results.

4.1.3 Reliability Test

The reliability test was used to assess the stability of the research instrument in measuring each variable. The test helps ensure that respondents' answers do not only appear consistent in one part of the questionnaire, but also show a steady pattern across related statements. A variable is considered reliable when the Cronbach's Alpha value is greater than 0.70. Such a value indicates that the statements have acceptable reliability. When the reliability criteria are met, the instrument can be used for further analysis because the data have a stable measurement basis.

Table 3. Reliability Test Results

Variable	Cronbach's Alpha	Number of Items	Result
Organizational Support	0.968	6	Reliable
Meaningful Work	0.973	6	Reliable
Work Engagement	0.965	6	Reliable

Source: Processed primary data.

Table 3 reports strong reliability across all research variables. Organizational Support obtained a Cronbach's Alpha of 0.968, Meaningful Work reached 0.973, and Work Engagement recorded 0.965, with six items used for each variable. All values exceed the 0.70 criterion, indicating that the statements are internally consistent. The high scores also suggest that respondents answered related items in a stable pattern, making the instrument suitable for further statistical testing without raising major concerns about measurement consistency.

4.1.4 Analisis Regresi Linear Berganda

Multiple linear regression analysis was used to assess the effect of Organizational Support and Meaningful Work on Work Engagement. This technique was selected because the study involves two independent variables and one dependent variable that need to be tested simultaneously. The regression equation used is $Y = a + b_1X_1 + b_2X_2 + e$. Y represents Work Engagement, a represents the constant, X1 represents Organizational Support, X2 represents Meaningful Work, b1 and b2 represent regression coefficients, while e represents the error term. Through this equation, the direction of each variable's effect can be interpreted carefully based on the statistical results.

Table 4. Multiple Linear Regression Results

Model	Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient (Beta)	t-value	Sig.
1	Constant	4.449	1.393	-	3.194	0.002
	Organizational Support (X1)	0.289	0.071	0.293	4.087	0.000
	Meaningful Work (X2)	0.514	0.061	0.599	8.374	0.000

Dependent Variable: Work Engagement (Y)

Source: Processed primary data.

Table 4 shows that Organizational Support and Meaningful Work both have positive effects on Work Engagement. Organizational Support has a coefficient of 0.289 with a significance value of 0.000, while Meaningful Work has a higher coefficient of 0.514 and Beta value of 0.599. These results indicate that Meaningful Work has a stronger effect on employee engagement within the model. The regression equation is $Y = 4.449 + 0.289X_1 + 0.514X_2$.

4.1.5 Partial Hypothesis Test

The partial hypothesis test was carried out using the t-test to examine the separate effect of each independent variable on Work Engagement. This test is necessary because a significant simultaneous result does not automatically prove that each variable works strongly on its own. Organizational Support and Meaningful Work were assessed individually through their t-values and significance levels. A variable is considered to have a significant effect when its significance value is below 0.05. The result helps clarify which factor has a stronger role in shaping employee engagement.

Table 5. t-Test Results

Model	Variable	Unstandardized Coefficient (B)	Std. Error	Standardized Coefficient (Beta)	t-value	Sig.	Result
1	Constant	4.449	1.393	-	3.194	0.002	-
	Organizational Support (X1)	0.289	0.071	0.293	4.087	0.000	Significant
	Meaningful Work (X2)	0.514	0.061	0.599	8.374	0.000	Significant

Dependent Variable: Work Engagement (Y)

Source: Processed primary data.

Table 5 shows that Organizational Support and Meaningful Work each have a significant partial effect on Work Engagement. Organizational Support records a positive coefficient of 0.289, a t-value of 4.087, and a significance value of 0.000. Meaningful Work has a larger coefficient of 0.514, a t-value of 8.374, and a significance value of 0.000. Since both significance values are below 0.05, H1 and H2 are accepted, with Meaningful Work appearing more dominant than Organizational Support in explaining employee engagement.

4.1.6 Simultaneous Hypothesis Test

The simultaneous hypothesis test was carried out using the F-test to assess whether Organizational Support and Meaningful Work influence Work Engagement when tested together. The test matters because separate effects do not always show how both predictors operate within one regression model. A significance value below 0.05 indicates that the model is statistically acceptable. Through the F-test, the study evaluates whether the two variables provide a solid explanation for changes in employee engagement. The result also offers a basis for judging whether the proposed relationship among the variables is strong enough to support the next stage of discussion.

Table 6. F-Test Results

Model	Sum of Squares	df	Mean Square	F-value	Sig.
Regression	2099.722	2	1049.861	104.670	0.000
Residual	1073.233	107	10.030	-	-
Total	3172.955	109	-	-	-

Dependent Variable: Work Engagement (Y)

Predictors: Organizational Support (X1), Meaningful Work (X2)

Source: Processed primary data.

Table 6 indicates that the regression model is statistically significant, with an F-value of 104.670 and a significance value of 0.000. The regression sum of squares, 2099.722, is higher than the residual sum of squares, 1073.233, showing that the predictors explain a considerable portion of variation in Work Engagement. Since the significance value is below 0.05, Organizational Support and Meaningful Work jointly affect Work Engagement. This result supports H3 and strengthens the regression model.

4.1.7 Coefficient of Determination

The coefficient of determination was used to assess how well Organizational Support and Meaningful Work explain changes in Work Engagement. The R Square value reflects the proportion of employee engagement that can be linked to both predictors in the regression model. A higher value indicates that the model explains employee engagement more effectively, while the remaining percentage may come from other factors, such as leadership, work environment, job satisfaction, compensation, or organizational culture. This test helps judge whether the selected variables are statistically adequate for explaining employee engagement, while still leaving room for further analysis of other possible influences.

Table 7. Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.813	0.662	0.655	3.167

Predictors: Organizational Support (X1), Meaningful Work (X2)

Dependent Variable: Work Engagement (Y)

Source: Processed primary data.

Table 7 shows an R value of 0.813, indicating a strong relationship between the predictors and Work Engagement. The R Square value of 0.662 means that Organizational Support and Meaningful Work explain 66.2% of the variation in Work Engagement. The Adjusted R Square value of 0.655 confirms a stable model, while 33.8% is influenced by other factors outside the study.

4.2 Discussion

The results of the study indicate that Organizational Support has a positive and significant effect on Work Engagement among employees at the Environmental Office of Cirebon Regency. The regression coefficient of 0.289, t-value of 4.087, and significance value of 0.000 show that higher perceived organizational support is followed by stronger employee engagement. Such a result suggests that support from the organization should not be understood only as formal rules or written procedures. Employees need to experience support through fair treatment, clear direction, assistance from supervisors, recognition of work results, and attention to daily work needs. At the Environmental Office of Cirebon Regency, organizational support plays a relevant role because employees deal with both administrative duties and field-based responsibilities. Waste management, pollution control, environmental supervision, and public service require physical readiness, accuracy, coordination, and steady work commitment. When the organization provides clear guidance and adequate work facilities, employees are more likely to maintain work enthusiasm. In contrast, when employees feel that they must handle work demands without proper support, daily responsibilities may become a source of pressure. For that reason, organizational support needs to operate as a daily managerial practice rather than remain only as an institutional policy.

The finding is consistent with Mufarrikah (2020), who explained that perceived organizational support plays a role in increasing employee work engagement. Employees who feel valued by their organization tend to build a stronger psychological connection with their work. The result also aligns with Salendu (2021), who found a relationship between perceived organizational support and work engagement among civil servants. Salendu's study is relevant because it also focuses on employees in the public sector. In bureaucratic work settings, organizational support can help employees deal with routine administrative tasks, repeated service demands, and responsibilities related to public interest. Organizational support may also affect employee motivation. Raditia Lin (2024) found that perceived organizational support influences work engagement through work motivation. The finding suggests that organizational attention can encourage employees to work more actively, not only because of job obligations, but also because they feel that their efforts are acknowledged. Rosdianto and Dudija (2025) also found that perceived organizational support is related to work engagement, especially when work-life balance is maintained. Such evidence strengthens the argument that organizational support is not limited to technical assistance. It also includes working conditions that allow employees to preserve energy, balance, and psychological security while carrying out their responsibilities.

Besides Organizational Support, the results also show that Meaningful Work has a positive and significant effect on Work Engagement. The regression coefficient of 0.514, t-value of 8.374, and significance value of 0.000 indicate that meaningful work has a strong effect on employee engagement. The Beta value for Meaningful Work is 0.599, higher than the Beta value of Organizational Support, which is 0.293. The difference suggests that employees become more engaged when they see their work as valuable, useful, and connected to a clear purpose. Meaningful Work appears to be more dominant because the work performed at the Environmental Office is closely related to public welfare. Waste management, pollution control, and environmental supervision are not merely administrative duties. These tasks are linked to public cleanliness, community health, environmental quality, and citizens' daily comfort. Employees who understand the social value of their work are more likely to develop a stronger sense of responsibility. They do not only complete assigned duties, but also see their work as an effort that benefits the wider community. The finding is in line with Pakau (2021), who found that meaningful work is related to work engagement. Employees who perceive their work as valuable tend to show stronger involvement, even when facing work pressure. The result also supports Pratiwi, Ningrum, and Sari (2021), who found a relationship between meaningful work and work engagement. Both studies strengthen the argument that meaning at work can encourage energy, dedication, and seriousness in carrying out responsibilities.

The role of Meaningful Work can also be linked to Taqvim and Suhariadi (2024), who explained that work meaning plays a role in the relationship between job crafting and work engagement. Employees who are able to give positive meaning to their work tend to become more actively involved. Najla and Prakoso (2022) also provide a relevant view through their study on job crafting and work engagement. Although their focus is not directly on meaningful work, the study suggests that employees who have room to adjust their work approach according to their abilities and personal

values may show better engagement. The simultaneous test shows that Organizational Support and Meaningful Work jointly have a significant effect on Work Engagement. The F-value of 104.670 with a significance value of 0.000 means that both variables work together in explaining changes in employee engagement. The result suggests that work engagement is shaped not only by how the organization treats its employees, but also by how employees interpret the value of their work. Organizational Support provides external reinforcement, while Meaningful Work provides internal drive. Both can strengthen employee energy, dedication, and focus when managed properly.

The R Square value of 0.662 means that Organizational Support and Meaningful Work explain 66.2% of the variation in Work Engagement. The figure is fairly strong because more than half of the change in employee engagement can be explained by the two main variables in the study. Still, 33.8% is linked to other factors that were not tested, such as leadership style, work environment, job satisfaction, motivation, employee development, resilience, workload, and work pressure. The remaining influence can be connected to several previous studies. Reski Tiara and Wulan (2025) explained that the work environment can affect work engagement through job satisfaction. Syahdi, Widhiastuti, and Dewi (2024) found that employee engagement is related to organizational support, employee development, and work motivation. Sanustika (2026) can also be used to explain that resilience and work stress are associated with work engagement. These references suggest that employee engagement may also be shaped by psychological strength, workplace relationships, leadership quality, and opportunities for personal development. From a practical standpoint, the findings provide two main directions for the Environmental Office of Cirebon Regency. The first direction is strengthening organizational support through fairer task distribution, clearer communication, more suitable work facilities, and recognition for employees who perform their duties well. Such support can help employees feel valued and less isolated when dealing with demanding work responsibilities.

5 | CONCLUSIONS AND FUTURE WORK

The study found that Organizational Support and Meaningful Work have positive and significant effects on Work Engagement among employees at the Environmental Office of Cirebon Regency. The findings indicate that employee engagement is not shaped only by formal duties or institutional rules, but also by how employees are treated by the organization and how they interpret the value of their work. Organizational support shown through recognition, clear direction, supervisory assistance, and fair treatment can encourage employees to work with stronger energy, responsibility, and focus. The results also show that Meaningful Work has a stronger effect than Organizational Support. Employees are more likely to become engaged when they believe that their work has value for society. At the Environmental Office of Cirebon Regency, duties such as waste management, pollution control, and environmental supervision are directly related to public cleanliness, health, and quality of life. For that reason, leaders need to help employees connect daily tasks with the social benefits produced by their work. Together, Organizational Support and Meaningful Work explain 66.2% of the variation in Work Engagement, while the remaining 33.8% may be influenced by other factors outside the research model. These results suggest that both variables offer a strong explanation of employee engagement, although other factors may also play a role, such as leadership style, work environment, job satisfaction, workload, motivation, career development, and work pressure. Future studies are advised to examine those additional factors to build a sharper understanding of employee engagement in public sector organizations. Further research may also involve several local government institutions, allowing comparison across agencies and giving a clearer picture of how employee engagement develops in different public service settings.

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