

Psychological Capital and Social Support as Predictors of Employee Engagement at PT.X



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ABSTRACT: This study aims to analyze the influence of Psychological Capital and Social Support on Employee Engagement PT.X. Employee Engagement is a key factor in enhancing employee productivity and loyalty; however, many companies still face challenges in maintaining high engagement levels. Therefore, this study seeks to determine the extent to which Psychological Capital and Social Support serve as significant predictors of employee engagement in the workplace. This research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to 100 employees across various divisions. The research instruments included the Employee Engagement Scale (EES), the Psychological Capital Questionnaire (PCQ-12), and the Revised-Multidimensional Scale of Perceived Social Support (R-MSPSS). Data analysis was conducted using multiple linear regression with SPSS 25 to examine the relationship between independent and dependent variables. The findings indicate that Psychological Capital and Social Support simultaneously have a positive and significant impact on Employee Engagement ($R^2 = 48.7\%$). Partially, Psychological Capital ($\beta = .705, p < .001$) has a more dominant influence than Social Support ($\beta = .286, p < .001$) on Employee Engagement. Therefore, companies should develop Psychological Capital through training programs that enhance self-efficacy, optimism, hope, and resilience, while also strengthening Social Support by fostering open communication and stronger teamwork.

KEYWORDS: Psychological Capital, Social Support, Employee Engagement, Multiple Linear Regression, Quantitative Research

I. INTRODUCTION

The media industry in Pontianak is facing tough competition with the presence of various companies such as Pontianak Post, Metro Pontianak, Harian Equator, and Borneo Tribune, while digitalization has changed the media landscape with declining print media circulation and a shift to digital platforms (Saragih & Harahap, 2020). PT X is adapting to digital trends but is facing internal challenges such as varying employee loyalty and employee engagement, where initial studies show that 26.7% of employees have low engagement, 40% moderate engagement, and 33.3% high engagement, with employees with low engagement tending to experience low motivation, high absenteeism, and decreased productivity. Factors that influence employee engagement consist of internal factors, namely Psychological Capital (PsyCap) which includes hope, optimism, resilience, and self-efficacy (Luthans et al., 2007), and external factors, namely Social Support, in the form of support from coworkers, superiors, and family that helps employees cope with stress (Kahn, 1990; Meiliana et al., 2018).

Low employee engagement negatively impacts companies by lowering morale, reducing enthusiasm, and fostering negativity, which can spread quickly, leading to decreased productivity and an unhealthy work environment. Conversely, high employee engagement brings positive outcomes such as higher retention, improved productivity, better customer experiences, increased innovation, and greater profitability (Picazo Rodríguez et al., 2024). In the mass media industry, employee engagement enhances productivity, creativity, and retention, contributing to overall company success. However, risks such as burnout, work-life imbalance, and resistance to change must be managed to maintain employee well-being in a fast-paced environment (Burnett & Lisk, 2021). Employee engagement is influenced by internal factors like Psychological Capital (PsyCap) and external factors like social support (Xu et al., 2017).

This study focuses on the combination of PsyCap and Social Support as predictors of Employee Engagement, considering the lack of research that discusses these two factors simultaneously in the media industry (Rezkinda, 2019). Based on this background, this study asks the main question: "Are Psychological Capital and Social Support predictors of Employee Engagement at PT Borneo

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Media Informasi?", intends to analyze the role of Psychological Capital in increasing Employee Engagement, testing the effect of Social Support on Employee Engagement, and identifying the interaction between PsyCap and Social Support in increasing Employee Engagement. This study has theoretical benefits, namely adding insight into industrial and organizational psychology, especially in the factors that influence employee engagement in the media industry and confirming the Job Demands-Resources (JD-R) Model theory about the importance of psychological and social resources in increasing work engagement (Hakanen et al., 2024). In practical terms, this study is useful for companies, especially HRD, in designing strategies to increase Employee Engagement through the development of PsyCap and social support, as well as for further researchers as a basis for further exploration, for example by considering factors of organizational culture or leadership style.

II. CONCEPTUAL FRAMEWORK

Employee Engagement

Employee engagement is a positive psychological state that is active and related to work, characterized by enthusiasm, dedication, and absorption in work (Schaufeli et al., 2002). Employee engagement consists of three main aspects, namely cognitive engagement, which reflects the mental energy used by individuals in completing work (Shuck et al., 2017), emotional engagement, which describes the emotional intensity of individuals towards their work, and behavioral engagement, which relates to positive employee behavior in supporting organizational goals. Factors that influence employee engagement can come from internal factors, such as Psychological Capital (PsyCap), personality, and age, as well as external factors such as work demands, job resources, and social support from coworkers and superiors (Schaufeli et al., 2006).

Psychological Capital

Psychological Capital (PsyCap) is a positive psychological condition that can be developed by individuals to improve performance in an organizational environment (Luthans et al., 2007). PsyCap consists of four main aspects, namely self-efficacy, which is a person's confidence in facing challenges and completing tasks successfully (Bandura, 1997), optimism, which reflects an individual's positive view of the future (Scheier & Carver, 1985), hope, which is the ability to set goals and find ways to achieve them with strong determination (Snyder et al., 1991), and resilience, which is an individual's ability to bounce back from difficulties and survive in stressful situations (Block & Kremen, 1996). PsyCap is influenced by work experience, the organizational environment, and psychological training and development programs provided to employees.

Social Support

Social Support is an individual's perception of the extent to which they receive support from their social environment, such as family, friends, and superiors (Zimet et al., 1988). Social support has three main aspects, namely family support, which includes attention and a sense of security provided by family members, friend support, which reflects help and understanding from coworkers, and support from significant others, such as a spouse or mentor who provides affection and motivation in everyday life. Factors that influence social support include interpersonal relationships in the workplace, organizational culture, and leadership style, which can determine the extent to which individuals feel cared for and supported in their professional environment.

III. HYPOTHESIS

Dynamics of Relationships Between Variables

The dynamics of this study focus on the relationship between Psychological Capital (PsyCap), Social Support, and Employee Engagement at PT Borneo Media Informasi. Previous studies have shown that PsyCap has a positive influence on employee engagement, where employees with high levels of self-efficacy, hope, optimism, and resilience tend to be more engaged in their work (Ilvonda, 2020). In addition, social support from superiors and coworkers also plays an important role in increasing employee engagement by creating a positive and supportive work environment (Okojie et al., 2023). Several previous studies have shown that PsyCap and social support have a significant relationship with employee engagement, but most studies examine these two factors separately. This study attempts to fill this gap by examining the combined effects of PsyCap and social support in increasing employee engagement, especially in the dynamic and stressful media industry. Using the Job Demands-Resources (JD-R) Model, this study emphasizes that Psychological Capital functions as a personal resource, while Social Support is a work resource, both of which can increase employee engagement (Hakanen et al., 2024). In addition, previous studies have shown that the relationship between PsyCap and employee engagement is not always linear, because too high levels of engagement can lead to burnout and stress if not supported by adequate external factors (Kang & Busser, 2018). Therefore, this study also considers how the balance between PsyCap and social support can create an optimal work environment, where employees remain engaged without experiencing work burnout (Yao et al., 2022).

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Thus, this study offers a new perspective on understanding employee engagement in the media industry and provides strategic recommendations for organizations to improve employee engagement through developing PsyCap and strengthening social support.

Research Model

Based on previous research, the researcher developed a research model as shown in Figure 1.

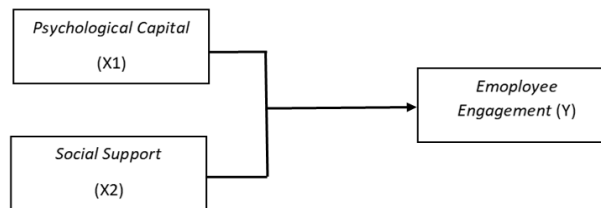


Figure 1. Research Model of The Study

IV. METHODOLOGY

Sample and Procedures

The respondents in this study were 100 employees of PT X from various divisions. The sampling technique used was saturation sampling, where the entire population was used as a research sample. Respondents consisted of 50 male employees and 50 female employees, with the following division distribution:

Instruments

The participants in this study were asked to complete a questionnaire containing items that describe employee engagement, psychological capital, and social support. The questionnaire was first translated into Indonesian to ensure better comprehension by the participants. This study utilized three primary measurement tools to assess the variables under investigation. Employee engagement was measured using the Employee Engagement Scale (EES) developed by Shuck et al. (2016), consisting of 12 items covering three engagement dimensions: cognitive engagement, emotional engagement, and behavioral engagement. This scale uses a four-point Likert scale, where higher scores indicate a higher level of employee engagement.

Psychological capital was measured using the Psychological Capital Questionnaire 12 (PCQ-12) by Avey et al. (2011), which consists of 12 items assessing four dimensions of psychological capital: self-efficacy, optimism, hope, and resilience, using a four-point Likert scale. Higher scores indicate stronger psychological capital among employees. Meanwhile, social support was assessed using the Revised-Multidimensional Scale of Perceived Social Support (R-MSPSS) developed by Zimet et al. (1988). This instrument includes 16 items measuring three key dimensions of social support—support from family, friends, and significant others using a four-point Likert scale. Higher scores on this measure reflect stronger perceived social support, which contributes to increased employee engagement and well-being in the workplace.

Data Analysis Method

To analyze the data, the statistical program SPSS 25 was used. In this study, several tests were conducted, including the classical assumption test, which is an initial procedure in regression analysis to ensure that the data meet valid and reliable statistical requirements (Ghozali, 2018). The normality test was conducted using the Kolmogorov-Smirnov method to assess whether the data distribution approximates normality, with a significance value criterion of $> .05$. The linearity test was used to measure the linear relationship between variables, where the relationship is considered linear if $p < .05$. The multicollinearity test was conducted by examining the Variance Inflation Factor (VIF), where a VIF value > 10 indicates highSH multicollinearity.

Multiple linear regression was then used to explore the simultaneous relationship between independent variables (Psychological Capital and Social Support) and the dependent variable (Employee Engagement) (Sugiyono, 2017). After ensuring that the regression model met the classical assumption tests, hypothesis testing was conducted to examine the influence of the variables in the study. The partial test (t-test) evaluated the individual effect of Psychological Capital and Social Support, while the simultaneous test (F-test) assessed their collective influence. The decision-making criteria were based on a significance level of 0.05, where the null hypothesis is rejected if the p-value $< .05$, indicating a significant relationship between variables. This process aims to obtain scientifically valid conclusions that can be empirically justified.

V. RESULTS

Table 4.1. Distribution of Respondents by Division and Gender

No	Division	Men	Woman	Total
1	Content	19	21	40
2	Technology and Development	7	8	15
3	Marketing and Branding	6	6	12
4	Operational	4	4	8
5	Finance	5	3	8
6	Human Resources	4	3	7
7	Sales and Monetization	2	3	5
8	Strategy and Innovation	3	0	3
9	Legal and Compliance	0	2	2
Total		50	50	100

Validity and Reliability of the Measurement Model

The results of the item discrimination power test and reliability test indicate that all research instruments are valid and reliable. In measuring Employee Engagement with 12 items, all items met the r-table value of $\geq .212$ and demonstrated high reliability with a score of .924. The Psychological Capital instrument, consisting of 12 items, was also declared valid with an r-table value of $\geq .212$ and a reliability score of .910. Meanwhile, the Social Support instrument with 16 items met the validity criteria with an r-table value of $\geq .212$ and a reliability score of .937. These results indicate that all three measurement instruments have good internal consistency and can be used to accurately assess the research variables.

Normality Test

The Kolmogorov-Smirnov test with Lilliefors correction on 100 samples showed an Asymp. Sig. p-value = .200, indicating that the data distribution follows normality. Since the p-value $> .05$, the data is considered normally distributed, making it suitable for parametric analysis in multiple linear regression testing.

Linearity Test

The linearity test was conducted by examining the significance value (Sig.) for Linearity and Deviation from Linearity. If Sig. $< .05$, the relationship between variables is considered linear, while Sig. $> .05$ for Deviation from Linearity indicates no significant deviation. Based on the ANOVA results, the relationship between Employee Engagement and Psychological Capital (Sig. $< .001$, Deviation = .512) and Employee Engagement and Social Support (Sig. $< .001$, Deviation = .564) is linear. Therefore, both relationships meet the linearity assumption and can be used for further analysis.

Multicollinearity Test

Multicollinearity testing is used to detect strong relationships between independent variables in the regression model. The indicators used are Tolerance (no multicollinearity if $> .1$) and VIF (no multicollinearity if < 10). Based on the results, the Tolerance and VIF values for Psychological Capital and Social Support are both 1.000, indicating no multicollinearity. Thus, the regression model can be reliably used without interference from relationships between independent variables.

Hypothesis Testing

Based on the coefficient of determination (R Square = .487), both Psychological Capital and Social Support simultaneously account for 48.7% as predictors of Employee Engagement, while the remaining 51.3% is influenced by other factors not included in the model.

The F-test results indicate that the regression model involving Psychological Capital and Social Support significantly affects Employee Engagement, with an F value of 45.325 and $p < .001$. Since the Sum of Squares for Regression (4210.420) is larger than the Residual (4475.580), it can be concluded that Psychological Capital and Social Support are significant predictors of Employee Engagement.

The multiple linear regression results show that Psychological Capital and Social Support are significant predictors of Employee Engagement individually, with t-values of Psychological Capital = 11.251 and Social Support = 4.563, both with $p < .001$. The Standardized Coefficients (Beta) indicate that Psychological Capital ($\beta = .705$) has a greater influence than Social Support ($\beta = .286$), making Psychological Capital the more dominant factor affecting Employee Engagement.

VI. DISCUSSION

This study demonstrates that Psychological Capital and Social Support simultaneously serve as predictors of Employee Engagement at PT X. These findings confirm that the higher the level of Psychological Capital and the stronger the Social Support within a company, the more likely employees will be engaged in their work. A high level of Psychological Capital enables employees to develop self-efficacy, optimism, hope, and resilience, which enhance their motivation, confidence, and commitment to organizational goals. This aligns with the findings of Avey et al. (2021), which state that Psychological Capital has a positive and significant impact on Employee Engagement. Additionally, studies by Liran & Miller (2022) and Bakker et al. (2021) affirm that psychological strength and workplace support systems contribute to increased motivation and employee engagement.

Beyond Psychological Capital, strong Social Support creates a collaborative and encouraging work environment, motivating employees to work more effectively and productively. A supportive workplace culture enhances loyalty, teamwork, and employees' ability to cope with work challenges (Okojie et al., 2023). Studies by Ilvonda (2020) and Sihag (2020) also reveal that a high level of Social Support significantly contributes to improved Employee Engagement, as it fosters a sense of belonging and emotional security in the workplace. By consistently providing support from supervisors, colleagues, and significant others, Social Support strengthens workplace relationships and encourages employees to actively participate in achieving organizational goals.

This study also shows that Psychological Capital has a partial effect on Employee Engagement. Employees with high self-efficacy, optimism, and resilience tend to be more engaged, proactive, and committed to their work. Properly cultivated Psychological Capital enhances employees' ability to manage stress, stay motivated, and persist in achieving their goals, ultimately contributing to higher engagement levels (Luthans et al., 2007). In a supportive and psychologically enriched work environment, employees feel more valued and motivated to contribute more effectively to the organization. Additionally, Social Support partially influences Employee Engagement. A well-established support system within an organization creates a sense of security and belonging among employees, making them more inclined to engage in meaningful work and collaborate with their peers. A workplace with strong Social Support enhances job satisfaction, fosters team cohesion, and reduces work-related stress. Previous studies confirm that employees who receive high levels of Social Support demonstrate higher work commitment and performance, as they experience lower uncertainty and stronger professional connections (Bakker et al., 2021; Okojie et al., 2023).

When psychological capital and social support are applied together, employees tend to show higher work engagement, greater enthusiasm, and stronger commitment to achieving organizational goals. Employees with high psychological capital exhibit optimism, confidence, and resilience in facing job challenges, while social support from colleagues and supervisors helps them feel valued and motivated. Furthermore, employees who receive strong social support collaborate more effectively, demonstrate proactive behavior, and develop a stronger attachment to the company. Saraswati et al. (2022) found that psychological capital contributed 51.6% to employee engagement, while social support contributed 35.3%, highlighting their significant role in enhancing work engagement. Similarly, Natalia et al. (2024) found that psychological capital and social support play a crucial role in increasing engagement among Generation Z employees, reinforcing previous findings that these factors are key predictors of employee engagement.

Moreover, employees with strong psychological capital experience a more supportive work environment, where their self-efficacy, optimism, hope, and resilience help them tackle challenges and boost their confidence in completing tasks. High psychological capital enables employees to manage work stress, take initiative, and adapt to changes more effectively. Additionally, social support from colleagues and supervisors fosters personal growth and motivation to achieve higher work engagement. Psychological capital aspects such as self-efficacy and optimism (Luthans et al., 2007) contribute to employees' confidence and positive outlook on their career, encouraging them to take on challenges and strive for the best outcomes. Meanwhile, high social support, especially from supervisors and coworkers, enhances psychological well-being and strengthens employee attachment to the organization (Kahn, 1990). Previous studies by Okojie et al. (2023) and Ilvonda (2020) further support this, indicating that social support and psychological capital positively impact employee engagement by creating a motivating and supportive work environment.

This research further emphasizes the importance of combining Psychological Capital and Social Support to enhance Employee Engagement. Psychological Capital strengthens employees' intrinsic motivation and commitment, while Social Support fosters a positive and collaborative work environment (Avey et al., 2021). A combination of high Psychological Capital and strong Social Support not only improves individual employee engagement but also contributes to organizational resilience and team cohesion (Liran & Miller, 2022). Based on these findings, companies are advised to develop Psychological Capital among employees by providing training programs that enhance self-efficacy, optimism, and resilience. Additionally, strengthening Social Support can be achieved by encouraging teamwork, promoting open communication, and implementing mentorship programs (Okojie et al., 2023). The implementation of these strategies is expected to enhance individual employee engagement while creating a more adaptive and competitive organization in an ever-evolving industry (Bakker et al., 2021).

VII. CONCLUSIONS

This study demonstrates that psychological capital and social support simultaneously serve as predictors of employee engagement at PT X. High psychological capital enhances employee motivation, confidence, and commitment, while strong social support creates a collaborative and supportive work environment. These factors contribute to increased employee loyalty, engagement, and performance. Therefore, companies are advised to develop psychological capital through training programs and strengthen social support by promoting teamwork and open communication to enhance employee engagement and organizational competitiveness.

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