

THE ROLE OF ORGANIZATIONAL COMMUNICATION, JOB DEMANDS, AND PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE ENGAGEMENT

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Abstract

This study analyzes the effect of Organizational communication, Job Demand, and Perceived organizational support on Employee Engagement among operational employees of the Plantation Division at PT Rumpun Sari Kemuning I, driven by indications of suboptimal organizational communication, high physical workload (job demand), and underutilized organizational support impacting low employee engagement. Employing a quantitative approach with a causal design, the study involved 140 respondents selected through total sampling and analyzed using multiple linear regression via SPSS. The results demonstrate that Organizational communication and Perceived organizational support have a positive and significant effect, whereas Job Demand has a negative and significant effect on Employee Engagement, both partially and simultaneously ($F_{\text{calculated}} = 48.525 > F_{\text{table}} = 2.67; p < 0.001$). Perceived organizational support emerges as the most dominant predictor ($\beta = 0.393$), followed by Organizational communication ($\beta = 0.364$) and Job Demand ($\beta = -0.311$). These findings emphasize the importance of strengthening organizational support, enhancing two-way communication transparency, and managing workloads in an integrated manner to boost operational employee engagement.

Keywords: Organizational communication, Job Demand, Perceived Organizational Support, Employee Engagement, Operational Employees.

A. INTRODUCTION

The rapid evolution of the agricultural sector has substantially intensified operational demands, particularly within labor intensive plantation environments where productivity relies heavily on workforce commitment. In such settings, operational employees often serving as the backbone of field production frequently face high physical pressures, structured target quotas, and rigorous supervision that can significantly influence their daily performance and psychological well-being. Ensuring optimal workplace functioning requires a delicate balance between job expectations and organizational resources.

Several critical factors shape employee outcomes in this industrial context, among which *organizational communication*, *job demands*, and *perceived organizational support* (POS) play a pivotal role. Effective *organizational communication* ensures structural clarity and reduces role ambiguity, enabling workers to comprehend tasks and execution standards smoothly. Conversely, excessive *job demands* without adequate recovery time can induce physical and mental strain, hindering performance. Furthermore, *perceived organizational support* acts as a crucial social exchange mechanism, where employees reciprocate corporate care and recognition with heightened engagement.

However, although these organizational dynamics are widely recognized in management literature, their combined impact often varies across specific operational segments. In particular, operational workers in plantation divisions represent a distinct demographic whose behavioral responses to organizational pressures and supports require rigorous empirical examination. Understanding these dynamics provides valuable theoretical extensions and practical frameworks for management practitioners aiming to enhance workforce sustainability.

Therefore, this study investigates the influence of *organizational communication*, *job demands*, and *perceived organizational support* on employee engagement among operational employees at PT Rumpun Sari Kemuning I. The findings are expected to contribute both academically by integrating the *Job demands-Resources* model with social exchange theory, and practically by offering strategic guidance for agricultural management in optimizing workforce engagement.

Theoretical Study

Organizational communication

As conceptualized by Rahmadani et al. (2024), organizational communication functions as a systematic flow of workplace directives, task-related guidance, and ongoing dialogic feedback between leadership and personnel. This structured interaction serves to synchronize individual performance with overarching strategic objectives while effectively minimizing role confusion and operational ambiguity within the work environment. Furthermore, within labor-intensive

operations, transparent communication channels ensure that task expectations are accurately interpreted, thereby reinforcing workforce alignment and psychological certainty.

Job Demand

As conceptualized by Bakker et al. (2023), job demands encompass the physical, psychological, social, or structural dimensions of a role that necessitate continuous cognitive or physical exertion. These work characteristics inherently impose ongoing physiological and psychological expenditures on employees. In high-pressure operational environments, such sustained demands consume vital individual energy reserves, leading to heightened strain and potential exhaustion if unmitigated by adequate workplace resources.

Perceived Organizational Support

As conceptualized by Nguyen et al. (2024), perceived organizational support represents a holistic cognitive assessment formulated by employees concerning the extent to which their employing institution recognizes their workplace contributions and demonstrates genuine concern for their personal welfare. Within labor-intensive operational environments, this overarching perception serves as a foundational psychological contract. When workers perceive that leadership actively invests in their well-being and acknowledges their operational efforts, it fosters mutual trust and triggers social exchange dynamics, encouraging employees to display higher levels of dedication and work engagement.

Employee Engagement

As conceptualized by Schaufeli et al. (2023), employee engagement represents a positive, persistent, and fulfilling psychological state within the workplace, distinguished by elevated dimensions of vigor, dedication, and cognitive absorption. Within labor-intensive operational environments, high vigor reflects a worker's mental resilience and willingness to invest energy into physical tasks. Dedication signifies deep psychological involvement, enthusiasm, and a sense of pride in target accomplishment, while absorption denotes complete mental immersion in daily execution. Together, these three behavioral components serve as a crucial indicator of workforce sustainability and operational performance.

Conceptual Framework

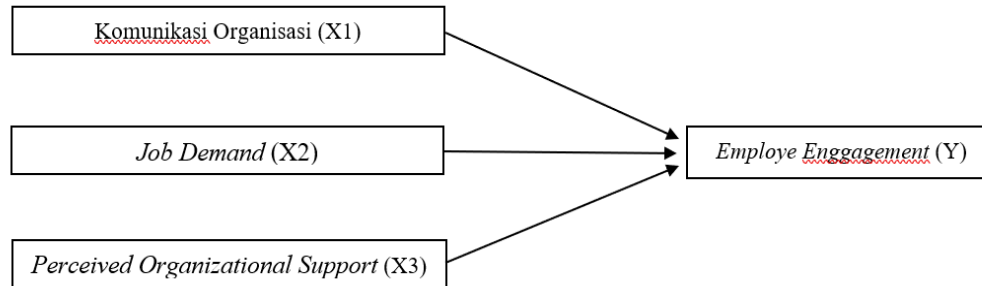


Figure 1. Conceptual Framework
Source: Modified; Agnes (2020); Rosadiro (2020); Varid (2022)

Hypothesis

Based on the theoretical and empirical studies presented above, the hypotheses in this research are as follows:

- H1 : It is suspected that *organizational communication* influences employee engagement among operational employees at PT Rumpun Sari Kemuning I.
- H2 : It is suspected that *job demands* have an influence on employee engagement among operational employees at PT Rumpun Sari Kemuning I.
- H3 : It is suspected that *perceived organizational support* influences employee engagement among operational employees at PT Rumpun Sari Kemuning I.

B. METHOD

This research is an associative quantitative research with a causal design. The research location was PT Rumpun Sari Kemuning I, targeting operational employees within the Plantation Division (*Divisi Tanaman*). The sampling technique utilized proportionate stratified random sampling based on Slovin's formula, resulting in a sample size of 140 respondents drawn from a total population of 216 employees. The research instrument was a structured questionnaire measured using a 4-point Likert scale (1 = Strongly Disagree to 4 = Strongly Agree). Data analysis

was performed using multiple linear regression analysis via SPSS to test the effect of *organizational communication*, *job demands*, and *perceived organizational support* on employee engagement.

C. RESULTS AND DISCUSSIONS

Normality Test

The normality test was conducted to determine whether the residual variables in the regression model follow a normal distribution. The results of the residual normality test using the Normal P-P Plot graph are presented in Figure 2 below:

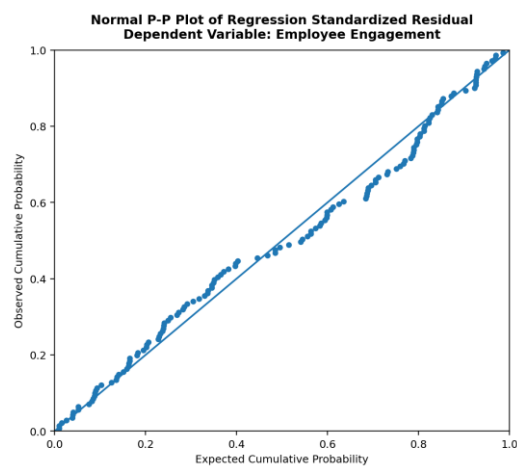


Figure 2. Results of the P-Plot Normality Test
Source: SPSS Output (Processed 2026)

Based on Figure 2, the results of the normality test using the Normal P-P Plot of Regression Standardized Residual show that the data points are distributed around the diagonal line and closely follow its direction. According to the P-Plot decision-making criteria (Ghozali, 2021), when the data points spread near and along the diagonal line, it indicates that the residuals in the regression model are normally distributed. Therefore, the assumption of normality for this linear regression model is met (Hair et al., 2019; Sugiyono, 2021).

Multiple Linear Analysis Test

Table 1. Results of the Multiple Linear Analysis Test

Model	Unstandardized Coefficients (B)	Std. Error	Standardized Coefficients (Beta)	t	Sig.	Tolerance	VIF
(Constant)	1,668	0,313	—	5,322	0,000	—	—
Komunikasi Organisasi	0,385	0,067	0,364	5,788	0,000	0,898	1,114
Job Demand	-0,390	0,075	-0,311	-5,184	0,000	0,987	1,013
Perceived Organizational Support	0,420	0,067	0,393	6,229	0,000	0,891	1,122

Source: SPSS Output (Processed 2026)

Based on the results of the multiple linear regression test, the following regression equation was obtained: $\text{Employee Engagement} = 1.668 + 0.385 - 0.390 + 0.420$. Interpretation of regression results: *organizational communication* has a coefficient of 0.385 with a significance value of 0.000 (< 0.05), which means it has a positive and significant effect on Employee Engagement. *Job demands* has a coefficient of -0.390 with a significance value of 0.000 (< 0.05), indicating that *job demands* has a negative and significant effect on Employee Engagement. *Perceived organizational support* has the largest positive coefficient, 0.420, and is significant at a value of 0.000 (< 0.05), showing a positive and significant effect on Employee Engagement.

Partial Test (T-test)

Table 2. Results of the Partial Test

Hubungan	B	t hitung	t tabel	Sig.	Arah	Keputusan
Komunikasi Organisasi -> Employee Engagement	.385	5.788	1.978	.000	Positif	Diterima
Job Demand -> Employee Engagement	-.390	-5.184	1.978	.000	Negatif	Diterima

<i>Perceived organizational support</i> -> Employee Engagement	.420	6.229	1.978	.000	Positif	Diterima
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Source: SPSS Output (Processed 2026)

Based on the partial test (t-test) results in Table 2, *organizational communication* has a t-value of 5.788 with a significance value of 0.000 (< 0.05), indicating a positive and significant effect on Employee Engagement. *Job demands* has a t-value of -5.184 with a significance value of 0.000 (< 0.05), showing a negative and significant effect on Employee Engagement. Meanwhile, *perceived organizational support* yields the highest t-value of 6.229 with a significance value of 0.000 (< 0.05), confirming a positive and significant effect on Employee Engagement.

Discussion

The findings highlight the critical role of organizational support systems and communication clarity in sustaining employee engagement, while demonstrating the dampening impact of excessive physical *job demands* among operational workers at PT Rumpun Sari Kemuning I.

The dominant positive effect of *perceived organizational support* (POS) aligns with Social Exchange Theory (Eisenberger et al., 1986), where employees reciprocate corporate care, appreciation, and welfare initiatives with higher vigor and dedication. Similar studies (Nguyen et al., 2024; Hardianto & Ratna, 2022) confirmed that organizational recognition significantly boosts emotional engagement, particularly in physically demanding work environments.

The significant positive impact of *organizational communication* reinforces communication theory (Sugiyono, 2021), proving that transparent feedback and open dialog eliminate operational ambiguity in field tasks. Previous research (Rahmadani et al., 2024; Riono et al., 2020) similarly found that clear top-down and bottom-up communication channels foster trust and align worker effort with organizational objectives.

Conversely, the significant negative influence of *job demands* supports the *Job demands-Resources* (JD-R) model (Bakker & Demerouti, 2007; Bakker et al., 2023). High physical

workloads, strict quota targets, and outdoor exposure without adequate recovery time induce physical fatigue and psychological strain. This finding aligns with Damayanti & Kustyadi (2024), demonstrating that unmanaged work overload directly erodes worker absorption and enthusiasm.

In summary, the study demonstrates that operational worker engagement in plantation settings is driven primarily by supportive organizational practices and effective communication, but remains highly vulnerable to excessive work pressure. For plantation management, this implies that balancing daily harvest targets with enhanced supervisory support and wellness initiatives is essential to maintaining high workforce engagement.

D. CONCLUSIONS

The findings of this study conclude that *organizational communication* and *perceived organizational support* significantly and positively influence employee engagement among operational employees at PT Rumpun Sari Kemuning I, indicating that clear operational messaging, corporate appreciation, and welfare support serve as strong drivers that directly enhance workforce commitment. Meanwhile, *job demands* exert a significant negative impact on employee engagement, suggesting that heavy physical workloads and high harvest quota pressures, if unmitigated, can induce operational fatigue and diminish worker enthusiasm in field tasks. Overall, this research highlights the crucial role of establishing supportive organizational structures and transparent communication channels to sustain engagement in labor-intensive settings, providing valuable insights for plantation management to balance operational targets with employee well-being.

E. SUGGESTIONS

Based on the findings of this study, several suggestions can be put forward. For the management of PT Rumpun Sari Kemuning I, it is recommended to prioritize enhancing *perceived organizational support* and refining *organizational communication*, as these factors serve as the strongest drivers in boosting employee engagement among operational workers. Management should strengthen welfare initiatives, offer tangible recognition for field achievements, and establish open, two-way communication channels to eliminate operational ambiguity. Furthermore, while high *job demands* exert a significant negative effect on engagement, management should not simply lower productivity standards; instead, they should optimize physical workload distribution, introduce adequate rest intervals, and improve field ergonomics to mitigate worker fatigue and burnout. For agribusiness HR practitioners, integrating supportive supervisory practices with structured feedback mechanisms is advised to maintain workforce stability in physically intensive environments. Lastly, future researchers are encouraged to expand the scope of study by including other variables such as transformational leadership, work-life balance, or financial compensation systems, and applying the research across multiple plantation companies or different agricultural sectors to enrich the understanding of organizational behavior in labor-intensive industries.

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