

WORK ENGAGEMENT AMONG HAJJ PERSONNEL: THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN THE PANITIA PENYELENGGARA IBADAH HAJI (PPIH)

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Abstract

This study aims to examine the relationship between perceived organizational support and work engagement among members of the Hajj Organizing Committee (Panitia Penyelenggara Ibadah Haji). A quantitative research design was employed using a purposive sampling technique. The inclusion criteria consisted of active committee members who had a minimum tenure of three months. Data were collected using the Utrecht Work Engagement Scale and the Survey of Perceived Organizational Support. The study involved 79 participants, and data analysis was conducted using SPSS version 25. The relationship between variables was analyzed using the Pearson Product-Moment correlation technique. The results indicated a significant positive relationship between perceived organizational support and work engagement ($r = 0.963$, $p < .05$). These findings highlight the importance of organizational support in fostering employee engagement within public service organizations, particularly in the context of Hajj administration.

Keywords: Panitia Penyelenggara Ibadah Haji, Perceived organizational support, Work Engagement

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INTRODUCTION

The organization of the Hajj pilgrimage in Indonesia faces various structural, administrative, and operational challenges each year. The prolonged waiting period for departure, which may extend to several decades, the limited national quota, changes in international policies, and dependence on cross-border service systems reflect the complexity of Hajj governance. These issues are further illustrated by the emergence of alternative pathways, such as non-quota Hajj services at considerably high costs, as well as failed departures caused by licensing and administrative constraints that directly affect pilgrims. Such dynamics require a well-prepared work system and human resources capable of adapting to high levels of work pressure (Ummah, 2013). Evaluations of services during the peak phase of Hajj implementation indicate that coordination, accommodation, transportation, and other supporting services are highly dependent on the quality of field officers' performance (Tohari et al., 2024).

The Panitia Penyelenggara Ibadah Haji (PPIH) serves as the frontline institution responsible for providing guidance, services, and protection to Hajj pilgrims from the preparation stage through the pilgrimage in Saudi Arabia. This responsibility places PPIH personnel in work situations that demand physical endurance, mental preparedness, and a high level of professional commitment. Service-related duties entail substantial responsibility, as they are directly associated with the safety, comfort, and smooth execution of pilgrims' religious activities in often crowded, highly demanding conditions (Belinda et al., 2021). High workloads, when not accompanied by adequate work engagement, can

reduce the quality of services provided to pilgrims.

Work engagement is a positive psychological state characterized by vigor, dedication, and absorption in one's work. Individuals with high levels of work engagement demonstrate strong enthusiasm for their work, persistence in completing tasks, and deep emotional involvement in their job (Schaufeli & Bakker, 2004a). This condition fosters intrinsic motivation, which plays an important role in maintaining performance and work commitment in challenging work situations. (Bakker & Leiter, 2010). Conversely, individuals with low levels of work engagement tend to experience job burnout, reduced enthusiasm, a tendency to withdraw from work, and a decline in service quality (Crawford et al., 2010). Such conditions make work feel burdensome and reduce an individual's ability to manage job demands effectively (Crawford et al., 2010). A decline in work engagement is also associated with weakened concentration and reduced psychological resilience in coping with work-related pressure (Rahmah et al., 2025).

Empirical findings indicate that employees' levels of work engagement remain within the low to moderate range across various occupational sectors. The State of the Global Workplace report, published by Gallup, surveyed 227,347 employees between April and December 2024 to examine the global state of work engagement. The survey results revealed that approximately 21% of employees were highly engaged, 62% were psychologically disengaged from their work, and the remaining 17% were actively disengaged, characterized by distancing themselves from their work roles (Gallup, 2025). This pattern is consistent with national findings indicating low levels of work engagement within service sectors and public organizations (Islamy & Widawati, 2023).

Personnel of the Panitia Penyelenggara Ibadah Haji (PPIH) are expected to demonstrate high levels of work engagement, as their responsibilities are directly related to the provision of pilgrimage services and the safety of pilgrims. High work engagement is essential to ensure that personnel can work with full energy, maintain dedication to service, and remain focused in dealing with work-related pressures throughout Hajj operations. Strong work engagement is also important for maintaining the quality of public services, improving the accuracy of task execution, and minimizing work-related errors in dynamic operational situations.

However, empirical evidence indicates that work engagement across sectors remains in the low to moderate range. The State of the Global Workplace report, published by Gallup, based on a survey of 227,347 employees conducted between April and December 2024, revealed that only approximately 21% of workers were categorized as engaged in their jobs. Meanwhile, around 62% of employees were classified as not engaged, and approximately 17% were identified as actively disengaged (Gallup, 2025). National findings likewise indicate that work engagement within service sectors and public organizations continues to face various challenges, including high work pressure, limited resources, and insufficient organizational support (Islamy & Widawati, 2023). These conditions reflect a gap between the ideal level of work engagement expected and the realities encountered in the field.

High levels of work engagement among public service personnel do not emerge automatically,

but are influenced by various organizational factors. One factor closely associated with work engagement is perceived organizational support (POS), defined as an individual's perception of the extent to which the organization values their contributions and cares about their well-being (Rhoades & Eisenberger, 2002). POS reflects employees' subjective evaluation of the treatment they receive from the organization within the work environment.

Perceived organizational support comprises several important aspects: organizational fairness, supervisor support, organizational rewards for employee contributions, and job conditions that support individual well-being (Rhoades & Eisenberger, 2002). When organizations demonstrate concern for employees' well-being and value their contributions, individuals tend to develop emotional attachment toward both the organization and their work. Organizational support helps individuals perceive job demands more positively, thereby enhancing job enthusiasm and dedication (Anwar & Yuniasanti, 2024). A supportive work environment can also foster positive emotions, psychological safety, and work motivation, which ultimately strengthen work engagement (Jaya et al., 2020).

Within the context of the Panitia Penyelenggara Ibadah Haji (PPIH), perceived organizational support is particularly important given the temporary, intensive, and highly demanding nature of the work. Personnel require organizational support in the form of clear work coordination, supervisor support, recognition of contributions, and adequate work facilities in order to perform service duties optimally. Such support may help personnel cope with work pressure and maintain work engagement throughout the Hajj implementation process.

Previous studies have demonstrated a positive relationship between perceived organizational support and work engagement across various occupational contexts, including honorary teachers, military personnel, and private-sector employees (K. Affia & Mulyana, 2024; Nisa & Andriyani, 2025). Other studies have also shown that organizational support enhances work motivation, dedication, and individuals' emotional involvement in their work (Kurtessis et al., 2017). In addition to perceived organizational support, previous studies have identified several other forms of support that may influence work engagement. Leadership support has been shown to enhance employees' enthusiasm and emotional attachment toward their work through positive interpersonal relationships and effective guidance from supervisors (Cai et al., 2024).

Furthermore, social support from coworkers also contributes to higher work engagement by fostering collaboration, emotional comfort, and a supportive work climate (Yogatama, 2025). Also, family support, resilience, and social support have been found to help individuals maintain motivation and involvement when facing high work demands (Husnaa & Haryanto, 2025; Tampombebu, 2025). These findings indicate that work engagement is influenced not only by organizational support but also by various social and psychological support systems surrounding employees. Nevertheless, studies specifically examining the relationship between perceived organizational support and work engagement among members of the Panitia Penyelenggara Ibadah Haji (PPIH) remain limited. In fact, the work characteristics of PPIH differ from those of general service organizations, as they involve cross-national

services, high operational pressure, and responsibilities related to religious service delivery.

Based on the foregoing discussion, this study is important to better understand the relationship between perceived organizational support and work engagement among members of the Panitia Penyelenggara Ibadah Haji (PPIH). This research is expected to make theoretical contributions to the development of Industrial and Organizational Psychology, particularly regarding work engagement in the context of religious public service sectors. In addition, the findings are expected to provide an empirical basis for organizations in formulating strategies to enhance organizational support and strengthen personnel work engagement.

METHOD

This study employed a quantitative correlational design to examine the relationship between perceived organizational support and work engagement. A quantitative approach was selected because it enables the objective measurement of relationships between variables through statistical analysis (Sugiyono, 2022). The participants in this study were members of the Panitia Penyelenggara Ibadah Haji (PPIH) who were directly involved in providing services to Hajj pilgrims. Data collection was conducted within Hajj administration work units operating under the coordination of relevant institutions. A total of 79 participants met the predetermined research criteria. The sampling technique applied was purposive sampling, based on the suitability of participants' characteristics with the objectives of the study. The inclusion criteria were personnel who were actively performing committee duties and had at least one period of experience in Hajj operations.

Perceived organizational support was measured using the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986) and adapted into Indonesian by Syahputra et al. (2022). The instrument consists of six items representing four indicators: organizational appreciation for employees' work outcomes, organizational concern for employee well-being, organizational consideration of employees' opinions, and organizational assistance when employees need support. These indicators were developed based on the core construct of perceived organizational support proposed by (Eisenberger et al., 1986).

Psychometric testing demonstrated that the scale possesses good unidimensionality and meets the Rasch model criteria, with a raw variance explained of 49.9% and an unexplained variance in the first contrast of 2.5%. The assumption of local independence was also satisfied, as no residual correlations exceeded 0.30, except for two item pairs that were retained due to their relevance within the cultural context. All items exhibited acceptable fit statistics, with infit and outfit mean square (MNSQ) values ranging between 0.5 and 1.5 and positive point-measure correlations. The scale demonstrated excellent reliability, with a person separation reliability of 0.80, an item separation reliability of 0.91, and a Cronbach's alpha coefficient of 0.86. Responses were recorded using a four-point Likert scale ranging 1-4. A sample item is, "*The organization appreciates the work that I do.*"

Work engagement was measured using the Utrecht Work Engagement Scale developed by

Schaufeli & Bakker (2004) and adapted into Indonesian by Widarnandana (2020). The scale is based on the three dimensions of work engagement proposed by Schaufeli & Bakker (2004), namely vigor, dedication, and absorption. The work engagement scale consisted of 18 items with a reliability coefficient of 0.879, and item discrimination indices ranging from 0.301 to 0.712. An example item from this scale is: *“I feel energized when carrying out my duties as a Hajj officer.”* All items were constructed using a five-point Likert response scale.

The data analysis technique employed was correlation analysis to determine the direction and strength of the relationship between perceived organizational support and work engagement. Correlation analysis was selected because it is appropriate for examining relationships among quantitatively measured psychological variables (Saks, 2006). Prior to conducting the main analysis, the data were tested using normality and linearity tests as prerequisites for statistical analysis. Data processing was performed using the *Statistical Package for the Social Sciences* software. Correlation coefficient values were used to describe the degree of relationship between variables, while the significance level was established to determine the statistical significance of the tested relationship. All analytical procedures were conducted systematically in accordance with the study's objectives.

RESULTS AND DISCUSSION

Table 1. Demographic Data

No	Subject Description	Category	Amount	Percentage
1	Length of Service	3-6 months	16	20.3%
		6-12 months	35	44.3%
		1 year	28	35.4%
		Total	79	100%
2	Gender	Male	32	40.5%
		Female	47	59.5%
		Total	79	100%
3	Education	SMA/Sederajat	13	16.5%
		D3	14	17.7%
		S1	42	53.2%
		S2	9	11.4%
		S3	1	1%
		Total	79	100%
4	Profession / Work Unit	Head	1	1.3%
		Administration and Finance Division	31	39.2%
		Cooperation Team	22	27.8%
		Service Team	25	31.6%
		Total	79	100%
5	Organizational Structure	Head	1	1.3%
		Head of Administration and Finance	1	1.3%

		Subdivision		
		Team Leader	9	11.4%
		Staff	68	86.1%
	Total		79	100%
6	Age	20-30 y.o	72	91.1%
		31-40 y.o	5	6.3%
		41-50 y.o	1	1.3%
		51-60 y.o	1	1.3%
	Total		79	100%

The results section begins with a presentation of the participants' demographic characteristics to provide a general overview of the empirical conditions of the study. The participants consisted of 79 members of the Panitia Penyelenggara Ibadah Haji (PPIH) with diverse backgrounds in age, educational attainment, and work experience. The majority of participants were in the 20–30-year age range, reflecting the dominance of individuals in the productive workforce. Most participants occupied operational staff positions directly involved in providing services to pilgrims. This condition indicates substantial physical and emotional work demands. Variations in length of service also reflected differences in organizational experience among participants. These characteristics provide an important basis for understanding the dynamics of work engagement and perceived organizational support.

The predominance of participants holding bachelor's degrees indicates that Hajj operational activities are supported by highly educated human resources. Educational level may influence how individuals perceive organizational support and work engagement. Participants with moderate to extensive work experience are likely to have adapted to the organization's work system, which may affect their level of work engagement. Furthermore, the organizational structure, dominated by staff-level personnel, underscores the important role of technical implementers in ensuring successful service delivery. Such positions require a high level of commitment and dedication at work. Therefore, demographic characteristics serve as an important contextual foundation for interpreting the findings of this study.

Based on the results of the normality test using the Kolmogorov–Smirnov analysis method, the perceived organizational support variable obtained a K-S-Z value of 0.236 with a significance value of 0.00 ($p < 0.05$), while the work engagement variable obtained a K-S-Z value of 0.218 with a significance value of 0.00 ($p < 0.05$). The significance values for both variables were below the predetermined criterion of $p > 0.05$, indicating that the assumption of normality was not fulfilled. Nevertheless, statistical analysis could still be conducted using an appropriate analytical approach. The selection of the statistical technique was adjusted to the characteristics of the data distribution. Thus, subsequent analyses could still be performed validly. These findings served as the basis for selecting the next statistical procedure.

A linearity test was conducted to ensure that the relationship between variables was linear. The test results showed that the significance value in the *Linearity* row was lower than 0.05. The linearity test produced an F value of 5.233 ($p = 0.00$; $p < 0.05$), indicating that the relationship between perceived

organizational support and work engagement was linear. A linear relationship constitutes a primary requirement for correlation analysis. Since the assumption of linearity was satisfied, the analysis could proceed. These findings indicate a conceptually consistent association between the two variables. Therefore, hypothesis testing could be conducted statistically.

Table 2. Correlation Test Results

		WW	POS
WE	Pearson Correlation	1	.963***
	Sig. (2-tailed)		.000
	N	79	79
POS	Pearson Correlation	.963***	1
	Sig. (2-tailed)	.000	
	N	79	79

**. Correlation is significant at the 0.01 level (2-tailed)

This study aimed to examine the relationship between perceived organizational support and work engagement among members of the Panitia Penyelenggara Ibadah Haji (PPIH). The analysis indicated that the relationship between the two variables was linear and significant, suggesting that the assumption of intervariable association was met. These findings demonstrate that perceptions of organizational support align with levels of work engagement. As organizational support increases, individuals' involvement in their work tends to increase as well. This relationship illustrates the important role of organizations in shaping positive work experiences. In the context of public service organizations, organizational support is a factor influencing work engagement. This condition is particularly relevant to the characteristics of PPIH duties, which involve high levels of responsibility.

The relationship between perceived organizational support and work engagement may be explained through Social Exchange Theory. This theory emphasizes that individuals tend to reciprocate positive treatment from organizations through constructive work attitudes (Saks, 2006). Perceived support fosters the belief that the organization values individual contributions. Such beliefs foster dedication and emotional involvement in work. Within the context of PPIH, work engagement is reflected in the sincerity and commitment shown in serving pilgrims. Feeling valued strengthens individuals' commitment to their work roles. These findings illustrate the reciprocal mechanism underlying organizational work relationships.

The findings of this study are consistent with previous research demonstrating a positive relationship between organizational support and work engagement. Organizational support fosters a sense of psychological safety, enabling individuals to engage optimally in their work (K. A. N. Affia & Mulyana, 2024). This sense of security allows individuals to work with greater energy and focus. In the context of Hajj services, work focus has direct implications for service quality. Organizational support also helps individuals manage work-related pressures arising during Hajj operations. Through consistent support, individuals are better able to maintain work enthusiasm. These findings indicate that organizational support functions as an important work resource.

The present findings also reinforce the findings of Anwar and Yuniasanti regarding the role of organizational support in enhancing employee engagement. Fair and consistent organizational support strengthens individuals' emotional attachment to their work (Anwar & Yuniasanti, 2024). Such emotional attachment encourages individuals to contribute optimally to their duties. Within the organizational structure of the Panitia Penyelenggara Ibadah Haji (PPIH), work engagement constitutes an important factor in maintaining service quality. Organizational support increases employees' sense of belonging to their work roles, which, in turn, strengthens internal motivation. Thus, organizations hold a strategic role in fostering work engagement.

These findings may also be understood through the Job Demands–Resources framework. Within this framework, organizational support is positioned as a work resource that enhances motivation (Bakker & Leiter, 2010). Work resources help individuals cope with high job demands. The Hajj pilgrimage involves substantial physical, emotional, and time-related demands. Organizational support helps individuals maintain balance in their work-related energy. This condition contributes to increased vigor and dedication. Therefore, organizational support contributes to the sustainability of work engagement.

An analysis of participant characteristics provides additional insight into the dynamics of work engagement. Most participants were within the productive age range and possessed varying lengths of work experience. Differences in work experience may influence how individuals perceive organizational support. Individuals with longer work experience tend to develop more stable perceptions of organizational support, shaped through repeated interactions with the organization. In contrast, individuals with shorter work experience may still be in the adjustment phase. These conditions highlight the importance of adaptive organizational support strategies.

From an organizational structure perspective, most participants held operational staff positions. These positions involve direct interaction with pilgrims and carry substantial service demands. Under such conditions, organizational support functions as psychological protection. Perceived support helps individuals maintain work engagement. These findings align with research by Melinda and Salendu among public service personnel (Melinda & Salendu, 2021). Organizational support strengthens trust in the work system, thereby encouraging sustainable work engagement.

Although the relationship between variables was found to be significant, this study has several limitations. Data were collected using a survey method that relied on respondents' subjective perceptions. Such perceptions may have been influenced by situational factors at the time the scales were completed. In addition, the study was conducted within a single organizational unit, limiting the generalizability of the findings to other organizational contexts. Other variables that may potentially influence work engagement were not analyzed in this study. Therefore, the findings should be interpreted proportionally.

Future studies may expand the research model by incorporating mediator or moderator variables. Variables such as leadership, resilience, or workload may enrich the analysis. A longitudinal approach

could provide a more comprehensive understanding of the dynamics of work engagement over time. The use of mixed methods may also enable deeper exploration of personnel's subjective experiences. Such approaches could contribute to a more comprehensive understanding of the relationships among variables. With these developments, policy recommendations may become more applicable. Overall, these findings provide an empirical basis for strengthening organizational support within the Panitia Penyelenggara Ibadah Haji (PPIH) environment.

CONCLUSION

Based on the results and discussion of this study, it can be concluded that there is a positive relationship between perceived organizational support and work engagement among members of the Panitia Penyelenggara Ibadah Haji (PPIH). These findings indicate that organizational support plays an important role in fostering employees' work engagement. The categorization results further revealed that the majority of PPIH personnel demonstrated high levels of perceived organizational support and work engagement. This condition reflects a relatively supportive work environment that facilitates employee engagement. Therefore, organizations should maintain and strengthen organizational support by implementing fairness, supervisor support, organizational rewards, and creating conducive working conditions. Strengthening these aspects may help sustain consistent work engagement in carrying out service-related duties. Future studies are recommended to examine additional variables and employ more diverse approaches and research designs to enrich understanding of work engagement.

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