
The Effect of Grit, Proactive Personality, Supervisor Support, Organizational Support on Employee Work Engagement

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Abstract

Each employee may have different level of work engagement. A company must wants its employees to have high level of work engagement so they can work vigorously, with good dedication and get fully immersed in the work. The grit, proactive personality, supervisor support and organizational support factors can be predicted to be able to influence work engagement of the employees. This study aims to discover the effect of grit, proactive personality, supervisor support, and organizational support on work engagement on employees. The subject of this study was employees who work at companies in East Java. Quantitative method was applied in this study with 197 subjects in total using simple random sampling technique. Grit Scale, Proactive Personality Scale (PPS), Surveys of Perceived Supervisor Support, Perceived Organizational Support (POS), and Utrech Work Engagement Scale - 9 (UWES-9) were the instruments used in this study. The results of the analysis explain there was an effect of grit on work engagement on employees ($p < .05$), there was an effect of supervisor support on work engagement on employees ($p < .05$), there was an effect of organization support on work engagement on employees ($p < .05$), and there wasn't an effect of proactive personality on work engagement on employees ($p > .05$). As for suggestions for further research, paying more attention to completeness and suitability when distributing questionnaires to respondent, and it is necessary to pay more attention to the characteristics of the research subjects and other factors that might affect employee engagement such as social welfare, quality of work life, and organizational culture.

Keywords: grit, organizational support, proactive personality, supervisor support, work engagement

Abstrak

Keterikatan kerja yang ada pada karyawan memiliki tingkat yang berbeda-beda. Pada suatu perusahaan pasti memiliki harapan agar karyawannya memiliki tingkat keterikatan kerja yang tinggi sehingga karyawan dapat bekerja dengan penuh rasa semangat, berdedikasi baik, dan penuh penghayatan atas pekerjaannya. Adanya faktor grit, kepribadian proaktif, dukungan supervisor dan dukungan organisasi mampu diprediksi dapat mempengaruhi keterikatan kerja pada karyawan. Penelitian ini bertujuan untuk mengetahui pengaruh grit, kepribadian proaktif, dukungan supervisor dan dukungan organisasi terhadap keterikatan kerja pada karyawan. Subjek penelitian ini adalah karyawan yang bekerja pada perusahaan yang ada di Provinsi Jawa Timur. Penelitian ini dilakukan dengan menggunakan metode kuantitatif dengan total subjek berjumlah 197 orang dengan menggunakan teknik simple random sampling. Instrumen yang digunakan pada penelitian ini adalah Grit Scale, Proactive Personality Scale (PPS), Surveys of Perceived Supervisor Support, Perceived Organizational Support (POS), dan Utrech Work Engagement Scale - 9 (UWES-9). Hasil penelitian menunjukkan bahwa terdapat pengaruh grit terhadap keterikatan kerja pada karyawan ($p < .05$), terdapat pengaruh dukungan supervisor terhadap keterikatan kerja pada karyawan ($p < .05$), terdapat pengaruh dukungan organisasi terhadap keterikatan kerja pada karyawan ($p < .05$), dan tidak terdapat pengaruh kepribadian proaktif terhadap keterikatan kerja pada karyawan ($p > .05$). Saran untuk penelitian selanjutnya diharapkan dapat lebih memperhatikan kelengkapan dan kesesuaian pada saat menyebarkan kusioner kepada subjek, serta lebih memperhatikan karakteristik subjek penelitian dan faktor lain

yang mungkin mempengaruhi keterikatan kerja karyawan seperti kesejahteraan sosial, kualitas kehidupan kerja, dan budaya organisasi.

Kata kunci: dukungan organisasi, dukungan supervisor, grit, keterikatan kerja, kepribadian proaktif

Introduction

Conceptually, work engagement on employee is a condition in which an employee is engaged to his job (Bakker, 2011). Each employee must have different level of work engagement level from other's. Employees with low work engagement may cause loss to the company they are working at. They tend to have low energy and low enthusiasm at work, do not consider their work as meaningful and challenging activities, and do not regard their work as fun. Employees are likely to quit their job if they have low level of work engagement (Prahara, 2020).

Low work engagement is triggered by boredom and emotional exhaustion, the thought of what the employees do is heavy and exceeding their capacity, and the lack of training provided by the company to develop their skill, knowledge, and attitude (Hakanen et al., 2019). Employees with low level of work engagement will feel negative and unhappy at work, and unsatisfied with their job (Ramdhani & Sawitri, 2017). As the matter of fact, a company highly expects that all of its employees have high level of work engagement with their position at work (Shohib & Hadi, 2018).

Research conducted by Pratiwi et al., (2023) explains that after entering the new normal era, workers who return to their work in the office after only working from home have to work hard to refocus on their main job. This is because employees tend to be less focused on their work, less attached to their work, and more concerned with other interests during working hours. The work engagement on one of the well-known mining company in Indonesia showed that the percentage of work engagement on its employees was 23% (Ilvonda & Faraz, 2020). Even though it is seen as to be increasing from year to year in the previous studies, work engagement is important to be concerned with to maintain its increase and give mutual benefits both to company and its employees.

Work engagement may become a positive matter that brings happiness and satisfaction to an employee in a company (Bakker & Oerlemans, 2019). An employee with good work engagement shows high energy and enthusiasm in doing job activities. Work engagement is a state where an employee has an urge to contribute to the success of the company he is working at and a desire to stay with the company (Schaufeli & Bakker, 2004). Employees with high level of work engagement will do their work in accordance with company's commitment and goals, use their best ways to finish their jobs, and monitor themselves to ensure what they do is consistent with the goal they want to achieve.

As an effort to increase the sense of engagement on employees, positive driving factors are needed that come from within the individuals. One of the factors that can bring out the sense of work engagement on the employee is an encouragement from within the individuals called grit. High grit makes employees work hard, have high standards, focus on fulfilling responsibilities and keep showing effort even though failure, difficulties, and obstacles are experienced (Duckworth, 2016). Grit is a terms that was introduced by Duckworth (2016) in his book "Grit: The Power of Passion and Perseverance". Duckworth presented an in-depth view from his research on grit, namely, that grit is not a talent a person has, but rather a trait that is most influential in a person to reach their potential. Grit is an urge that exists within every individual in a form of tendency to maintain their passion and perseverance to achieve long term goals (Duckworth, 2016). Perseverance and consistence are the dimensions of grit that those with strong grit tend to be more optimistic and critical toward their performance, and have mindset that focus on the perseverance and self-development for a long period of time (Duckworth, 2016).

The existence of grit in each individual is highly needed, particularly for an employee. Often, employees with low grit have negative thoughts on the burden of their job that will decrease their work engagement. According to Tiara and Rostiana (2017), there was a positive role of grit on millennial

generation in the banking industry. The high score of grit could effect individual's high level of work engagement. A previous study on employees of a restaurant found that grit possessed by the employees could significantly predict their work engagement. It was stated that the employees' grit should always be developed to maintain their perseverance and persistence so they keep dedicated to their job (Cobb, 2021).

Beside grit, proactive personality is one of the factors of individuals to achieve future goals (Lin, 2022). Proactive personality is defined as a tendency of an individual in taking action or behaving proactively as an effort to influence the surrounding environment deliberately until the desired change or environment occurs (Bakker et al., 2012). Proactive personality has been convinced to have influence on work engagement because proactive personality is the individual's will to involve and to take initiative to identify or contribute to several circumstances. Proactive personality become one of the positive characters from an individual as it is regarded to have effect on work engagement of the employees. Work engagement on employees gets higher when the proactive personality increase. Employees who have proactive will be engaged more to their job compared to their leader (Yang et al., 2017). Proactive personality has been considered as one of the strongest predictors of work engagement because individuals who are involve with their work environment tend to be more serious in doing their job. A study on 190 employees by Bakker et al. (2012) showed that employees with proactive personality were likely to make their job become more comfortable so that they keep being attached to their work and doing their work well. It demonstrates the importance of proactive personality on employees to encourage work engagement of individuals. The depiction of proactive behavior is taking the initiative to improve current conditions or create new ones (Baidun et al., 2023). A study done by Li et al. (2017) showed that proactive personality was positively related to work engagement. Proactive personality could bring out more positive qualities and well-managed work behavior such as self-confidence, self-efficacy, and work engagement.

In addition to the previous internal factors, other factors to emit work engagement that are sourced from working environment are needed. Good working environment such as working partners and the relation with the superior or supervisor will grow positive emotion. Employees who receive support from their superior will strengthen their work engagement behavior. Supervisor support is the employees' general assessment of their superior's appreciation for their contribution to their job, and superiors' concern of their health allowances, well being, and interests (Kottke & Sharafinski, 1988). Support from the superior will generate positive emotion on employees such as high vigor, passion, and enthusiasm in doing their tasks. The finding in Yudianti's study (Yudianti, 2022) showed the significance of employees' positive emotion such as vigor, passion, and enthusiasm in completing their duties. Daily-received supervisor support will give a great impact to the work engagement on the employees (Ibrahim et al., 2019). Superior support will emit vigor and enthusiasm of the employees to do their tasks. Supervisor becomes one of the facilitator for the employees to achieve work engagement by providing special support. A company that wants to have proactive and work-attached employees must provide working environment that support the increase of work engagement of the employees. Supervisor support has positive relation to work engagement on employees (Ibrahim et al., 2019). If the supervisor provides full support to the employees, the employees will automatically be attached to their jobs and the individuals involved in their work environment tend to be more serious in doing their jobs (Bakker et al., 2012).

Another external factor that influences work engagement is organizational support. Organizational support is the employees' perception of the organization in providing support concerning how the employees quality is with the organization (Eisenberger et al., 1986). Organization that provides a lot of support and care to the employees may cause the employees to feel obligated and more dedicated to their jobs (Sun, 2019). Work engagement of the employees can be a source of physical and emotional relation between the employees and the company. A study on one of the company in Bogor revealed that organizational support can have great influence on employees' work engagement. According to researches, the bigger the organizational support is perceived by the employees, the higher the work

engagement of the employees is. On the other way around, the smaller the support is perceived by the employees, the lower the work engagement is on the employees (Ramdhani & Sawitri, 2017).

Based on the background explained previously, the researcher was interested to study about the antecedents of work engagement on employees. The antecedents of this study were the internal factors, namely, grit and proactive personality, and external factors, including supervisor support and organizational support. This study aimed to discover the effect of grit, proactive personality, supervisor support, and organizational support on work engagement of employees. Theoretically, this study was expected to be useful in the development in psychology, specifically industrial and organizational psychology. This study contributes to enrich information, especially, on grit, proactive personality, supervisor support, organizational support and work engagement. In addition, practically, this study is expected to be an instrument for learning the topics discussed, namely grit, proactive personality, supervisor support, organization support, and work engagement on employees. If the hypothesis of this study is accepted, this study will be useful for companies to increase work engagement on the employees.

Methods

This study used quantitative research method. Quantitative method is a study based on concrete data, that emphasize numeric data, and use statistic technique as the test tool (Sugiyono, 2018). Correlational approach was used in this study to see the effect of independent variables on dependent variables. The subjects involved in this study were employees with permanent or contract status in several companies engaged in manufacturing and infrastructure. To choose the sample, this study used probability sampling with convenience sampling technique, by selecting samples according to the researcher's knowledge of the research (based on the objectives or problems of the research). The sample was chosen because it was considered suitable for the research and could provide the required information (Sugiyono, 2017). The determination of the number of sample was based on Hair et al., (1995). They explained that the number of representative sample was obtained by multiply the indicator amount by 5 to 10. The total indicator of this study was 10 so the minimal number of sample to be considered as representative was 100 people. This study involved 197 people as the sample. There is no age limit for the subjects of this study, but there are several other criteria that must be met, namely the subject is a female or male employee, single or married, has worked for >1 year in manufacturing and infrastructure companies located in Mojokerto and Banyuwangi Regencies. Companies in both places have the same characteristics, namely state-owned companies and private companies. Both companies operate in the field of IT development, so the employees who are the subject here have jobs such as software developer, network engineer, data scientist, cybersecurity specialist, and cloud engineer. Demographic data included gender, age, latest education, company or organization, employee status, and monthly income. For gender category, the number of male as subject of this study was 135 or 68.5% of total subjects, while female subjects involved in the study were 62 persons or 31.5% of the total subject. Based on age category, employees aged 31-40 were dominant by 45.2% of the total subject or 89 persons. For the latest education category, high school level has the highest frequency out of the total subject compared to bachelor degree and junior high level, namely, 134 subjects or 68% in percentage. Employee status category was divided into permanent and contract employee. The total number of permanent employee was 143 subjects or 72.6%. Lastly, as many as 113 people or 57.4% of the total subject have monthly income above 4 million.

This study used five variables including grit variable (X1), proactive personality variable (X2), supervisor support variable (X3), organization support variable (X4), and work engagement variable (Y). Grit (X1) is one's personality of perseverance and consistence in doing his job to achieve long term goals. To measure this variable, this study used Grit Scale developed by Duckworth et al. (2007) which was then adapted to Indonesian language by Rusli et al. (2021) with the example "Minat saya berubah dari tahun ke tahun" (My interest changes from year to year). This scale was unidimensional with total item of 12. The cronbach's alpha value of reliability for this variable was .740. Proactive personality

(X2) is a proactive action or behavior conducted by an individual in the attempt to influence the environment and the surrounding situation. The scale used in this study to measure this variable was Proactive Personality Scale (PPS) by Bateman and Crant (1993) consisting 17 items in total. This scale was also unidimensional. One of the items in PPS used was “saya selalu mencari cara baru untuk meningkatkan hidup saya” (I always search for a new way to improve my life). The reliability of this scale was .873 of cronbach's alpha.

Supervisor support (X3) is the employees' perception of the support provided by the superior for their effort and commitment to the organization and the right to received benefit for what they have done, both tangible (pay raise, job promotion) and intangible. The scale used in this study was Survey of Perceived Supervisor Support developed by Kottke and Sharafinski, 1988. The scale contained 16 items and was unidimensional. One of the items said “atasan menghargai kontribusi saya untuk departemen kami” (supervisor appreciates my contribution to our department). The cronbach's alpha value for reliability of this variable was .886. Organizational support (X4) is employees' perception or view that the organization they are working at, care and appreciate their contributions to or roles in the organization. The scale used for variable X4 was Perceived Organizational Support (POS) proposed by Eisenberger et al., 2019. The example items in the scale was “organisasi sangat menghargai pencapaian kerja saya” (the organization very appreciate my achievement at work). This scale was unidimensional with 10 items in total. This variable's cronbach's alpha for reliability was .0874. Work engagement (Y) is the condition of employees who are completely involved with their work and the involvement of their concentration and seriousness while doing their job. The scale used to measure work engagement was Utrecht Work Engagement Scale-9 (UWES 9) developed by Schaufeli and Bakker (2004). UWES-9 comprised nine items that have been adapted in Indonesian by Kristiana et al., (2019). UWES-9 scale was unidimensional with “di tempat kerja, saya merasa penuh dengan energi” (at work, I feel full of energy) as one of the items included in the scale. The reliability value of cronbach's alpha for this variable was .840.

Data collection was carried out by distributing questionnaires to 197 respondents offline in the form of paper and pencil. Questionnaires were distributed either by visiting companies or by delivering them to employees' homes at three companies in Banyuwangi Regency and were also carried out to employees of companies located in Mojokerto Regency. The data collection was carried out for six days from 9 to 14 January 2023. During the data collection process, the researcher always conveyed to the respondents that their hospitality was guaranteed regarding the personal data of the respondents who participated in filling out the research questionnaire, this was evidenced by the informed consent of the respondents, as well as the results of transport owned by researchers who were taken with permission from those concerned to be archived by researchers. Then, the data that has been collected is analyzed by performing multiple linear regression using the Jamovi software (www.jamovi.org). The use of multiple linear regression because there is more than one independent variable. Multiple linear regression is used to see the effect of the independent variable on the dependent variable with more than one independent variable. The reasons for using Jamovi software, Jamovi is a new data analysis software designed to be easy to use. Jamovi is an alternative to statistical data analysis such as SPSS and SAS.

Results and Discussion

Descriptive Analysis

Descriptive analysis was conducted to see the description of the data obtained, such as high and low categorization, mean value, standard deviation value. The description for descriptive analysis is explained in **Table 1**.

Table 1. Descriptive Analysis

Variable	Category	Intervals	Range of T-score Values	Frequency	Percentage	Mean	Standard Deviation
Work Engagement	High	T-Score > 50	50.36 – 82.62	86	43.7%	36.76	6.819
	Low	T-Score ≤ 50	18.1 – 48.89	111	56.3%		
Grit	High	T-Score > 50	50.45 – 70.55	102	51.8%	36.66	7.462
	Low	T-Score ≤ 50	29.01 – 49.11	95	48.2%		
Proactive Personality	High	T-Score > 50	50.39 – 73.55	115	58.4%	92.56	11.228
	Low	T-Score ≤ 50	15.65 – 49.5	82	41.6%		
Supervisor Support	High	T-Score > 50	50.19 – 70.83	132	67%	85.79	11.143
	Low	T-Score ≤ 50	8.91 – 49.29	65	33%		
Organization Support	High	T-Score > 50	50.33 – 70.63	125	63.5%	54.76	7.389
	Low	T-Score ≤ 50	11.08 – 48.98	72	36.5%		
Total				197	100%		

The table above explains the work engagement variable as many as 86 subjects are in the high category and 111 subjects are in the low category with a mean value of 36.76 and a standard deviation value of 6.819. In the grit variable, 102 subjects are in the high category and 95 subjects are in the low category with a mean value of 36.66 and a standard deviation value of 7.462. In the proactive personality variable, 115 subjects are in the high category and 82 subjects are in the low category with a mean value of 92.56 and a standard deviation value of 11.228. In the supervisor support variable, 132 subjects are in the high category and 65 subjects are in the low category with a mean value of 85.79 and a standard deviation value of 11.143. In the organizational support variable, 125 subjects are in the high category and 72 subjects are in the low category with a mean value of 54.76 and a standard deviation value of 7.389.

Hypothesis Analysis

Table 2. Multiple Linear Regression – Model Coefficient

Predictor	Estimate	SE	t	p
Intercept	16.418	3.9749	4.13	.000
Grit	.279	.0609	4.57	.000
Proactive Personality	-.00104	.0529	.0197	.984
Supervisor Support	.13676	.0533	2.5671	.011
Organization Support	.185	.0615	3.00	.003

Table 2. explains that partially grit, supervisor support, and organizational support have a significant influence on work engagement with a p value < .05. Meanwhile, the proactive personality variable has no effect on work engagement with a p value > .05.

Table 3. Coefficient of Determination

Model	R ²
Grit → work engagement	9.6%
Supervisor support → work engagement	3%
Organizational support → work engagement	4.3%
Grit, proactive personality, supervisor support, and organizational support → Work engagement	16.9%

Table 3. explain the overall effective contribution of the antecedent variables to work engagement is 16.9%. Grit contributes to work engagement by 9.6%, supervisor support contributes to work engagement by 3%, and organizational support contributes to work engagement by 4.3%. Grit was found as a factor that influenced work engagement on employees with probability value .000 ($p < .05$). An estimate value of 0.279 indicates that the higher the grit, the higher the work engagement, and the lower the grit, the lower the work engagement. Grit is an encouragement comes from within an employee that can motivate him/her to do the job (Duckworth, 2016). Employees with grit could maintain their interest, energy, power, and enthusiasm to achieve long term goals. Challenges and obstacles were not a hindrance for the employees who had high score of grit. This finding is in line with that in the study done by Safariningsih et al., (2022) showing that employees with strong grit would always be diligent and consistent to what they do to reach their longterm goals. Employees would not easily give up if grit had been rooted within themselves because they considered success as their main priority. Hence, when they encountered some problems, they maintained their spirit to fin a way out of their problem.

Employees with grit also showed perseverance and organized behavior while completing their duties, did not easily give up, were ambitious, and had consistent interest from time to time. As it is stated by Singh and Chopra (2018), employees with high score of grit were likely too be fully engaged with their job. Grit is a personality trait that can influence employees attitude and behavior (Duckworth et al., 2007). Employees with good grit might set their goals higher and implement their interest anytime, and easily make their job to be something meaningful so they wouldn't get bored with the job or quit. This study is consistent with the previous one that found grit had positive relation to work engagement. It was also revealed that meaningful job, interest consistency, and perseverance at work significantly predicted the existence of work engagement (Yudiarti & Putranta, 2022). The present study also supports Singh and Chopra (2018) which revealed that there was a positive correlation between the components of grit (Interest consistency and perseverance) and work engagement. The results clarified that meaningful job, interest consistency and perseverance had significantly predicted work engagement.

Different from grit, the test of proactive personality variable to work engagement resulted a probability value of .984 ($p > .05$), which indicates that proactive personality did not have significant effect on work engagement of employees. Individuals differ in their tendency to take action or behave proactively in an effort to influence the environment and situations around them (Bateman & Crant, 1993). There are individuals who have a tendency to display a proactive attitude, but there are also individuals who tend to be passive, not having a strong desire to contribute to making changes in their organization. Bateman and Crant (1993) define the basic form of proactive personality as one that is relatively unconstrained by situational forces and influences environmental change. Proactive individuals are able to identify opportunities for change and growth and act on these opportunities, show initiative, and persist until meaningful change occurs (Bateman & Crant, 1993). Empirical evidence from previous research shows that proactive personality is a unidimensional construct that is positively related to a variety of outcomes, both individual and organizational (Bateman & Crant, 1993). One of the factors that influences whether personality emerges or not is autonomy in one's work. In working conditions that provide space and freedom to make decisions about the best way to work, proactive employees will be more effective in seeking and exploiting existing opportunities and bringing

about meaningful change. However, this research involves work that is repetitive and monotonous so a proactive personality is not needed to develop employee work engagement. The type of work in the research subject is monotonous work. Employees are required to be successful in completing or creating something based on technology as they do every day. Employees are not required to have a good leadership style, make significant changes, and seek positive changes in the work environment.

Supervisor support variable was found to have effect on work engagement with probability value .011 ($p < .05$). An estimate value of .137 indicates that the higher the supervisor support, the higher the work engagement, and the lower the supervisor support, the lower the work engagement. Supervisor was the direct superior of the employees who participated in this study. When employees were sure about the existence of support provided by their superior, they felt accepted in the company. It promoted employees' enthusiasm, vigor and passion for what they do. Accordingly, the employees were easy to finish their job, fully involved with their job, and willing to discuss with the supervisor at the time they were having troubles. Good relation between employees and their supervisor might influence some aspects including the increase of employees' satisfaction of the job, the increase of work commitment, the balance between work and life outside work, and the increase of compliance with the organization. This result conforms the previous study stating that the characteristics of employees who had work engagement were the emergence of employees' enthusiasm and passion for their job (Smythe, 2007).

Work engagement was reflected in the vigor possessed by the employees. When employees feel that they were engaged with their job, they were automatically keen to achieve goals. They also desired success, and created commitment from within themselves to accomplish the goals of the organization (Bakker, & Leiter, 2010). Supervisor or superior played important role in creating positive feeling or mind of the employees by acknowledging their dedication and showing sympathy. This would create the employees' enthusiasm at work and make change for the environment. One of the positive thoughts or feelings was expressed in the form of work engagement. The feeling of attachment together with support from supervisor would assist the employees to find solution for their problem when they meet one. This finding is in accordance with the previous study conducted by Ibrahim et al. (2019) that explained that support provided by superior had effect on work engagement of the employees. Support from supervisor made the employees feel that their existence is valued and appreciated which then generated their feeling of attachment to their job as they have supportive work environment and the support from their superior.

In addition to supervisor support, organizational support also had effect on work engagement of the employees with probability value .003 ($p < .05$). An estimate value of .185 indicates that the higher the organizational support, the higher the work engagement, and the lower the organizational support, the lower the work engagement. Organizational support on employees is an effort to realize prosperity as the form of appreciation for contribution and evaluation obtained by the employees (Eisenberger et al., 1986). Organizational support on employees is manifested in the form of salary, allowance, bonus, and trainings that can improve employees' skills. Additionally, organizational support is also given in the form of facilities and safe and comfortable work environment, for instance, corporate housing facility, transportation facility, and safety and health at work facility so employees feel secure for their safety at work (Mufarrikhah et al., 2020). Organizational support perceived by the employees was quite a meaningful satisfaction as the reason for employees to be responsible for their job. Employees who perceived positive organizational support had some characteristics, namely, being enthusiastic at work, more energetic, working seriously, competitive and cooperative. Therefore, positive organizational support perceived by employees encouraged the employees to keep completing their responsibility despite the heaviness of the job (Cahyanti, 2022).

Employees who perceived positive organizational support felt the fairness of prosperity they deserve from the company that led to the emergence of high vigor and dedication in helping their organization to achieve the goals from its vision and mission. When employees accepted meaningful sources from the organization, they felt to have full obligation to return what they have taken. For that reason,

employees would increase their performance optimally in accordance with the organization expectation. This is in conformity with Hardianto and Ratna (2022) that found that with the presence of organizational support, employees would feel that what they do is always appreciated by their company and is not always seen as poor. Moreover, employees with good organizational support were more loyal to the company they work at. Employees were unlikely to quit their job as they were comfortable with the support provided by their organization (Cahyanti, 2022).

Based on the results of the independent samples t-test to see the difference work engagement between permanent employees and contract employees, it shows a pvalue of .096 ($p > .05$), it can be concluded that there is no difference in work engagement between permanent employees and contract employees. This is in line with research by Amalia (2023) which explains that there is no difference in work engagement between permanent employees and contract employees. This is because contract employees also receive benefits like those obtained by permanent employees. Apart from that, the company also promises that contract employees can be promoted to permanent employees if they have good performance.

Overall of the result, there was an effect of grit on work engagement on employees, there was an effect of supervisor support on work engagement on employees, there was an effect of organization support on work engagement on employees, and there wasn't an effect of proactive personality on work engagement on employees. Employees with high grit are characterized by diligent behavior in completing their tasks, not giving up easily, and being responsible, so that it will increase work engagement. Employees with the support of good supervisors are able to carry out their jobs well because they feel supported and accepted at their jobs so that it will increase work engagement. Employees with good organizational support are able to carry out their jobs well because the organization provides support such as work facilities and safety, which will increase work engagement. However, proactive personality cannot partially affect work engagement. This is what distinguishes it from previous research.

Conclusion

The result of the multiple linear regression analysis shows there was an effect of grit on work engagement on employees, there was an effect of supervisor support on work engagement on employees, there was an effect of organization support on work engagement on employees, and there wasn't an effect of proactive personality on work engagement on employees. The implication of this research is that it is hoped that it can be used as a guideline for companies, especially for the human resources (HR) division in finding prospective employees who have good work engagement in order to add aspects of assessment related to individual grit factors, because in this study grit is a high internal factor in influencing work engagement compared to other relationships. Then, companies can consider the importance of holding seminars and training such as approaches to the growth mindset, self-discipline and self-control, as well as giving awards every time they evaluate work on employees. In addition, this research can be an overview for the company, especially supervisors, so that they are more communicative and open to employees about policies and developments in new situations, as well as various problems that are likely to be experienced by employees. In addition, companies and superiors or supervisors can make new innovations to create employees who have work engagement so they can retain employees in the company.

As for suggestions for further research, namely increasing the number of research samples to meet the deficiencies in this study and analyzing whether there are differences in work engagement between male and female employees and paying more attention to completeness and suitability when distributing questionnaires to respondents. In addition, it is necessary to pay more attention to the characteristics of the research subjects and other factors that might affect employee engagement such as social welfare, quality of work life, and organizational culture. The limitation of this research is not consider about the type of work, company, and the working condition to emerge proactive personality.

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