



Bridging Job Resources and Workplace Spirituality to Engagement: The Role of Perceived Organizational Support in Driving Work Engagement

Ahmad Habibi Adzikra¹,
Vivin Maharani Ekowati^{2*},
Achmad Sani Supriyanto³

^{1,2,3} Department of Management, UIN Maulana Malik Ibrahim Malang, Indonesia

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ABSTRACT

Research Aims: Test and analyze the effect of Job resources and workplace spirituality on work engagement mediated by perceived organizational support.

Design/methodology/approach: The population is all Musyrif-Musyrifah, totalling 295 people; the sampling technique uses the Slovin formula with a precision of 5%, so a sample of 169 musyrif-musyrifah is obtained. Research data were collected through questionnaires and analyzed using Partial Least Squares -Structure Equation Modeling (PLS-SEM) supported by the SmartPLS 4.0

Research Findings: The results showed that job resources do not significantly affect work engagement. Workplace spirituality has a significant effect on work engagement. Perceived organizational support has a significant effect on work engagement. Perceived organizational support cannot mediate the effect of job resources on work engagement. Perceived organizational support mediates the effect of workplace spirituality on work engagement.

Theoretical Contribution/Originality: This study contributes to the understanding of job resources and workplace spirituality's influence on work engagement, emphasizing the role of perceived organizational support as a mediating variable in enhancing employee work engagement.

Keywords: Job Resources, Workplace Spirituality, Work Engagement, Perceived Organizational Support, Musyrif-Musyrifah.

Introduction

An organization is a social unit consisting of two or more people and functions to achieve common goals or objectives. Every organization is expected to be able to manage its human resources as well as possible. Therefore, appropriate guidelines are needed to ensure that implementation runs effectively (Larassaty et al., 2023). Organizational leaders realize that the most important asset in an organization is human resources. Whatever its structure and purpose, institutions are created on the basis of human interests and their implementation is regulated by humans (Barkhowa, 2020).

Human resources (HR) are a component of an organization in carrying out organizational activities. The organization will operate effectively and efficiently if HR management is carried out correctly (Barkhowa, 2020). Organizations need loyal, competent, dedicated human resources and engaged employees (Wulandari & Yulianti, 2023).

Work engagement is an emotional state connected with vigorous activity and mental effort to complete tasks and overcome task difficulties at work (Monje-Amor et al., 2020). A person's engagement signifies his unwavering dedication to completing a task and feeling connected to the job (Najla & Prakoso, 2022). Nugroho and Savira (2019) stated that work engagement is an important reason why each individual works and can be considered to have a passion, dedication, and absorption. High work engagement helps organizations to compete in business competition (Monje-Amor et al., 2020).

Job resources are the main factors forming work engagement. Job resources are physical, social, psychological, or organizational aspects of the job which are related to the psychological cost that is given to employees. In addition, job resources have an impact on achieving goals and also stimulate development and learning. Job resources from the social security dimension will contribute significantly to work engagement (Bakker and Demerouti, 2017).

Aprilianingsih and Frianto (2022) show that job resources have a positive and significant effect on work engagement, so it can be interpreted that an increase in job resources will also increase the level of work engagement. These results align with Barkhowa's (2020) and Oshio et al. (2018) research, showing that work engagement positively relates to job resources. However, Astisya and Hadi (2021) revealed that job resources did not affect work engagement.

Workplace spirituality is one of the key determinants of employee engagement that has received less attention (Devendhiran & Wesley, 2017). Workplace spirituality offers similar job resources, such as challenging and meaningful work that encourages personal learning and growth, a sense of community at work and alignment with organizational values. Work resources provide intrinsic motivation by meeting employees' social and cognitive needs and extrinsic motivation by helping employees achieve their goals (Singh & Chopra, 2018). Workplace spirituality describes a sense of wholeness, connectedness at work, strong relationships with co-workers or other people involved, and consistency between one's beliefs and the organization's values (Sani & Ekowati, 2022). In the organizational context, work spirituality is considered a potential factor for organizations, especially in retaining employees (Jena & Pradhan, 2018).

Purnama et al. (2022) revealed that spirituality in the workplace is proven to have a significant influence on work engagement. One of the ways that organizations do to increase work engagement is through perceived organizational support (Fazlurrahman et al., 2020). Perceived organizational support is characterized by a



sense of confidence regarding the extent to which the organization evaluates performance, reviews employee prosperity, responds to criticism and suggestions, ensures worker welfare, and empowers workers somewhat (Caesens & Stinglhamber, 2017). To increase perceived organizational support, organizations can pay attention to three factors: justice, motivation from leaders, and rewards (Imran et al., 2020). Mufarrikhah et al. (2020) show that perceived organizational support plays a role in work engagement. Likewise, Sitanggang (2018) suggests that perceived organizational support positively influences employee work engagement. The results of this study differ from the findings of Fetriah & Herminingsih (2023), who found that perceived organizational support does not affect work engagement.

Ma'had Al-Jamiah Center of UIN Maulana Malik Ibrahim Malang is a mahad educational institution intended for new UIN Maulana Malik Ibrahim Malang students to provide integrated learning guidance between University activities and Mahad. The Ma'had Al Jami'ah Center is an organization that is not very different from other institutions, such as the chairman, secretary, treasurer, fields or divisions. Then there is the driving part, usually called musyrif or musyrifah. A musyrif or musyrifah is a senior santri determined by the mahad management based on deliberations and eligibility tests. The programs in the mahad still survive and even experience changes that lead to progress so that outside organizations highlight and give extraordinary attention and appreciation to the mahad. These must-have factors make the mahad survive with its activities, including work engagement. Work engagement is an opportunity to improve and develop changes in the attitude or behaviour of musyrif-musyrifah. With this attachment, musyrif-musyrifah will feel enthusiastic and positively influence the organization.

Research on Islamic organizations such as Mahad, especially musyrif-musyrifah, is still limited; this could be a research gap from earlier studies using work engagement mapping. The contradicting findings of earlier studies prompted the researchers to investigate and analyze the effect of Job resources and workplace spirituality on work engagement mediated by perceived organizational support.

Literature Review

Work Engagement

Work engagement is a positive, fulfilling, mind-related work relationship characterized by vigour, dedication, and immersion in work. Engagement is a persistent and contagious affective-cognitive aspect that does not focus on particular objects, events, individuals or behaviours (Mache et al., 2013). Nugroho and Savira (2019) stated that work engagement is an important reason why each individual works and can be considered to have energy, dedication, and absorption. High work engagement helps organizations to compete in business competition (Monje-Amor et al., 2020). The measurement of work engagement can be assessed through several indicators, namely vigour, dedication, and absorption (Faqih & Ekowati, 2024).



Job Resources

Job resources are positive things that evaluate the physical, social, or organizational aspects of work that function in achieving job goals, reducing work demands, stimulating personal growth and development based on motivation Hu et al. (2013). Job resources influence motivation or work engagement when work demands are high. This assumption is based on the premise of the conservation of resources (COR) theory. Job resources play an intrinsic motivational role by providing employees with encouragement for organizational change and development in achieving goals (Hu et al., 2013).

Bakker and Demerouti (2017) state that job resources are physical, psychological or organizational aspects of work can reduce job demands and psychological costs, make workers achieve work goals more effectively, and stimulate personal growth, learning, and development. Bakker and Demerouti (2017) divided job resources into four dimensions: social support, quality of relationships with superiors, autonomy, and performance feedback.

Workplace Spirituality

Spirituality in work is not just about religion or a person entering a particular faith. Spirituality is how employees view themselves as spiritual, with a nourished soul at work, someone who experiences purpose and meaning at work and feels connected to others in their work environment (Ashmos & Dunchon, 2000). Workplace spirituality positions employees as spiritual beings who need soul care at work, who have purpose and meaning in their work, and a sense of connection to one another (Sani et. al., 2018).

Aboobaker et al. (2019) suggested that workplace spirituality is a recognition that individuals have an inner life by doing work that is meaningful to their lives. Workplace spirituality refers to employees' experience of spirituality at work (Jena, 2022). Ashmos and Dunchon (2000) suggest three indicators of workplace spirituality: Inner life, meaning of work, and sense of connection to community.

Perceived organizational support

Robbins & Judge (2018) reveal that perceived organizational support is the perception or emotional interpretation of employees that the organization appreciates their contributions and cares about their psychological well-being. Employees who feel organizational support are more committed to the organization, because of emotional attachment. Organizational support can be seen as feeling proud of employees, paying them fairly, and meeting their needs.

Perceived Organizational Support can also be seen as an organizational commitment to employees. If the organization appreciates employee dedication and loyalty. The rewards provided by the organization can be considered to provide employee benefits, such as a feeling of acceptance and recognition, salaries and



promotions, various access to information, and several other forms of assistance that employees need to carry out their work effectively. This norm of reciprocity causes employees and organizations to pay attention to each other several goals in the employment relationship (Coo et al., 2021). Coo et al. (2002) argue that several indicators of organizational support are Support, Rewards and working conditions.

Job Resources & Work Engagement

Bakker and Demerouti (2017) stated that Job resources are physical, social, psychological, or institutional perspectives of work that can (1) reduce work demands due to psychological sacrifices (psychological costs) given to workers; (2) give influence to achieve targets; (3) stimulate development and learning. Job resources are important to work engagement if job resources are also high. This is also supported by Hakanen et al. (2024); show that job resources positively and significantly affect work engagement.

H1: Job resources influence work engagement.

Workplace Spirituality & Work Engagement

Ashmos and Duchon (2000) state that the basic idea of workplace spirituality is the recognition that employees have an inner life that grows by meaningful work in a community context. Saks (2011) explains the theoretical relationship between workplace spirituality and employee engagement. Employee engagement is different from work engagement. Work engagement refers to an individual's relationship with his job, whereas employee engagement refers to an individual's relationship with his job and the organization.

Saks (2011) revealed that work engagement is related to workplace spirituality, which is important for employees' meaningfulness at work and maintaining individual work engagement levels. Spirituality in the workplace encourages employees to achieve meaningful work and allows individuals to demonstrate their abilities and gain satisfaction at work (Sani & Ekowati, 2022). This is also supported by research on workplace spirituality conducted by Purnama et al. (2022), who found that workplace spirituality significantly influences work engagement.

H2: Workplace spirituality influences work engagement.

Perceived Organizational Support & Work Engagement

Employees who perceive that they receive justice from their company will build a deeper emotional bond with the company. A work environment that is willing to involve employees in decision-making will influence them psychologically because they consider themselves valuable to the company. Communication and feedback given to the company will provide a positive perception. Such things allow companies to create work engagement that can make employees enthusiastic, dedicated and focused. The pattern of perceived organizational support can direct



employees to be bound, committed, have job satisfaction, and be proud in the company so that employees will work with a commitment to goals (Caesens & Stinglhamber, 2017).

Ardita & Nugrohoseno (2023) show that perceived organizational support increases work engagement. The support provided by the company will make employees work with enthusiasm and dedication. Of course, employees need support from the organization as a form of appreciation so they feel proud to be part of it. Coö et al. (2021) stated that perceived organizational support has a significant relationship with employee work engagement. Kim & Park (2017) also stated that work engagement is key to improving organizational sustainability, organizational justice, knowledge sharing, and innovative performance. Employees who receive positive support from the organization will also positively impact the organization by showing better performance with enthusiasm and dedication.

H3: Perceived organizational support influences work engagement.

Perceived organizational support mediates the effect of job resources on work engagement.

Organizational support can have an impact on increasing commitment, job satisfaction and positive mood, employee work engagement, work performance, and desire to stay in the organization and reduce work tension and the level of withdrawal behaviour so that it can increase organizational productivity (Coö et al. 2021). Robbins and Judge (2018) stated that perceived organizational support is when employees believe the organization values contributions and cares about employee welfare.

Ramdhani & Sawitri (2017), stated that perceived organizational support will enable employees to reduce stress in work demands to express themselves at work. The support provided by the organization is marked by appreciation for employee contributions and concern for employee welfare (Coö et al., 2021).

H4: Perceived organizational support mediates the effect of job resources on work engagement.

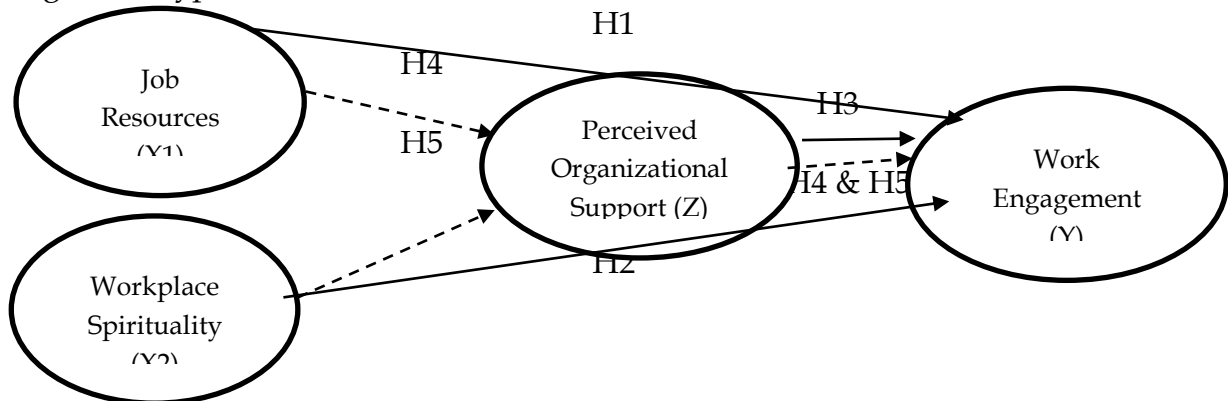
Perceived organizational support mediates the effect of workplace spirituality on work engagement.

Sani & Ekowati (2022) stated that spirituality can be integral to tasks. In addition to spirituality, other variables will affect employee engagement. Bayuaji (2019) stated that several factors influence the formation of employee engagement, including perceived organizational support. The organizational support factor arises from the individual's external self so that each individual will perceive the support provided by the organization to the individual in carrying out their duties.



Bayuaji (2019) show that Spirituality and Perceived Organizational Support simultaneously significantly affect employee engagement. Perceived organizational support has a more significant influence than spirituality on employee engagement. H5: Perceived organizational support mediates the effect of workplace spirituality on work engagement.

Figure 1. Hypoteses Model



Method

Conceptually, this study was designed using a quantitative approach with explanatory research. This research was conducted at Pusat Ma'had Al-Jamiah Universitas Islam Negeri Maulana Malik Ibrahim Malang. The data collection technique used a questionnaire given to the Musyrif-Musyrifah. The sample consisted of 169 Musyrif-Musyrifah, and the sampling technique used was proportional random sampling.

Data was collected using a questionnaire distributed to all respondents, with a Likert scale of five. Descriptive statistical analysis determines the frequency distribution of questionnaire responses and describes the variables evaluated. In addition, researchers used the SmartPLS 4.0 analysis tool to assist in this study. Data were gathered using PLS-SEM to test the changed results of several models. The software allows for the analysis of complex relationships between various variables which makes it an appropriate tool for this study (Sabran et al., 2022). The analysis carried out is starting from the measurement model (outer model), structural model (inner model), and hypothesis testing. In addition, the PLS was used since the offered indicators did not fit the reflective measurement model (Baharuddin et al., 2023).

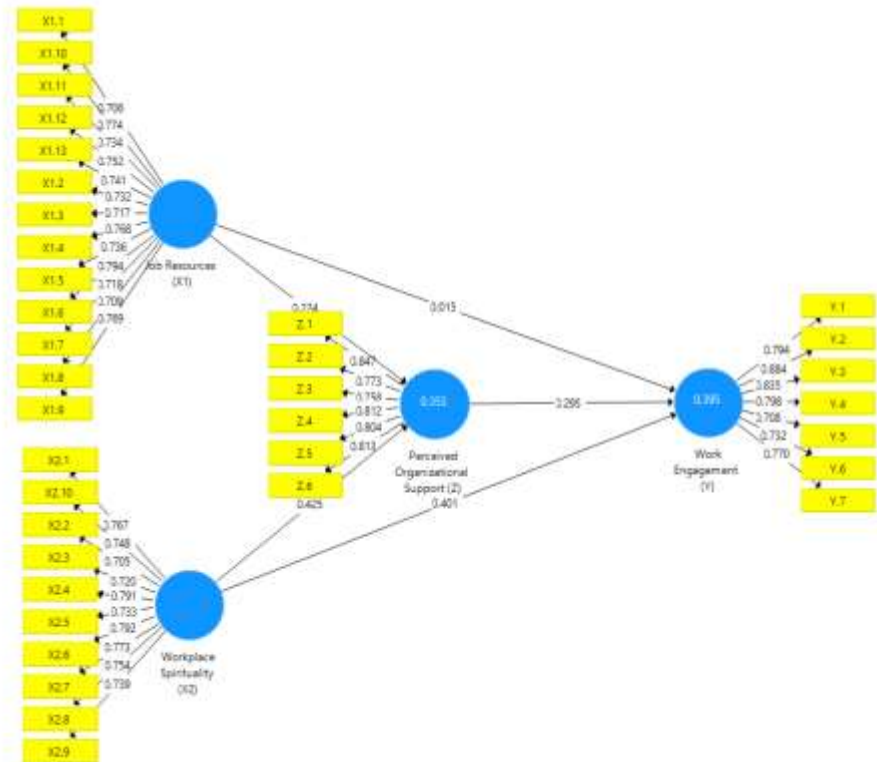


Result And Discussion

Convergent Validity

This convergent validity test refers to the loading factor value between 0.6 - 0.7 for exploratory research, which is still acceptable, and the Average Variance Extracted (AVE) value must be greater than 0.5 (Ghozali & Latan, 2020).

Figure 2. Convergent Validity



Based on Figure 2, it can be seen that the loading factor value for each statement item has a value above 0.7.

Table 1. Convergent Validity

Variable	Item	Value	Conclusion
Job Resources (X1)	X1.1	0,706	Valid
	X1.2	0,732	Valid
	X1.3	0,717	Valid
	X1.4	0,768	Valid
	X1.5	0,736	Valid
	X1.6	0,794	Valid
	X1.7	0,718	Valid
	X1.8	0,709	Valid



Variable		Item	Value	Conclusion
		X1.9	0,769	Valid
		X1.10	0,774	Valid
		X1.11	0,734	Valid
		X1.12	0,752	Valid
		X1.13	0,741	Valid
Workplace (X2)	Spirituality	X2.1	0,767	Valid
		X2.2	0,705	Valid
		X2.3	0,720	Valid
		X2.4	0,791	Valid
		X2.5	0,733	Valid
		X2.6	0,792	Valid
		X2.7	0,773	Valid
		X2.8	0,754	Valid
		X2.9	0,739	Valid
		X2.10	0,748	Valid
Perceived Support (Z)	Organizational	Z.1	0,847	Valid
		Z.2	0,773	Valid
		Z.3	0,758	Valid
		Z.4	0,812	Valid
		Z.5	0,804	Valid
		Z.6	0,813	Valid
Work Engagement (Y)		Y.1	0,794	Valid
		Y.2	0,884	Valid
		Y.3	0,835	Valid
		Y.4	0,798	Valid
		Y.5	0,708	Valid
		Y.6	0,732	Valid
		Y.7	0,770	Valid

Based on the results of the convergent validity test in Table 2, it can be seen that the job resources variable has a loading factor value between 0.706-0.794. The workplace spirituality loading factor value is between 0.705-0.792. The perceived organizational support variable has a loading factor of 0.758-0.847. The work engagement variable has a loading factor value between 0.708-0.884. The loading factor value for each of the above variables is above 0.7. Thus, referring to the provisions of the loading factor value and the test results of this study, the results are very reflective or have good convergent validity.



Reliability Test

Cronbach Alpha and Composite Reliability can measure the reliability test. A construct is reliable if the Cronbach Alpha and Composite Reliability values exceed 0.7 (Ghozali & Latan, 2020). The reliability test in this study can be seen in Table 2.

Table 2. **Reliability Test**

Variable	Cronbach's Alpha	Composite Reliability	Conclusion
Job Resources	0,932	0,941	Reliable
Workplace Spirituality	0,915	0,929	Reliable
Perceived Organizational Support	0,889	0,915	Reliable
Work Engagement	0,899	0,921	Reliable

Based on Table 2, the job resources variable has a Cronbach's alpha value of 0.932 and a composite reliability value of 0.941. The workplace spirituality variable has a Cronbach's alpha value of 0.915 and a composite reliability value of 0.929. The perceived organizational support variable has a Cronbach's alpha value of 0.889 and a composite reliability value of 0.915. The work engagement variable has a Cronbach's alpha value of 0.889 and a composite reliability value of 0.921. So, referring to the reliability test criteria, each variable has good reliability.

Structural Model (Inner Model)

Structural model testing aims to show the significance level when testing hypotheses and is used to predict the relationship between latent variables (Ghozali & Latan, 2020). The results of testing the structural or inner model are as follows in Table 3.

Tabel 3. Structural Model

Variable	R-Square	R-Square Adjusted
Perceived Organizational Support	0,353	0,342
Work Engagement	0,395	0,380

Based on Table 3, the variable perceived organizational support has an r-square value of 0.353 or 35.3% and is classified as having a moderate r-square value. This means that job resources and workplace spirituality influence 35.3% of perceived organizational support, and the remaining 64.7% is influenced by other variables not explained in this study. Then, the work engagement variable has a moderate r-square value of 0.395 or 39.5%. This means that 39.5% of employee performance variables



are influenced by job resources, workplace spirituality, and perceived organizational support. At the same time, the remaining 60.5% of work engagement is influenced by variables not explained in this study.

Direct Effect hypothesis Testing

This direct effect test aims to analyze the impact of job resources on work engagement, workplace spirituality on work engagement, and Perceived Organizational Support on Work engagement.

Table 4. Direct Effect Hypothesis Testing

Variable	t-Statistics	P-Value	Conclusion
Job resources > Work engagement	0,122	0,903	Not Significant
Workplace spirituality > Work engagement	2,609	0,009	Significant
Perceived Organizational Support > Work engagement	2,505	0,013	Significant

Based on Table 4, the t-statistics value of the influence of job resources on work engagement is 0.122, and the p-value is 0.903. The t-statistics value is smaller than the t-table value of 1.64 and has a p-value of more than 0.05. These results indicate that job resources have a negative and insignificant influence on work engagement. Thus, the first hypothesis, namely that job resources affect work engagement, is rejected.

Workplace spirituality on work engagement has a t-statistic value of 2.609 and a p-value of 0.009. The t-statistic value is greater than the t-table value of 1.64 and has a p-value below 0.05. Thus, the second hypothesis stating that workplace spirituality affects work engagement is accepted. Perceived organizational support on work engagement has a t-statistic value of 2.505 and a p-value of 0.013.

The t-statistic value is greater than the t-table value of 1.64 and has a p-value below 0.05. Thus, the third hypothesis stating that perceived organizational support affects work engagement is accepted.



Indirect Effect Hypothesis Testing

Table 5. Indirect Effect Hypothesis Testing

Variable	T-Statistics	P-Value	Conclusion
Job resources > Perceived Organizational Support > Work Engagement	1,415	0,158	Not Significant
Workplace spirituality > Perceived Organizational Support > Work Engagement	2,343	0,020	Significant

Based on Table 5, the t-statistic value is 1.415, the p-value is 0.158, smaller than the t-table value of 1.64, and the p-value is more than 0.05. Referring to these results, perceived organizational support cannot mediate the effect of job resources on work engagement. Thus, the fourth hypothesis is rejected. Then, workplace spirituality on work engagement is mediated by perceived organizational support, showing a t-statistic value of 2.343 and a p-value of 0.020. The t-statistic value exceeds the t-table value of 1.64, and the p-value is less than 0.05. Based on the test results, perceived organizational support can mediate the effect of workplace spirituality on work engagement. Thus, the fifth hypothesis is accepted.

The Effect of Job Resources on Work Engagement

Based on the inner or structural model results, job resources have an insignificant influence on work engagement. This can be proven through the results of the direct influence test, which shows a t-statistic value of 0.122, which is smaller than the t-table, which is 1.64. Then, the p-value is 0.903, which is more than 0.05. Thus, job resources do not affect the work engagement.

This study's results in line with Astisya and Hadi (2021), which states that job resources do not influence work engagement. There is an increase in the number of human resources of the Mahad Al Jamiah Center, but they tend to be less enthusiastic in carrying out their work and there is still a lack of support. The conditions in the field are supported by Astisya & Hadi (2021), which states that job resources do not significantly affect work engagement. Job resources are aspects of work that stimulate employees to develop, such as autonomy, social support, guidance from superiors, and career development. The increasing or decreasing autonomy, as well as the presence or absence of social support and guidance from superiors, affect the level of work engagement of musyrif and musyrifah, but the effect is insignificant. When there is an event, musyriks and musyriks assume that there is a mismatch between the tasks assigned. Then, at the task level, musyriks and musyriks consider the work they do the same every day monotonous.



However, this study is not relevant with Aprilianingsih and Frianto (2022), which showed that job resources have a positive and significant effect on work engagement, so it can be interpreted that an increase in job resources will also increase the level of work engagement in education personnel. These results align with research conducted by Barkhowa (2020), which shows that work engagement is positively related to job resources. Job resources can be a solution for those with high demands because employees can utilize available resources to help them cope with excessive demands (Oshio et al. (2018).

The Effect of Workplace Spirituality on Work Engagement

Based on the results of hypothesis testing, it is known that workplace spirituality has a significant effect on the work engagement. The results of this study support the results of research Gruman and Saks (2011), which revealed that work engagement is related to workplace spirituality. In this case, the meaningfulness of work felt by music can maintain individual work engagement. Spirituality in the workplace encourages musyrif to achieve meaningful work and allows individuals to demonstrate their abilities and get satisfaction in their work. So, workplace spirituality is a factor for musyrif and musyrifah of the Mahad Al Jamiah Center in maintaining individual work engagement.

Purnama et al. (2022) that spirituality in the workplace has been shown to influence work engagement significantly. This is influenced by how the organization pays attention to the inner life of each employee. With spirituality in the workplace, employees can feel like they are part of the work and give meaning to it, so they will devote all their energy and time to it.

The Effect of Perceived Organizational Support on Work Engagement.

Based on the results of the hypothesis testing, it was found that perceived organizational support has a significant effect on work engagement. The results of this study are similar to the statement of Ardita and Nugrohoseno (2023), showing that perceived organizational support increases work engagement. The support provided by the organization will make members work with enthusiasm and dedication. Of course, members need support from the organization as a appreciation. So that musyrif and musyrifah feel proud to be part of the organization from the Mahad Al Jamiah Center. Coo et al. (2021) stated that perceived organizational support have a significant relationship with employee work engagement. Musyrif and musyrifah who receive positive support from the organization will also positively impact the organization because they will show better performance with enthusiasm and dedication.



The Effect of Job Resources on Work Engagement Mediated by Perceived Organizational Support

Based on the results of the hypothesis testing, perceived organizational support cannot mediate job resources on work engagement. The results of this study are not in line with the research conducted by Ramdhani and Sawitri (2017); organizational support plays a role as a job resource. Perceived organizational support will enable employees to reduce stress and work demands and express themselves while working. The results of this study indicate that perceived organizational support does not play a role in job resources, especially for musyrif and musyrifah of the Mahad Al Jamiah Center. Musyrif and musyrifah experiences pressure and challenges that organizational support cannot entirely overcome. Their experiences strict demands due to the density of activities that must be carried out over a long period, which causes a lack of attachment to them when doing their work.

The conditions in the field align with Robbins and Judge (2018), that perceived organizational support is the level to which employees believe the organization values contributions and cares about employee welfare. Unless employee management does not support it, employees can see these tasks as unpleasant and show ineffective work results for the organization. This is in line with the conditions in the field, where musyrif and musyrifah experience pressure due to busy activity schedules and demands in fulfilling their obligations. When working, musyrif and musyrifah are often indifferent to others. As well as a lack of concern for each other and blaming each other.

The Influence of Workplace Spirituality on Work Engagement Mediated by Perceived Organizational Support

Based on the results of hypothesis testing, it is known that perceived organizational support can mediate the influence of workplace spirituality on work engagement. The findings in the field are in line with Bayuaji (2019), which states that spirituality and perceived organizational support have a significant effect on work engagement. Spirituality in the workplace encourages musyrif musyrifah to achieve meaningful work and allows individuals to demonstrate their abilities and get satisfaction in their work.

These findings indicate that perceived organizational support plays a role in determining workplace spirituality, especially in the musyrif and musyrifah of the Mahad Al Jamiah Center. The results of this study are in line with Vivek and Amrith (2017), which states that several factors influence the formation of work engagement, including perceived organizational support. Organizational support factors arise from the individual's external environment so that each individual will perceive the support given by the organization to the individual in carrying out their duties.



Conclusion

Job resources have no significant effect on work engagement. This indicates that increasing the resources of musyrif and musyrifah cannot increase the sense of work engagement in musyrif and musyrifah of the Mahad Al Jamiah Center. Workplace spirituality has a significant effect on work engagement. This means that workplace spirituality can maintain the level of individual work engagement. This encourages musyrif to achieve meaningful work, allows individuals to show their abilities, and maintains individual work engagement.

Perceived organizational support has a significant effect on work engagement. This shows that the support provided by the organization will make musyrif and musyrifah work with enthusiasm and dedication. So that musyrif and musyrifah feel proud to be part of the organization of the Mahad Al Jamiah Center. Perceived organizational support cannot mediate the effect of job resources on work engagement. This indicates that perceived organizational support as a mediator cannot increase the influence between job resources on the work engagement of musyrif and musyrifah of the Mahad Al Jamiah Center. This is because the demands and density of activities felt by musyrif and musyrifah cannot be entirely overcome by providing perceived organizational support.

Perceived organizational support can mediate the influence of workplace spirituality on work engagement. This shows that perceived organization can play a role in determining workplace spirituality. This will encourage Musyrif and Musyrifah to show their abilities and get satisfaction and enthusiasm for their work.

The results of this study can be a valuable reference for further research that discusses the influence of job resources, workplace spirituality, and perceived organizational support on work engagement. Further researchers can explore other variables, such as job satisfaction as a mediating variable influencing the relationship between job resources, workplace spirituality and work engagement. In addition, further researchers can also consider adding independent variables that can strengthen work engagement to provide a more comprehensive understanding of the factors that influence work engagement.

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