



Research Paper

The Influence of Organizational Support and Job Satisfaction on Employee Performance Through Work Engagement

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ABSTRACT

The purpose of this study is to examine the effect of organizational support and job satisfaction on employee performance, with work engagement serving as a mediating variable. The novelty of this study lies in exploring the combined influence of organizational support and job satisfaction on employee performance through work engagement. This research employed a quantitative approach using the SMART PLS instrument. Primary data were collected through questionnaires administered to Civil Servants (PNS) in the Riau Islands Provincial Government. The study determined a sample of 370 civil servants. The results indicated that all questionnaire items were valid and reliable, demonstrating that the constructs used in this study were appropriate for analysis. The findings of this research are expected to provide useful insights for understanding and improving employee performance. Specifically, the study offers information that can serve as a basis for consideration, support, and decision-making regarding employee performance, particularly in relation to organizational support, job satisfaction, and work engagement.

1. Introduction

Indonesian Civil Service employees act as planners, implementers, and supervisors of the implementation of general government tasks and national development through the implementation of professional public policies and services, free from political intervention and free from the practices of corruption, collusion, and nepotism. (Undang-undang Republik Indonesia, 2023). Given the diverse roles, duties, and functions of Indonesian Civil Service employees, it is necessary to manage employee performance assessments, as stipulated in the Regulation of the Minister of Administrative and Bureaucratic Reform (PERMEN PANRB) Number 6 of 2022. Employee performance assessments are conducted by determining Employee Performance Targets (SKP). These Employee Performance Target serve as performance expectations that employees must achieve annually. These SKPs are conducted through periodic performance evaluations and annual performance evaluations by performance appraisal officials or direct superiors. (Peraturan Menteri Republik Indonesia, 2022). Judging from the Law and Ministerial Regulations concerning Civil Servants (Indonesian Civil Service) and government bureaucracy, it can be said that employees within agencies must adhere to applicable norms in accordance with statutory regulations. Therefore, employees also require a leader within the organization who is capable of implementing the organization's vision and mission in accordance with applicable regulations. Because the role of a leader in an organization is crucial to the success of the government. Therefore, a leader with a transformational leadership style is considered necessary to direct and control employee work activities so that employees have the competence and qualifications they can rely on to face changes in a dynamic, complex, and competitive environment.

In addition to the need for a leader within the organization, employees also require organizational support. This support can include career development and involvement in various work activities related to their competencies and qualifications. This organizational support will undoubtedly foster employee job satisfaction. Employee job satisfaction positively influences work engagement, which in turn enhances employee performance and productivity. (Wang, 2024). However, in practice, based on observations conducted by researchers, some employees are still unfamiliar with these technological changes, which ultimately results in their performance being perceived as suboptimal. This is because the government system has been geared to keep up with technological developments in the hope of reducing bureaucracy and becoming more effective and efficient.

With quite rapid changes in the field of technology in particular, employees are required to be able to adapt to mastering technology (Yan et al., 2021). Mastering this technology also requires organizational support

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that provides adequate facilities and infrastructure. Due to budgetary constraints, not all agencies are able to provide adequate facilities and infrastructure to support employee work activities. (Nguyen & Ha, 2023). Lack of organizational support for employees will lead to low employee engagement. This low employee engagement will trigger employees' intentions to move from their current agency to another. (Senjaya & Anindita, 2020). The various phenomena mentioned above will impact low or declining employee performance. Furthermore, some employees still feel they receive insufficient support from the organization in their career advancement and minimal involvement in organizational activities carried out by their leaders. This, in turn, leads to employee dissatisfaction with their work and low employee engagement, leading to a decline in employee performance that is deemed inconsistent with the SKP.

This study offers two primary contributions to the existing literature. First, the present research develops and tests an integrated analytical model that differs from prior studies. Specifically, this study examines the simultaneous effects of organizational support and job satisfaction on employee performance through work engagement as a mediating mechanism. Although previous research has explored the direct relationships among these variables, limited empirical studies have incorporated all constructs within a single comprehensive model to explain the motivational pathway linking organizational factors to performance outcomes. By positioning work engagement as a central psychological mechanism, this study advances understanding of how organizational resources translate into improved employee performance. Second, this research contributes to the literature by focusing on the context of local government institutions, which remains underexplored in organizational behavior and human resource management research. Much of the existing empirical evidence has been derived from private sector or corporate settings. By examining these relationships within public sector institutions, this study extends the applicability of established theoretical frameworks, such as social exchange theory and the Job Demands–Resources (JD–R) model, to a governmental context. Practically, the findings of this study are expected to provide evidence-based insights for policymakers and public sector managers. Understanding the roles of organizational support, job satisfaction, and work engagement in shaping employee performance can assist decision makers in designing more effective human resource strategies. Strengthening these organizational factors may enhance employee productivity, thereby contributing to a more efficient and effective government system.

2. Hypothesis Development

2.1. Organizational Support and Work Engagement

Perceived organizational support (POS) refers to employees' general belief that their organization values their contributions and cares about their well-being. Drawing on social exchange theory, employees who perceive higher levels of organizational support are more likely to reciprocate through positive attitudes and behaviors, including stronger work engagement. Empirical evidence suggests that greater organizational support is associated with higher levels of employee engagement (Piotrowski et al., 2021). In addition, organizational support has been positively linked to innovative behavior, which is often facilitated by heightened work engagement (Zhou et al., 2023). When employees perceive that their organization provides adequate resources, recognition, and emotional support, they are more likely to exhibit vigor, dedication, and absorption in their work roles. Therefore, organizational support can be conceptualized as an important antecedent of work engagement.

Hypothesis 1: Organizational support positively influences work engagement.

2.2. Job Satisfaction and Work Engagement

Job satisfaction reflects an employee's overall affective evaluation of their job experiences. Satisfied employees tend to experience more positive emotions at work, which may enhance their psychological attachment and involvement in their tasks. Empirical findings demonstrate that job satisfaction significantly predicts work engagement (Guglielmi et al., 2016). Theoretically, when employees are satisfied with aspects such as compensation, supervision, work environment, and career opportunities, they are more likely to invest greater energy and enthusiasm into their work. Thus, job satisfaction serves as a motivational resource that fosters stronger engagement.

Hypothesis 2: Job satisfaction positively influences work engagement.

2.3. Organizational Support and Employee Performance

Organizational support has been consistently identified as a critical determinant of employee performance. From a social exchange perspective, employees who perceive high organizational support feel obligated to reciprocate through improved task performance and discretionary effort. Recent research indicates that perceived

organizational support influences job performance, with workplace loneliness acting as a potential mediating mechanism (Tian et al., 2023). Furthermore, empirical evidence demonstrates a positive relationship between organizational support and task performance (Chu et al., 2023). When employees believe that their organization values their contributions and cares about their well-being, they are more motivated to achieve organizational goals and maintain high performance standards.

Hypothesis 3: Organizational support positively influences employee performance.

2.4. Job Satisfaction and Employee Performance

Job satisfaction has long been recognized as a predictor of employee performance. Employees who are satisfied with their jobs are more likely to demonstrate higher levels of productivity, commitment, and effectiveness. Empirical findings indicate that job satisfaction significantly predicts employee performance (Riyadi, 2019). Satisfied employees tend to exhibit greater motivation, persistence, and willingness to exert additional effort, all of which contribute to improved performance outcomes. Consequently, job satisfaction can be viewed as a key attitudinal antecedent of employee performance.

Hypothesis 4: Job satisfaction positively influences employee performance.

2.5. Work Engagement and Employee Performance

Work engagement is commonly defined as a positive, fulfilling, work-related psychological state characterized by vigor, dedication, and absorption (Landells & Albrecht, 2019). Engaged employees invest substantial cognitive, emotional, and physical energy in their work roles, which enhances their effectiveness and performance. Previous studies have established that work engagement is a significant predictor of employee performance (Jiao et al., 2022; Jiatong et al., 2022). Employees who are highly engaged tend to be more proactive, persistent, and focused on achieving high-quality outcomes, thereby improving both individual and organizational performance.

Hypothesis 5: Work engagement positively influences employee performance.

2.6. Work Engagement as a Mediator Between Organizational Support and Employee Performance

Work engagement has increasingly been conceptualized as a psychological mechanism through which organizational resources translate into positive performance outcomes. Drawing upon social exchange theory and the Job Demands–Resources (JD–R) model, perceived organizational support can be understood as a critical job resource that fosters motivational processes. When employees perceive that their organization values their contributions and cares about their well-being, they are more likely to reciprocate with higher levels of engagement, which subsequently enhances performance. Empirical research supports the mediating role of engagement in linking organizational factors to work outcomes. For instance, prior studies demonstrate that engagement mediates the relationship between job demands and well-being (Wang, 2023), highlighting its function as a central motivational mechanism. More specifically, Ariarni and Afrianty (2017) found that employee engagement fully mediated the relationship between perceived organizational support and employee performance. Similarly, Rusmita et al. (2022) reported that higher perceived organizational support significantly increased employee engagement, which in turn improved employee performance. These findings suggest that organizational support does not merely exert a direct influence on performance but also operates indirectly by strengthening employees' vigor, dedication, and absorption in their work. Therefore, work engagement can be conceptualized as a key mediating variable that explains how organizational support translates into enhanced employee performance.

Hypothesis 6: Work engagement mediates the relationship between organizational support and employee performance.

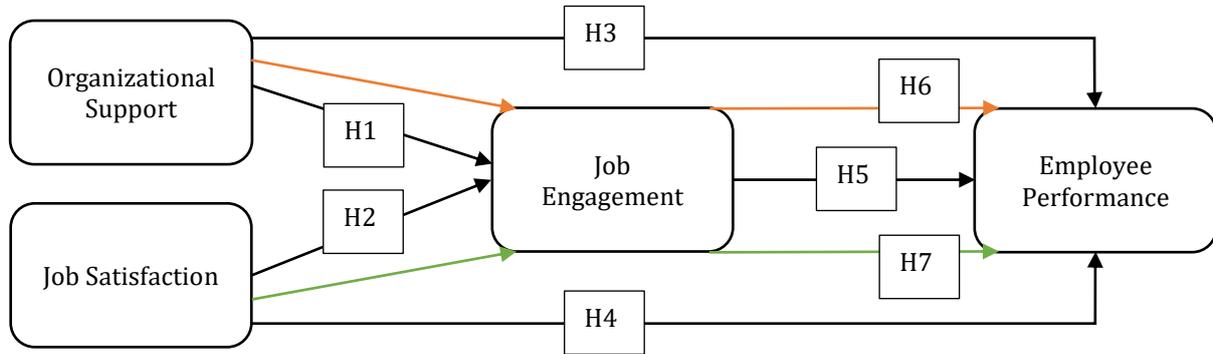
2.7. Work Engagement as a Mediator Between Job Satisfaction and Employee Performance

Within the framework of the Job Demands–Resources (JD–R) model, job satisfaction represents a positive evaluative outcome arising from motivational processes triggered by job resources. These motivational processes often operate through work engagement, which is defined as a positive, fulfilling, work-related psychological state characterized by vigor, dedication, and absorption. Although empirical evidence consistently supports the positive association between job satisfaction and engagement, much of the existing research is cross-sectional (Guglielmi et al., 2016). Nevertheless, studies have demonstrated moderate to strong correlations between job satisfaction and engagement across both cross-sectional and longitudinal designs. Furthermore, job satisfaction has been found to positively influence employee engagement, which subsequently enhances

employee performance (Ismail et al., 2018). Satisfied employees tend to experience positive affective states that encourage greater psychological investment in their work roles. This heightened engagement fosters creativity, proactive behavior, and persistence in task completion, ultimately leading to improved performance outcomes (Syahmirza & Prawitowati, 2022). Thus, engagement may function as a psychological pathway through which job satisfaction translates into superior employee performance.

Hypothesis 7: Work engagement mediates the relationship between job satisfaction and employee performance.

Figure 1. Conceptual Framework



3. Methods

This research is a quantitative study that aims to explain the effect of the independent variable (X) on the dependent variable (Y). The object of this research is government agencies in the Riau Islands Province. The population in this study is all civil servants (Indonesian Civil Service) of the Riau Islands Provincial Government, totaling 4,828 individuals. The sampling technique used in this study is probability sampling, where each element in the population has an equal chance of being selected. One such sampling technique is the Slovin Formula (Mohammed et al., 2022). Therefore, the minimum sample size from the Slovin Formula calculation above is 369.39556, rounded up to 370 people to meet the minimum sample size.

$$n = \frac{N}{1 + N(e)^2}$$

Explanation

- n : Number of Respondents
- N : Population Size
- e : Error Rate (e=5%)

$$n = \frac{4.828}{1 + 4.828(0.05)^2} = 369,39556$$

The data sources used in this study are primary and secondary data obtained from questionnaires, interviews, observations, and research data. The research model uses SEM (Structural Equation Model) analysis which is operated using Smart PLS Version 3. The questionnaire measurement uses a Likert scale with 5 points, namely: Strongly Agree with a value of 5, Agree with a value of 4, Undecided with a value of 3, Disagree with a value of 2, and Strongly Disagree with a value of 1.

Table 1. Operation definition and items

Variable & definition	Indicator
Organizational Support: Organizational support is defined as the respect and caring employees feel from their organization or institution (Zhou et al., 2023).	1. Leadership Support 2. Colleague Support 3. Fair Organizational Policies (Wang, 2024)
Job Satisfaction: Job satisfaction is the degree to which employees are satisfied with their jobs and their work environment. This includes various aspects such as working conditions, relationships with coworkers and superiors, remuneration, career development opportunities, and work-life balance (Nguyen & Ha, 2023b)	1. Job Factors 2. Promotion 3. Supervision (Nguyen & Ha, 2023b)
Employee Engagement: Employee engagement is an emotional attachment to work and the organization, motivated and able to contribute to the success of a series of tangible benefits for the organization and the individual (Meswantri & Awaludin, 2018).	Enthusiasm Dedication Absorption (Meswantri & Awaludin, 2018)
Employee Performance: Performance can also be defined as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost, and speed (Maria, 2019).	1. Quality 2. Quantity 3. Effectiveness 4. Supervision 5. Interpersonal Relationships (Gomar Sinaga et al., 2018)

4. Analysis

4.1. Respondent Characteristics

This study collected data from 370 respondents who were Civil Servants employed by the Riau Islands Provincial Government. Of the total respondents, 171 were male (46%) and 199 were female (54%). Regarding age distribution, 22 respondents (6%) were between 17 and 27 years old, 236 respondents (64%) were between 28 and 43 years old, and 112 respondents (30%) were between 44 and 59 years old. In terms of educational background, 12 respondents (3%) had completed senior high school, 21 respondents (6%) held a Diploma III (D-III), 253 respondents (68%) held a Diploma IV or Bachelor's degree (D-IV/S-1), 80 respondents (22%) held a Master's degree (S-2), and 4 respondents (1%) held a Doctoral degree (S-3). With respect to tenure, 41 respondents (11%) had worked for 1-5 years, 92 respondents (25%) for 6-10 years, 111 respondents (30%) for 11-15 years, and 126 respondents (34%) for more than 15 years. A detailed summary of the respondents' demographic characteristics is presented in Table 2.

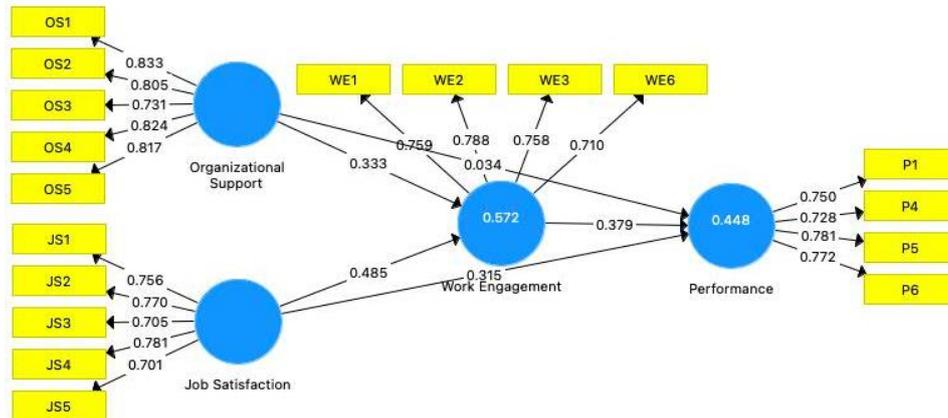
Table 2. Respondent Demographic Data

Individual Characteristics	Category	Total	Percentage
Gender	Male	196	53%
	Female	174	47%
Age	17-27	22	6%
	28-43	236	64%
	44-59	112	30%
Education	High School	12	3%
	Diploma-III	21	6%
	Diploma-IV/Bachelor Degree		
	Master Degree	253	68%
	Doctoral Degree	80	22%
Work Period		4	1%
	1-5 Years	41	11%
	6-10 Years	92	25%
	11-15 Years	111	30%
	>15 Years	126	34%

4.2. Measurement Model Results

Figure 3 presents the results of the measurement model, illustrating the relationships among Organizational Support, Job Satisfaction, Work Engagement, and Employee Performance. As shown, all indicator items exhibit factor loadings greater than 0.7, which meets the commonly accepted threshold for construct validity (Njaramba, 2024). This indicates that all questionnaire items reliably represent their respective latent constructs. The factor loadings for Organizational Support (OS1–OS5) range from 0.731 to 0.833, while those for Job Satisfaction (JS1–JS5) range from 0.701 to 0.770. For Work Engagement (WE1–WE6), loadings range from 0.710 to 0.788, and Performance (P1, P4–P6) loadings range from 0.728 to 0.781. These results confirm the convergent validity of all constructs included in the study.

Figure 2. Outer loading evaluation



4.3. Validity Test

Validity testing can be seen from the Average Variance Extracted (AVE) value. If the AVE value is ≥ 0.5 , then a construct is considered valid (Chan et al., 2023). The test results in this study indicate that the indicator items are valid because they meet the requirements. This can be seen in Table 3 below.

Table 3. AVE Test Results

	Average Variance Extracted (AVE)
Job Satisfaction	0,552
Organizational Support	0,645
Employee Performance	0,575
Work Engagement	0,569

4.4. Reliability Test

Following the validity assessment, a reliability analysis was performed by examining the Cronbach's Alpha values for each construct. According to Hair et al. (2017), a construct is considered reliable if the Cronbach's Alpha value exceeds 0.7. The results of the reliability analysis are presented in Table 4, demonstrating that all constructs in this study meet the acceptable reliability threshold.

Table 4. Cronbach's Alpha Test Results

	Cronbach's Alpha	Composite Reliability
Job Satisfaction	0,797	0,860
Organizational Support	0,862	0,900
Employee Performance	0,753	0,844
Work Engagement	0,748	0,841

4.5. Coefficient of Determination (R²) Test

The coefficient of determination (R²) indicates the extent to which the independent variables explain the variation in the dependent variable. In this study, Performance accounted for 0.443 (44.3%) of the variation, while Work Engagement accounted for 0.570 (57%), demonstrating a substantial contribution of these variables. The detailed results are presented in Table 5 below.

Table 5. Coefficient of Determination

	R Square	R Square Adjusted
Employee Performance	0,448	0,443
Work Engagement	0,572	0,570

4.6. Direct Effect Hypothesis Testing

The results of the two-tailed t-test from each bootstrap test yielded values exceeding 1.96, with P values <0.05 (Din et al., 2024). This indicates that the data are significantly higher than the threshold and demonstrate a high and strong level of significance. However, in this study, one hypothesis was not significantly affected because it did not meet the threshold (0.693). This can be seen in Table 6 below.

Table 6. Hypothesis Testing

	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Employee Performance	0,314	0,080	3,916	0,000
Job Satisfaction -> Work Engagement	0,484	0,057	8,558	0,000
Organizational Support -> Employee Performance	0,036	0,086	0,395	0,693
Organizational Support -> Work Engagement	0,336	0,068	4,883	0,000
Work Engagement -> Employee Performance	0,382	0,084	4,504	0,000

The Job Satisfaction variable has a significant effect on Performance. This can be seen from the P-value of 0.000 and the T-statistic of 3.916. This means that Job Satisfaction of Civil Servants in the Riau Islands Provincial Government can improve performance. This is in line with research conducted by (Riyadi, 2019). The Job Satisfaction variable has a significant effect on Work Engagement. This is evident from the P-value of 0.000 and the T-statistic of 8.558. This means that Job Satisfaction of Civil Servants in the Riau Islands Provincial Government can improve Work Engagement. This is in line with research conducted by (Guglielmi et al., 2016). The Organizational Support variable has no significant effect on performance. This is evident from the P-value of 0.693 and the T-statistic of 0.395. Both values do not meet the specified threshold. This indicates that organizational support does not have a statistically significant direct effect on civil servant performance. This is in line with research conducted by (Chu et al., 2023). The Organizational Support variable has a significant effect on work engagement. This is evident from the P-value of 0.000 and the T-statistic of 4.883. This indicates that organizational support among civil servants in the Riau Islands Provincial Government is able to increase work engagement. This is in line with research conducted by (Zhou et al., 2023). The Work Engagement variable has a significant effect on performance. This is evident from the P-value of 0.000 and the T-statistic of 4.504. This indicates that work engagement is able to improve the performance of civil servants in the Riau Islands Provincial Government. This is in line with research conducted by (Jiatong et al., 2022).

4.7. Indirect Effect Hypothesis Testing

The results of the one-tailed t-test from each bootstrap test yielded a T-statistic value exceeding 1.64 and a P-value <0.05 (Hair et al., 2017). The indirect effect can be seen from the comparison between the T-statistic value and the T-table value, as well as the P-value with a 95% confidence level (alpha 5%). Referring to the Smart PLS data processing results in the Specific Indirect Effects table, the indirect effects can be seen in Table 7 below.

Table 7. Specific Indirect Effects

	T Statistics (O/STDEV)	P Values
Job Satisfaction -> Work Engagement -> Employee Performance	3,691	0,000
Organizational Support -> Work Engagement -> Employee Performance	3,387	0,001

Work Engagement mediates the effect of Job Satisfaction on Performance. Statistical analysis shows of 0.000 (P-value < 0.05) and the T-statistic of 3.691 (T-statistic \geq 1.64). This means that Work Engagement can strengthen the influence of Job Satisfaction and improve the performance of Civil Servants in the Riau Islands Provincial Government. Work Engagement mediates the effect of Organizational Support on Performance. Based on the P-value and T-statistic of 0.002 (P-value < 0.05) and the T-statistic of 3.387 (T-statistic \geq 1.64). This indicates that Work Engagement can strengthen the influence of Organizational Support and improve the Performance of Civil Servants in the Riau Islands Provincial Government.

5. Discussion

The findings of this study provide important insights into the relationships among job satisfaction, organizational support, work engagement, and employee performance among civil servants in the Riau Islands Provincial Government. Firstly, job satisfaction was found to have a positive effect on employee performance. Specifically, civil servants who experience higher levels of satisfaction tend to perform better in their roles. This result is in line with Riyadi (2019), who highlighted that satisfied employees are more motivated, committed, and responsible, ultimately enhancing performance. Moreover, job satisfaction also positively influences work engagement. Employees who are satisfied with their jobs are more likely to be engaged, demonstrating enthusiasm, dedication, and focus in their work. This finding is consistent with Guglielmi et al. (2016), who emphasized that satisfied employees are more committed and psychologically invested in their roles.

In contrast, the study found that organizational support does not have a direct effect on employee performance. This suggests that, while support from the organization is important, it may not directly translate into improved performance without other mediating factors. Similarly, Chu et al. (2023) observed that the impact of organizational support on performance may operate indirectly, for example, through work engagement or motivation. Nevertheless, despite its lack of direct effect on performance, organizational support significantly enhances work engagement. Civil servants who perceive strong support from the organization and supervisors are more engaged in their work. This is consistent with Zhou et al. (2023), indicating that a supportive work environment fosters employees' psychological investment and commitment. Consequently, work engagement plays a crucial role in improving employee performance. Engaged employees are more productive, focused, and committed to achieving organizational objectives. This finding supports Jiatong et al. (2022), who highlighted engagement as a key mechanism linking job resources and performance outcomes.

Overall, the results suggest that job satisfaction and organizational support can enhance performance indirectly through work engagement. Although organizational support alone may not directly boost performance, it strengthens engagement, which in turn drives performance. Therefore, these findings highlight the importance of both intrinsic factors, such as job satisfaction, and extrinsic factors, such as organizational support, in developing a committed and high-performing civil service workforce.

5. Conclusion

The study concluded that Job Satisfaction significantly influences both employee performance and work engagement, while Organizational Support significantly affects work engagement. Additionally, Work Engagement was found to significantly enhance employee performance. However, some variables did not show a significant direct effect, notably Organizational Support, which had no significant direct impact on civil servant performance in the Riau Islands Provincial Government. Furthermore, the study revealed that Work Engagement acts as a mediating variable, transmitting the effects of Job Satisfaction and Organizational Support to employee performance. This highlights the critical role of engagement in translating job-related and organizational factors into improved performance outcomes.

Despite these contributions, the study has several limitations that should be addressed in future research. First, the data were limited to civil servants within the Riau Islands Provincial Government, which may affect the generalizability of the findings. Second, the exclusive use of a quantitative approach means that qualitative insights, which could provide a deeper understanding of employee perceptions and experiences, were not fully captured. Based on these limitations, future research should consider expanding the sample to include a broader

population of civil servants. In addition, employing a mixed-methods approach that combines quantitative and qualitative techniques could provide a more comprehensive understanding of the factors influencing performance and engagement.

This study also offers several practical and academic implications. Practically, the findings can guide the Riau Islands Provincial Government in designing policies and programs that enhance employee satisfaction, engagement, and performance. Academically, the research contributes to the literature on civil servant performance, particularly within the context of regional government, and underscores the importance of considering both direct and indirect influences on employee outcomes.

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