

The Effect of Organizational Support on Employee Engagement, Job Satisfaction, And Employee Performance at The Youth and Sports Agency in East Kutai Regency

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ABSTRACT : This study aims to analyse the effect of organisational support on employee engagement and job satisfaction, as well as its impact on employee performance at the Youth and Sports Office of Kutai Timur Regency. The method employed is quantitative, utilising the Structural Equation Modelling-Partial Least Squares (SEM-PLS) approach. The research population comprises all employees at the agency, with proportional sampling techniques applied. Data were collected via questionnaires and analysed using SEM-PLS to examine the relationships between variables. The results indicate that organisational support has a positive and significant influence on employee engagement and job satisfaction. Employee engagement and job satisfaction also contribute positively and significantly to employee performance. Moreover, organisational support directly affects improvements in employee performance. These findings underscore the importance of organisational support in fostering a conducive working environment, thereby enhancing engagement and job satisfaction, which in turn leads to improved performance. This study recommends strengthening organisational support policies, such as enhancing workplace facilities, reward systems, and career development programmes, to optimally support employee performance.

KEYWORDS: *organisational support, employee engagement, job satisfaction, employee performance, SEM-PLS*

I. INTRODUCTION

Many employees experience difficulties in completing tasks efficiently due to a lack of organizational support, limited resources, and poor coordination among employees. Delays in the completion of youth and sports programs remain a major challenge, impacting the Youth and Sports Agency's ability to meet its targets. Some employees also lack work motivation, leading to a decline in productivity and the effectiveness of public services provided. Employee performance can be measured by how well the tasks and responsibilities assigned are completed in accordance with established standards. This performance is not only evaluated from a quantitative perspective, such as the number of tasks completed within a certain timeframe, but also from a qualitative perspective, such as the level of public satisfaction with the services provided (De Lange & Christensen, 2024). Employee performance is also influenced by the level of initiative and creativity in their work. Employees who are highly engaged in their work will be more innovative and active in finding solutions to the problems they face. However, there are still many employees who only work according to instructions without making any effort to improve or develop their work methods. The lack of appreciation for creativity and innovation is one of the factors that causes low employee initiative in improving their work performance (Kandemir, 2024).

Job satisfaction is an important aspect of the workplace that reflects employees' emotional satisfaction and positive attitudes toward various aspects of their work, such as working conditions, compensation, relationships with colleagues, and career development opportunities. Job satisfaction not only impacts individual well-being but also has a strong correlation with productivity, commitment to Youth and Sports, and employee retention (Judge et al., 2023). In the context of the Youth and Sports Office of Kutai Timur Regency, high job satisfaction levels will contribute to improved employee performance, ultimately supporting the effectiveness of youth and sports program implementation in the region.

Organizational support is a crucial element that can enhance motivation, engagement, and job satisfaction among employees. Organizational support encompasses various aspects, such as providing adequate work facilities, a transparent reward system, and policies that support employee well-being. Employees who feel they receive sufficient support from the Youth and Sports Office will have higher levels of loyalty and dedication in performing their duties (Yamuna & Phillips, 2024).

Furthermore, these three variables not only influence individual productivity but also create a harmonious and sustainable work environment. The Youth and Sports Office of East Kutai Regency needs to ensure that every employee receives adequate support in the form of facilities, rewards, and work welfare. This will create a more productive work environment and support the improvement of employee performance as a whole.

II. METHOD

Research Design

This study aims to analyze the influence of organizational support, employee engagement, and job satisfaction on employee performance at the Youth and Sports Agency. The relationship between these variables is designed considering that organizational support influences employee performance directly and indirectly through employee engagement and job satisfaction as mediators. More specifically, this relationship is designed with three main paths: (1) organizational support influences employee engagement and employee performance, (2) organizational support influences job satisfaction, which impacts employee performance, and (3) employee engagement and job satisfaction directly influence employee performance. This study uses a quantitative approach to test these relationships.

Population and Sample

The census method is a data collection technique in which all members of the population are included in the study. In other words, there is no sampling process, so all elements of the population are part of the data collection. This method is usually used when the population is small or when highly accurate data is required. According to Cochran (2013), a census is a research method that involves all members of the population to ensure that no information is overlooked. Sugiyono (2019) adds that the census method produces very comprehensive data because it covers all members of the population without exception.

The population size will be calculated based on data on active employees during a specific period registered with the Youth and Sports Agency, and if possible, the data will include demographic variables such as age, gender, position, and length of service to enrich the research analysis. This study will focus on all civil servants working at the Youth and Sports Office, with a population of 160 people.

Data collection in this study used saturated sampling technique. Sugiyono (2017) explains that saturated sampling is a technique for determining a sample when all members of the population are used as samples. This technique is typically used when the population size is relatively small or when the researcher aims to capture all possible variations in characteristics within the population.

The population of this study was all Ombudsman Employees at the Representative Office. The total number of Ombudsman Employees was 48, and all of them became respondents in this study. The Ombudsman Employees selected were those whose main task was to assist the Ombudsman in supervising the implementation of public services.

Data Collection Techniques

The data in this study were collected through questionnaires distributed to respondents online. Questionnaires were the main technique used in this study. This tool was designed to measure employees' perceptions of the research variables, namely organizational support, employee engagement, job satisfaction, and employee performance. Responses to the questionnaire questions used a Likert scale with scores ranging from 1 to 5 (strongly disagree, disagree, neutral, agree, and strongly agree).

Data Analysis Techniques

This study uses the Partial Least Square (PLS) method to analyze data. PLS is a predictive approach in variance-based structural equation modeling (SEM). This technique is used to estimate regression models with highly correlated independent variables or a larger number of predictors than cases. PLS combines the concepts of Principal Component Analysis and multiple regression, making it effective in analyzing the influence between latent variables, both with reflective and formative indicators (Sarwono, 2013).

Validity Test

In evaluating the convergent validity of individual item reliability tests, this can be seen from the standard factor loadings. Correlations can be considered valid if the factor loadings have a value > 0.5 (Jogiyanto & Abdillah, 2015).

Discriminant validity is evaluated based on cross-measure loadings with the construct. The method used to evaluate discriminant validity is by comparing the AVE root for each construct with the correlation between other constructs and the model.

AVE (Average Variance Extracted) is the average percentage of variance in scores extracted from a set of latent variables estimated through standard indicator loadings in the iterative algorithm process in PLS.

III. RESULTS AND DISCUSSION

Respondent Demographics

Respondent data was obtained from the Youth and Sports Agency (Dispora). A total of 160 respondents out of 160 respondents who were sampled were willing to fill out and return the questionnaire. The characteristics or demographics of the respondents sampled in this study are as follows:

Table 1. Respondent Characteristics

Kategori	Frekuensi	Persentase (%)
Jenis Kelamin		
Laki-laki	77	48,125
Perempuan	83	51,875
Usia		
< 25 tahun	19	11,875
25-35 tahun	37	23,125
36-45 tahun	88	55
> 46 tahun	16	10
Pendidikan Terakhir		
SMA/Sederajat	60	37,5
D3	21	13,125
S1	53	33,125
S2	26	16,25
Lama Bekerja		
< 5 tahun	54	33,75
5-10 tahun	27	16,875
11-15 tahun	53	33,125
> 15 tahun	26	16,25
Bidang		
Kesekretariatan	34	21,25
Bidang Pembudayaan Olahraga	22	13,75
Bidang Peningkatan Prestasi Olahraga	28	17,5
Bidang Sarana Prasarana dan Kemitraan	24	15
Bidang Layanan Kepemudaan	25	15,625
UPT Sarana dan Prasarana Olahraga	27	16,875
Setatus Kepegawaian		
Status ASN - Ya	160	100
Status PNS - Tidak	0	

The demographic description of civil servants (ASN) in the Youth and Sports Office of East Kutai Regency shows diversity in terms of gender, age, education, length of service, and field of work. The dominance of employees in their productive years, varying levels of education, and the presence of employees with extensive experience indicate that this department possesses a potential human resource pool to support public services. The heterogeneous composition of employees enables intergenerational synergy and the utilization of specific competencies to support the department's core tasks and functions. Through this mapping, it is hoped that human resource management can be more targeted, thereby enabling the department's performance to continue improving.

Descriptive Analysis

Descriptive analysis is a measurement tool for respondents' responses to research variables, including Person Job Fit, Work-Life Balance, Job Involvement, and Employee Performance.

Table 2. Average Respondent Response

Variabel	Mean	SD
Kinerja Pegawai	3.63	0.68
Kepuasan Kerja	3.99	0.68
Keterlibatan Pegawai	3.82	0.62
Dukungan Organisasi	3.65	0.60

Job satisfaction is the variable with the highest average response (3.99). This shows that, in general, employees feel comfortable, valued, and have clear prospects for development in the institutions where they work. This level of satisfaction has a major influence on work commitment, loyalty, and employee performance.

SEM-PLS Measurement Model Evaluation Analysis

The evaluation of the outer model in Structural Equation Modeling - Partial Least Squares (SEM-PLS) analysis aims to ensure the validity and reliability of the research construct. This outer model aims to measure how well the indicators reflect the latent variables being measured. In this model, there are four main variables: Employee Performance (Y3), Job Satisfaction (Y2), Employee Engagement (Y1), and Organizational Support (X1). Validity and reliability are evaluated using several key criteria, including Outer Loading, Composite Reliability (rho_a), Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability (rho_c). Each variable is evaluated in detail to ensure that all indicators make a significant contribution to measuring the latent variables.

Table 3. Measurement Model Evaluation

No	Pernyataan	Ind	Outer Loading	Composite Reliability (rho_a)	(AVE)	Cronbach's alpha	Composite reliability (rho_c)
Kinerja Pegawai (Y3)							
1	Dapat menyelesaikan tugas tepat waktu sesuai dengan target yang diberikan.	Y3.1	0,810	0,883	0,678	0,881	0,913
2	Hasil pekerjaan memenuhi standar kualitas yang ditentukan.	Y3.2	0,821				
3	Mencapai target yang ditetapkan oleh organisasi.	Y3.3	0,828				
4	Mengusulkan ide kreatif untuk meningkatkan kualitas pekerjaan.	Y4.4	0,821				
5	Mampu beradaptasi dengan perubahan dalam proses kerja atau kebijakan baru.	Y5.5	0,837				
Kepuasan Kerja (Y2)							
1	Kompensasi yang saya terima sesuai dengan kontribusi saya.	Y2.1	0,896	0,802	0,609	0,788	0,861
2	Memiliki hubungan kerja yang harmonis dengan rekan kerja.	Y2.2	0,889				
3	Upaya kerja dihargai dan diakui oleh pimpinan.	Y2.3	0,877				
4	Mendapatkan peluang untuk mengembangkan karir di tempat kerja ini.	Y2.4	0,857				
Keterlibatan Pegawai (Y1)							

No	Pernyataan	Ind	Outer Loading	Composite Reliability (rho_a)	(AVE)	Cronbach's alpha	Composite reliability (rho_c)
1	Memiliki energi yang cukup untuk menyelesaikan pekerjaan saya.	Y1.1	0,85	0,916	0,733	0,877	0,916
2	Sangat berdedikasi terhadap pekerjaan yang saya lakukan.	Y1.2	0,873				
3	Terlibat dalam pekerjaan sehari-hari.	Y1.3	0,87				
4	Dilibatkan dalam proses pengambilan keputusan terkait pekerjaan.	Y1.4	0,843				
Dukungan Organisasi (X1)							
1	Organisasi memberikan penghargaan atas kontribusi yang saya lakukan.	X1	0,798	0,79	0,611	0,788	0,79
2	Organisasi menyediakan fasilitas kerja yang memadai untuk mendukung produktivitas.	X2	0,82				
3	Organisasi menunjukkan perhatian terhadap kesejahteraan saya.	X3	0,848				
4	Organisasi menerapkan kebijakan yang adil bagi seluruh pegawai.	X4	0,819				

All outer loading values on this indicator show good results, above the minimum threshold of 0.7, which means that all indicators are valid in representing the construct. The highest outer loading value is on indicator Y3.5 (adapting to change) at 0.837, while the lowest value is on indicator Y3.1 (completing tasks on time) at 0.810.

The Composite Reliability (rho_a) value for this variable is 0.883, indicating a high level of internal reliability. This value indicates that the indicators in the Employee Performance construct are consistent in measuring the same aspect. Cronbach's Alpha of 0.881 shows that this construct has excellent internal stability and is reliable in research. Furthermore, the Composite Reliability value (rho_c) of 0.913 further strengthens the conclusion that this variable is reliable overall. Rho_c assesses construct reliability more accurately by considering the contribution of each indicator. A value exceeding 0.9 indicates that construct Y3 has very strong reliability and can be used for further structural model testing. In terms of convergent validity, the Average Variance Extracted (AVE) value of 0.678 indicates that more than 67% of the variance of all indicators can be explained by the Employee Performance latent construct. Thus, this model meets the criteria for excellent convergent validity. An AVE above 0.5 indicates that the indicators used consistently and accurately measure the same variable. The Employee Performance variable (Y3) demonstrates excellent construct validity and reliability. All indicators have significant contributions, as indicated by high outer loadings. The CR, Alpha, and AVE values exceeding the threshold further reinforce that this construct can be confidently used in analyzing the influence between variables in SEM-PLS.

The Job Satisfaction Variable (Y2) consists of four indicators reflecting employees' perceptions of compensation, workplace harmony, recognition from superiors, and career development opportunities. All outer loadings of the indicators range from 0.857 to 0.896, with the highest value found in Y2.1 (compensation commensurate with contribution), indicating the importance of compensation in creating job satisfaction. The lowest value is found in Y2.4 (career development) at 0.857, which is still in the very good category.

The Composite Reliability (rho_a) value for this variable reaches 0.905, indicating that the Job Satisfaction construct has high internal consistency in measuring relevant aspects. This shows that all indicators are highly correlated and together form a complete construct. The Cronbach's Alpha value of 0.903 supports the conclusion that this construct is stable and reliable. An Alpha above 0.9 indicates that if the measurement is repeated, the results obtained will remain consistent. This is very important in ensuring the reliability of the measurement instrument in quantitative research.

The Composite Reliability (ρ_c) value of 0.932 indicates very high reliability in this model. This means that the Job Satisfaction variable can be used as a stable and reliable construct in further testing. This value reinforces the reliability of the indicators in constructing the construct as a whole. The AVE value of 0.775 indicates that 77.5% of the variance in the Y2 indicators can be explained by the Job Satisfaction construct. This is a very high value, indicating that the indicators used truly reflect the construct being measured. Thus, the convergent validity of this variable has been very well fulfilled.

The Employee Engagement variable (Y1) reflects employees' active participation in work, measured through four indicators: work energy, dedication to work, involvement in daily tasks, and involvement in decision-making. All outer loadings are in the range of 0.843 to 0.873, with the highest value on indicator Y1.2 (dedication to work) and the lowest value on indicator Y1.4 (involvement in decision-making). The Composite Reliability (ρ_a) value for this construct is 0.884, confirming that the Y1 indicators have very high internal consistency. This indicates that each indicator uniformly measures aspects of work engagement and has a high correlation with one another.

A Cronbach's Alpha value of 0.883 reinforces the reliability of this construct in the context of psychometric measurement. With this alpha value, it can be concluded that the instrument used is not only reliable but also stable when used in different measurement contexts. The Composite Reliability (ρ_c) value of 0.919 indicates that the indicators within the Employee Engagement variable make a very strong contribution to the overall construct. This means that the instrument is not only valid but also has high predictive power in explaining endogenous variables. The AVE value of 0.738 confirms that more than 73% of the variance of each indicator can be explained by the latent construct. This value indicates that the indicators used to measure work engagement are highly representative and have optimally met convergent validity.

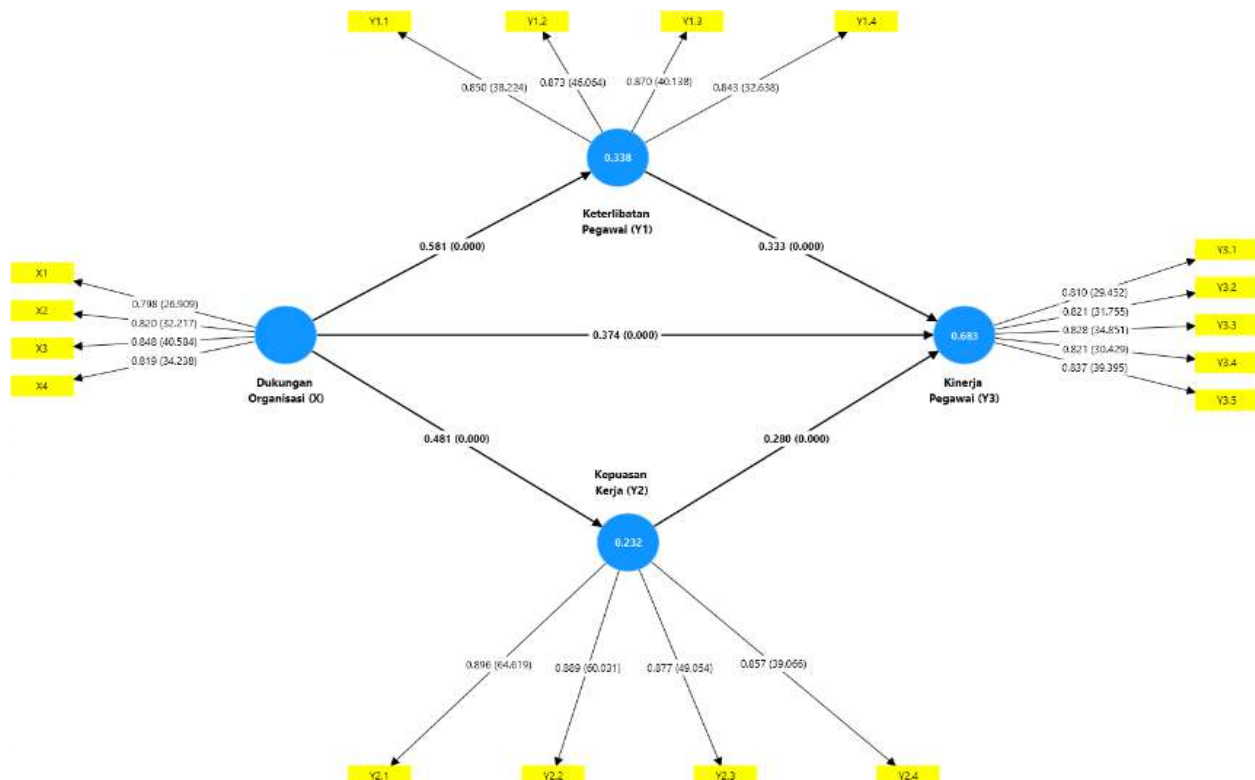
The Organizational Support variable (X1) consists of four indicators reflecting employees' perceptions of rewards, facilities, concern for well-being, and policy fairness. The highest outer loading value is found in indicator X3 (concern for well-being) at 0.848, while the lowest value is in X2 (work facilities) at 0.794. Nevertheless, all loading values are above 0.7 and are considered valid.

The Composite Reliability value (ρ_a) of 0.846 indicates that the X1 indicators have good internal consistency in forming the Organizational Support construct. This indicates that all items have high correlations and reinforce each other in measuring perceptions of organizational support. The Cronbach's Alpha value of 0.840 also indicates that this variable is highly reliable. With an alpha value above 0.8, it can be concluded that this instrument is consistent and suitable for measurement in various organizational contexts. The Composite Reliability value (ρ_c) for this variable is 0.892, further reinforcing the conclusion that this construct has high reliability. All indicators contribute significantly to the formation of the latent variable, making it reliable in structural model analysis.

The AVE value of 0.684 shows that the indicators in the Organizational Support construct have a high explanatory power for the construct. Thus, convergent validity has been fulfilled, and the indicators used can accurately describe employees' perceptions of organizational support.

SEM-PLS Structural Model Evaluation Analysis

The results of bootstrapping confirm that all paths in the structural model are statistically significant, both direct and indirect relationships. This indicates that the model built has good predictive power, and each construct has valid and reliable indicators. Thus, this model can be used to explain the relationship between organizational support, engagement, job satisfaction, and employee performance with a strong empiric



The evaluation of the inner model in Structural Equation Modeling - Partial Least Squares (SEM-PLS) aims to assess the predictive power of the structural model. One of the main criteria in evaluating the inner model is the R-Square (R^2) value, which describes how much of the variability in the endogenous variables can be explained by the exogenous variables in the model. R-Square is often used to evaluate structural models because it provides information about the degree of determination of the influence between latent variables. R-Square values are categorized into three levels of quality: 0.75 (strong), 0.50 (moderate), and 0.25 (weak) (Hair, 2011).

Tabel 12. Koefisien R^2

	R-square	R-square adjusted
Job Satisfaction (Y2)	0,161	0,158
Employee Engagement (Y1)	0,235	0,232
Employee Performance (Y3)	0,474	0,470

Based on the analysis results, the R-square value for the Job Satisfaction variable (Y2) is 0.161, and the Adjusted R-square value is 0.158. This means that 16.1% of the variation in the Job Satisfaction variable can be explained by the exogenous variable, namely Organizational Support (X1). This value is classified in the weak category (low explanatory power), thus indicating that there are still many other factors outside the model that influence employee job satisfaction.

The Employee Engagement variable (Y1) has an R-square value of 0.235, and an Adjusted R-square of 0.232. This shows that 23.5% of the variability in employee engagement can be explained by Organizational Support (X1). This value is classified as moderate, and indicates that organizational support has a significant influence in explaining employee engagement.

The Employee Performance variable (Y3) is the main endogenous variable with an R-square value of 0.474, and an Adjusted R-square of 0.470. This means that 47.4% of the variance in employee performance can be explained simultaneously by Organizational Support (X1), Job Satisfaction (Y2), and Employee Engagement (Y1). This value is classified in the moderate to strong category, indicating that the model has a fairly good explanatory power of the Employee Performance variable.

SEM-PLS analysis results, the f-square (f^2) value is used to measure the effect size of the independent variable on the dependent variable in the structural model. Effect

Tabel 13. F Squares

	f-square
Organizational Support (X) -> Job Satisfaction (Y2)	0,147
Organizational Support (X) -> Employee Engagement (Y1)	0,794
Organizational Support (X) -> Employee Performance (Y3)	0,146
Job Satisfaction (Y2) -> Employee Performance (Y3)	0,075
Employee Engagement (Y1) -> Employee Performance (Y3)	0,292

In the relationship between Organizational Support (X1) and Job Satisfaction (Y2), the f-Square value of 0.147 indicates that organizational support has a moderate influence on job satisfaction. This is reinforced by the t-statistics value of 2.166 and a p-value of 0.030, which is below the significance level of 0.05, so this relationship is declared significant.

The relationship between Organizational Support (X1) and Employee Engagement (Y1) has an f-Square value of 0.794, which is in the large category. This shows that organizational support makes a very significant contribution in increasing employee engagement. The t-statistics value of 4.348 and p-value of 0.000 also corroborate that this relationship is highly significant.

The relationship between Organizational Support (X1) and Employee Performance (Y3) shows an f-Square value of 0.146, which is classified as moderate. This value is also supported by t-statistics of 2.045 and a p-value of 0.041, indicating a significant relationship.

The relationship between Job Satisfaction (Y2) and Employee Performance (Y3) has an f-Square value of 0.075, which is in the small category. However, the t-statistics value of 2.197 and p-value of 0.028 show that this relationship is still significant at the 5% significance level. This indicates that job satisfaction has a small but still relevant influence on improving employee performance.

Relationship between Employee Engagement (Y1) and Employee Performance (Y1) and Employee Performance (Y3) has an f-Square value of 0.292, which is classified as moderate. The t-statistics value of 3.079 and p-value of 0.002 indicate a highly significant relationship. This indicates that employee engagement plays an important role in improving employee performance.

IV. DISCUSSION

If $\leq t$ -table or $\text{sig} \geq \alpha$, then H1 is rejected and H0 is accepted, or if the probability value of significance is > 0.05 , it means the exogenous variable has no significant effect on the endogenous variable. However, if $\leq t$ -table or $\text{sig} \geq \alpha$, then H1 is rejected and H0 is accepted, or if the probability value of significance is > 0.05 , it means the exogenous variable has no significant effect on the endogenous variable.

Table 14: Hypothesis Testing Results

Hipotesis	Koefisien Jalur (O)	T-Statistic	P-Value	Kesimpulan
H1: Organizational support has a positive and significant effect on employee performance at the Department of Youth and Sports.	0,334	6,994	0,000	Retrieved (Signifikan)
H2: Employee involvement has a positive and significant effect on employee performance at the Youth and Sports Service.	0,403	10.478	0,000	Retrieved (Signifikan)
H3: Job satisfaction has a positive and significant effect on employee performance at the Department of Youth and Sports.	0,488	15,822	0,000	Retrieved (Signifikan)
H4: Organizational support has a positive and significant effect on employee involvement in the Office of Youth and Sports.	0,194	3.835	0,000	Retrieved (Signifikan)
H5: Organizational support has a positive and significant effect on employee job satisfaction at the Department of Youth and Sports.	0,231	4.451	0,000	Retrieved (Signifikan)

Organizational support has a positive and significant effect on employee performance at the Youth and Sports Service. The test results show that the path coefficient (O) is 0.334, with a T-Statistic of 6.994 and a P-Value of 0.000. Because the T-Statistic value > 1.96 and P-Value < 0.05 , this hypothesis is accepted. That is, there is a positive and significant influence between organizational support on employee performance. This result shows that the higher the support employees feel from the organization, the more their performance tends to increase. Organizational support can include work facilities, appreciation of work results, and fair work policies. Consistent support will encourage employee motivation and dedication in completing tasks, thus having a positive impact on their performance.

Employee involvement has a positive and significant effect on employee performance at the Department of Youth and Sports. The resulting path coefficient (O) is 0.403, with a T-Statistic of 10.478 and a P-Value of 0.000. Thus, this hypothesis is accepted because it meets the statistical significance criteria ($T > 1.96$ and $P < 0.05$). These results indicate that employee engagement in work - such as dedication, active participation, and enthusiasm - is a very important factor in driving performance improvement. Engaged employees tend to feel more responsible for work outcomes and put maximum effort in completing tasks.

Job satisfaction has a positive and significant effect on employee performance at the Department of Youth and Sports. The test results show a path coefficient (O) of 0.488, with a T-Statistic of 15.822 and a P-Value of 0.000. Because the T value > 1.96 and $P < 0.05$, this hypothesis is accepted.

The interpretation of this result is that high job satisfaction is directly proportional to the increase in employee performance. Employees who are satisfied with compensation, harmonious working relationships, and career development opportunities will show better performance. Job satisfaction is one of the internal motivators that encourage employees to work optimally. Therefore, organizations need to create a work environment that supports the creation of high job satisfaction.

Organizational support has a positive and significant effect on employee involvement in the Office of Youth and Sports. The path coefficient value (O) is 0.194, T-Statistic is 3.835, and P-Value is 0.000. Because the T-statistic value is more than 1.96 and the P-value is below 0.05, this hypothesis is accepted. These results indicate that the support provided by the organization has a direct impact on the level of employee engagement. Although the path coefficient is not very large, the effect is still significant. This suggests that organizations that show concern and value employee contributions are likely to encourage work engagement. Employees who feel supported will have a sense of responsibility. The five hypotheses in the research model are accepted because all influences between variables show statistical significance (T-Statistic > 1.96 and P-Value < 0.05). Organizational support is proven to have a positive and significant influence on employee engagement, job satisfaction, and employee performance. Engagement and job satisfaction also have a positive influence on performance. This finding confirms the important role of organizational support as a foundation in building employee satisfaction and engagement, which ultimately improves performance. By strategically improving the dimensions of organizational support, such as through the provision of work facilities, rewards, and policy fairness, the organization can strengthen the overall performance of its employees.

V. CONCLUSION

Organizational support has been shown to play a crucial role in driving increased employee engagement and job satisfaction, which in turn has a positive impact on performance. The integration of these three variables reflects the direction of more effective and sustainable human resource management within government organizations.

It is recommended that agencies formulate policies that support increased job satisfaction, including evaluating the compensation system, strengthening harmonious working relationships, and providing clear and transparent career development paths. High job satisfaction plays an important role in maintaining the stability and quality of employee performance. Organizational management needs to regularly evaluate and monitor the implementation of policies related to organizational support, engagement, and job satisfaction. Systematic monitoring will help identify obstacles and opportunities for improvement in managing human resources effectively.

For future research, it is recommended to include other variables that have the potential to affect employee performance, such as transformational leadership style, organizational culture, and adaptation to technology. In addition, the use of a mixed methods approach can be considered to gain a more in-depth and holistic understanding of the phenomenon under study.

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