



The influence of perceived organizational support and job satisfaction on employee performance through employee engagement as mediation at the management institution of FEB UI Jakarta

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Abstract

The study examines the relationship between Perceived Organizational Support (POS) and Job Satisfaction (JS) with Employee Engagement (EE), and their impact on Employee Performance (EP) at the Management Institute FEB UI Jakarta. Utilizing path analysis, data from 56 employees were analyzed via questionnaires. Results indicate several key findings: POS positively influences EE, suggesting the importance of effective human resource management strategies. Similarly, JS contributes positively to EE, implying the potential for management policies focused on employee satisfaction and motivation. Additionally, POS positively affects EP, emphasizing the role of supportive work environments in individual productivity. Likewise, JS positively impacts EP, highlighting the significance of policies promoting employee well-being and motivation. Interestingly, POS not only directly influences EP but also through its impact on EE, offering insights into holistic human resource management strategies. These findings offer valuable guidance for practitioners aiming to enhance overall well-being, engagement, and organizational performance. Keywords: perceived organizational support, job satisfaction, employee engagement, employee performance.

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Introduction

Employee performance is one of the key elements in the business process and success of an organization or company. Along with the rapid changes in the business environment and technology, employee performance in an organizational context has become very important. Employee performance is now not only measured and includes the achievement of job targets but also how employee contributions impact an organization or company as a whole, "When employee performance will increase, this will lead to the organization effectiveness" (Champathes, 2006) [11]. Robbins and Judge (2017) [40] employee performance is the level of an employee's ability to carry out the tasks required by his job. Employee performance can be measured through work results, behavior and contribution to organizational success. How the role of human resource management in forming a positive relationship between the four variables consisting of employee performance, perceived organizational support, job satisfaction and employee engagement is no less important so that this organization can continue to be sustainable, especially to maintain its resources. The age of the company that has been more than half a century does not guarantee that it has well-managed human resource management, feudalism is quite thick, the lack of management attention to internal companies makes this organization have to improve a lot in facing business dynamics and competition, one of which is how this company must learn to manage its resources, humans.

Literature Review

Employee Performance

According to Robbins and Judge (2017) [40] employee performance is the level of ability of an employee in carrying out the tasks required by his job. Meanwhile, according to Sedarmayanti (2017) [42], employee performance is the work of a worker, an organization as a

whole or a management process where the results of this work must be shown in concrete and measurable evidence. According to Whittaker in Moeheriono (2012: 72) [34], performance measurement is a management tool used to improve the quality of decision making and accountability, as well as to assess the achievement of goals and objectives as measured by using indicators:

1. Productivity
2. Quality of work
3. Initiative
4. Teamwork
5. Problem solving
6. Response to stress and conflict
7. Employee performance development

Perceived Organizational Support

Perceived Organizational Support (POS) was first developed by Rhoades and Eisenberger (2002) [38], according to them perceived organizational support refers to employee perceptions of the extent to which the organization values contributions, provides support, and cares about their welfare based on social exchange theory which assumes that employees will respond to organizational support by providing better and higher performance. Organizational support perceived by employees is also considered an important factor in influencing employee job satisfaction and organizational commitment. According to Rhoades & Eisenberger (2002: 699) [38] in Hans (2018: 512) the indicators in perceived organizational support can be explained as follows

1. Organization values employee contribution
2. The organization appreciates the extra effort that employees put in
3. The organization will pay attention to any complaints from employees

Job Satisfaction

Job satisfaction is a positive or negative feeling that a person feels towards his job as a whole (Locke: 1976) [27]. Job satisfaction is a very important factor because it can affect employee performance in the organization. According to Robbins (2005) there are several factors that affect employee job satisfaction such as salary, work environment, career development opportunities, and organizational support. Job Satisfaction can also be defined as a condition where a person feels satisfied and happy with their work, including a pleasant work environment, adequate working conditions and recognition of the contributions made. Job Satisfaction can be influenced by, among others:

1. Salary level
2. Opportunities for career development
3. Work-life balance

Conceptual Framework

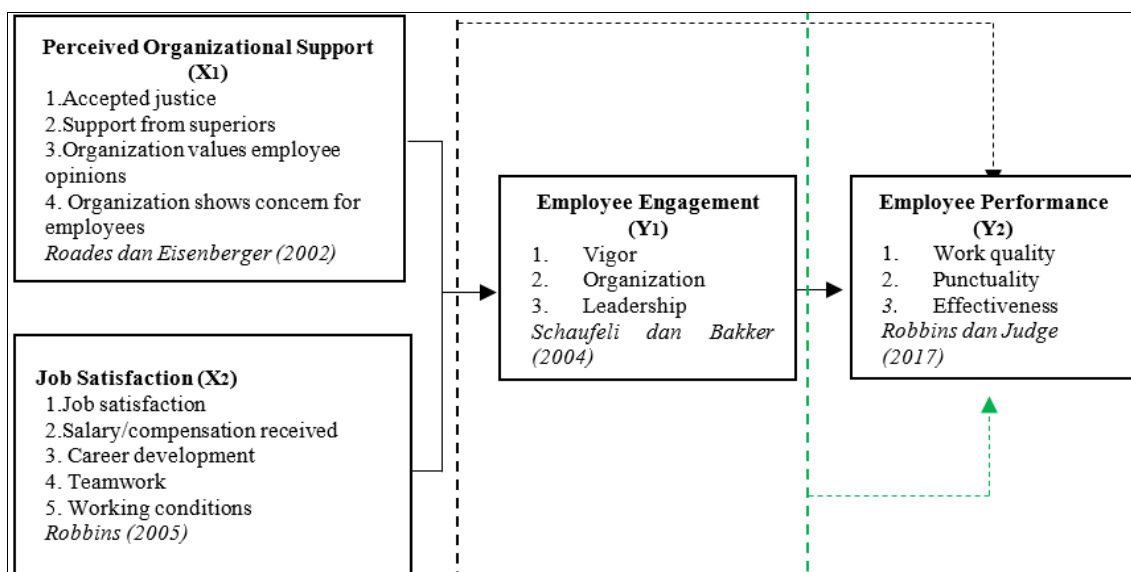


Fig 1

Research Methods

Population and Sample

A "census" sampling technique in which all members of the population are taken as the sample. In other words, every individual or unit in the population is included in the data collection. The number of samples used is 56 respondents of company employees to test the data. Based on the data above, the identity of respondents at the FEB UI Management Institute can be described as follows:

Respondents were aged between 31 to 40 years old, with the highest percentage reaching 35%. While in the age group of 20-30 years as much as 14%, and respondents aged more than 51 years reached 28%. This shows that the majority of respondents have work experience and may have gone through several career stages.

Gender of Respondents, 64% of respondents are female, while the remaining 36% are male. This gender comparison can provide an important picture related to gender roles and perspectives in relation to employee engagement, perceived organizational support, job satisfaction, and employee performance.

The majority of respondents 38% have more than 15 years of work experience, while 26% have worked in the range of 6-10 years. This variation in length of employment can

Employee Engagement

According to Kahn (1990) employee engagement is a condition resulting from a positive work experience, which consists of three dimensions: feelings of trust, feelings of loyalty and feelings of excitement. Kahn explains that employees who feel a high level of involvement in their work tend to have more positive feelings about their organization and will provide better work results. According to Schaufeli and Bakker (2004), there are three dimensions related to employee engagement, namely: vigor or the level of liveliness and enthusiasm in work, dedication or the level of trust and loyalty to the organization and absorption or the level of involvement and focus on work. Employees with high levels of engagement tend to have much better work outcomes and feel more satisfied with the work they do.

provide an understanding of how diverse work experience can affect the level of employee engagement and employee performance.

Respondents' education, most respondents have a high level of education, with the majority of 42% having a master's degree, followed by 28% with a bachelor's degree. Respondents with a high school education level amounted to 25%. This fact can provide important context about the relationship between education level and employee engagement and performance in the context of a management consulting firm.

Result and Discussion

Reliability Test

Table 1: Results of Reliability Test Calculation of Research Variables

Variables	Cronbach's Alpha	Description
Perceived <i>Organizational</i> Support	0.948	Reliable
Job Satisfaction	0.946	Reliable
Employee Engagement	0.940	Reliable
Employee Performance	0.945	Reliable

Source: Primary data processed, 2023

Normality Test

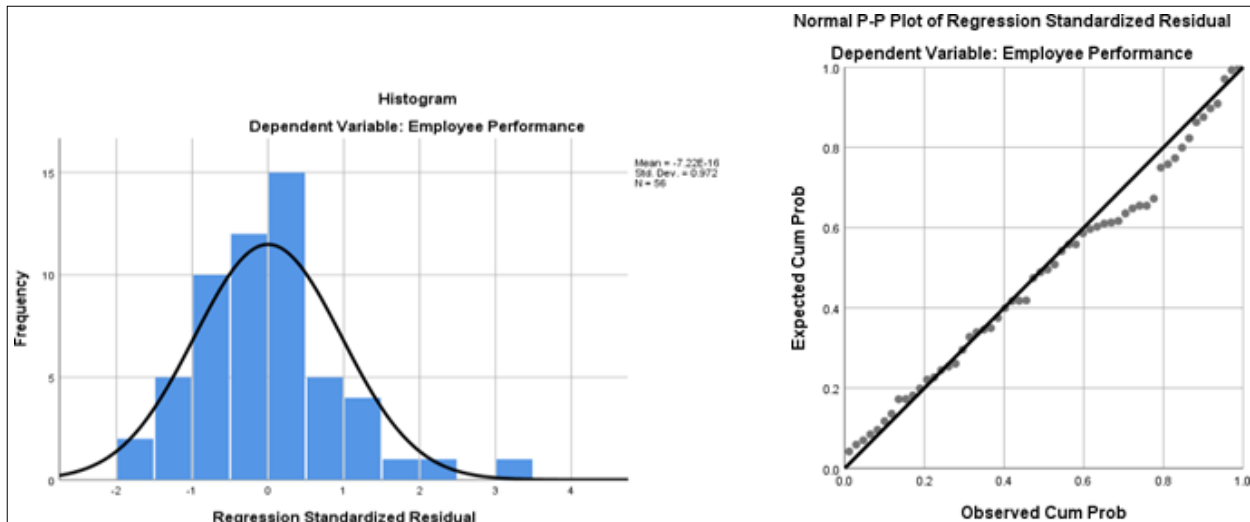


Fig 2

The normal curve on the histogram model has a normal distribution, this is shown by the shape of the curve which resembles a bell, *bell shaped*. And if you look at the normal *P-P plot regression standardized* diagram, the presence of points on the scatter plot It appears that the points are spread

out, this indicates that the model is normally distributed.

Path Analysis

To determine the direct effect of each variable, the path coefficient is obtained according to table

Table 2: Coefficient of Direct Influence of Variables

Variables	Coefficient
Perceived Organizational Support (X1) on Employee Engagement (Y1)	0,270
Job Satisfaction (X2) on Employee Engagement (Y1)	0,658
Perceived Organizational Support (X1) on Employee Performance (Y2)	0,085
Job Satisfaction (X2) on Employee Performance (Y2)	0,765
on Employee Engagement (Y1) on Employee Performance (Y2)	0,918
Coefficient e1	0,414
Coefficient e2	0,396

Hypothesis Test

Tabel 3: Direct Effect Test Results

Pathway Variable	Path Coefficient	T	Sig	Information
Direct Influence				
Perceived Organizational Support (X1) on Employee Engagement (Y1)	0,270	2.004	0.050	Affected and accepted
Job Satisfaction (X2) on Employee Engagement (Y1)	0,658	4.888	0.000	Affected and accepted
Perceived Organizational Support (X1) on Employee Performance (Y2)	0,085	.489	0.627	Not Affected and Not accepted
Job Satisfaction (X2) on Employee Performance (Y2)	0,765	4.388	0.000	Affected and accepted
Employee Engagement (Y1) on Employee Performance (Y2)	0,918	17.032	0.000	Affected and accepted

Indirect Effect

Positive and significant influence of Perceived Organizational Support (POS) on Employee Performance (EP) through Employee Engagement (EE) at the Lembaga Management FEB UI Jakarta.

In accordance with the provided data:

β_3 (Direct Effect) POS (X1) on EP (Y2) = 0.085

β_1 (Direct Effect) POS (X1) on EE (Y1) = 0.270

β_5 (Direct Effect) EE (Y1) on EP (Y2) = 0.918

$\beta_1 \times \beta_5$ (Indirect Effect) POS (X1) on EP (Y2) through EE (Y1) = 0.270 x 0.918 = 0.248

Comparing the direct effect with the indirect effect, β_3 vs. $\beta_1 \times \beta_5$: 0.085 vs. 0.248. Since 0.085 < 0.248, the conclusion is that Employee Engagement (EE) acts as a

mediator, indicating that it directly affects the relationship between Perceived Organizational Support (POS) and Employee Performance (EP).

Positive and significant influence of Job Satisfaction (JS) on Employee Performance (EP) through Employee Engagement (EE) at the Lembaga Management FEB UI Jakarta.

In accordance with the provided data:

β_4 (Direct Effect) JS (X2) on EP (Y2) = 0.765

β_2 (Direct Effect) JS (X2) on EE (Y1) = 0.658

β_5 (Direct Effect) EE (Y1) on EP (Y2) = 0.918

$\beta_2 \times \beta_5$ (Indirect Effect) JS (X2) on EP (Y2) through EE (Y1) = 0.658 x 0.918 = 0.604

Comparing the direct effect with the indirect effect, β_4 vs. $\beta_2 \times \beta_5$: 0.765 vs. 0.604. Since $0.765 > 0.604$, the conclusion is that Employee Engagement (EE) acts as a mediator, indicating that it directly influences the relationship between Job Satisfaction (JS) and Employee Performance (EP).

Total Effects

Table 4: Hypothesis Test Results

Hip	Variabel			Regression Coefficient		
	Exogen	Mediation	Endogen	Direct	Indirect	Total
H1	POS	-	EE	0,270	-	0,270
H2	JS	-	EE	0,658	-	0,658
H3	POS	-	EP	0,085	-	0,085
H4	JS	-	EP	0,765	-	0,765
H5	-	EE	EP	0,918	-	0,918
H6	POS	EE	EP	-	0,333	0,333
H7	JS	EE	EP	-	0,604	0,604

There is a positive and significant influence of Perceived Organizational Support (POS) on Employee Performance (EP) through Employee Engagement (EE) at the Management Institution of FEB UI Jakarta. The total effect arising from POS on EP through EE is 0.333.

Similarly, there is a positive and significant influence of Job Satisfaction (JS) on Employee Performance (EP) through Employee Engagement (EE) at the Management Institution of FEB UI Jakarta. The total effect arising from JS on EP through EE is 0.604.

In both cases, the indirect effects are greater than the direct effects, indicating that Employee Engagement (EE) acts as a mediator, directly influencing the relationship between both Perceived Organizational Support (POS) and Job Satisfaction (JS) with Employee Performance (EP).

Discussion

The Effect of Perceived Organizational Support on Employee Engagement at the Management Institute FEB UI

The effect of perceived organizational support on employee engagement at the Management Institute FEB UI is examined based on several indicators. Organizational support is demonstrated through fair treatment, supervisor support, attention to employee opinions, and provision of educational development programs, among others. Notably, attention to employees and supervisor support are found to have the greatest impact on perceived organizational support. This support is evident through various initiatives, including educational development funds, compliance with labor regulations, and recognition of employee excellence. Additionally, organizational support is reflected in clear job directions, a productive work environment, and motivational leadership from superiors. Equal treatment, career development opportunities, and objective performance assessments further enhance perceptions of organizational support. Lastly, the organization's respect for employee opinions is manifested through forums for input and positive responses, aligning with theories on organizational support indicators.

The Effect of Job Satisfaction on Employee Engagement at the Management Institute FEB UI

The impact of job satisfaction on employee engagement at the Management Institute FEB UI is examined, revealing a strong direct effect. Job satisfaction is manifested through satisfaction with various aspects including work, salary/honor, career development, work team, and working conditions. Notably, working conditions emerge as the most influential indicator of job satisfaction, encompassing aspects of the work environment, corporate culture, and management policies. Positive working conditions contribute to employee satisfaction, motivation, and performance, while poor conditions can lead to stress and dissatisfaction, ultimately impacting productivity and retention negatively. The presence of satisfactory conditions fosters employee engagement within the institution. At FEB UI, job satisfaction is evident through conducive working environments, fair compensation, opportunities for career development, and effective teamwork. Additional incentives, competency development programs, educational funding assistance, and routine training further enhance job satisfaction. Cooperation between teams, superiors, and divisions also contributes to overall satisfaction and engagement among employees.

The Effect of Perceived Organizational Support on Employee Performance at the Management Institute FEB UI

The direct impact of perceived organizational support (POS) on employee engagement is pronounced, as reflected in various indicators such as fairness, supervisor support, respect for employee opinions, and attention to employees. Notably, attention to employees and supervisor support emerge as the most influential indicators of POS. The institution's support for employee education, compliance with labor regulations, and recognition of employee excellence further enhance perceptions of organizational support. At the Management Institute FEB UI, support from superiors is evident through clear job directions, a productive work environment, and consistent motivation. Additionally, perceptions of organizational support are shaped by the fairness in treatment, equal opportunities for career development, and objective performance assessments. The organization's respect for employee opinions is demonstrated through forums for input and positive responses. These perceptions align with social exchange theory, suggesting that organizational support influences employee performance, satisfaction, and commitment.

The Effect of Job Satisfaction on Employee Performance at the Management Institute FEB UI

The direct influence of job satisfaction on employee engagement is robust, with satisfaction encompassing various aspects such as work, salary/honor, career development, work team, and working conditions. Among these, working conditions emerge as the most influential indicator of job satisfaction, encompassing the work environment, corporate culture, and management policies. Positive working conditions contribute to employee satisfaction, motivation, and performance, while poor conditions can lead to stress and dissatisfaction, negatively impacting productivity and retention. Thus, companies prioritizing good working conditions tend to have more

satisfied and engaged employees. At the Management Institute FEB UI, job satisfaction is evident through conducive work environments, fair compensation, opportunities for career development, and effective teamwork. Additional incentives, competency development programs, educational funding, and routine training further enhance job satisfaction. Cooperation between teams, superiors, and divisions also fosters satisfaction and engagement among employees. Theoretical support emphasizes the importance of job satisfaction, as it significantly influences employee performance in organizations

The Effect of Employee Engagement on Employee Performance at the Management Institute FEB UI

The direct impact of employee engagement on employee performance is substantial, with engagement reflected through indicators of vigor, organization, and leadership. Among these, organization emerges as the most influential indicator of employee engagement, followed by vigor and leadership. At the Management Institute FEB UI, organizational engagement is characterized by employees feeling proud to be part of the company and understanding its needs, fostering harmony and synergy within the organization. Vigorous engagement is demonstrated through employees completing work with enthusiasm, being proactive, and experiencing happiness at work, contributing to a positive work culture. Leadership engagement is evident through leaders trusting employees, providing assistance in problem-solving, and fostering collaboration, enhancing team bonds and motivation. Theoretical support emphasizes that employee engagement involves excitement, inspiration, and involvement in work, leading to increased productivity and satisfaction.

The Effect of Perceived Organizational Support on Employee Performance at the Management Institute FEB UI through Employee Engagement

Perceived Organizational Support (POS) significantly contributes to employee performance through the mechanism of employee engagement, acting as a bridge between the two. When employees perceive support from the organization, they are more likely to be engaged in their work, thereby enhancing their performance. High levels of engagement are strongly linked to improved performance, surpassing the impact of perceived organizational support alone. Interestingly, employee engagement not only mediates but also strengthens the relationship between perceived organizational support and performance, amplifying the positive impact of support on performance as engagement levels increase. Recognizing the crucial role of perceived organizational support, policies and programs are implemented at the FEB UI Management Institute to support employee engagement, ensuring enthusiasm at work and leveraging support and leadership to enhance employee performance and contribution.

The Effect of Job Satisfaction on Employee Performance at the Management Institute FEB UI through Employee Engagement

Job satisfaction significantly contributes to employee performance through the mechanism of employee engagement, serving as a key link between the two. When employees experience job satisfaction, they are more likely

to be actively engaged in their work, leading to improved performance. While job satisfaction has a positive impact, its influence is surpassed by employee engagement, indicating that engaged employees tend to perform better. Moreover, employee engagement not only mediates but also strengthens the relationship between job satisfaction and performance, amplifying the positive impact of satisfaction on performance as engagement levels increase. At the Management Institute FEB UI, policies and programs are implemented to enhance employee job satisfaction, recognizing its importance in driving engagement and performance. Employees exhibit high job satisfaction levels, evident in indicators such as job fit, intrinsic motivation, and clear career paths. The organization's efforts to match employees with suitable roles, foster a positive work environment, and provide clear career development opportunities contribute to high satisfaction levels. Robbins (2005) identifies various factors influencing job satisfaction, including salary, work environment, career development, and organizational support. Job satisfaction is characterized by feelings of contentment and happiness with work conditions and recognition of contributions. Overall, employee satisfaction serves as a cornerstone for achieving optimal engagement and performance, fostering a supportive work environment conducive to organizational success.

Conclusion and Suggestion

Conclusion

This research reveals that perceived organizational support (POS) and job satisfaction (JS) significantly influence employee performance through employee engagement (EE) as a mediation at the Management Institution of FEB UI Jakarta.

The hypothesis testing results indicate that perceived organizational support (POS) and job satisfaction (JS) have a significant positive relationship with employee engagement (EE), as well as employee performance (EP) at the Management Institution of FEB UI Jakarta.

Employee engagement (EE) is proven to act as a strong mediator in the relationship between perceived organizational support (POS) and job satisfaction (JS) with employee performance (EP). This underscores the importance of enhancing employee engagement as an effort to improve employee performance in the institution.

These findings affirm that the organization's success in enhancing employee performance at the Management Institution of FEB UI Jakarta can be achieved by strengthening perceived organizational support, enhancing job satisfaction, and promoting high employee engagement. Overall, this study provides a better understanding of the dynamics among these variables in the workplace of the Management Institution of FEB UI Jakarta, which can aid in designing more effective and sustainable human resource management strategies.

Regarding the research results provided, there is a variable that does not have a significant effect in this study, namely "Perceived Organizational Support (POS) on Employee Performance (EP)." The findings indicate that the relationship between perceived organizational support (POS) and employee performance (EP) is not significant, with a path coefficient value of 0.085 and a p-value of 0.627. Therefore, it can be concluded that in the context of this research, perceived organizational support (POS) does

not have a significant influence on employee performance (EP) at the Management Institution of FEB UI Jakarta.

Suggestion

Based on the research results and discussion of the test as above, the following suggestions are recommended:

Strengthen Organizational Support: Since perceived organizational support (POS) significantly influences employee performance through employee engagement (EE), it is crucial for the Management Institution of FEB UI Jakarta to enhance support systems within the organization. This could involve implementing programs or initiatives aimed at fostering a supportive work environment, providing resources and assistance to employees, and ensuring open communication channels.

Focus on Job Satisfaction: The significant positive relationship between job satisfaction (JS) and both employee engagement (EE) and employee performance (EP) underscores the importance of prioritizing employee satisfaction. The institution should focus on identifying factors that contribute to job satisfaction among employees and take proactive measures to address any areas of concern. This could involve offering professional development opportunities, recognizing employee achievements, and providing avenues for feedback and communication.

Invest in Employee Engagement: Given that employee engagement (EE) acts as a strong mediator between perceived organizational support (POS) and job satisfaction (JS) with employee performance (EP), it is essential for the institution to invest in strategies to promote high levels of employee engagement. This could include fostering a positive organizational culture, providing opportunities for meaningful work and involvement in decision-making processes, and promoting work-life balance.

Continuous Improvement: The research findings highlight the importance of continuously evaluating and improving human resource management strategies within the institution. Regularly assessing employee perceptions, satisfaction levels, and engagement can help identify areas for improvement and inform decision-making processes. By adopting a proactive approach to human resource management, the institution can better support employee performance and overall organizational success.

Addressing Non-Significant Variables: While perceived organizational support (POS) did not show a significant influence on employee performance (EP) in this study, it is essential to explore potential reasons behind this finding. Further research or qualitative analysis could help uncover underlying factors contributing to this relationship. Additionally, the institution may consider revisiting organizational support initiatives to identify areas for improvement and enhance their impact on employee performance.

By implementing these recommendations, the Management Institution of FEB UI Jakarta can strengthen its human resource management practices, promote employee well-being and engagement, and ultimately, enhance organizational performance and success.

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