
**THE ROLE OF EMPLOYEE ENGAGEMENT AS A MEDIATOR IN THE
INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT AND TALENT
MANAGEMENT ON EMPLOYEE PERFORMANCE IN THE REGIONAL
SECRETARIAT OF WONOSOBO REGENCY**



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Abstract

This study aims to analyze the effect of perceived organizational support and talent management on employee performance with employee engagement as a mediating variable in the Civil Service (ASN) at the Regional Secretariat of Wonosobo Regency. This study uses a quantitative approach with a survey method, involving a population of 118 respondents. The data were processed using SPSS software version 26. Data analysis techniques included respondent description, variable description, validity test, reliability test, F test, R2 test, t test, and Sobel Test. The results showed that perceived organizational support had a positive effect on employee engagement and talent management had a positive effect on employee engagement. Perceived organizational support does not affect employee performance, talent management has a positive effect on employee performance, and employee engagement has a positive effect on employee performance. Employee engagement mediates the effect of perceived organizational support on employee performance, and employee engagement mediates the effect of talent management on employee performance.

Keywords: Perceived Organizational Support, Talent Management, Employee Engagement, Employee Performance

INTRODUCTION

The existence of the State Civil Apparatus (ASN) plays an important role in supporting the sustainability and effectiveness of government bureaucracy. The State Civil Apparatus (ASN) is likened to the main pillar that drives government activities every day (Timbuleng *et al.*, 2023). The performance and professionalism of the State Civil Apparatus (ASN) greatly determine the quality of the bureaucracy. Therefore, it is necessary to have a State Civil Apparatus (ASN) that is competent, has integrity, and has expertise in their respective fields so that the bureaucracy runs in an orderly, transparent, and accountable manner (Fauzan, 2024). Mangkunegara (2021) explains that employee performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Rozanna & Adam (2019) state that organizational performance is manifested in the form of group activities carried out by people who perform organizational tasks and are responsible for them. Good employee performance can be improved by utilizing human resources professionally, which in turn leads to better organizational performance.

The Wonosobo Regency Secretariat is a staff unit that assists the Regent in the administration of government, implementation of policies, and coordination of regional administrative and operational apparatus, as stipulated in Wonosobo Regent Regulation Number 63 of 2021. Led by the Regional Secretary who reports directly to the Regent, the Regional Secretariat performs policy formulation, regional apparatus coordination, general administration, and administrative services, with an organizational structure consisting of three assistants according to their respective fields of duty. Based on the 2025–2029 Wonosobo Regency Medium-Term Development Plan (RPJMD), the performance of the Regional Secretariat still faces strategic issues in the form of suboptimal accountability in governance, as reflected in the SAKIP (Government Agency Performance Accountability System) score of 67.04 (category B), as well as procurement governance with a Procurement Governance Index of 84.95, which, although relatively good, still requires improvements in consistency, transparency, and professionalism. This condition shows a gap between expectations and the actual performance of the Regional Secretariat apparatus. Therefore, in order to achieve optimal employee performance in terms of quantity and quality, it is assumed that there are several factors that influence employee performance, including perceived organizational support, talent management, and employee engagement

(Kurtessis *et al.*, 2015) describe perceived organizational support as a form of attitude, contribution, or treatment provided by the organization that is used as a stimulus by employees to assess the extent to which the organization they work for values their contributions and cares about their well-being. The results of studies by (Arun & Sudha (2018; Astuty & Udin, 2020; Jeong & Kim, 2022; Salau *et al.*, 2023; Usman *et al.*, 2020) explain that organizational support contributes positively to performance improvement. However, in the studies by (Berdiana *et al.*, 2022; Prasetyo & Harsono, 2023) the opposite was found, namely that perceived organizational support did not affect performance.

(Shrivastava, 2022) explains that talent management is an effort to ensure an individual's ability to understand and complete their work tasks, shaping individuals and organizations to be able to adapt, face change, and continue to learn and develop within the organization. (Abdullahi *et al.*, 2022) found that talent management significantly improves a company's innovative performance through the availability of skilled and adaptive workers.

Research conducted by (Masri & Suliman, 2019; Ngiu *et al.*, 2021) states that talent management has been proven to improve organizational performance. (Ristian & Ekhsan, 2023; Septiandina & Sari, 2024) found that talent management has a positive effect on employee performance. However, not all studies support this positive relationship. Putri *et al.*, 2023; Subagya *et al.*, 2023) found that talent management does not have a significant effect on performance.

Schaufeli & Bakker (Mirsandi *et al.*, 2025) describe employee engagement as the positive feelings an individual has toward their work, accompanied by a willingness to devote their abilities and energy through their behavior, where employees feel interested, focused, intense, and highly enthusiastic about their work. The results of the research consistently show that perceived organizational support has a positive effect on employee performance, with employee engagement acting as a mediator. (Dewi *et al.*, 2020) revealed that perceived organizational support improves employee performance through higher employee engagement. This support is reinforced by Claudia & Suprpto, 2024) who found that employee engagement fully mediates the effect of perceived organizational support on performance. (Lestari *et al.*, 2024) and (Rahim *et al.*, 2025) emphasize the importance of Perceived Organizational Support (POS) in improving performance through employee engagement

(Ekhsan *et al.*, 2023) show that talent management has a positive effect on employee performance through employee engagement. This finding is reinforced by (Achmada *et al.*, 2022), who highlight that talent management encourages employee engagement, which in turn improves employee performance. (Gautam, 2023) confirms similar results, showing employee engagement as a significant mediator between talent management and performance. (Nelson & Pradinang, 2024) found similar results, where talent management was proven to have an impact on performance through employee engagement.

Based on the above issues and the research gap identified in previous studies, this study aims to analyze the effect of perceived organizational support and talent management on employee performance, with employee engagement as a mediating variable, among civil servants (ASN) at the Regional Secretariat of Wonosobo Regency.

REVIEW OF LITERATURE

Perceived Organizational Support

(Kurtessis *et al.*, 2015) describe perceived organizational support as a form of attitude, contribution, or treatment provided by the organization that is used as a stimulus by employees to assess the extent to which the organization where they work values their contributions and cares about their well-being. (Tjoa & Arief, 2021) provide three dimensions to measure perceived organizational support, namely fairness support, support from superiors, and employee welfare support. The fairness support dimension has two indicators, namely fairness in opportunities for competency improvement and fairness in career development opportunities. The superior support dimension has three indicators, namely provision of guidance in work, appreciation for employee contributions, and superior responsiveness to subordinates' complaints and opinions. The employee welfare support dimension has three indicators, namely organizational attention to employee welfare, job satisfaction, and a comfortable work environment that supports productivity and work-life balance.

Talent Management

(Shrivastava, 2022) explains that talent management is an effort to ensure an individual's ability to understand and complete their work tasks, shape individuals and organizations to be able to adapt, face change, and continue to learn and develop within the organization. (Shrivastava, 2022) provides three dimensions to measure talent management, namely talent acquisition, talent development, and succession planning. The talent acquisition dimension has four indicators, namely the existence of a clear talent acquisition policy, the availability of information about the acquisition process, the organization's ability to utilize talented employees from within, and the identification of talented employees who have expertise in one or more specific fields. The talent development dimension has four indicators, namely the implementation of training programs for employees, the alignment of competencies with job requirements, the provision of a special budget for employee training, and the implementation of continuous staff development activities. The succession planning dimension has three indicators, namely the development of a systematic succession plan, the process of finding replacements for talented employees, and the implementation of a promotion policy that supports the careers of potential employees.

Employee Engagement

Schaufeli & Bakker (Mirsandi et al., 2025) describe employee engagement as the positive feelings an individual has toward their work, accompanied by a willingness to devote their abilities and energy through their behavior, where employees feel interested, focused, intense, and highly enthusiastic about their work. (Eseye, 2024) provides three dimensions to measure employee engagement, namely vigor, absorption, and dedication. The vigor dimension has five indicators, namely feeling energetic at work, high strength and enthusiasm in completing tasks, motivation to start work every morning, the ability to work for long periods without getting tired easily, and perseverance in facing various challenges. The absorption dimension has six indicators: the feeling that time passes quickly while working, high focus to the point of forgetting things outside of work, intense involvement in carrying out tasks, feeling carried away by work, difficulty detaching from work even after working hours are over, and the emergence of happiness when working intensely. The dedication dimension has five indicators, namely the perception that work has clear meaning and purpose, enthusiasm for daily work, viewing work as a source of inspiration, pride in one's profession, and the ability to see work challenges as positive things that drive performance

Employee performance

Mangkunegara (2021) Mangkunegara (2021) explains that employee performance is the result of the quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities assigned to them. Mangkunegara (Hardina & Vikaliana, 2020) provides five dimensions to measure employee performance, namely work quantity, work quality, cooperation, responsibility, and initiative. The work quantity dimension has two indicators, namely speed in completing work and the ability to complete work according to specified targets. The work quality dimension has three indicators, namely neatness in completing work, thoroughness in completing work, and work results in line with company expectations. The cooperation dimension has two indicators, namely the ability to work well with a group and the ability to follow the group's instructions. The responsibility dimension has two indicators, namely work results that can be accounted for and decisions

that can be accounted for. The initiative dimension has one indicator, namely the ability to use skills in completing work.

RESEARCH METHOD

This study is explanatory research, which explains the influence between certain variables through hypothesis testing. This study aims to analyze the influence of perceived organizational support and talent management on employee performance with employee engagement as a mediating variable. The research population consists of all civil servants in the Wonosobo Regency Secretariat, totaling 118 people. The analysis technique uses SPSS software version 26. Data testing includes respondent description, variable description, validity test, reliability test, F test, R2 test, t test, and mediation test using the Sobel test.

Research Hypothesis

The Effect of Perceived Organizational Support on Employee Engagement

Research (Aldabbas et al., 2022; Imran et al., 2020; Khan & Dukhaykh, 2022; Sulistyawati & Sufriadi, 2020; Kannappan, 2023) supports the finding that Perceived Organizational Support (POS) has a positive effect on employee engagement. Therefore, the hypothesis proposed is:

H1: Perceived organizational support has a positive effect on employee engagement.

The Effect of Talent Management on Employee Engagement

Several previous studies (Abdullahi et al., 2022; Aizat Ramli et al., 2018; Achmada et al., 2022; Khairina & Games, 2022; MadhuriJha & Dave, 2022; Weng et al., 2023) have proven that talent management has a positive effect on employee engagement. Therefore, the second hypothesis is:

H2: Talent management has a positive effect on employee engagement.

The Effect of Perceived Organizational Support on Employee Performance

Research results (Arun & Sudha, 2018; Astuty & Udin, 2020; Jeong & Kim, 2022; Salau et al., 2023; Usman et al., 2020) explain that organizational support contributes positively to performance improvement. Based on this empirical evidence, the following hypothesis can be formulated:

H3: Perceived organizational support has a positive effect on employee performance.

The Effect of Talent Management on Employee Performance

Research (Masri & Suliman, 2019; Ngiu et al., 2021; Ristian & Ekhsan, 2023), as well as (Septiandina & Sari, 2024) found that talent management has a positive effect on employee performance. Based on this empirical evidence, the following hypothesis can be formulated:

H4: Talent management has a positive effect on employee performance.

The Effect of Employee Engagement on Employee Performance

Employee engagement reflects the emotional commitment and involvement of employees in carrying out their duties. Studies by (Bajaj, 2022; Gede, 2024; Nugroho et al., 2023; Rahmah et al., 2023; Şanlıöz et al., 2022) state that engaged employees are more productive, creative, and have higher work quality, which will improve performance. Therefore, the fifth hypothesis is:

H5: Employee engagement has a positive effect on employee performance.

The Effect of Perceived Organizational Support on Employee Performance through Employee Engagement

Perceived organizational support not only has a direct effect on performance, but also an indirect effect through employee engagement as a mediator. Previous studies by (Dewi et al., 2020; Claudia & Suprpto, 2024; Lestari et al., 2024; Rahim et al., 2025; Suharto & Suprpto, 2023) show that employee engagement can mediate the effect of perceived organizational support on performance. Based on this foundation, the following mediation hypothesis is formulated:

H6: Employee engagement mediates the effect of perceived organizational support on employee performance.

The Effect of Talent Management on Employee Performance through Employee Engagement

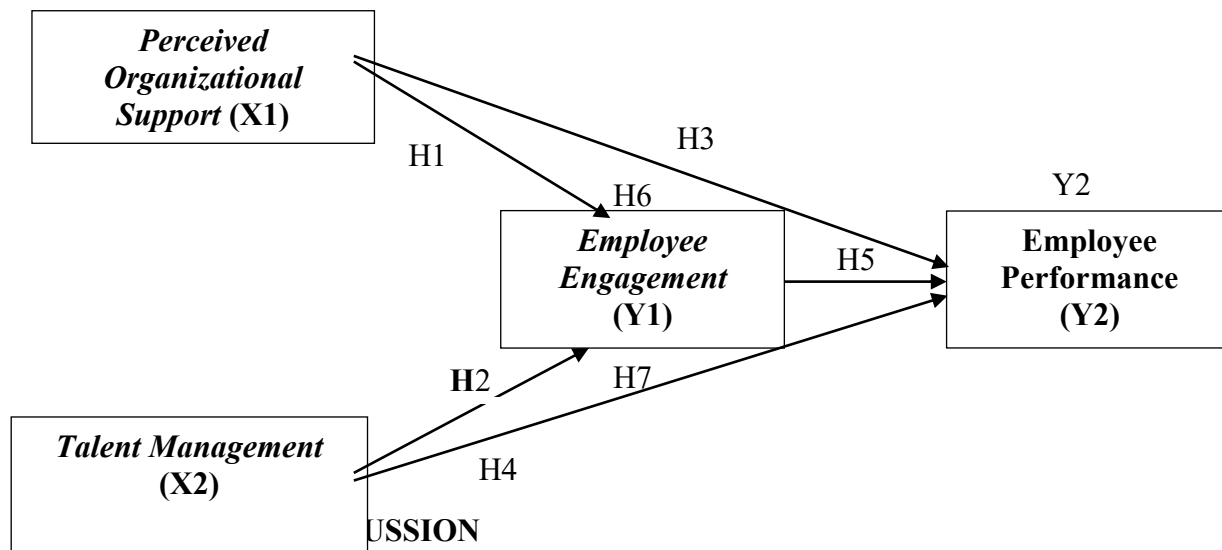
Talent management has an impact not only directly on performance but also indirectly through employee engagement. Previous studies by (Ekhsan et al., 2023; Gautam, 2023; Nelson & Pradinang, 2024; Ningrum et al., 2023; Khalil et al., 2022) state that employee engagement mediates the effect of talent management on performance. Therefore, the seventh hypothesis is formulated as follows:

H7: Employee engagement mediates the effect of talent management on employee performance.

RESEARCH MODEL

The conceptual framework used in this study consists of perceived organizational support, talent management, employee engagement, and employee performance. The graphic model is shown in Figure 1.

Figure 1
The conceptual framework



Respondent Description

Table 1.
Respondent Description

Category	Sub-Category	Frequency	Percentage (%)
Age	31–40 Years	50	42,4
Gender	Female	66	55,9
Education	Bachelor's Degree	55	46,6
Years of Experience	6–10 Years	45	38,1

Source: Data processed in 2025

Based on Table 1, it can be seen that the majority of respondents were aged 31–40 years, totaling 50 employees (42.4%), indicating that the employees were dominated by those in the productive and professionally mature age group. Based on gender, female employees were more dominant than male employees, totaling 66 employees (55.9%), indicating the high level of female involvement in the agency. In terms of education, most respondents have completed a bachelor's degree, with 55 employees (46.6%), reflecting adequate academic capacity to support the performance of their duties. In terms of length of service, the majority of employees have 6 to 10 years of work experience, with 45 employees (38.15%), indicating a relatively high level of experience and understanding of their duties and work environment.

Variable Description

Table 2
Variabel Perceived Organizational Support

Indicator	Mean
X1.1	3,407
X1.2	3,407
X1.3	3,390
X1.4	3,364
X1.5	3,407
X1.6	3,432
X1.7	3,424
X1.8	3,407
X1 Average	3,417

Source: Data processed in 2025

Table 3
Variabel Talent Management

Indicator	Mean
X2.1	3,610
X2.2	3,661
X2.3	3,653
X2.4	3,593
X2.5	3,695
X2.6	3,576
X2.7	3,636
X2.8	3,644
X2.9	3,610
X2.10	3,644
X2.11	3,593
X2.12	3,542

X2.13	3,669
X2.14	3,602
X2 Average	3,625

Source: Data processed in 2025

Table 4
Variabel Employee Engagement

Indicator	Mean
Y1.1	3,814
Y1.2	3,839
Y1.3	3,873
Y1.4	3,788
Y1.5	3,864
Y1.6	3,814
Y1.7	3,805
Y1.8	3,864
Y1.9	3,814
Y1 Average	3,835

Source: Data processed in 2025

Table 5
Variabel Employee performance

Indicator	Mean
Y2.1	3,703
Y2.2	3,703
Y2.3	3,695
Y2.4	3,780
Y2.5	3,686
Y2.6	3,703
Y2.7	3,695
Y2.8	3,686
Y2.9	3,712
Y2.10	3,737
Y2 Average	3,701

Source: Data processed in 2025

The mean value of 3.42 in Table 2 on perceived organizational support shows that respondents tend to agree with the eight indicators that describe organizational support for employees. The mean value of 3.63 in Table 3 on talent management shows that respondents tend to agree with the 14 indicators that reflect the implementation of talent management in the work environment. The mean value of 3.84 in Table 4 on employee engagement shows that respondents tend to agree with the 9 indicators that describe the level of employee engagement with the organization. Furthermore, the mean value of 3.70 in Table 5 on employee performance shows that respondents tend to agree with the 10 indicators that describe employee performance in the workplace.

Validity Test Results

Table 6
Validity Test Results

Variable	KMO	Component Matrix (Loading Factor)	Criteria
Perceived organizational support (X1)	0,949	> 0,5	Valid
Talent management (X2)	0,963	> 0,5	Valid
Employee engagement (Y1)	0,953	> 0,5	Valid
Employee performance (Y2)	0,958	> 0,5	Valid

Source: Data processed in 2025

Based on Table 6, it can be seen that the Kaiser-Meyer-Olkin (KMO) values for the variables of perceived organizational support, talent management, employee engagement, and employee performance are all above 0.5, so it can be concluded that the sample adequacy in this study has been met. Furthermore, the component matrix (loading factor) values of the 8 indicators of perceived organizational support, 14 indicators of talent management, 9 indicators of employee engagement, and 10 indicators of employee performance are all greater than 0.4. Thus, it can be concluded that all indicators used in this study are valid and suitable for use as measurement tools in further research analysis.

Reliability Test Results

Table 7
Reliability Test Results

Variable	Alpha Cronbach	Cut-off
Perceived organizational support	0,973	> 0,7
Talent management	0,981	> 0,7
Employee engagement	0,975	> 0,7
Employee performance	0,978	> 0,7

Source: Data processed in 2025

Based on Table 7, it can be shown that the reliability test results of the research instrument have very high internal consistency. The Cronbach's Alpha values for the variables of perceived organizational support (0.973), talent management (0.981), employee engagement (0.975), and employee performance (0.978) are all above the threshold of 0.70, so all instruments are declared to be highly reliable and suitable for use in further analysis, with excellent and consistent measurement quality.

Multiple Linear Regression Analysis Results

Table 8
Multiple Regression Analysis Results

Model	Independent Variable	Adjusted R ²	Anova		Standardized Coefficients	Sig.	Description
			F	Sig.	Beta		
Model I: Y1 = 0,338 X1 + 0,602 X2 + e1							
Model I: The Effect of Perceived	Perceived organizational support (X1)	0,830	286,630	0,000	0,338	0,000	Hypothesis 1 is accepted

Organizational Support and Talent Management on Employee Engagement	Talent management (X2)				0,602	0,000	Hypothesis 2 is accepted
Model II: $Y_2 = 0,139 X_1 + 0,265 X_2 + 0,539 Y_1 + e_2$							
Model II: The Effect of Perceived Organizational Support and Talent Management on Employee Performance Mediated by Employee Engagement	Perceived Organizational Support (X1)	0,826	186,593	0,000	0,139	0,109	Hypothesis 3 is rejected
	Talent Management (X2)				0,265	0,008	Hypothesis 4 is accepted
	Employee Engagement (Y1)				0,539	0,000	Hypothesis 5 is accepted

Source: Data processed in 2025

Based on Table 8, the results of the regression analysis in Model I can be shown as follows:

a. F Test (Model Validity)

The F test results show a significance value of $0.000 < 0.05$, which means that the regression model is feasible (fit) and can be used for further analysis.

b. Coefficient of Determination Test (R^2 Test)

The Adjusted R^2 value of 0.830 shows that perceived organizational support and talent management can explain 83.0% of employee engagement, while the remaining 17.0% is explained by other variables outside the research model.

c. Partial Hypothesis Testing

- H1: Perceived organizational support has a positive effect on employee engagement

A significance value of $0.000 < 0.05$ with a beta value of 0.338 (positive) indicates that perceived organizational support has a positive effect on employee engagement. Thus, H1 is accepted.

- H2: Talent management has a positive effect on employee engagement

A significance value of $0.000 < 0.05$ with a beta value of 0.602 (positive) indicates that talent management has a positive effect on employee engagement. Thus, H2 is accepted.

Based on Table 8, the results of the regression analysis in Model II can be shown:

a. F Test (Model Feasibility)

The F test results show a significance value of $0.000 < 0.05$, which means that the regression model is declared fit or feasible for further analysis.

b. Coefficient of Determination (R^2 Test)

The Adjusted R^2 value of 0.826 shows that the variables of perceived organizational support, talent management, and employee engagement are able to explain 82.6% of

the variation in employee performance, while the remaining 17.4% is influenced by other variables outside the research model.

c. Partial Hypothesis Testing

- H3: Perceived organizational support has a positive effect on employee performance
 A significance value of $0.109 > 0.05$ with a beta value of 0.139 (positive) indicates that perceived organizational support has no effect on employee performance. Thus, H3 is rejected.
- H4: Talent management has a positive effect on employee performance
 A significance value of $0.008 < 0.05$ with a beta value of 0.265 (positive) indicates that talent management has a positive effect on employee performance. Thus, H4 is accepted.
- H5: Employee engagement has a positive effect on employee performance
 A significance value of $0.000 < 0.05$ with a beta value of 0.539 (positive) indicates that employee engagement has a positive and significant effect on employee performance. Thus, H5 is accepted.

Mediation Test Results

The effect of perceived organizational support on employee performance is mediated by employee engagement

Table 9
Mediation Test

Variable	Coefficient	Calculated Z	Table Z	Significance	Description
Perceived Organizational Support → Employee performance	0,1919	3,4288	1,96	0,0006	Hypothesis 6 is accepted
Talent management → Employee Engagement → Employee performance	0,1965	4,5629	1,96	0,0000	Hypothesis 7 is accepted

Source: Data processed in 2025

Interpretation of Mediation Test

- Based on the Sobel test results, the significance value of $0.0006 < 0.05$, so it can be concluded that employee engagement is able to positively mediate the influence of perceived organizational support on employee performance. Thus, Hypothesis 6 is accepted.
- Based on the results of the Sobel test, the significance value is $0.0000 < 0.05$, so it can be concluded that employee engagement can positively mediate the influence of talent management on employee performance. Thus, Hypothesis 7 is accepted.

Perceived Organizational Support Has a Positive Effect on Employee Engagement

Employees who have a positive perception of organizational support tend to show higher levels of engagement, which is reflected in their work vigor, dedication, and full involvement in carrying out their duties. Fair, responsive, and caring organizational support encourages employees to be more enthusiastic at work, have a high sense of responsibility, and be willing to devote their energy and abilities optimally. Thus, the better the employees' perception of the support provided by the organization, the higher the level of employee engagement in their work and the organization where they work.

These results are consistent with Organizational Support Theory, which states that when employees feel cared for, valued, and supported, they will develop a stronger sense of belonging to the organization. The findings of this study are also in line with the results of Dewi et al. (2020), Claudia & Suprpto (2024), and Rahim et al. (2025), which confirm that POS is an important determinant in increasing employee engagement. Thus, this study reinforces the view that organizational support plays a fundamental role in building employee engagement in the local government environment.

Talent Management Has a Positive Impact on Employee Engagement

Employees who feel that talent management is being implemented effectively tend to have high levels of engagement, which is reflected in their enthusiasm (vigor), dedication, and full involvement (absorption) in their work. Opportunities for growth, training, and career clarity make employees more enthusiastic, responsible, and willing to devote their energy and best abilities to the organization. Thus, the better the talent management implemented by the organization, the higher the level of employee engagement in their work and the organization where they work.

These findings support the results of studies by Ekhsan et al. (2023), Achmada et al. (2022), and Gautam (2023), which show that talent management is a strategic instrument in increasing engagement, especially through competency development and career opportunities. This indicates that employee development at the Wonosobo Regency Secretariat, through training, structured transfers, and career advancement opportunities, is a highly influential factor in fostering employee engagement.

Perceived Organizational Support Has No Effect on Employee Performance

Based on the results of hypothesis testing, it is known that perceived organizational support has no effect on employee performance. This shows that employee performance is not entirely determined by the extent to which employees feel support from the organization, but is more influenced by other factors, such as talent management and employee engagement, which directly encourage employee motivation, involvement, and productivity at work. These results support the findings of Berdiyana et al. (2022) and Prasetyo & Harsono (2023), who also found no direct influence of POS on performance. This shows that organizational support is often more psychological in nature and has an indirect effect, namely creating a sense of security and comfort before influencing performance behavior.

Talent Management Has a Positive Impact on Employee Performance

Each employee has a different level of performance, which is influenced by how the organization manages talent through effective acquisition, development, succession planning, and recruitment processes. Well-managed talent management enables employees to improve their abilities and skills, work with greater focus, discipline, and responsibility, and complete their work in accordance with set targets. This condition supports research

findings that show talent management has a positive impact on employee performance, so that the better the implementation of talent management, the more optimal the performance of employees.

These findings are in line with the research by Masri & Suliman (2019), Ngiu et al. (2021), Ristian & Ekhsan (2023), and Septiandina & Sari (2024), which confirm that talent management is a key factor in improving employee performance. In government organizations such as the Wonosobo Regency Secretariat, this is relevant given that the increasing demands of public service require employees with strong competencies and work motivation.

Employee Engagement Has a Positive Impact on Employee Performance

Each employee has a different level of engagement, depending on how individuals perceive their work and the extent to which they feel emotionally connected to the organization. Well-managed employee engagement enables employees to demonstrate a positive attitude, have high morale, and behave professionally in the workplace. These conditions contribute to improved performance, supporting research findings that employee engagement has a positive effect on employee performance.

This study is in line with the findings of Azmy et al. (2024), Abadi (2024), and Utoyo et al. (2024), which state that engaged employees demonstrate higher energy, strong dedication, creativity, and the ability to complete work more productively. Employee engagement is particularly important in government organizations, where public service, response speed, and work quality are greatly influenced by the level of employee involvement in carrying out their duties.

Perceived Organizational Support Positively Affects Employee Performance Mediated by Employee Engagement

The results show that employee engagement acts as a mediating variable that strengthens the effect of perceived organizational support on employee performance. With increased employee engagement, organizational support is not only perceived as a form of attention, but also as a psychological encouragement that fosters a sense of belonging, responsibility, and commitment among employees at work. This condition ultimately encourages an increase in employee performance, both in terms of quantity, quality of work, cooperation, responsibility, and initiative. These findings support Dewi et al. (2020), Claudia & Suprpto (2024), and Rahim et al. (2025), who state that employee engagement is a psychological mechanism that bridges organizational support to improve performance. Thus, although organizational support does not directly improve performance, it creates psychological conditions that enable employee engagement to increase, and it is through this engagement that employee performance can be improved.

Talent Management Positively Affects Employee Performance Mediated by Employee Engagement

The results of the study show that employee engagement plays an important role as a mediating variable in the relationship between talent management and employee performance. This means that good talent management can improve employee performance by increasing employee engagement. As employees become more attached to their work and organization, they will perform better in terms of quantity, quality of work, cooperation, responsibility, and initiative. This finding reinforces the research of Ekhsan et al. (2023), Achmada et al. (2022), Gautam (2023), and Nelson & Pradinang (2024). Thus, talent

management successfully improves performance more optimally when accompanied by an increase in employee engagement as its psychological mechanism.

CONCLUSION

Based on the results of data analysis, hypothesis testing, and discussion, it can be concluded that perceived organizational support has a positive effect on employee engagement, talent management has a positive effect on employee engagement, and talent management and employee engagement have a positive effect on employee performance. However, perceived organizational support does not have a significant direct effect on employee performance. Furthermore, employee engagement was found to significantly mediate the influence of perceived organizational support and talent management on employee performance. This indicates that the higher the perceived organizational support and talent management, the higher the employee engagement, which ultimately improves employee performance. Practically, the results of this study are useful for organizations, particularly government agencies such as the Wonosobo Regency Secretariat, as a basis for formulating policies to strengthen organizational support and talent management in order to improve engagement and employee performance on an ongoing basis. This study still has limitations, particularly regarding the number and characteristics of the sample, which only included civil servants in one agency. Therefore, further research is recommended to expand the number of respondents, involve various government sectors or other industries, and add other variables such as motivation, organizational culture, or transformational leadership that have the potential to influence engagement and employee performance.

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