

## THE ROLE OF EMPLOYEE ENGAGEMENT IN MEDIATING PERCEIVED ORGANIZATIONAL SUPPORT AND JOB SATISFACTION ON EMPLOYEE PERFORMANCE AT PT KRAKATAU BANDAR SAMUDERA



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### Abstract

Employee performance is the key to success for a company. However, in this phenomenon, there are several reasons why employee performance has not reached the target expected by the company. This study aims to analyze the role of employee engagement that mediates perceived organizational support and job satisfaction on employee performance at PT Krakatau Bandar Samudera. This study adopted a quantitative method with a population of 442 employees of PT Krakatau Bandar Samudera, and 82 employees as samples using proportional random sampling techniques. This data was collected through a questionnaire using a Likert scale and analyzed using Smart PLS 4.10. The results of the study from the measurement of t-statistics of the relationship between variables in this model structure showed that perceived organizational support had a negative effect of -46.25, while job satisfaction had a positive and significant impact on employee performance of 4.606. In addition, perceived organizational support had a positive and significant impact on employee engagement of 1.708. However, there was no effect of perceived organizational support on employee performance through employee engagement of 2.743.

**Keywords:** Employee Performance, Perceived Organizational Support, Employee Engagement, Job Satisfaction

## INTRODUCTION

The company's success in achieving this goal can be reflected in employees, especially port service employees who are required to work and provide services to customers and ship service agents in port services (Rahmawati et al, 2023). Employee performance can be measured by planning and implementation and finally in evaluating learning, and understanding of their work abilities to obtain self-evaluation results in achieving employee work performance (Amalou, 2024).

PT. Krakatau Bandar Samudera which is engaged in the port sector always shows its existence both in the Banten region and outside Banten which is inseparable from the role of the quality of its human resources which are required to be productive and innovative in the development of this global era. The demand to meet productive work standards is related to the attitude of obedience, with another understanding, namely discipline can also be interpreted as obedience, the meaning is in the form of employee response to the provisions attached to him as an employee.

One form of employee satisfaction is by distributing employee engagement surveys (Employee Satisfaction Surveys), this survey contains a questionnaire for employees to collect data on perceptions, and employee attitudes towards work, the company, and management. At PT Krakatau Bandar Samudera, the survey is conducted once a year, usually in November, the purpose of the survey is to provide a comprehensive picture of the level of employee engagement and how to compare from year to year on employee satisfaction. The employee survey is an annual routine agenda of the Human Capital & GA Division of PT Krakatau Bandar Samudera which aims to determine the level of employee satisfaction and engagement while working at PT. Krakatau Bandar Samudera in one period (1 year).

Organizational performance can be defined as the collective performance of employees or individuals. In contrast, individual worker achievement is defined as the evaluation of the results of individual employee behavior where the determination of the value is good or not the performance of employees who have completed their work can be assessed from the performance evaluation category.

The dynamics of organizational growth and development can also benefit greatly from performance appraisal. Employee performance results for 1 (one) year are assessed

using an employee appraisal system. The function of organizational assessment that serve as a benchmark to evaluate the supervisor's capacity to delegate responsibility and work to his subordinates. Through this performance assessment, management can see to what extent its human resources can support the achievement of the company's intentions.

According to the data, the minimum wage for the city of Cilegon in 2019 was Rp. 3,913,078. For 2020, it increased by Rp. 4,246,081, in 2021 it was Rp. 4,309,773, for 2022 the minimum wage for the city of Cilegon increased again by Rp. 4,340,254 and for the latest data in 2023, the minimum wage for the city of Cilegon was Rp. 4,657,223.

The mismatch between educational background and employee placement is the second aspect that affects employee productivity towards performance. The mismatch can hinder the employee's ability to learn every job in the scientific field that underlies the nature of his work, which can cause delays in HR programs, including promotions and transfers.

The phenomenon that occurs is a high turnover rate, and lack of support from management which can result in a lack of employee satisfaction with the company they see other companies that are better in employee welfare that are able to attract the attention of employees so that sometimes employees will try new things in other companies.

Another phenomenon is the hampered career opportunities for employees. This phenomenon often occurs in companies, there are several reasons for the hampered career opportunities, namely the lack of clear goals for their positions, such as discomfort in socializing in the office so that discipline decreases, the office so that discipline decreases, lack of experience, lack of self-development and low levels of education. The fifth phenomenon is the existence of a company restructuring program. As a result of restructuring to subsidiaries, it results in a mutation program either to subsidiaries or joint venture companies which can result in employee transfers causing a decrease in incentives and others because the more employees there are, the less employee income in the form of incentives and employee bonuses.

Based on the above phenomenon, the researcher reveals previous research to be a reference research and comparative material for researchers to test several existing variables on employee performance. And there are also several differences (research gaps) between

several researchers. Research gaps are holes in the literature that can be filled by researchers using previous knowledge or investigations.

## **REVIEW OF LITERATURE**

### **Employee Engagement**

The emotional bond between employees and their superiors is known as employee engagement, and it has the power to motivate them to be more active and dedicated in their work. Employee engagement namely active psychic concerning work is operationalized by the intensity and direction of cognitive, emotional, and behavioral energy. This concept is a multi-faceted concept, where this involvement is not from one aspect only, but there are three aspects, namely cognitive, emotional, and behavioral aspects.

### **Employee Performance**

Employee performance derived from the verb in Indonesian translated from another language, describes how an employee appears when carrying out his duties following the obligations given. Employee performance is determined by how well and how much an employee works to complete the responsibilities given. In addition to work productivity, actions and encouragement from superiors will also greatly affect work productivity because they are able to inspire others to lead and manage tasks to produce high work productivity.

### **Perceived Organizational Support**

Perceived Organizational Support is a condition that can be realized in employee welfare in realizing being able to help if the organization achieves its goals. The support provided if it can be able to increase perceived organizational support that is excessively optimal to provide employee performance. Perceived Organizational Support produces a response in the form of employee engagement levels. Perceived Organizational Support An employee's perception that he is supported is also considered by the company where he works that has made contributions that are able to support the company.

### **Job Satisfaction**

Job satisfaction is directly influenced by several different factors that also affect organizational commitment and job performance. Employees can perform better and decide to stay with the company for a longer period if they are highly satisfied with their jobs and feel good about what they do (Colquitt et al., 2022:96). Thus, job satisfaction among employees is critical to the success of an organization because satisfied workers are better at

solving problems and making decisions, and their positive emotions increase as a result of increased creativity and productivity.

## **RESEARCH METHOD**

### **Types of Research**

In this study, the author uses a quantitative method. According to experts, namely Sugiyono (2020: 16), quantitative research methods can be interpreted as a research technique based on the philosophy of positivism, used to study in a separate population or sample, collecting information using research tools, analyzing data that is quantitative or statistical in nature, with the aim of testing predetermined assumptions.

Three characteristics of quantitative research in the field: research is constant from beginning to end, so that the title of the research report can be compared. Furthermore, because the problem has been verified by the reality found, it will be different in the field (Nurwulandari and Darwin, 2020: 49). The thesis will be written using quantitative research methodology (correlational study). Finding a relationship or absence of a relationship between two or more variables is the purpose of correlational research. Researchers can determine the relationship between variations in one variable and other variations using this correlation technique. To ensure the role of employee engagement in mediating the perception of organizational support and job satisfaction on employee performance at PT Krakatau Bandar Samudera, the concept of correlational quantitative exploration research essentially needs to test the reality of a speculation made through various information in the field. After assessing the validity and reliability, the research data will be tested for its classical assumptions. This is followed by correlation tests, simple and multiple regression analysis, and hypothesis testing (t-test), which are carried out using Windows SPSS software version 26.

### **Population and Sample**

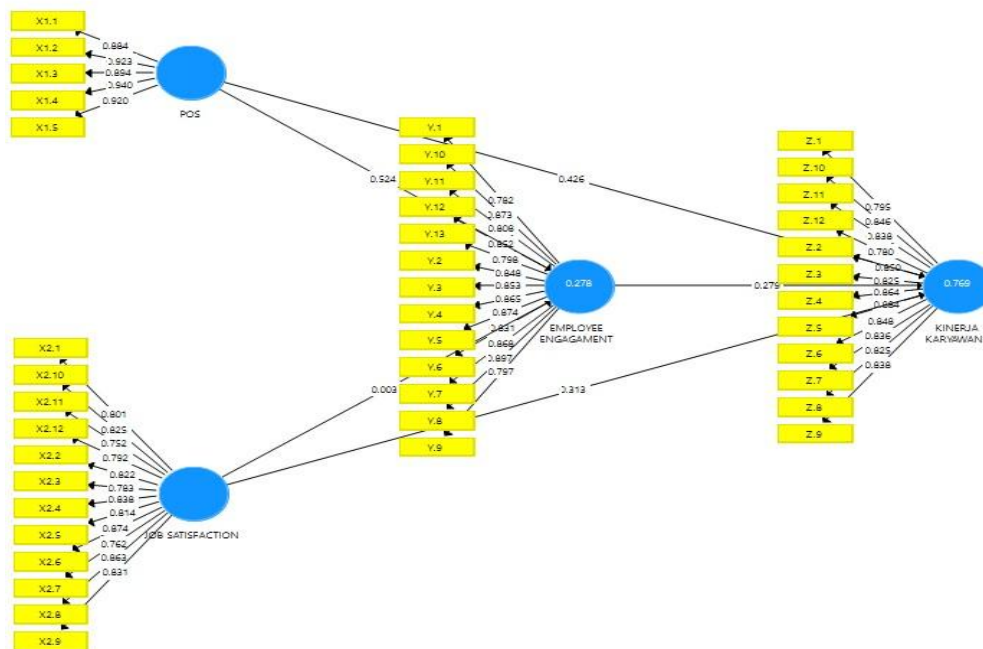
According to Wulandari & Suwardana (2020:99) population is all information used in research within a predetermined time period and place. Meanwhile, according to JM Subagyo (2021), population is an object of research as a goal of collecting information and obtaining data that will be used in research. This objective population is a key point of

convergence for a specialist, namely a set or part that has an explanation of what the researcher is looking for and the consequences of its exploration will show the ultimate goal of the collection or population.

The objective population must be interpreted when researchers encounter research problems and issues (Wiyono et al., 2021: 89). Population is a generalization area consisting of objects or subjects that have their qualities and characteristics determined by researchers to be able to study and then draw conclusions (Sugiyono, 2020: 126). Based on this idea, the population of the study includes all employees of PT Krakatau Bandar Samudera, where the number of members recorded is 410 male employees, and 32 female employees. So, the total population of PT Krakatau Bandar Samudera employees is 442 people.

## RESULTS AND DISCUSSION

### Outer Model Analysis



**Figure 1.**  
**Outer Model Image**

### Convergent Validity

Convergent validity testing can be evaluated using loading factors or external loadings. Generally, a loading factor limit of 0.70 is applied in research. The purpose of the

research is to show whether each association between the indicator and its construct, or latent variable, is valid. Individual indicators are considered reliable by Ghozali (2021:68) if the correlation value is more than 0.7. In upper-scale research, convergent validity can be completed if each variable has an AVE score of more than 0.5, but a loading factor score of 0.5 to 0.6 is still acceptable (Ghozali, 2021:68). When the external loading score of a marker is greater than 0.70, it is said to indicate convergent validity and a high level of validity. The following are the findings from the evaluation measurement of each variable indicator using the external loading model in this study:

- a. The findings of the Factor Loading test in the top marker of exogenous 1 (the variable Perceived Organizational Support mentioned as the variable from X1) output path coefficient is:

**Table 1.**

Statement Item Code	Loading Factor Value (LF)	Conclusion
X1.1	0.884	Valid
X1.2	0.923	Valid
X1.3	0.894	Valid
X1.4	0.940	Valid
X1.5	0.920	Valid

**LF Test Results for Exogenous Variable 1 (Perceived Organizational Support)**

Source: Results of data processing using SEM PLS, 2024

- b. The results of the Factor Loading test for the indicators of the exogenous latent variable 2 (Job Satisfaction mentioned as the variable from X2) based on the Path Coefficient Output as explained below:

**Table 2.**

**LF Test Results for Exogenous Variable 2 (Job Satisfaction)**

Statement Item Code	Loading Factor Value (LF)	Conclusion
X2.1	0.801	Legitimate
X2.2	0.822	Legitimate
X2.3	0.783	Legitimate
X2.4	0.838	Legitimate
X2.5	0.814	Legitimate
X2.6	0.874	Legitimate
X2.7	0.763	Legitimate

X2.8	0.863	Legitimate
X2.9	0.831	Legitimate
X2.10	0.825	Legitimate
X2.11	0.752	Legitimate
X2.12	0.792	Legitimate

Source: Results of data processing using SEM PLS, 2024

- c. The findings of the Factor Loading test in the marker for variable Y (Employee Performance) are based on the path coefficient output, for example, the explanation below:

**Table 3.**

**LF Test Findings of Employee Performance Variables**

Statement Item Code	Loading Factor (LF) Value	Conclusion
Y.1	0.782	Legitimate
Y.2	0.846	Legitimate
Y.3	0.855	Legitimate
Y.4	0.867	Legitimate
Y.5	0.874	Legitimate
Y.6	0.832	Legitimate
Y.7	0.868	Legitimate
Y.8	0.896	Legitimate
Y.9	0.794	Legitimate
Y.10	0.876	Legitimate
Y.11	0.807	Legitimate
Y.12	0.852	Legitimate
Y.13	0.801	Legitimate

Source: Results of data processing using SEM PLS, 2024

- d. The findings of the Factor Loading test in the marker for the variable Z (Employee Engagement) are based on the path coefficient output, for example, the explanation below:

**Table 4.**

**LF Variable Z Test Results for Investment Diversification**

Statement Item Code	Loading Factor Value (LF)	Conclusion
Z.1	0.794	Legitimate
Z.2	0.850	Legitimate
Z.3	0.826	Legitimate
Z.4	0.864	Legitimate
Z.5	0.884	Legitimate
Z.6	0.847	Legitimate
Z.7	0.837	Legitimate

Z.8	0.826	Legitimate
Z.9	0.838	Legitimate
Z.10	0.845	Legitimate
Z.11	0.838	Legitimate
Z.12	0.781	Legitimate

**Discriminant Validity**

The findings in this discriminant validity test can be explained through the cross-loading score. The indicators that can be expressed or considered to complete the test requirements discriminant validity namely when the cross-loading score of the variable marker has a large value when compared to other variables. The explanation below is an explanation of each cross-loading score on each indicator:

**Cross Loading Test**

**Table 5.**  
**Cross Loading Test**

Indicator	X1	X2	Y	Z
X1.1	<b>0.884</b>	0.741	0.525	0.757
X1.2	<b>0.923</b>	0.667	0.441	0.703
X1.3	<b>0.894</b>	0.731	0.431	0.772
X1.4	<b>0.940</b>	0.746	0.516	0.760
X1.5	<b>0.920</b>	0.747	0.476	0.755
X2.1	0.692	<b>0.801</b>	0.333	0.614
X2.2	0.728	<b>0.822</b>	0.307	0.661
X2.3	0.625	<b>0.783</b>	0.344	0.605
X2.4	0.650	<b>0.838</b>	0.425	0.663
X2.5	0.719	<b>0.814</b>	0.383	0.676
X2.6	0.661	<b>0.874</b>	0.375	0.633
X2.7	0.583	<b>0.763</b>	0.341	0.601
X2.8	0.632	<b>0.863</b>	0.267	0.618
X2.9	0.618	<b>0.831</b>	0.294	0.630
X2.10	0.624	<b>0.825</b>	0.397	0.607
X2.11	0.648	<b>0.752</b>	0.274	0.609
X2.12	0.594	<b>0.792</b>	0.325	0.590
Y.1	0.409	0.323	<b>0.782</b>	0.498
Y.2	0.473	0.412	<b>0.846</b>	0.548

<b>Y.3</b>	0.460	0.317	<b>0.855</b>	0.554
<b>Y.4</b>	0.352	0.268	<b>0.867</b>	0.494
<b>Y.5</b>	0.464	0.396	<b>0.874</b>	0.551
<b>Y.6</b>	0.387	0.322	<b>0.832</b>	0.506
<b>Y.7</b>	0.404	0.352	<b>0.868</b>	0.518
<b>Y.8</b>	0.495	0.377	<b>0.896</b>	0.563
<b>Y.9</b>	0.500	0.435	<b>0.794</b>	0.549
<b>Y.10</b>	0.459	0.274	<b>0.876</b>	0.531
<b>Y.11</b>	0.448	0.356	<b>0.807</b>	0.520
<b>Y.12</b>	0.462	0.446	<b>0.852</b>	0.571
<b>Y.13</b>	0.424	0.307	<b>0.801</b>	0.541
<b>Z.1</b>	0.638	0.617	0.482	<b>0.794</b>
<b>Z.2</b>	0.652	0.619	0.522	<b>0.850</b>
<b>Z.3</b>	0.687	0.590	0.558	<b>0.826</b>
<b>Z.4</b>	0.700	0.672	0.525	<b>0.864</b>
<b>Z.5</b>	0.707	0.702	0.540	<b>0.884</b>
<b>Z.6</b>	0.702	0.669	0.569	<b>0.847</b>
<b>Z.7</b>	0.683	0.600	0.552	<b>0.837</b>
<b>Z.8</b>	0.653	0.644	0.614	<b>0.826</b>
<b>Z.9</b>	0.660	0.664	0.483	<b>0.838</b>
<b>Z.10</b>	0.750	0.683	0.470	<b>0.845</b>
<b>Z.11</b>	0.723	0.654	0.511	<b>0.838</b>
<b>Z.12</b>	0.691	0.604	0.537	<b>0.781</b>

Source: Results of data processing using SEM PLS

Based on Table 5, the variable point X1.1 has a cross-loading score of 0.884. This cross-loading score of X1.1 has a high excess link through variables X2 (0.741), Y (0.525), and Z (0.757). The cross-loading score of each form is tested to show that the correlation link is through the overestimation item of another form. So, it can be concluded that the Discriminant Validity requirements have been met. The following test in the study is to review the AVE root through the link between its constructs, and its description in the following table 6:

**Table 6.**  
**Comparison of AVE with AVE Root**

<b>Variables</b>	<b>Average Variance Extracted (AVE)</b>
X1	0.833
X2	0.663

Y	0.710
Z	0.699

Source: Results of data processing using SEM PLS

Based on Table 6. the AVE comparison states that the AVE Perceived Organizational Support is 0.833. Then the AVE Job Satisfaction value is 0.663. The AVE Employee Engagement value is 0.710. Furthermore, Performance has an AVE value of 0.699. So, it can be said that the level of convergent validity is good because it can describe several variances in the markers of the variables based on the findings of the information and data analysis, and the score on Discriminant validity in the research thesis the findings illustrates a positive score.

**Forner Larcker Test**

**Table 7.**  
**Forner Larcker Test**

Indicator	X1	X2	Y	Z
X1	<b>0.912</b>			
X2	0.797	<b>0.814</b>		
Y	0.525	0.419	<b>0.843</b>	
Z	0.822	0.770	0.635	<b>0.836</b>

Source: Results of data processing using SEM PLS

From Table 7., the AVE root value is the value in the diagonal axis (in bold) ensuring that the AVE root score is greater than the correlation score of other variables. A variable can be said to have a score that has positive discriminant validity if the AVE root score of each form is greater than the link score between forms through others. For example, variable X1 has an AVE root value of 0.912, which is greater than the AVE root value of variable X2 (0.797), Y (0.525), and Z (0.822).

**Heterotrait Monotrait (HTMT)**

**Table 8.**  
**Heterotrait Monotrait (HTMT)**

Indicator	X1	X2	Y	Z
X1				
X2	0.836			
Y	0.546	0.434		
Z	0.860	0.803	0.658	

Source: Results of data processing using SEM PLS

From table 8, it shows that all HTMT scores for each variable are below 0.9, which indicates that all forms are valid in terms of decriminal validity based on HTMT estimation.

**Reliability Test**

**Table 9.**  
**Reliability Test**

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>
X1	0.950	0.950	0.961
X2	0.953	0.954	0.959
Y	0.966	0.966	0.970
Z	0.961	0.961	0.965

Source: Results of data processing using SEM PLS

**Composite Reliability**

In the outer model, we recognize composite reliability. This score can ensure internal consistency, namely a high composite reliability score ensures its consistency score on each indicator to estimate its form. The desired composite reliability score is > 0.6. From Table 9 above, the composite reliability value of variables X1, X2, Y, and Z has a value above 0.7 which shows that all of these forms are reliable.

**Table 10.**  
**Composite Reliability**

<b>Variables</b>	<b>Composite Reliability</b>
Variable X1 (Perceived Organizational Support)	0.961
Variable X2 (Job Satisfaction)	0.959
Variable Y (Employee Performance)	0.970
Variable Z (Employee Engagement)	0.965

Source: Results of data processing using SEM PLS

The score in each research variable, for example, the table ensures that all research variables have a score > 0.6. It can be said that each variable used in the research completes the composite reliability until each variable used in the research has a high reliability score.

**Cronbach Alpha**

The basic Cronbach Alpha can be used to strengthen the method of testing reliability scores in research variables. Variables that can be called reliable, are estimated through Cronbach Alpha if they have a Cronch Alpha score > 0.7. In his research, researchers also estimate each variable used, using Cronbach's Alpha, Reliability testing can use Cronbach's

Alpha. In Table 4.23 above, "the score reflects the reliability of all markers for the design. From the table, the Cronbach's Alpha score of variables X1, X2, Y, and Z have a Cronbach's Alpha score above 0.7 which ensures that all of these forms are reliable." Then the explanation below:

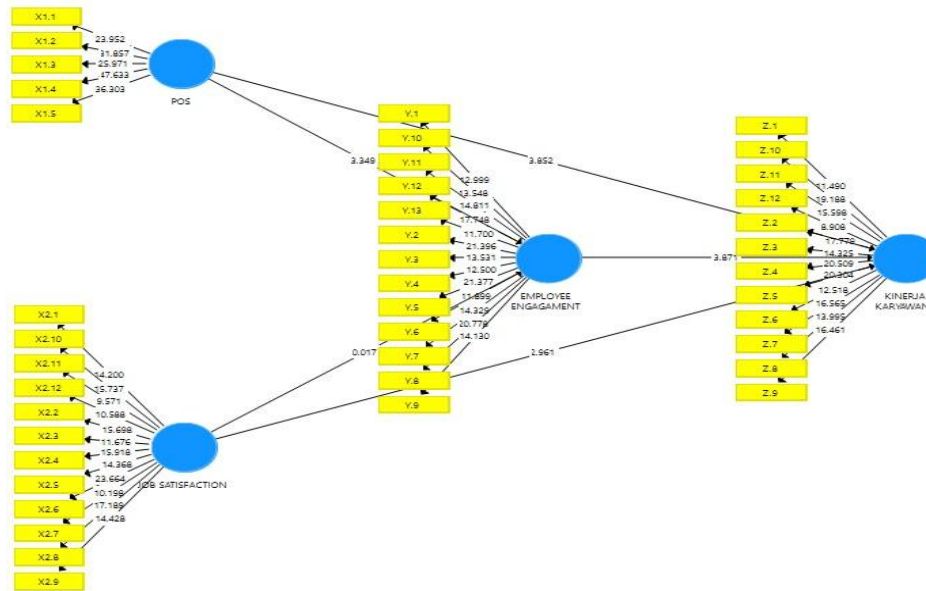
**Table 11.**  
**Cronbach Alpha**

Variables	Composite Reliability
Variable Perceived Organizational Support	<b>0.950</b>
Job Satisfaction Variable	<b>0.953</b>
Employee Performance Variables	<b>0.966</b>
Employee Engagement Variables	<b>0.961</b>

Source: Results of data processing using SEM PLS

Each Cronbach Alpha score in each variable used in the study is > 0.7. It can be said that the completeness of the variables in the study has a high level of reliability because it has fulfilled the requirements of the Cronbach Alpha score.

**Inner Model Evaluation**



**Figure 2.**  
**Inner Model Image**

Source: findings from data processing using SEM PLS

### Path Coefficient Test

The research aims to test the impact of independent variables on dependent variables using the Path Coefficient. The concept of the Path Coefficient test allows researchers to understand the extent of the impact of independent variables on dependent variables in their research. Based on the findings shown in the figure above, it can be seen that the largest path coefficient score is located on the Employee Engagement variable on Employee Performance of 3.432, then the variable that has the second largest influence in the research is the impact of Job Satisfaction on employee performance of 1.081 and the smallest value is the influence of Perceived Organizational Support on employee performance of 0.950.

If the value of the path coefficient "(Path Coefficient) in an independent variable is getting bigger, the impact of the variable on the dependent variable is also getting stronger. From this reason, it can be concluded that all variables in the study have a positive influence because the independent variable shows a high value on the dependent variable based on the results of the Path Coefficient Test."

### R Square

Based on the data processing that has been carried out using the smart PLS program, the R-Square score achieved in the design form findings is:

**Table 12.**  
**R Square**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Y</b>	0.419	0.397
<b>Z</b>	0.712	0.705

Based on Table 12, the R Square score for the variable Relationship X1 and X2 to Y influences 41.9%. This indicates that the variance in variable Y can be explained by X1 and X2, which is 41.9% and can be explained by variables X1 and X2, which is 41.9%. The remaining 58.1% is explained by other variables that were not examined in the study. The R Square scores of 0.75, 0.50, and 0.25 ensure that the design strategy is moderate and weak. And in this data the model is classified as moderate.

"Based on the table, the R Square score for variables X1, X2, and Y over Z is 71.2%. Regarding ensuring the distribution of variable Z can be described by variables X1, X2, and Z, the amount is 71.2%. The remaining 28.2% is described by other variables that were not

studied in the study. According to (Sarstedt et al, 2017) the R Square score of 0.75, 0.50, and 0.25 ensures that the design is strong, moderate, and weak. In the existing data, the model is classified as moderate."

**F Square Test**

Based on the data processing that has been carried out using the smart PLS program, the F-Square test scores in the structural design findings include:

**Table 13.**  
**F Square Test**

	<b>F-Square</b>
<b>X1 -&gt; Y</b>	0.007
<b>X1 -&gt; Z</b>	0.415
<b>X2 -&gt; Y</b>	0.124
<b>X2 -&gt; Z</b>	0.148
<b>Y -&gt; Z</b>	0.246

Source: Results of information processing using SEM PLS

Based on Table 13, the influence of X1 on Y has a large level of 0.007. The influence of X1 on Z has a large level of 0.415. The influence of X2 on Y has a moderate level of 0.124. The influence of X2 on Z has a moderate level of 0.148. The influence of Y on Z has a moderate level of 0.246.

**Goodness of Fit Model Test**

Based on the data processing that has been carried out using the smart PLS program, the Model Goodness of Fit Test value for the structural model results is as follows:

**Table 14.**  
**SRMR Test**

	<b>Saturated Model</b>	<b>Estimated Model</b>
<b>SRMR</b>	0.065	0.065
<b>d_ULS</b>	3,849	3,849
<b>d_G</b>	5,586	5,586
<b>Chi-Square</b>	1829,674	1829,674
<b>NFI</b>	0.632	0.632

Source: findings of the work of descriptions using SEM PLS

Based on Table 14, the SRMR score below 0.10 is still acceptable, which is 0.065, which indicates that the model fits. The SRMR result is 0.064, the d\_ULS result is 3.849, the d\_G result is 5.586, the chi-square result is 1929.674 and the NFI result is 0.632.

**Table 15.**  
**Relationship Between Variables**

Hub. Between Variables	Path Coefficient	R-Square
POST-> Employee Performance	0.122	0.419
Job Satisfaction-> Employee Performance	0.573	
POST-> Employee Engagement	0.221	0.712
Job Satisfaction-> Employee Engagement	0.313	
Employee Engagement ->Employee performance	0.705	

Source: Findings of the work of descriptions using SEM PLS

So, based on Table 15, it can be found that the R-Square score for the employee performance variable is 0.419. Based on the findings of this score, it can be explained that the percentage of employee performance value can be described as Perceived Organizational Support and Job Satisfaction with a value of 41.9%. This value explains that Employee Engagement can be explained by Perceived organizational support and job satisfaction with employee work performance of 71.2%.

**Hypothesis Testing**

**Table 16.**  
**Findings of T-Statistic Estimation of the Link Between Variables in the Model Structure**

Relationship Between Variables	T-value	Hey	Conclusion
POST →Employee performance	-46.25	Rejected	There are Negative Influences
Job Satisfaction →Employee performance	4,606	Rejected	There is a Positive Influence
POST→Employee Engagement	1,708	Rejected	There is a Positive Influence
Job Satisfaction →Employee Engagement	2,016	Rejected	There is a Positive Influence
Employee Engagement →employee performance	3,224	Rejected	There is a Positive Influence
POST→Employee Engagement→employee performance	1,143	Enough Data to Not Be Rejected	No Positive Impact Yet

Job Satisfaction →Employee Engagement→Employee performance	2,743	Rejected	There is a Positive Influence
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Based on the results of Table 16 above, the following is an explanation of the hypothesis of each variable in this study:

**1. First hypothesis: Perceived Organizational Support (ξ1) has no impact on employee performance (η2)**

The findings of the Perceived Organizational Support test have a negative impact on employee performance, achieving a t-estimate score = -46.25 through a p-value score = 0.000 <0.05, meaning that Ha does not have enough data to accept Ho and the data supports that Ho is rejected. So, the variable on perceived organizational support has a significant and negative contribution to employee performance. So the coefficient value of perceived organizational support with employee performance is 0.122 which shows that if other variables are constant, employee performance will increase by 0.122 and if Perceived Organizational Support increases by 1 unit.

**2. Second hypothesis: Job Satisfaction (ξ2) has a positive impact on worker performance (η2).**

The results of the Job Satisfaction test have a good impact on employee performance, namely achieving a t-count score = 4.606 through a p-value score = 0.000 <0.05, meaning that Ha does not have enough data to accept Ho and the data supports that Ho is rejected. Thus, the Job Satisfaction variable has a significant and good contribution to employee performance. So, the coefficient value of Job Satisfaction with the value of employee performance is 0.573, which shows that if other variables are constant, employee performance will be able to increase by 0.122, and if Job Satisfaction increases by 1 unit.

**3. Third hypothesis: Perceived Organizational Support (ξ1) has a positive effect on Employee Engagement (η1)**

The results of the Perceived Organizational Support test have a positive effect on Employee Engagement, "achieving a t-count score = 1.708 through a p-value score = 0.000 <0.05, meaning that Ha does not have enough data to accept Ho and the supporting information that Ho is rejected. Thus, the Perceived Organizational Support variable has

a significant and good contribution to Employee Engagement. So, the coefficient score of Perceived Organizational Support with the Employee Engagement value is 0.221, which shows that if other variables are constant, Employee Engagement will be able to increase by 0.221, and if Perceived Organizational Support increases by 1 unit. "

**4. Fourth hypothesis: Job Satisfaction ( $\xi_2$ ) has a positive impact on Employee Engagement ( $\eta_1$ )**

The findings of the Job Satisfaction test have a good impact on Employee Engagement, "achieving a t-estimate score = 2.016 through a p-value score = 0.000 <0.05, meaning that  $H_a$  does not have enough data to accept  $H_0$  and supporting information that  $H_0$  is rejected. So, the Job Satisfaction variable has a significant and good contribution to Employee Engagement. So, the coefficient value of Job Satisfaction with the Employee Engagement value is 0.313 which ensures that if other variables are constant, Employee Engagement will be able to increase by 0.313, and if Job Satisfaction Support increases by 1 unit. "

**5. Fifth hypothesis: Job Satisfaction ( $\xi_2$ ) has a positive impact on Employee Engagement ( $\eta_1$ )**

The findings of the Job Satisfaction test have a good impact on Employee Engagement, "achieving a t-estimate score = 2.016 through a p-value score = 0.000 <0.05, meaning that  $H_a$  is not enough information to accept  $H_0$  and the information supports that  $H_0$  is rejected. So, the Job Satisfaction variable has a significant and good contribution to Employee Engagement. So, the coefficient value of Job Satisfaction with the Employee Engagement value is 0.313 which ensures that if other variables are constant, Employee Engagement will be good at 0.313, and if Job Satisfaction Support increases by 1 unit."

**6. Sixth hypothesis: Perceived Organizational Support ( $\xi_1$ ) does not have a positive impact on employee performance ( $\eta_2$ ) through Employee Engagement ( $\eta_1$ ) so it is a mediator.**

The results of the Perceived Organizational Support test do not have a good impact on employee performance through Employee Engagement as a mediator, achieving a t-count score = 1.143 <1.654, through a p-value score = 0.185 > 0.05 meaning  $H_a$  is sufficient information to accept  $H_0$  and information does not support that  $H_0$  is accepted. Thus Perceived Organizational Support through Employee Engagement does not contribute to

employee performance. So, the results obtained from the path coefficient between Perceived Organizational Support and employee performance through Employee Engagement are 0.313.

**7. Seventh hypothesis: Job Satisfaction ( $\xi_2$ ) has a positive impact on employee performance ( $\eta_2$ ) through Employee Engagement ( $\eta_1$ ) as a mediator.**

The test results of Job Satisfaction have a good impact on employee performance through Employee Engagement as a mediator, achieving a t-estimate score = 2.743, through a p-value score = 0.244 < 0.05 meaning  $H_a$  is not enough information to accept  $H_o$  and supporting information that  $H_o$  is rejected. So, Job Satisfaction through Employee Engagement has a positive contribution to employee performance. The path coefficient value between Job Satisfaction and Employee Performance through discipline is 0.705 So employee performance will be able to increase by 0.705 if Job Satisfaction through Employee Engagement increases by 1 unit and if other variables are constant.

## CONCLUSION

Based on the research results above, the following is an explanation of the hypothesis of each variable in this study:

1. First hypothesis: Perceived Organizational Support ( $\xi_1$ ) has no impact on employee performance ( $\eta_2$ )

The findings of the Perceived Organizational Support test have a negative impact on employee performance, achieving a t-estimate score = -46.25 through a p-value score = 0.000 < 0.05, meaning that  $H_a$  does not have enough data to accept  $H_o$  and the data supports that  $H_o$  is rejected. The variable on perceived organizational support has a significant and negative contribution to employee performance. So, the coefficient value of perceived organizational support with employee performance is 0.122 which shows that if other variables are constant, employee performance will increase by 0.122, and if Perceived Organizational Support increases by 1 unit.

2. Second hypothesis: Job Satisfaction ( $\xi_2$ ) has a positive impact on worker performance ( $\eta_2$ ).

The results of the Job Satisfaction test have a good impact on employee performance, namely achieving a t-count score = 4.606 through a p-value score = 0.000 < 0.05, meaning that  $H_a$  does not have enough data to accept  $H_0$  and the data supports that  $H_0$  is rejected. Thus, the Job Satisfaction variable has a significant and good contribution to employee performance. So, the coefficient value of Job Satisfaction with the value of employee performance is 0.573, which shows that if other variables are constant, employee performance will be able to increase by 0.122, and if Job Satisfaction increases by 1 unit.

3. Third hypothesis: Perceived Organizational Support ( $\xi_1$ ) has a positive effect on Employee Engagement ( $\eta_1$ )

The results of the Perceived Organizational Support test have a positive effect on Employee Engagement, "achieving a t-count score = 1.708 through a p-value score = 0.000 < 0.05, meaning that  $H_a$  does not have enough data to accept  $H_0$  and the supporting information that  $H_0$  is rejected. Thus, the Perceived Organizational Support variable has a significant and good contribution to Employee Engagement. So, the coefficient score of Perceived Organizational Support with the Employee Engagement value is 0.221, which shows that if other variables are constant, Employee Engagement will be able to increase by 0.221, and if Perceived Organizational Support increases by 1 unit. "

4. Fourth hypothesis: Job Satisfaction ( $\xi_2$ ) has a positive impact on Employee Engagement ( $\eta_1$ )

The findings of the Job Satisfaction test have a good impact on Employee Engagement, "achieving a t-estimate score = 2.016 through a p-value score = 0.000 < 0.05, meaning that  $H_a$  does not have enough data to accept  $H_0$  and supporting information that  $H_0$  is rejected. So, the Job Satisfaction variable has a significant and good contribution to Employee Engagement. The coefficient value of Job Satisfaction with the Employee Engagement value is 0.313 which ensures that if other variables are constant, Employee Engagement will be able to increase by 0.313 and if Job Satisfaction Support increases by 1 unit. "

5. Fifth hypothesis: Job Satisfaction ( $\xi_2$ ) has a positive impact on Employee Engagement ( $\eta_1$ )

The findings of the Job Satisfaction test have a good impact on Employee Engagement, "achieving a t-estimate score = 2.016 through a p-value score = 0.000 < 0.05, meaning that

Ha is not enough information to accept Ho and the information supports that Ho is rejected. So, the Job Satisfaction variable has a significant and good contribution to Employee Engagement. The coefficient value of Job Satisfaction with the Employee Engagement value is 0.313 which ensures that if other variables are constant, Employee Engagement will be good at 0.313 and if Job Satisfaction Support increases by 1 unit. "

6. Sixth hypothesis: Perceived Organizational Support ( $\xi_1$ ) does not have a positive impact on employee performance ( $\eta_2$ ) through Employee Engagement ( $\eta_1$ ) so it is a mediator.

The results of the Perceived Organizational Support test do not have a good impact on employee performance through Employee Engagement as a mediator, achieving a t-count score = 1.143 <1.654, through a p-value score = 0.185 > 0.05 meaning Ha is sufficient information to accept Ho and information does not support that Ho is accepted. Thus, Perceived Organizational Support through Employee Engagement does not contribute to employee performance. So, the results obtained from the path coefficient between Perceived Organizational Support and employee performance through Employee Engagement are 0.313.

7. Seventh hypothesis: Job Satisfaction ( $\xi_2$ ) has a positive impact on employee performance ( $\eta_2$ ) through Employee Engagement ( $\eta_1$ ) as a mediator.

The test results of Job Satisfaction have a good impact on employee performance through Employee Engagement as a mediator, achieving a t-estimate score = 2.743, through a p-value score = 0.244 <0.05 meaning Ha is not enough information to accept Ho and supporting information that Ho is rejected. So, Job Satisfaction through Employee Engagement has a positive contribution to employee performance. The path coefficient value between Job Satisfaction and Employee Performance through discipline is 0.705 So employee performance will be able to increase by 0.705 if Job Satisfaction through Employee Engagement increases by 1 unit and if other variables are constant.

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