



Perceived Organizational Support as Mediation of Work Engagement and Self-efficacy on Employee Performance

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Authors' contributions

This work was carried out in collaboration between both authors. Both authors read and approved the final manuscript.

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ABSTRACT

Objective: Employee performance in the context of the government agency sector is a significant concern, considering their vital role in providing public services and achieving development goals. The understanding of how perceived organizational support (POS) functions as mediation in the context of an agency still needs to be improved. Therefore, this research aims to fill the gap in previous research and explain the role of POS as a mediator that facilitates the influence of work engagement and self-efficacy on employee performance in the agency environment.

Study Design: In this research, perceived organizational support (POS) is considered a mediating mechanism that can explain the relationship between work engagement, self-efficacy, and employee performance.

Place and Duration of Study: Water Resources Management Center of Serayu Citanduy, Indonesia, between November 2023 and January 2024.

Methodology: This research involved 105 respondents who were employees at the Serayu Citanduy Water Resources Management Center. Data was collected through questionnaires, and data analysis was carried out using SmartPLS 4.0 software.

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Results: There is a significant positive effect of work engagement on employee performance ($\beta = .228$, P value= .011), self-efficacy on employee performance ($\beta = .238$, P value= .017), POS on employee performance ($\beta = .366$, P value= .001), work engagement on employee performance through POS ($\beta = .154$, P value= .016), and self-efficacy on employee performance through POS ($\beta = .122$, P value= .004).

Conclusion: Partially, work engagement, self-efficacy, and POS have a positive and significant relationship with employee performance. Employees who feel involved in work will easily be used as capital by the organization or company to increase productivity. Employee who feels confident in their abilities will find it easier to develop themselves and later perform well. In addition, this research found that POS acts as a mediator, connecting work engagement and self-efficacy with employee performance indirectly.

Keywords: Perceived organizational support; work engagement; self-efficacy; employee performance.

1. INTRODUCTION

In an era of continuously developing organizational dynamics, employee performance in a government agency has become a critical aspect that influences the effectiveness and efficiency of public service delivery. [1] In addition, Indonesia is said to be enjoying a demographic bonus towards a Golden Indonesia in 2045 because the number of productive ages is higher than that of non-productive ages. Additionally, Former Executive Director of the Monetary Policy Department of Bank Indonesia, Nanang Hendarsah [1], states that there are at least three essential policies that are necessary for the current demographic bonus opportunities, which include the quality of human resources. The investment rating in the human capital sector is currently still relatively low, according to the data from the World Bank, with a Human Capital Index (HCI) in 2020 of 0.54 [2].

Employee performance in the context of the government agency sector is a significant concern, considering their vital role in providing public services and achieving development goals [3]. Also, the understanding of how perceived organizational support (POS) functions as mediation in the context of an agency still needs to be improved. On that basis, researchers are interested in creating a Serayu Citanduy Water Resources Management Center as a research location. Serayu Citanduy Water Resources Management Center is the agency responsible for providing operational services in the field of water resources and water resource conservation, as well as providing technical training on water resources to the community.

The theories used in this research are Human Capital Theory and Positive Psychology Theory.

Human Capital Theory is a conceptual framework first introduced by economist Theodore W. Schultz in his essay entitled "Investment in Human Capital" in 1961 [4]. This theory proposes the idea that human resources, such as skills, knowledge, and health, can be considered as a form of capital that can be invested to increase the productivity and income of individuals and society as a whole. Human Capital Theory is helpful in increasing work productivity in carrying out tasks, organizations, and various situations and conditions [4]. This theory shows that work engagement is an aspect that can support performance.

Seligman & Csikszentmihalyi [5] explain that Positive Psychology Theory is an approach in psychology that concentrates on the study and understanding of positive aspects of human life, including happiness, life satisfaction, excellence, and psychological well-being. In contrast to traditional approaches, which often focus more on mental illness and human weaknesses, positive psychology focuses on an individual's potential to grow and develop [5]. From this theory, self-efficacy and perceived organizational support (POS) are essential for individuals to have in self-development.

Based on this theory and background, research on factors that can influence employee performance is increasingly receiving serious attention. One area of research that is attracting attention is the relationship between work engagement and self-efficacy with POS as a mediator of employee performance. Work engagement, self-efficacy, and POS are considered to have an essential role in shaping employee performance so that they can support the positive aspects of the employee's life and make the employee capital in the organization or agency.

2. LITERATURE REVIEW AND HYPOTHESES

2.1 Employee Performance

According to Kasmir [6], employee performance is the result of the employee's work and actions in completing the responsibilities and tasks assigned within a certain period. According to Prawirosentono [7], performance is what is achieved by an individual or a group of people in an organization based on power and responsibility for achieving organizational goals without violating the law or ethics in the workplace. From this understanding, employee performance is defined as a result of work and behavior achieved by employees in an organization in an effort to complete responsibilities and tasks and achieve organizational goals. Robbins [8] states that performance indicators can be seen through several factors, such as work quality, quantity, timeliness, effectiveness, and independence.

2.2 Work Engagement and Employee Performance

Work engagement includes the extent to which employees feel connected, committed, and highly motivated towards their work. Rogelberg [9] states that work engagement refers to the identification of psychological states at work or the extent to which employees make work the center of identity. According to Marimin & Santoso [10], work engagement is a form of individual involvement that seeks to achieve a high level of commitment to the organization. High work engagement at the individual level can contribute positively to overall employee performance. Psychological engagement includes employees' understanding and attention to their work. Emotional engagement includes positive feelings towards work, while behavioral engagement involves physical actions or behaviors that demonstrate involvement.

Schaufeli et al. [11] state that work engagement can be measured by utilizing the Utrecht Work Engagement Scale (UWES), which consists of 3 (three) dimensions, namely Absorption, Vigor, and Dedication. In this context, work engagement is not only defined as the level of job satisfaction but also includes the extent to which employees feel involved, committed and have an emotional attachment to the job and the organization where they work. Several researchers have carried out research related to

work engagement on employee performance with various results. Testing from Aman et al. [12]; Lee et al. [13]; Elshifa et al. [14]; Siahaan et al. [15]; Li et al. [16]; Marwan et al. [17]; Tisu et al. [18]; Lai et al. [19] who stated that a significant positive influence was found between work engagement on employee performance. However, there is research from Letsoin & Ratnasari [20]; Riyanto et al. [21] which explains that there is no significant influence between engagement and performance.

Employee performance in an agency must be distinct from a complex context involving organizational dynamics, regulations, and high demands on public services. Therefore, understanding work engagement is crucial in efforts to increase agency effectiveness and efficiency.

H1: Work engagement has a positive effect on employee performance

2.3 Self-efficacy and Employee Performance

Meanwhile, self-efficacy can reflect an individual's belief in their ability to complete a task well. In this context, self-efficacy is one of the keys to increasing productivity and quality of service to the community. According to Bandura [22], self-efficacy is a belief in a person's ability to organize and act to produce an achievement. Lunenburg [23] defines self-efficacy as a person's confidence in overcoming and completing specific problems or tasks to help people overcome obstacles and achieve desired goals. From these understanding, it can be concluded that self-efficacy also refers to belief in one's ability to motivate the intellectual abilities and behaviors necessary to perform a particular task successfully.

According to Bandura [22], developed by Lunenburg [23], self-efficacy can be seen from the following four factors:

1. Past Performance
 - a. Challenges in completing assignments
 - b. Previous training experience
 - c. Leadership support received
2. Vicarious Experience
 - a. Colleagues' success as a reference
 - b. The company's success as an example
3. Verbal Persuasion
 - a. Superior relationship with officers
 - b. Leader role and support

4. Physiological and Emotional States
 - a. Confidence in the ability to achieve goals
 - b. The desire to achieve goals successfully

In an agency where the demands of responsibility and complexity of tasks can be challenging, employee self-efficacy has the potential to be a determining factor in their success. Research conducted by Yagil et al. [24]; Sembiring et al. [25]; Mahruri et al. [26]; Rojo et al. [27]; Abun et al. [28]; Annisa et al. [29]; Lim et al. [30] stated that there is a positive relationship between self-efficacy and employee performance. However, there is other research from Ambarita et al. [31] and Ali dkk. [32] who stated that there was no influence of self-efficacy on employee performance.

Self-efficacy includes not only confidence in technical abilities but also the ability to adapt to environmental changes, work in teams, and deal with work pressure that may arise [22]. This self-confidence not only affects individual performance but can also impact the effectiveness and efficiency of the organization as a whole. Several factors, such as training, organizational support, and career development, can play a role in strengthening employee self-efficacy in an agency.

H2: Self-efficacy has a positive effect on employee performance

2.4 Perceived Organizational Support and Employee Performance

Eisenberger et al. [33] state that perceived organizational support (POS) is a perception of how the organization values contributions and also cares about employee welfare. POS includes various forms of support, such as social support, instructional support, and recognition of employee contributions, which can later improve employee performance. Previous research from Zurriyanti dkk. [34]; Siahaan et al. [15], Ratnasari dkk. [35]; Artha et al. [36]; Suharto et al. [37] stated that POS can have a positive and significant impact on employee performance. The research from Dhera [38]; Fetriah et al. [39] states that there is no influence of POS on employee performance.

According to Eisenberger et al. [40], perceived organizational support can be observed through several factors, which include the organization's assessment of employees and the actions that might be taken in the situation. These factors are then broken down into several indicators, such as concern for organizational welfare, improvement quality of relationships with the organization, contribution to achieving organizational goals, providing better work performance, reducing the level of work absenteeism, and creating employee loyalty to the organization.

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

2.5 The Mediating Role of Perceived Organizational Support

Perceived organizational support (POS) appears as a variable that has the potential to mediate the relationship between work engagement and self-efficacy on employee performance. POS reflects the extent to which employees feel the organization supports their needs, both in terms of social support, compensation, and career development. Previous research from Elif Şanlıöz dkk. [41] suggests that POS can be a critical link that strengthens the positive relationship between work engagement and employee performance. In addition, research from Wiyono [42] shows that POS can mediate the relationship between self-efficacy and employee performance.

However, although the literature has covered these concepts separately, the understanding of how POS functions as mediation in the context of an agency still needs to be improved. Therefore, this research aims to explain the role of POS as a mediator that facilitates the influence of work engagement and self-efficacy on employee performance in the agency environment.

H4: Perceived organizational support mediates the positive influence of work engagement on employee performance

H5: Perceived organizational support mediates the positive influence of self-efficacy on employee performance

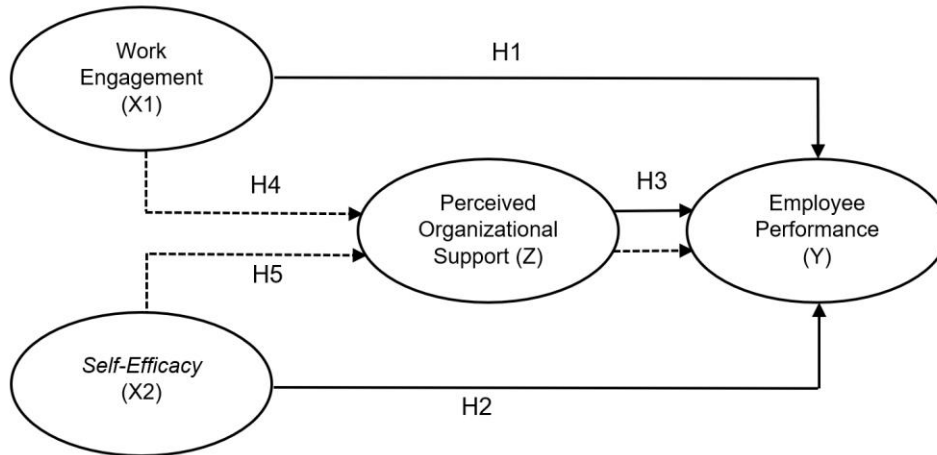


Fig. 1. Framework of thought

3. METHODS

3.1 Measurement

The Likert scale is the measurement method used in this research. In Likert scale measurement, the variables being measured are explained through variable indicators in the form of statements or questions as a reference in compiling questionnaire items [43].

In quantitative analysis, respondents are asked to provide their responses by giving a score on a Likert scale, which generally consists of five levels, namely Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5).

3.2 Sampling and Data Collection

It is hoped that the results from the sample in this study can be applied more generally to the overall population. Therefore, it is important for the sample taken to accurately reflect the overall characteristics of the population [43]. In this research, the non-probability sampling method is used, which refers to a sampling method where each part or member of the population gets an unequal probability of being selected as a sample by applying a saturated sampling approach. Saturated sampling is a technique in which the entire population is sampled [43]. This research uses all 105 employees of the Serayu Citanduy Water Resources Management Center in 2023 as samples.

3.3 Data Analysis Technique

Data analysis in this research includes statistical analysis and descriptive analysis using PLS-

SEM. The PLS-SEM analysis technique was chosen because it provides a direct picture of the relationship between variables and allows path analysis to be carried out, making it easier to test hypotheses. Meanwhile, when testing the Structural Equation Modeling (SEM) system, the data is processed using the SmartPLS testing program. Hair et al. [44] stated that two complete layers are required to process PLS-SEM data. The first stage uses model evaluation measurements (outer model). The data is then processed using a structural model evaluation (inner model) to test hypotheses and explain the existence of relationships between variables. Convergent validity is carried out by considering a loading value greater than 0.7 and also an AVE value greater than 0.5 [44]. Discriminant validity was then measured using cross-loading and Fornell Larcker values. Finally, the reliability of the indicator is shown by Cronbach's alpha and Composite Reliability values above 0.70 [44].

4. RESULTS AND DISCUSSION

4.1 Respondent Profile

Demographic analysis of respondents in Table 1 shows that the majority of respondents in this study were male (78.1%). In addition, the majority of respondents in this study were aged 31 to 40 years (43.8%), married (83.8%), and had a senior high school education (57.1%). Respondent data also highlighted employees with 6-10 years of service (42.9%).

4.2 Measurement Model Evaluation (Outer Model)

The evaluation of this research model includes convergent validity, reliability, and discriminant

validity tests. Table 2 summarizes the results of measuring convergent validity and reliability. Meanwhile, Tables 3 and 4 summarize the results of Fornell-Larcker discriminant validity measurements and cross-loading.

Based on Table 2, the results obtained show that the measurements in this study are convergently valid and reliable. Each item is known to produce a factor loading value greater than 0.70 and an AVE value greater than 0.50. According to Hair et al. [44], Cronbach's alpha is a conservative reliability measure since it most likely underestimates the actual reliability of construct measures. On the contrary, composite reliability is generally a liberal estimate because it draws on the outer loadings, which are typically somewhat inflated, so the Composite reliability value is generally higher than Cronbach's alpha value. Therefore, all indicators are considered valid in measuring latent variables. Apart from that, Composite Reliability and Cronbach's alpha for all research variables are above 0.70.

The validity of this research model is also seen from the discriminant validity value. Discriminant validity was tested using the Fornell-Larcker criteria and cross-loading with the results in Tables 3 and 4. The results listed in Table 3

show that the Fornell-Larcker criteria were met well. This is shown by each square of the AVE root value on the diagonal being higher when aligned with the other values for each variable. Therefore, all variables were considered valid according to the Fornell-Larcker discriminant validity criterion.

Then, a cross-loading test was carried out to test discriminant validity. The results are presented in Table 4, which explains that each item in this study can accurately describe latent variables and determine the discriminant validity of each item with a cross-loading value greater than 0.70.

4.3 Structural Model Evaluation (Inner Model)

The inner model evaluation is carried out after the outer model testing stage. Inner model evaluation, or structural evaluation, aims to explore correlations between constructs, assess significance values, and detail the R-square of the research model. The first stage in evaluating the structural model involves assessing the R-square and Q-square of each dependent variable, which are explained in Table 5.

Table 1. Respondent Identity Profiles

Category	Frequency	%
Gender		
Male	82	78.1%
Female	23	21.9%
Age		
21 – 30 years	24	22.9%
31 – 40 years	46	43.8%
41 – 50 years	27	25.7%
> 50 years	8	7.6%
Marital Status		
Married	88	83.8%
Not Married	17	16.2%
Education		
Junior High School	7	6.7%
Senior High School	60	57.1%
Associate's Degree	6	5.7%
Bachelor's Degree	29	27.6%
Master Degree	3	2.9%
Length of work		
1 – 5 years	19	18.1%
6 – 10 years	45	42.9%
11 – 15 years	24	22.9%
> 15 years	17	16.2%

*Source: Primary data (2023)

Table 2. Convergent validity and data reliability

Expression in the Scale (Items)	LF	CA	CR	AVE
Work Engagement		0.953	0.960	0.727
(WE1) I am always happy and want to use as much time as possible to complete the work.	0.815			
(WE2) Doing work is like part of my daily activities.	0.831			
(WE3) I have a strong relationship with my current job.	0.855			
(WE4) I think the task given must be completed immediately.	0.853			
(WE5) I try hard always to take part in tasks.	0.900			
(WE6) I always try to complete my work with a high sense of responsibility.	0.846			
(WE7) I want to be actively involved in work most of the time.	0.843			
(WE8) I will be proud to spend the rest of my career at this agency and make it a valuable experience.	0.805			
(WE9) I believe maintaining loyalty as an employee in an agency is a wise decision.	0.921			
Self-Efficacy		0.951	0.959	0.720
(SE1) The experience of working on challenging tasks increased my confidence to succeed.	0.810			
(SE2) The training provided increased my confidence in my work abilities.	0.821			
(SE3) My leader supports the development of confidence in my abilities.	0.875			
(SE4) My determination increases when I see my colleagues succeed.	0.879			
(SE5) Working in an agency like now increases my confidence to work better.	0.868			
(SE6) A good relationship between superiors and subordinates makes me more confident in my capabilities.	0.879			
(SE7) My leader is important in increasing my work potential and that of other employees.	0.854			
(SE8) I have a strong belief in achieving my desired goals.	0.826			
(SE9) I always try to achieve my goals optimally.	0.821			
Perceived Organizational Support		0.940	0.952	0.768
(POS1) I feel that the organization cares about the welfare of employees while doing their work.	0.870			
(POS2) I always try to improve the quality of relationships with the organization.	0.881			
(POS3) Helping the organization achieve its goals is an obligation.	0.847			
(POS4) Organization helps me deliver better work results.	0.886			
(POS5) Encouragement or support from the organization reduces my absenteeism from work.	0.879			
(POS6) Organizational support makes me more loyal to the organization.	0.895			
Employee Performance		0.961	0.965	0.679
(EP1) I feel that I have met the work quality standards set.	0.800			
(EP2) I am consistent in my efforts to improve the quality of my work.	0.848			
(EP3) I am able to complete work with satisfactory results.	0.768			
(EP4) I work quickly and deftly.	0.792			
(EP5) I could work to achieve/exceed targets.	0.842			
(EP6) I have a quantity of work equal to or exceeds the average of other employees.	0.809			
(EP7) I am able to complete work based on the time standards given.	0.873			

Expression in the Scale (Items)	LF	CA	CR	AVE
(EP8) I care about punctuality and perfection of work results.	0.835			
(EP9) I am responsive when taking actions or decisions.	0.821			
(EP10) I can manage time effectively and efficiently.	0.824			
(EP11) I am able to make the right decisions when conditions are urgent.	0.852			
(EP12) I am able to work together as a team and individually.	0.799			
(EP13) I am able to take the initiative without having to wait for orders from my superiors.	0.847			

*Source: Primary data (2023)

Table 3. Discriminant validity: Fornell-larcker

Variables	EP	POS	SE	WE
EP	0.824			
POS	0.670	0.876		
SE	0.594	0.555	0.848	
WE	0.633	0.596	0.529	0.853

*Source: Primary data (2023)

*Notes: Work Engagement (WE), Self-Efficacy (SE), Perceived Organizational Support (POS), Employee Performance (EP)

Assessment of R-square and Q-square in Table 5 shows good values. The R-square value shows the extent to which the variation of the dependent variable can be described by the independent variable. For example, the R-square value for employee performance of 0.569 indicates that the control variables in this study are able to explain around 56.9% of the variation in employee performance variables. The remaining unexplained variation can be caused by other elements that are not the focus of this research. The Q-square value from the structural model evaluation shows how well the model's parameter estimates and conservation values are produced. That is indicated by the Q-square value of the dependent variable being greater than zero. With these data, it can be interpreted that this research has good observational or predictive value.

The final evaluation is a hypothesis test to explain the relationship between variables in this research (Table 6). Hypothesis testing assumes that there is an influence of the independent variable on the dependent variable if the statistical T value is greater than 1.960 and the P value is less than .05. The mediation that occurs in this research model is partial mediation. Baron & Kenny [45] state that partial mediation occurs if the influence (β) of the independent variable on the dependent variable indirectly is smaller than directly.

The results of this test are in Table 6, which shows that all variable relationships have positive path coefficients (β). Apart from that, all

the P values less than .05 and T statistics greater than 1.96 are met. It is also shown that all hypotheses are accepted.

4.3.1 The relationship between work engagement and employee performance

The research results show that work engagement has a significant positive influence on employee performance ($\beta = .228$, P value = .011) or H1 is accepted. The results of this research are supported by research according to Aman et al. [12]; Lee et al. [13]; Elshifa et al. [14]; Siahaan et al. [15]; Li et al. [16]; Marwan et al. [17]; Tisu et al. [18]; Lai et al. [19]. Increasing work engagement will go hand in hand with increasing employee performance.

Employees who are engaged in their work tend to be more productive. They are more focused, enthusiastic, and have internal motivation to give their best. High levels of engagement can positively impact the quality of work. Employees who feel involved tend to care more and try to provide better work results. Work engagement can also stimulate creativity and innovation. Employees who feel valued and have the freedom to contribute are more likely to create innovative solutions.

4.3.2 The relationship between self-efficacy and employee performance

The research results state that self-efficacy has a significant positive influence on employee performance ($\beta = .238$, P value = .017) or H2 is

accepted. The findings of this research are supported by Yagil et al. [24]; Sembiring et al. [25]; Mahruri et al. [26]; Rojo et al. [27]; Abun et al. [28]; Annisa et al. [29]; Lim et al. [30]. That illustrates that increasing self-efficacy has an impact on increasing employee performance.

Table 4. Discriminant validity: Cross-loading

Items	EP	POS	SE	WE
EP1	0.800	0.495	0.423	0.443
EP2	0.848	0.638	0.509	0.501
EP3	0.768	0.452	0.439	0.419
EP4	0.792	0.579	0.437	0.591
EP5	0.842	0.570	0.504	0.596
EP6	0.809	0.526	0.544	0.539
EP7	0.873	0.667	0.625	0.592
EP8	0.835	0.430	0.488	0.475
EP9	0.821	0.472	0.361	0.494
EP10	0.824	0.490	0.445	0.454
EP11	0.852	0.652	0.507	0.516
EP12	0.799	0.432	0.443	0.458
EP13	0.847	0.660	0.565	0.626
POS1	0.564	0.870	0.448	0.455
POS2	0.564	0.881	0.500	0.512
POS3	0.584	0.847	0.425	0.517
POS4	0.663	0.886	0.510	0.617
POS5	0.583	0.879	0.510	0.493
POS6	0.554	0.895	0.521	0.525
SE1	0.517	0.362	0.810	0.334
SE2	0.473	0.509	0.821	0.420
SE3	0.561	0.516	0.875	0.528
SE4	0.534	0.536	0.879	0.548
SE5	0.474	0.468	0.868	0.450
SE6	0.570	0.531	0.879	0.478
SE7	0.518	0.460	0.854	0.424
SE8	0.468	0.421	0.826	0.419
SE9	0.388	0.396	0.821	0.408
WE1	0.539	0.438	0.497	0.815
WE2	0.512	0.520	0.414	0.831
WE3	0.584	0.487	0.457	0.855
WE4	0.582	0.573	0.470	0.853
WE5	0.521	0.451	0.477	0.900
WE6	0.556	0.512	0.496	0.846
WE7	0.526	0.565	0.446	0.843
WE8	0.451	0.463	0.331	0.805
WE9	0.566	0.544	0.462	0.921

*Source: Primary data (2023)

*Notes: Work Engagement (WE), Self-Efficacy (SE), Perceived Organizational Support (POS), Employee Performance (EP)

Table 5. R-Square and Q-Square

Variables	R-Square	R-Square Adjusted	Q-Square
Employee Performance	0.569	0.556	0.453
Perceived Organizational Support	0.435	0.424	0.399

*Source: Primary data (2023)

Table 6. Direct & indirect effect

Hypothesis		Path Coefficients (β)	T Statistic	P Values	Conclusion
WE → EP	H1	0.228	2.293	0.011	Supported
SE → EP	H2	0.238	2.121	0.017	Supported
POS → EP	H3	0.366	3.227	0.001	Supported
WE → POS → EP	H4	0.154	2.152	0.016	Supported
SE → POS → EP	H5	0.122	2.628	0.004	Supported

**Source: Primary data (2023)*

**Notes: Work Engagement (WE), Self-Efficacy (SE), Perceived Organizational Support (POS), Employee Performance (EP)*

Individual self-confidence can contribute positively in various work contexts, from technical jobs to more interpersonally oriented jobs. Developing self-efficacy as part of an employee development strategy is important. Training and coaching programs designed to increase self-confidence can improve performance. Employees will be better able to handle challenges and remain persistent in achieving the desired results with self-confidence.

4.3.3 The relationship between POS and employee performance

Research shows that perceived organizational support (POS) has a significant positive influence on employee performance ($\beta = .366$, P value = .001) or H3 is accepted. The findings of this research are supported by Zurriyanti et al. [34]; Siahaan et al. [15]; Ratnasari et al. [35]; Artha et al. [36]; Suharto et al. [37]. That shows that employee performance increases along with increased perceived organizational support.

Providing regular feedback and communicating organizational policies, fairness, and transparency can help build a sense of support in employees. Open communication between management and employees can also increase perceived organizational support. Employees who feel supported tend to be more motivated to achieve goals and make maximum contributions. Employees who feel supported by the organization will be better able to complete their work.

4.3.4 The relationship between work engagement and employee performance with POS as mediation

The research results show that work engagement has a significant positive influence on employee performance through perceived organizational support ($\beta = .154$, P value = .016) or H4 is accepted. The results of this research

are supported by the findings of Elif Şanlıöz et al. [41], which shows that indirectly increasing work engagement is closely related to employee performance.

Employees who feel involved in their work also feel support from the organization. Organizations can implement periodic assessments of employee engagement and perceived organizational support to monitor changes in perception and performance. That can help in adjusting human resource management strategies. Work engagement and perceived organizational support can be integrated into organizational human resource policies such as recognition of achievements, incentive schemes that support engagement, and policies that ensure fairness and support. Building an organizational culture that supports and prioritizes engagement can also be a long-term strategy for improving performance.

4.3.5 The relationship between self-efficacy and employee performance with POS as mediation

The findings in this study state that self-efficacy has a positive and significant influence on employee performance through perceived organizational support ($\beta = .122$, P value = .004) or H5 is accepted. This finding is supported by research from Wiyono [42], which states that indirectly, the self-efficacy of each employee influences the resulting performance.

Organizations can respond to these findings by developing training programs to increase employee self-efficacy, such as skill development, coaching, and providing positive feedback to strengthen individual self-confidence. Organizations can also strive to create a culture that supports the development of self-efficacy, such as recognition of achievements, promotion of career development opportunities, and creating a work environment

that supports individual growth. In addition, organizations can provide more active support in helping employees overcome obstacles and develop self-efficacy through open communication, constructive feedback, and assigning appropriate responsibilities.

5. CONCLUSION

This research concludes that, partially, work engagement, self-efficacy, and perceived organizational support (POS) have a positive relationship significant to employee performance. In addition, it was found that POS acts as a mediator, indirectly connecting work engagement and self-efficacy with employee performance. Thus, understanding and implementing strategies to increase work engagement, self-efficacy, and perceived organizational support can be the key to improving employee performance effectively.

This research has limitations on the factors that influence performance. Suggestions for further research include adding or providing variables that might influence employee performance, such as job crafting, work-life balance, and professional identity. It is also hoped that further research can expand the research population (not only in one agency) so that the results can be generally accepted.

The implications of these findings can be important in the context of human resource management and organizational development. First, organizations can improve employee performance by increasing work engagement. That confirms the Human Capital Theory because employees who feel involved in work will easily be used as capital by the organization or company to increase productivity. Second, organizations can strengthen employee self-efficacy and perceived organizational support to sustain performance. That is in line with Positive Psychology Theory because every employee who feels confident in their abilities will find it easier to develop themselves and later perform well. Perceived organizational support can also trigger employees to develop themselves to perform better efficiently. Lastly, organizations need to understand the important role of perceived organizational support as a mediator. By strengthening the perceived organizational support factor, organizations can increase the positive impact of work engagement and self-efficacy on employee performance.

Practically, these results guide management to design more effective employee development policies and programs. Focusing on increasing work engagement, self-efficacy, and perceived organizational support can provide real benefits in increasing productivity and well-being and creating a positive work environment.

COMPETING INTERESTS

Authors have declared that no competing interests exist.

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