

The Mediating Role of Employee Engagement in The Relationship Between Perceived Organizational Support and Motivation With Employee Performance

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Abstract

This study aims to investigate the effect perceived organizational support and motivation toward employee engagement. A further objective is to analysis the role of perceived organizational support, work motivation, and employee engagement in driving employee performance. This research design adopted a quantitative survey approach. The study sample consisted of all 107 employees of the Transportation Agency in Pati Regency, Central Java, selected using a census technique. The collected data were analyzed using descriptive statistics, validity test, reliability tests, and multiple linear regressions. The mediation role was analyzed using the Sobel test. The initial research findings indicate that organizational support and motivation have a positive impact on employee engagement. Further study findings indicate that perceived organizational support, motivation, and employee engagement have a significant effect on employee performance. The research findings contribute theoretically to the field of human resources by demonstrating the employee engagement as intervening variable in the relationship between perceived organizational support and motivation toward employee performance.

Keywords: Perceived Organizational Support; Motivation; Employee Engagement; Employee Performance

1. Introduction

In the digital and information era, the role of government in serving its citizens is becoming increasingly complex and crucial. Therefore, employees are required to have high performance so they can adapt to public demands for fast and transparent services (P. Utami, 2023). Leaders need to continuously strive to improve the performance of their employees in providing services to the public (De Waal, 2010). Improved performance in the provision of public services aims to increase the effectiveness, efficiency, and quality of reliable public services (Al-Ibrahim, 2014; Greiling, 2006). Without adaptive and innovative employee performance, government agencies will have difficulty implementing new policies and technologies, thus creating a gap between public expectations and the reality of service delivery (Eze et al., 2024).

In accordance with the mandate of the 1945 Constitution, the state must serve every citizen to fulfill basic needs and improve general welfare. One of them is traffic and road transportation. This vital sector plays a crucial role in supporting and improving the regional and national economy. However, according to data, the Pati Regency Transportation Agency experienced a decline in its revenue target. Revenue reports show that in 2024, several types of levies did not reach 100% of their target, such as waste management levies (99.84 %), business premises provision levies (98.73%), and public

transportation levies (98.73%). utilization of regional assets (99.28%). This phenomenon creates a gap between performance expectations and reality.

Research on the factors driving employee performance in government agencies is urgent and relevant. According to Robbins & Judge (2017), employee performance is a function of the interaction between ability and motivation. This statement aligns with Sudarmanto (2009) who stated that performance is the level of each individual's needs as an expectation of the work performed. This study focuses on three factors: perceived organizational support, work motivation, and employee engagement.

According to Rhoades & Eisenberger (2002) Perceived organizational support is the organization's readiness to appreciate increased work efforts and meet employees' social and emotional needs. Several studies have shown that perceived organizational support is a measure of the organization's readiness to appreciate increased work efforts and meet employees' social and emotional needs. Organizational support contributes to employee performance because it involves employees' social emotions, and this drives organizational performance (Alshaabani et al., 2021; Fetriah & Herminingsih, 2023; Kurniasari & Kassmawati, 2025; Nasution & Karneli, 2023; Putra & Raharja, 2023; D. L. A. Utami & Sudiro, 2023; Weny et al., 2021; Widodo et al., 2023). Emotionally, employees feel supported, and this can create a better, easier to manage, and healthier organizational culture, due to a positive work environment (Men & Yue, 2019; Susanti et al., 2025). This is because employee perceptions are directly related to organizational support, both through individual work and other related tasks (Dewi & Wibawa, 2023; Siregar et al., 2024; Varma, 2021). However, several studies show inconsistencies. Previous studies have confirmed that organizational support has a significant impact on performance (Christian et al., 2023; Diana & Frianto, 2021; Prastyo, 2020; Rahmayani & Wikaningrum, 2022). Conversely, a study by Fata et al. (2024) found that organizational support had no significant effect on employee performance.

Motivation, according to Robbins & Judge (2017) , is a process that explains the intensity, direction, and persistence of an employee in achieving organizational goals. In line with this, Nor et al. (2023) stated that work motivation is one of the important keys to improving employee performance. Companies that want to improve employee performance can do so by motivating employees, providing rewards, ensuring job security, encouraging collaboration, and providing positive social support (Muhamad Raffin et al., 2023). Work motivation is one of the factors that can improve employee performance and is a driving force that arises from within a person's soul. It is intangible, but its influence can be felt (Noviani, 2021). Previous research has revealed that work motivation affects employee performance (Ariandi et al., 2024; Basalamah et al., 2022; Norkhalisah et al., 2024; Nurlinda & Hidayat, 2024; Putra & Raharja, 2023; Salju et al., 2023). However, contradictory results in research by Djatmiko et al. (2023) and Hasniaty (2024) indicate that work motivation does not have a positive effect on employee performance.

Employee engagement, according to Motyka (2018), is a positive, satisfying, and work-related state of mind characterized by enthusiasm, dedication, and absorption in work. Previous research has emphasized the influence of employee engagement on employee performance (Abadi, 2024; Badrianto & Maryadi, 2023; S. P. Utami & Kusuma, 2024). Furthermore, several studies have found that employee engagement plays a mediating role in the relationship between perceived organizational support, rewards, and employee performance (Asaria & Mansyur, 2024; Hassan et al., 2014; Junengsih et al., 2022; Nguyen & Tran, 2021; Priskila et al., 2021). Other studies have also confirmed that employee engagement plays a mediating role in the influence of work motivation on

employee performance (Abdurrahman et al., 2019; Agustin & Tyas, 2024). Although the research has confirmed this relationship, several limitations can be identified. Most of the previous research presented has focused solely on causal relationships between variables, without delving deeper into the underlying processes, particularly in public organizations. Therefore, further research is needed to address this gap.

Based on the description of the problem, this study aims to analyze the influence of perceived organizational support and motivation on employee engagement. Moreover, the second purpose of research is analyze the influence of perceived organizational support, motivation, and employee engagement in driving employee performance.

2. Literature Review

2.1. Perceived Organizational Support

Eisenberger et al. (2020), perceived organizational support is an employee's perception of the extent to which the organization values their contributions and cares about their well-being. Perceived organizational support is shaped by three factors: fairness, superior support, rewards, and working conditions such as recognition, salary, promotion, job security, autonomy, role stressors, training, and organizational size (Rhoades & Eisenberger, 2002).

2.2. Work motivation

McClelland (1961) stated that work motivation is the result of three main needs that individuals have, namely the need for achievement, the need for affiliation, and the need for power.

2.3. Employee Engagement

Schaufeli et al. (2002) stated that employee engagement is a positive feeling that an individual has towards their work, a willingness to devote their abilities and energy that is manifested through behavior, focus on work, intensity in working, and high enthusiasm for their work.

2.4. Employee performance

Mangkunegara (2017), employee performance is the work results in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

2.5. The Influence of Perceived Organizational Support on Employee Engagement

Perceived organizational support is employee engagement that occurs when individuals invest themselves physically, cognitively, and emotionally in their work (Kahn, 1990). Perceived organizational support influences employee engagement by creating a sense of attachment to the organization (Aktar & Pangil, 2017). Research by Putra & Raharja (2023), Fetriah & Herminingsih (2023), Suharto & Suprpto (2023), and Widodo et al. (2023) confirms that perceived organizational support has a positive effect on employee engagement. Based on a review of previous research, the hypothesis 1 is argued that:

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

2.6. The Influence of Work Motivation on Employee Engagement

Motivation is a process that explains the intensity, direction, and persistence of employees in achieving organizational goals (Robbins & Judge, 2017). Saks (2006)

explains that job engagement is directly related to motivation as an antecedent and individual performance as a consequence. Previous research by Junengsih et al. (2022), Asaria & Mansyur (2024), and Rahmadany & Saragih (2021) concluded Work motivation has a positive effect on employee engagement. Based on previous studies, the hypothesis 2 can be declare:

H2: Work motivation has a positive effect on employee engagement.

2.7. The Influence of Perceived Organizational Support on Employee Performance

Perceived organizational support is employees' perceptions of the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 2020; Rhoades & Eisenberger, 2002). Previous studies by Nasution & Karneli (2023), Susanti et al. (2025), and Goddess & Authority (2023) This study proves that perceived organizational support has a positive effect on employee performance. Based on previous studies, hypothesis 3 is proposed:

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

2.8. The Influence of Work Motivation on Employee Performance

performance reflects the results or contributions given by employees to the organization or company (Mathis & Jackson, 2010). Previous research by Ariandi et al. (2024), Norkhalisah et al. (2024), and Basalamah et al. (2022) revealed that work motivation has a positive effect on employee engagement. Based on expert opinion and prior studies, the following hypothesis is proposed:

H4: Work motivation has a positive influence on employee performance.

2.9. The Influence of Employee Engagement on Employee Performance

Employee engagement which is built on three main dimensions Vigor, dedication, and absorption have a significant contribution to improving employee performance (Maisyuri & Ariyanto, 2021). Employee engagement able to improve performance by creating a positive and satisfying mental state related to work (Arifin et al., 2019). Previous research by SP Utami & Kusuma (2024), Abadi (2024) and Badrianto & Maryadi (2023) confirm that employee engagement has a positive effect on employee performance. Based on this statement, hypothesis 5 is declare:

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

2.10. Mediation of Employee Engagement on Perceived Organizational Support and Employee Performance

Perceived organizational support define the organization's value on employee contributions and attention to employee benefits, and is an crucial tool to enhance organizations build good relationships with motivate employees to work hard (Sun, 2019). Perceived organizational support is a factor that creates employee engagement (Dai & Qin, 2016). Employees with employee engagement will have enthusiasm to produce quality in the work they do (Sufriadi, 2024). Studies by Dewi & Wibawa (2023) and Fetriah & Herminingsih (2023) confirm that employee engagement can mediate perceived organizational support on employee performance through employee engagement.

H6: Perceived organizational support has a positive effect on employee performance through employee engagement.

2.11. Mediation of Employee Engagement on Motivation Employee Work and Performance

Employee performance, viewed as a combination of work achievements and competencies, can be achieved by employees with high employee engagement (Mustaqim et al., 2024). This is supported by previous studies by Fatya et al. (2024) and Anjasmara & Gunarto (2022), which demonstrated that work motivation positively influences employee performance through employee engagement.

H7: Work motivation has a positive effect on employee performance through employee engagement.

The concepts used in this study are perceived organizational support, work motivation, employee engagement and employee performance. [Figure 1](#) depicts the empirical model and research hypotheses.

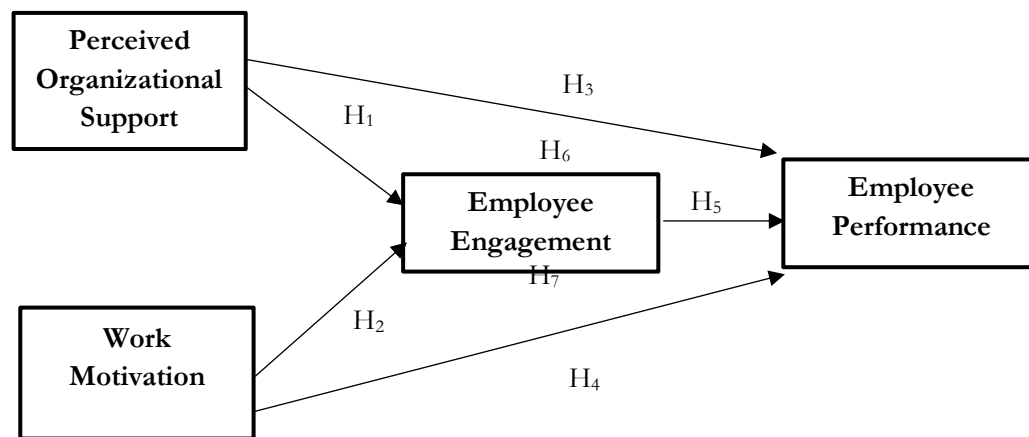


Figure 1. Research Framework Model

3. Methods

This study uses a quantitative research design with a survey approach. The data collected is numerical and analyzed using statistical techniques (Sugiyono, 2008). The research population included all 107 employees of the Pati Regency Transportation Agency, Central Java. The purposive sampling method was used to select a sample of 107 respondents who met the criteria: civil servants, at least high school education, and have a minimum of two years of service.

Data were collected using a questionnaire containing information about the respondents' identities and four research variables. Descriptive analysis aimed to summarize the collected data using various statistics, including frequency, percentage, mean, median, mode, and standard deviation. In addition, data analysis was carried out by conducting instrument testing to ensure the questionnaire was valid and reliable. To determine the extent to which employee performance is influenced by perceptions of organizational support, motivation, and engagement, this study used multiple linear regression analysis, including R², F-test, and t-test. Overall calculations were performed using the SPSS program version 23 (Ghozali, 2023). Finally, the mediation role test was carried out using the Sobel test (Baron & Kenny, 1986; Sobel, 1982).

4. Results and Discussion

4.1. Result

Based on the results of data collection on 107 questionnaires returned by respondents, it is known that the respondents were dominated by 70 men or 65.4%, while there were 37 women or 34.6%. Regarding employee age data, it is known that the respondents were predominantly aged between 31-40 years with 58 respondents or 54.2%, aged between 41-50 years with 36 respondents or 33.6%, aged between 20-30 years with 8 respondents or 7.5%, and the remaining employees with ages between 51-60 years with 5 respondents or 4.7%. Based on rank/class, respondents were dominated by employees with rank/class III as many as 82 respondents or 76.6%, employees with rank/class II as many as 19 respondents or 17.8%, and the remaining employees with rank/class IV were 6 respondents or 5.6%. Based on education, respondents were dominated by employees with a Bachelor's degree, 62 respondents or 57.9%, employees with a SMA/SMK education, 19 respondents or 17.8%, employees with a D3 education, 16 respondents or 15.0%, and the remaining employees with a Master's education, 10 respondents or 9.3%. Finally, based on length of service, respondents were dominated by employees with a length of service of 11-15 years as many as 38 respondents or 35.5%, employees with a length of service of 15 years and above were 34 respondents or 31.8%, employees with a length of service of 6-10 years were 23 respondents or 21.5%, and the remaining employees with a length of service of 1-5 years were 12 respondents or 11.2%.

The results of descriptive calculations on the research variables can be explained that the most frequently chosen answer by respondents for the research variables is a score of 4. Furthermore, the average value obtained for Perceived Organizational Support is 4.28, Work Motivation is 4.19, Employee Engagement is 4.25, and Employee Performance is 4.22. These findings indicate that most respondents gave a moderate assessment of the research variables.

Table 1. Validity Test Results

Variables	KMO	Indicator	Loading Factor	Information
Perceived Organizational Support	0.769	X1.1 - X1.10	>0.4	Valid
Work motivation	0.730	X2.1 - X2.7	>0.4	Valid
Employee Engagement	0.695	Y1.1- Y1.10	>0.4	Valid
Employee Performance	0.609	Y2.1- Y2.10	>0.4	Valid

Based on [Table 1](#), it is known that the KMO value of the Perceived Organizational Support variable is 0.769, the Work Motivation variable is 0.730, the Employee Engagement variable is 0.695, and the Employee Performance variable is 0.609. All KMO values are greater than 0.5, indicating that the sample size meets the minimum requirements. Validity test results show that no factor loading values are less than 0.4, indicating that all indicators are valid.

Table 2. Reliability Test Results

Variables	Cronbach's Alpha	Critical Value	Information
Perceived Organizational Support	0.891	0.7	Reliable
Work motivation	0.721	0.7	Reliable
Employee Engagement	0.796	0.7	Reliable

Employee Performance	0.708	0.7	Reliable
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Based on the reliability test results in [Table 2](#), the Cronbach's alpha value for Perceived Organizational Support was 0.891 >0.7, Work Motivation was 0.721 >0.7, Employee Engagement was 0.796 >0.7, and Employee Performance was 0.708 >0.7. These results indicate that all research variables produce good reliable data.

Table 3. Results of Multiple Linear Regression Analysis

Direct Influence	Adjusted R ²	F test		t-test		To the verdict
		F	Sig	Beta	Sig	
Perceived Organizational Support for Employee Engagement	0.323	26.244	0.000	0.259	0.005	H1 accepted
Work Motivation towards Employee Engagement				0.408	0.000	H2 accepted
Perceived Organizational Support on Employee Performance	0.438	28.497	0.000	0.325	0.000	H3 accepted
Work Motivation on Employee Performance				0.236	0.011	H4 accepted
Employee Engagement on Employee Performance				0.268	0.003	H5 accepted

Results in [Table 3](#) It can be interpreted that the first adjusted R square value of 0.323 means that the variables of perceived organizational support and work motivation are able to explain 32.3% of the employee engagement variable in the Pati Regency Transportation Agency employees, the remaining 67.7% is explained by other variables outside the model. Furthermore, the second adjusted R square value of 0.438 means that the variables of perceived organizational support, work motivation and employee engagement are able to explain 43.8% of the employee performance variable in the Pati Regency Transportation Agency employees, the remaining 56.2% is explained by other variables outside the model.

Other results in [Table 3](#) show F-count values of 26.244 and 28.497 with a significance value of 0.000 <0.05, it mean that perceived organizational support and motivation have a joint influence on employee engagement in the Pati Regency Transportation Agency employees. Furthermore, the three variables together are able to explain the performance of the Pati Regency Transportation Agency employees.

The results of Table 3 further explain the significance value of H1 of 0.005 <0.05. This result shows that perceived organizational support has a positive and significant effect on employee engagement, so H1 is accepted. Furthermore, the significance value of H2 is 0.000 < 0.05. This finding means that work motivation has a positive and significant effect on employee engagement, so H2 is accepted. Next, the significance value of H3 is 0.000 < 0.05, this finding means that perceived organizational support has a positive and significant effect on employee performance and H3 is accepted. The next finding on work

motivation on employee performance obtained a significance value of 0.011 <0.05, meaning H4 is accepted. Finally, the significance value of H5 is 0.003 <0.05, meaning that employee engagement has a positive and significant effect on employee performance, therefore H5 is accepted.

Table 4. Sobel Test Results for the Mediation Role

Indirect Influence	Sobel Test	Significance	To the verdict
Perceived Organizational Support for Performance through Employee Engagement	2,389	0.017	H 6 received
Work Motivation to Performance through Employee Engagement	2.611	0.009	H 7 accepted

Based on the results of the mediation test shown in [Table 4](#), it can be explained that the employee engagement variable is a mediating variable in the influence of perceived organizational support on employee performance (p-value 0.017 <0.05), so H6 is accepted. The next result shows the indirect influence of work motivation on employee performance through employee engagement. proven to be significant (p-value 0.009<0.05), therefore H7 is accepted. These results also confirm that perceived organizational support and Work motivation has a direct and indirect impact on improving employee performance, with the intervening role of employee engagement.

4.2. Discussion

4.2.1. The Influence of Perceived Organizational Support on Employee Engagement

Based on the results of first hypothesis test, it can be concluded that perceived organizational support has a positive and significant influence on employee engagement. The results are supported by respondents' responses to the perceived organizational support variable, which has the highest mean, with the statement "my superior provides clear and easy-to-understand work directions." This indicates that employees of the Pati Regency Transportation Agency receive support from their direct superiors who provide clear work directions. The results of this study support the research conducted Putra & Raharja (2023) and Fetriah & Herminingsih (2023) which proves that perceived organizational support has a positive and significant effect on employee engagement.

4.2.2. The Influence of Work Motivation on Employee Engagement

The second results demonstrated that work motivation has a positive and significant influence toward employee engagement. This result indicate that the employee with the high motivation, they will have high the employee engagement. The finding are supported by respondents' responses to the work motivation variable. which had the highest mean, with the statement "I try to use my abilities to achieve power." This means that most employees have high work motivation due to a shared vision between the office and their personal lives. The results of this study also support research conducted by Junengsih et al. (2022) and Asaria & Mansyur (2024) which proves that work motivation has a positive and significant effect on employee engagement.

4.2.3. The Influence of Perceived Organizational Support on Employee Performance

The third finding confirmed that perceived organizational support has a positive and significant influence toward employee performance. The results are supported by respondents' responses to the perceived organizational support variable, which has the highest mean, with the statement "my superior provides clear and easy-to-understand work directions." This indicates that employees of the Pati Regency Transportation Agency receive support from direct superiors who provide clear work directions so that it will be easier to carry out the tasks assigned given which has an impact on achieving performance. This is reinforced by the respondents' responses with the highest mean, namely that employees actively contribute to tasks and activities carried out with the team. The results of this study also support the research of Nasution & Karneli (2023) and Susanti et al. (2025) which proves that perceived organizational support has a positive and significant impact on employee performance.

4.2.4. The Influence of Work Motivation on Employee Performance

The fourth result revealed that motivation has a positive and significant influence on employee performance. The results of this study are supported by respondents' responses to the work motivation variable, which has the highest mean with the statement "I try to use my abilities to achieve power." In this case, power is synonymous with rewards, thus impacting increased employee performance. The results of this study are also in accordance with research conducted by Ariandi et al. (2024) and Norkhalisah et al. (2024) who proved that work motivation has a positive and significant effect on employee performance.

4.2.5. The Influence of Employee Engagement on Employee Performance

The fifth result concluded that employee engagement has a positive and significant influence on employee performance. The results of this study are supported by respondents' responses to the employee engagement variable. The highest is that I fully concentrate on carrying out the tasks assigned. In this way, employees will exert all his abilities in achieving the targets assigned to him, so that it has an impact on achieving employee performance. The results of this study support the research conducted by S. P. Utami & Kusuma (2024) and Abadi (2024) that employee engagement has a positive and significant effect on employee performance.

4.2.6. The Influence of Perceived Organizational Support on Employee Performance through Employee Engagement

Based on the results of the Sobel test to test the significance of the mediating variable, it can be explained that employee engagement is significant as an intervening variable to mediate between perceived organizational support and employee performance. The results support prior studies conducted by Putra & Raharja (2023) and Fetriah & Herminingsih (2023) which prove that employee engagement can mediate Perceived Organizational Support on employee performance.

4.2.7. The Influence of Work Motivation on Employee Performance through Employee Engagement

The final Sobel test results for the significance of the mediating variables indicate that employee engagement is significant as an intervening variable in mediating the relationship between work motivation and employee performance. These findings

support those of Fatya et al. (2024) and Kurniasari & Kassmawati (2025) that employee engagement can mediate work motivation on employee performance.

5. Conclusion

Based on the research results and discussion, the following conclusions can be put forward: (1) Perceived organizational support has a positive and significant effect on employee engagement. (2) Work motivation has a positive and significant influence toward employee engagement. (3) Perceived organizational support has a positive and significant influence toward employee performance. (4) Work motivation has a positive and significant influence toward employee performance. (5) Employee engagement has a positive and significant influence on employee performance. (6) Employee engagement is proven to be a mediating variable. both the influence of perceived organizational support on employee performance and the influence of work motivation on employee performance.

This study has limitations conducted only within the scope of the Pati Regency Transportation Agency, so the results cannot necessarily be generalized to other government agencies in different regions, or agencies outside the Transportation Agency. The subjects in this study were ASN or non-ASN employees in one agency that has certain organizational structure characteristics, thus limiting the diversity of research subjects' perspectives on perceived organizational support and work motivation. Although this study has been carried out as well as possible, there are limitations that cannot be avoided. Based on the limitations of this study, the statistical results explain the Adjusted R Square value = 32.3% for employee engagement and 43.8% for employee performance, which means there are still 67.7% and 56.2% other variables that influence employee engagement and employee performance, so in further research, it is expected that other variables that can influence employee engagement and employee performance can be followed up in further research.

Theoretically, the research results strengthen the theory that perceived organizational support not only impacts employee engagement, but also encourages the emergence of employee performance. This confirms that employees who feel their lives are balanced between work and personal life tend to be more loyal and willing to make extra contributions to the organization. Furthermore, the discovery of employee engagement as a significant intervening variable between perceived organizational support on employee performance and work motivation on employee performance, then the Pati Regency Transportation Agency must improve employee engagement by increasing employee enthusiasm in carrying out assigned tasks, increasing progress in trying hard in work, and involving employees emotionally in every activity.

Based on the research results, it shows that the variable that has a dominant influence on employee engagement is work motivation. Therefore, the Pati Regency Transportation Agency must increase employee work motivation by encouraging employee enthusiasm for achieving achievements. To increase perceived organizational support, the Pati Regency Transportation Agency must strive to improve employee welfare.

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