

**THE EFFECT OF PERCEIVED ORGANIZATIONAL SUPPORT ON EMPLOYEE PERFORMANCE WITH EMPLOYEE ENGAGEMENT AS A MEDIATING VARIABLE**<sup>1,\*</sup>Yulisma Yanti, <sup>2</sup>Tomy Fitrio and <sup>3</sup>Yeni Mairida<sup>1</sup>Lecturer at the Master of Management Program Universitas Pasir Pangaraian, Indonesia<sup>2</sup>Lecturer at the Master of Management Program Institut Teknologi dan Bisnis Indonesia<sup>3</sup>Lecturer at the Management Program Universitas Muhammadiyah Riau, Indonesia**Received 16<sup>th</sup> August 2025; Accepted 18<sup>th</sup> September 2025; Published online 23<sup>rd</sup> October 2025**

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**Abstract**

This study aims to develop a conceptual model of perceived organizational support on employee performance with employee engagement as a mediating variable. A cross-sectional survey was conducted on 141 randomly selected bank employees in Rokan Hulu Regency, Riau Province, using a five-point Likert scale questionnaire. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with Smart PLS 4.1. The results indicate that perceived organizational support influences employee performance and that employee engagement mediates the relationship between perceived organizational support and employee performance. These findings are consistent with Social Exchange, which explains that when employees perceive support from their organization, they reciprocate by increasing their work engagement, ultimately enhancing performance. The originality of this study lies in its focus on bank employees in the relatively under-researched context of Rokan Hulu, Riau, and in its integrative examination of perceived organizational support, employee engagement, and performance through a PLS-SEM approach, thereby contributing theoretically to the validation of Social Exchange Theory in the local banking sector and practically to bank management in improving employee performance through strengthening organizational support and engagement.

**Keywords:** Employee performance, perceived organizational support, employee engagement.

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**INTRODUCTION**

This study investigates the complex relationships between perceived organizational support (POS), employee engagement, and employee performance by examining how POS fosters engagement, which in turn affects both in-role and extra-role (Trisninawati & Supardin, 2024). Specifically, the study aims to analyze the mediating role of work engagement in the relationship between POS and employee performance, particularly within the banking sector (Suseno & Yanuar, 2025). The research is grounded in the understanding that employees' perceptions of organizational care for their well-being and contributions significantly impact their psychological state and the work output they produce (Nibras & Widiyanto, 2025). The conceptual framework suggests that when employees perceive their organization as supportive, they tend to exhibit higher levels of engagement, which subsequently enhances performance outcomes (Sulistiyawati & Sufriadi, 2020). Such perceptions are important because they contribute to creating a positive work environment, ultimately fostering greater commitment and productivity among employees (Liu *et al.*, 2025). Employees develop general beliefs about the extent to which the organization values their contributions and cares about their well-being (Imran *et al.*, 2020). These beliefs, in turn, influence employees' attitudes and behaviors toward the organization, generating reciprocal relationships that can either strengthen or weaken organizational effectiveness (Bonaiuto *et al.*, 2022). Therefore, understanding the mechanisms through which POS translates into tangible performance benefits-particularly via the mediating effect of employee engagement-is crucial for organizational sustainability and competitive advantage (Mufarrikah *et al.*, 2020).

Furthermore, this study examines which dimensions of engagement are most influenced by POS, providing deeper insights into these important organizational dynamics. Empirical investigation also explores how various forms of organizational support, such as fair procedures, supervisor support, and recognition, differently affect employee engagement and subsequent performance metrics (Li & Li, 2022; Li *et al.*, 2022; Khan & Ghufuran, 2018). Additionally, the study considers how these effects may vary across organizational contexts and employee demographics, thereby contributing to a more comprehensive model for enhancing employee performance through strategic organizational support (Mdhlalose, 2023).

**LITERATURE REVIEW****Social Exchange Theory**

Social Exchange Theory (SET) is one of the most widely used theoretical frameworks for explaining the relationship between organizations and employees. The theory emphasizes the principle of reciprocity, whereby employees are likely to exhibit positive behaviors, such as improved performance, when they perceive support, fairness, and care from the organization (Blau, 1964). In contemporary contexts, SET has been extensively applied to understand the interrelationships among perceived organizational support (POS), employee engagement, and employee performance. Employees who perceive organizational support tend to develop positive attitudes toward their work, including higher emotional attachment and motivation. This aligns with SET's assumption that fair and mutually beneficial social relationships foster stronger commitment and work behaviors that go beyond formal job descriptions (Cropanzano *et al.*, 2017; Saks, 2022). Accordingly, POS not only influences employee engagement

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but also contributes to performance improvement through the mediating mechanism of engagement.

### **Perceived organizational support and employee performance**

Perceived Organizational Support (POS) refers to employees' beliefs regarding the extent to which the organization values their contributions and cares about their well-being (Toker *et al.*, 2022). Based on Social Exchange Theory (SET), when employees feel supported by their organization, they are likely to reciprocate through loyalty and extra effort in performing their tasks (Newman & Newman, 2022). POS is also believed to enhance perceptions of organizational justice and strengthen employees' socio-emotional bonds with the organization (Liu *et al.*, 2024). Furthermore, organizational support is viewed as a critical resource that can boost intrinsic motivation while reducing work-related stress (Chen *et al.*, 2024). Empirical studies support this view. For example, POS has been shown to be positively associated with job satisfaction and organizational commitment (Karatepe *et al.*, 2022). Research in the IT sector demonstrates that POS can increase work engagement through perceived organizational justice (Hery & Yanuar, 2019). Recent studies also indicate that POS contributes to innovation and organizational citizenship behaviors (Pu *et al.*, 2024), as well as reducing burnout and enhancing employees' psychological well-being (Xu *et al.*, 2025). Consequently, POS plays a central role in fostering a positive work climate, which ultimately impacts organizational sustainability.

Hypothesis 1 (H1): Perceived Organizational Support positively and significantly affects Employee Performance.

### **Perceived Organizational Support and Employee Engagement**

The relationship between Perceived Organizational Support (POS) and employee engagement has been extensively studied both theoretically and empirically. Theoretically, POS provides a psychological foundation for employees to feel valued and cared for, thereby enhancing their emotional attachment to their work (Saks, 2022). Based on Social Exchange Theory, organizational support is perceived as an investment in employees, which encourages reciprocal behaviors such as increased work engagement (Cropanzano *et al.*, 2017). POS is also regarded as an organizational resource that fosters psychological safety, which in turn facilitates employees' engagement in their tasks and roles (A. M. Bakker *et al.*, 2024). Moreover, perceived support can strengthen intrinsic motivation and a sense of belonging, which are critical factors in enhancing engagement (Chen *et al.*, 2024). Empirical studies further support this relationship. For instance, POS has been shown to significantly increase engagement through enhanced perceptions of organizational justice (Karatepe *et al.*, 2022). Research in the banking sector also demonstrates that higher perceived organizational support corresponds to higher levels of employee engagement in performing their duties (Hery & Yanuar, 2019). Other studies indicate that POS strengthens the dimensions of vigor, dedication, and absorption within employee engagement (Wang *et al.*, 2025). Recent research additionally confirms that POS can reduce disengagement and enhance work involvement through social support and recognition of employee (Xu *et al.*, 2025). Therefore, the positive relationship between POS and

employee engagement underscores the importance of organizational strategies that provide consistent support to maintain employee engagement.

Hypothesis 2 (H2): Perceived Organizational Support positively and significantly affects Employee Engagement.

### **Employee engagement and employee performance**

The relationship between employee engagement and employee performance has been a key focus in human resource management research. Theoretically, engagement reflects a positive psychological state characterized by vigor, dedication, and absorption, enabling employees to work with high energy, strong commitment, and focused attention on their tasks (Schaufeli *et al.*, 2002). Based on the Job Demands–Resources Theory, engagement serves as a crucial mechanism that bridges the availability of resources with improved performance (Bakker & Demerouti, 2008). Engagement is also considered a psychological capital that strengthens intrinsic motivation and emotional involvement, thereby enhancing the achievement of work goals (Saks, 2022). Furthermore, engagement encourages employees to exert discretionary effort beyond formal job requirements, positively impacting both individual and organizational performance (Chen *et al.*, 2024). Empirical evidence indicates that employee engagement is positively related to both in-role and extra-role performance, such as organizational citizenship behavior (Karatepe *et al.*, 2022). Studies in the banking sector have shown that higher work engagement boosts employee productivity and improves service quality (Suseno & Yanuar, 2025). Other research demonstrates that engagement strengthens the relationship between work motivation and measurable performance outcomes (Wang *et al.*, 2025). Recent studies also confirm that engagement can reduce burnout while enhancing work effectiveness, thereby directly influencing long-term performance achievement (Xu *et al.*, 2025). Therefore, employee engagement plays a central role as a key driver of employee performance, both in achieving formal work targets and contributing beyond formal roles.

Hypothesis 3 (H3): Employee Engagement positively and significantly affects Employee Performance.

### **Peran Mediasi Employee Engagement**

The mediating role of employee engagement in the relationship between perceived organizational support (POS) and employee performance has become a key issue in human resource management research. Theoretically, Social Exchange Theory explains that when employees perceive consistent support from the organization, they reciprocate by increasing their work engagement (Cropanzano *et al.*, 2017). Employee engagement then acts as a psychological mechanism that transforms positive perceptions of organizational support into tangible behaviors, resulting in improved performance (Saks, 2022). Engagement serves as a channel through which POS affects both in-role and extra-role performance by enhancing intrinsic motivation, a sense of ownership, and emotional connection to work (Saks, 2022). Moreover, engagement mediates the effects of organizational support by reducing burnout and increasing dedication and absorption, enabling optimal performance outcomes (Chen *et al.*, 2024). Empirically, several studies have confirmed this mediating role. Research indicates that engagement is a crucial link between POS and performance,

where strong organizational support enhances engagement, which in turn leads to higher work outcomes (Karatepe *et al.*, 2022). Studies in the banking sector show that the influence of POS on employee performance is largely indirect through engagement (Suseno & Yanuar, 2025). Recent research further demonstrates that engagement strengthens the pathway from POS to innovation and organizational citizenship behaviors, contributing to overall performance improvement (Wang *et al.*, 2025). Additionally, Xu *et al.*, (2025) found that engagement mediates the negative effects of work stress on performance while simultaneously enhancing employees' psychological well-being. Therefore, employee engagement can be considered a crucial mediating variable in explaining how perceptions of organizational support are translated into improved employee performance.

Hypothesis 4 (H4): Employee Engagement mediates the effect of Perceived Organizational Support on Employee Performance.

The conceptual framework of this study is presented as follows:

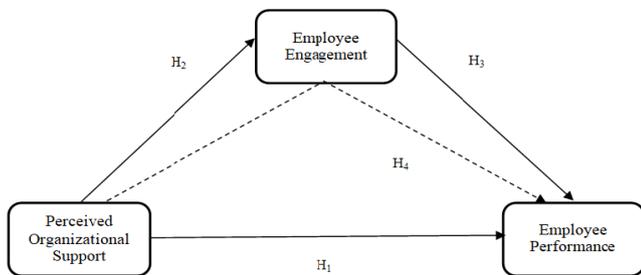


Figure 1. Research Framework

RESEARCH METHODS

Sample and Data Collection

This study used a sample of 155 bank employees in Rokan Hulu Regency, Riau. The sampling technique was conducted using random sampling. Primary data were collected through a 1–5 Likert scale questionnaire covering the variables of perceived organizational support, employee engagement, and employee performance. Data collection was carried out from May to August 2025 using both offline surveys and online forms to increase the response rate. Out of 155 questionnaires distributed, 141 were returned and deemed valid for analysis, resulting in a response rate of 90.96%. The data were processed using SPSS and SmartPLS.

Variable Measurement

Employee Performance was measured using the scale developed by Koopmans *et al.*, (2014), which includes the following indicators: 1) task performance, 2) contextual performance, 3) adaptive performance, and 4) counterproductive work behavior. Perceived Organizational Support (POS) was measured based on Kurtessis *et al.*, (2017), with indicators including: 1) procedural justice, 2) supervisor support, 3) compensation and working conditions, and 4) career development and opportunities. Employee Engagement was measured using the scale by Schaufeli *et al.*, (2002), expanded with additional indicators relevant to the banking context, including: 1) vigor, 2) dedication, 3) absorption, 4) service orientation, 5) compliance commitment, and 6) learning and adaptability.

RESULTS AND DISCUSSION

The analysis of respondents' demographic characteristics, including gender, age, and education level, is presented as follows:

Table 1. Responden Profil

Characteristic	Category	Percentage (%)
Genders	Male	46.00
	Female	54.00
Age	29-35	24.20
	36-40	35.40
	40-45	10.20
	45-50	20.10
	>50	10.10
Level of Education	Associate Degree	28.00
	Bachelor's Degree	60.00
	Master's Degree	12.00

Source: Processed data

The respondent profile in this study shows that the majority were female (54%) compared to male (46%). In terms of age, most respondents were between 36–40 years old (35.4%), followed by 29–35 years (24.2%), 45–50 years (20.1%), and smaller proportions in the 40–45 years (10.2%) and over 50 years (10.1%) categories. Regarding education level, respondents were predominantly bachelor's degree holders (60%), followed by associate degree holders (28%) and master's degree holders (12%), reflecting a relatively high educational background in line with the professional demands of the banking sector.

The following presents the respondents' feedback on the research variables.

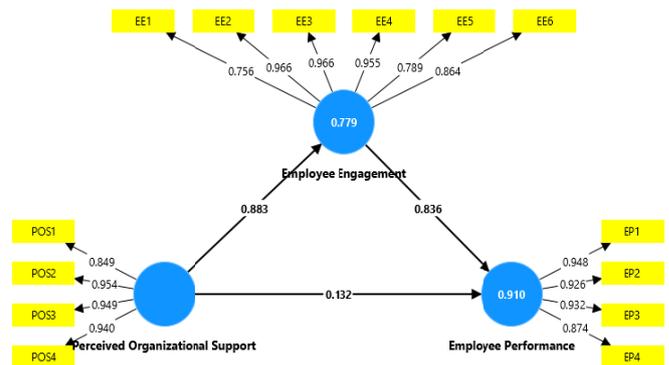
Table 2. Descriptive Statistics

Variable	Mean	Standard Deviation	Min	Max
Employee Performance	4.02	0.80	3	5
Perceived Organizational Support	4.03	0.77	3	5
Employee Engagement	4.15	0.81	4	5

Source: Processed data

The descriptive statistics indicate that employee performance was at a good level (M = 4.02; SD = 0.80) with a score range of 3–5. Perceived organizational support was also relatively high (M = 4.03; SD = 0.77), while employee engagement scored the highest (M = 4.15; SD = 0.81) within a range of 4–5, indicating very strong employee involvement.

The following figure presents the results of the study's measurement model.



Source: Processed data

Figure 2. Results of the measurement model

The following presents the validity and reliability of the research model, represented by factor loadings, Cronbach's alpha, composite reliability (CR), and Average Variance Extracted (AVE).

**Table 3. Factor loading, reliability and validity test**

Construct	Item	Loading Factor	Cronbach's Alpha	CR	AVE
Employee Performance	EP1	0,948	0,939	0,943	0,847
	EP2	0,926			
	EP3	0,932			
	EP4	0,874			
Perceived Organizational Support	POS1	0,849	0,942	0,943	0,854
	POS2	0,954			
	POS3	0,949			
	POS4	0,940			
Employee Engagement	EE1	0,756	0,943	0,950	0,786
	EE2	0,966			
	EE3	0,966			
	EE4	0,955			
	EE5	0,789			
	EE6	0,864			

Source: Processed data

The validity and reliability tests indicate that all indicators of employee performance, perceived organizational support, and employee engagement have factor loadings above 0.70, with Cronbach's alpha, composite reliability (CR), and AVE values exceeding the minimum thresholds (Hair *et al.*, 2019). Therefore, the research instruments are considered reliable and valid.

The following presents the discriminant validity of the research variables.

**Table 4. Discriminant Validity**

Construct	1	2	3
Employee Engagement	0,887		
Employee Performance	0,952	0,920	
Perceived Organizational Support	0,883	0,869	0,924

Source: Processed data

The discriminant validity test presented in Table 4 shows that the square root of AVE (diagonal) for each construct is higher than the correlations between the constructs. This indicates that each research variable demonstrates good discriminant validity, clearly distinguishing itself from the other constructs in the research model.

### Hypothesis testing results

After validating the measurement model through reliability and validity tests, the study proceeded to test the structural relationships among the core variables. Table 5 presents the analysis results for each hypothesized relationship. These findings provide important insights into the strength and direction of the proposed relationships, serving as the basis for evaluating the study's hypotheses.

**Table 5. Hypothesis Testing Results**

Path	Original Sampel	T Statistic	P Value	Note
Employee Engagement -> Employee Performance	0,836	9,336	0,000	Accepted
Perceived Organizational Support -> Employee Engagement	0,883	29,407	0,000	Accepted
Perceived Organizational Support -> Employee Performance	0,132	1,443	0,059	Rejected
Employee Engagement -> Employee Performance	0,836	9,336	0,000	Accepted

Source: Processed data

## DISCUSSION

The hypothesis stating that Perceived Organizational Support (POS) positively affects Employee Performance was rejected ( $\beta = 0.132$ ;  $t = 1.443$ ;  $p > 0.05$ ). This finding indicates that organizational support does not automatically translate into higher employee performance. This aligns with Ahmed, (2021) who found that POS does not directly influence performance without the mediation of motivation or psychological attachment. Arshadi & Hayavi, (2013) also emphasize that while organizational support is important, employees do not necessarily reciprocate with improved performance in the absence of affective bonds. This phenomenon is particularly evident among bank employees, as highly structured, procedural, and high-pressure work environments mean that organizational support alone—such as facilities or training has optimal impact only when employees possess emotional engagement and intrinsic motivation. Through employee engagement, the perceived value and support from the organization are translated into improved performance. From a Social Exchange Theory perspective, these results illustrate that reciprocal norms do not automatically manifest in performance but require mediation through employee engagement.

The second hypothesis, stating that POS positively affects Employee Engagement, was accepted ( $\beta = 0.883$ ;  $t = 29.407$ ;  $p < 0.001$ ). This result shows that the higher employees perceive organizational support, the greater their engagement in work. This finding is supported by Shanock *et al.*, (2022) and Saks, (2022) who identify POS as a strong predictor of engagement because employees feel valued and cared for. Research by Widyanti *et al.*, (2021) in the Indonesian banking sector also demonstrates that organizational support enhances employee loyalty and dedication. Consistent with Social Exchange Theory, when organizations provide support, employees respond by increasing emotional commitment and engagement in their work.

The third hypothesis, stating that Employee Engagement positively affects Employee Performance, was accepted ( $\beta = 0.836$ ;  $t = 9.336$ ;  $p < 0.001$ ). This confirms that engaged employees exhibit vigor, dedication, and absorption in their work, which ultimately enhances performance. Schaufeli *et al.*, (2002) and Harter *et al.*, (2002) provide evidence of a strong relationship between engagement and organizational outcomes. A study by Puspita *et al.*, (2020) in Indonesia similarly found that engagement significantly contributes to employee performance. From a Social Exchange Theory perspective, this reflects tangible reciprocity: employee engagement is a form of return for the support received, realized in improved performance.

The fourth hypothesis, stating that Employee Engagement mediates the effect of POS on Employee Performance, was accepted, showing full mediation. This means that organizational support enhances employee performance only when it first increases engagement. Saks, (2022) and Albrecht, (2021) emphasize engagement as a critical mechanism bridging POS and work outcomes. Karatepe *et al.*, (2022) in the banking sector also supports the notion that organizational support improves performance through employee engagement. These findings reinforce Social Exchange Theory, as reciprocation from organizational support does not directly manifest in

performance but is mediated by employees' emotional and psychological attachment.

## Conclusion

This study demonstrates that perceived organizational support (POS) positively and significantly affects employee engagement, and that employee engagement directly enhances employee performance. However, the direct effect of organizational support on employee performance was not significant, indicating that employee engagement functions as a full mediator. These findings reinforce Social Exchange Theory, where reciprocation for organizational support is manifested through employees' emotional and psychological attachment before translating into improved performance. This study has several limitations, including a sample limited to employees of certain banks, which requires caution when generalizing the results; a cross-sectional research design, which limits the ability to establish causal relationships; and the exclusion of other potentially influential variables, such as leadership, organizational culture, or work stress. For future research, it is recommended to expand the sample to multiple bank branches or regions, employ a longitudinal design to examine the dynamics of relationships among variables more accurately, and consider additional variables such as psychological empowerment, leadership, or job crafting to better understand other factors that may mediate or moderate the effect of organizational support on employee performance.

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