



Perceived Organization Support and Work Engagement toward Employee Performance with Motivation as Mediating Variable

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Abstract

PT. Pos Indonesia is a company that is State-Owned Enterprise (BUMN) engaged in courier services, logistics and financial services throughout Indonesia. This study aims to determine the perception of organizational support and work involvement on performance with motivation as a mediating variable. The research method used is quantitative and the sample in this study is 33 employees at PT. Pos Indonesia Lubuklinggau and collected 33 respondent questionnaires. The data analysis technique uses SEM Partial least squares with the help of the smart PLS 3.2.9 application to collect data using a questionnaire. The results of this study indicate 1. Perceived organization support has a positive but not significant effect on motivation 2. Work engagement has a positive and significant effect on motivation 3. Perceived organization support has a positive and significant effect on performance 4. Work engagement has a positive and significant effect on motivation 5 Motivation has a positive and significant effect on motivation significant to performance 6. Motivation cannot mediate perceived organizational support on performance 7. Motivation has been shown to mediate work engagement on performance.

Keywords: perceived organization support, work engagement, employee performance

Introduction

Economic Competition in this digital era where the free market economy has opened has caused the competitiveness and competition in the business world to grow. The company's adjustment process for faster economic growth greatly affects the success or failure of an organization. Companies must consider employees as assets. Assets to focus on managing work-level assets, key corporate assistance, as well as group-centered and support assets for the Company. Companies that succeed in empowering their employees and involving the

workforce to achieve organizational goals can make the company grow in this digital economy era.

(Lisbona et al., 2018) argues that effective work engagement can positively engage employees emotionally, physically and cognitively with the work they are doing and can also help keep them energized and focused on their work.

Perceived organizational support (POS) is organizational support that is felt to be influenced by all aspects of the organization's treatment of employees, which in turn will influence the interpretation of employees' potential motivation for the organization to treat employees. (Sun, 2019) Good perceived organizational support will be obtained if the organization can understand the characteristics of its employees, and can provide opportunities to also provide clear information when employees are doing their jobs

PT. POS Indonesia (Persero) Lubuklinggau Branch has the challenge of maintaining its business so that it remains worthy of standing in the midst of competition with private companies and increasingly sophisticated technology. This causes PT. POS Indonesia must further increase the productivity of its company apart from the package mail business. Considering the condition of PT. POS is a researcher interested in conducting research and PT. POS is expected to have employees who can improve the company's performance so that they can make the company progress and finally the company is able to contribute to Lubuklinggau,

So the research activity that will be carried out by researchers is entitled "The Influence of Perceived Organization Support and Work Engagement on Employee Performance with Motivation as a Mediation Variable at PT. Post Indonesia (Persero) Lubuklinggau.

Literature Review

One of the studies that discusses employee performance is research that has been conducted by Anggita Rinda Pratiwi and Muzakki (2021) entitled "Perceived Organizational Support for Organizational Commitment and Employee Performance" with research analyzed using Partial Least Square (PLS) which shows the results of his research states that Perceived Organizational Support has a positive influence on employee performance with an R-square value of 0.8997 (89.9%). (Rinda & Muzakki, 2021), Then research entitled "The Influence of Self Efficacy and Work Engagement on Employee Performance with Work Motivation as an Intervening Variable at Pt Aji Vasthu Construction". This study aims to determine how the effect of self-efficacy, work engagement, and work motivation on employee performance, and the role of work motivation in mediating self-efficacy and work engagement on employee performance. The results of the study show that self-efficacy has a significant effect on employee performance, work engagement has no effect significant effect on employee performance, work motivation cannot mediate the relationship between self-efficacy and work engagement on employee performance, and work motivation has a significant effect on employee performance (Khotimah, 2021).

Research Method

This research method is a quantitative study and the Independent Variables are Perceived Organization Support (X1), Work Engagement (X2), and the dependent variable is Employee Performance (Y), as well as a mediating variable, namely Motivation (Z). Where this research was conducted at PT. Pos Indonesia Lubuklinggau branch located in the city of Lubuklinggau.

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The number of samples in this study were 33 employees. Data was collected by distributing questionnaires with a scale starting from number 1 (Strongly disagree) to number 5 (Strongly agree). The data analysis technique used was SmartPLS 3.2.9.

Results and Discussion

The results of the respondents in this study were all employees at PT. Pos Indonesia Lubuklinggau male sex with a percentage of 85% and 15% female, most of the respondents aged 31 to 40 years (58%), then the majority of respondents with bachelor's and high school education with bachelor's degrees were 15 people (15%), and experienced employees dominate with a working period of more than 6 years as many as 18 people (55%). In this study, the majority of employees have long enough experience that they are worthy of being respondent

Measurement Model Evaluasion (*Outer Model*)

a. Validity Test *Convergent*

The validity and reliability criteria can also be seen from the results of the factor loading of each variable. Rule thumb if the composite reliability value is > 0.70 but for early stage research. that as many as 34 of all variables, as many as 32 variables have a value greater than 0.70 and as many as 2 variables have a value below 0.70. To see the loading factor value, the construct data is perceived organizational support, work engagement, motivation and performance.

Then a construct re-model was formed by removing indicators with a value less than 0.70 then the next form of the construct of several indicators that had been eliminated and fulfilled the composite reliability validity.

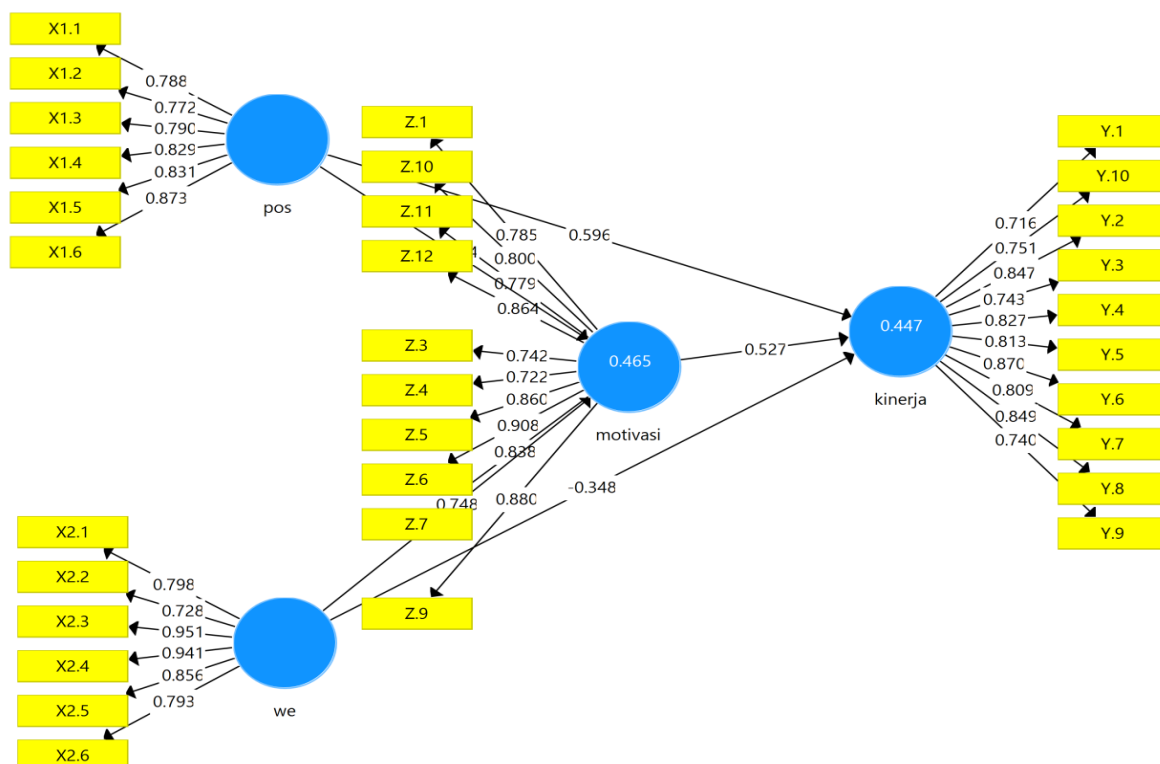


Figure 1: Construct Model

Sources: Data result Validity Test Smart Pls 3.2.9

The results of all constructs of Perceived organization support, Work engagement, Motivation and performance have been re-estimated by removing items Z2 and Z8. With an outer loading value of more than 0.70 and an AVE value of more than 0.50 it can be concluded that the construct meets the requirements.

b. Discriminant Validity Test

Based on the results of research using smartPLS through the PLS algorithm, it can be found that the value of the loading factor for each cross loading is more than 0.70 and the construct to be targeted is greater than the value of other constructs. Then the AVE value generated in each construct is greater than the value of the correlation between constructs and other constructs and the HTMT value is less than 0.90

c. Reability Test

If all indicators are standardized, then this measure will be the same as average communalities and this measurement can be used to measure the reliability of late variable component scores and how to measure reliability using Composite Reability and Cronbach's Alpha techniques with a value that must be greater than 0.7 (Ghozali, 2020)

From the results of SmartPLS calculations using the Pls Algorithm, it can be seen that the croanbatch's alpha value for the constructs perceived organization support, work engagement, performance, motivation is 0.922, 0.938, 9.46 and 0.953 and the composite reliability score gets a value of more than 0.70. So, we can conclude that the reliability in this study is good because it is above 0.7 in each estimated construct.

Based on the results of the tests of convergent validity, discriminatory validity and reliability testing, it can be concluded that the items in the question already meet the valid and reliable criteria.

Structural Model Evaluation (Inner Model)

a. *R-Square*

Based on the results of the coefficient of determination (r square) produced by the research construct as follows:

- a) The contribution of the variables Perceived Organization Support and Work Engagement to the Variable Motivation of 0.465 or 46.5% is included in the weak category. While the remaining 53.5% (100-46.5) is contributed by variables outside the research.
- b) The contribution of the variable Perceived Organization Support, Work Engagement and Motivation to the Performance variable of 0.44.7 or 44.7% is included in the weak category. While the remaining 55.3% (100-44.7) was contributed by variables outside the research.

b. *Effect size*

The effect size value in this study is worth more than 0.35, namely the effect of perceived organizational support on performance and work engagement on motivation. As for the effect size with a value of more than 0.15 to 0.35 is the effect of motivation on performance. Then what is included in the small value range of 0.02 to 0.15 is perceived organizational support on motivation and the effect of work engagement on performance.

c. *Predictive Relevance Value*

Based on the results of the predictive relevance value (q square) generated by the

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research construct is 0.239 on the performance variable, then 0.277 on the motivational variable. So that the value is greater than the value 0 then the distributive justice to Y has predictive relevance.

Hypotheses Test

To find out whether the hypothesis that has been tested is accepted or rejected, it can be done by paying attention to the significance values between constructs, t-statistics and p-values. In this way, the estimation of a measurement and standard error is not calculated with statistical assumptions, but is based on empirical observations. In the bootstrapping resampling method in this study, the hypothesis is accepted if the t-statistics value is greater than 1.96 or the value of the P-Values is less than 0.05.

Mediasion Test

Testing mediating effects or path coefficients is testing the relationship between exogenous constructs (Perceived organization support and work engagement) and endogenous through supporting variables (Motivation).

Table 1: Result of Bootstrapping Calculation

Code	Hypothesis	Original Sample	T statistics	P values	Result
H ₁	Pengaruh <i>Preceived Organization Support</i> (X1) Terhadap <i>Kinerja</i> (Y)	0.596	2.700	0.007	Accepted
H ₂	Pengaruh <i>Preceived Organization Support</i> (X1) Terhadap <i>Motivasi</i> (Z)	-0.144	0.792	0.429	Rejected
H ₃	Pengaruh <i>Work Engagement</i> (X2) Terhadap <i>Kinerja</i> (Y)	-0.348	1.055	0.292	Rejected
H ₄	Pengaruh <i>Work Engagement</i> (X2) Terhadap <i>Motivasi</i> (Z)	0.748	5.203	0.000	Accepted
H ₅	Pengaruh <i>Motivasi</i> (Z) Terhadap <i>Kinerja</i> (Y)	0.527	2.492	0.011	Accepted

Suource: SmartPLS 3.2.9. 2022.

Table 2 Result of path coefficients Calculation

Code	Hypothesis	Original Sample	T statistics	P values	Result
H ₁	Pengaruh <i>Preceived Organization Support</i> (X1) Dengan <i>Motivasi</i> (Z) Terhadap <i>Kinerja</i> (Y)	-0.076	0.790	0.429	Rejected
H ₂	Pengaruh <i>Work Engagement</i> (X2) Dengan <i>Motivasi</i> (Z) Terhadap <i>Kinerja</i> (Y)	0.394	2.106	0.040	Accepted

Source: bootstrapping Calculation with Smart PLS 3.2.9. 2022

Discussion

Hypothesis 1

The exogenous construct on perceived organization support has a positive effect <196 (O= -0.144) with the motivational construct. The T-statistical value for this construct relationship is 0.792 which is less than 1.96 and the P-value is 0.429 which is greater than 0.05. Therefore, hypothesis one states that perceived organizational support has a positive but not significant effect on motivation.

This is inversely proportional to research from research (asif fahmi, 2021) which states that there is a positive and significant effect of perceived organizational support on motivation. And this theory is reinforced by (Kaswan, 2015) in a book entitled "work attitude from theory and implementation" where in the book explains that the results of organizational support are only in the form of organizational commitment, job satisfaction, feelings of obligation, stress, performance and organizational citizenship behavior. which means motivation does not have a significant effect on motivation. In this study, perceived organizational support is expected to affect the results of employee motivation but it is not proven to be problematic for the long term when it comes to motivation.

Hypothesis 2

The exogenous construct on Work Engagement has a significant positive effect (O=0.748) with the motivational construct. The value of the T-statistic for this construct relationship is 5.203 greater than 1.96 and the p-value of 0.000 is less than 0.05. Therefore, the second hypothesis states that work engagement has a positive and significant effect on motivation.

with previous research, (Hardianto et al., 2021) where work engagement has a positive but not significant effect on employee motivation according to (Kaswan, 2015) states that it is a positive and happy state of mind about work, which is based on passion, dedication and absorption .

This is reinforced by research conducted by (Lisbona et al., 2018) where his research proves that Work Engagement has a positive and significant effect on motivation, which means

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that if work engagement increases, employee motivation will also increase.

Hypothesis 3

The exogenous construct on perceived organization support has a significant positive effect ($O=0.596$) on the performance construct. The T-statistical value for this construct relationship is 2,700 greater than 1.96 and the p-value of 0.007 is less than 0.05. Therefore, the third hypothesis which states that perceived organizational support has a positive effect on performance is proven true.

This is in line with previous research, which was conducted by (Ariarni & Afrianty, 2017) which stated that perceived organizational support has a positive effect on performance personal achievement.

(Kaswan, 2015) states that perceived organizational support is the level of employee confidence where employees believe that the organization where they work appreciates the contributions they make.

Then this opinion is corroborated by (Rinda & Muzakki, 2021) which states that perceived organizational support has a positive and significant effect on employee performance. The greater the organizational support, the better the performance of employees at PT. Pos Indonesia Lubuklinggau city branch.

Hipotesis 4

The exogenous construct on Work Engagement has a positive but not significant ($O= -0.348$) effect on the performance construct. The T-statistical value for this construct relationship is 1.055 which is less than 1.96 and the p-value is 0.292 which is greater than 0.05. Therefore, the fourth hypothesis states that Work Engagement has a positive but not significant effect on performance.

The results of this study are inversely proportional to research conducted by (Lisbona et al., 2018) which states that Work Engagement has a positive and significant effect on performance, but this research is corroborated by research that has been conducted by (M. Yusuf et al., 2019) which states that work engagement has a positive but not significant effect on performance.

Just like the results of this study which prove that work engagement directly does not have a significant effect on employee performance at PT. Pos Indonesia Lubuklinggau.

Hypothesis 5

The exogenous construct on motivation has a significant positive effect ($O= 0.527$) with the performance construct. The value of the T-statistic for this construct relationship is 2.555 greater than 1.96 and the p-value of 0.011 is less than 0.05. Therefore, the fifth hypothesis states that motivation has a positive and significant effect on employee performance.

The results of this study are the same as research that has been conducted by (Hardianto et al., 2021) which states that motivation has a significant and positive effect on performance. The results of this study can be proven that motivation directly has a positive and significant effect on employee performance at PT. Pos Indonesia Lubuklinggau.

Hypothesis 6

The exogenous construct on motivation as a mediating variable on perceived organizational support has a positive but not significant ($O = 0.076$) effect on the performance construct. The T-statistic value on the relationship of this construct is 0.792 less than 1.96 and the p-value is 0.429 less than 0.05 therefore, the sixth hypothesis which states that the construct of motivation as a mediating variable does not have an indirect effect on the Perceived organization support construct on performance employee

In this study, perceived organizational support has not been able to influence employee performance through motivation. Because the right support will be able to create an environment that can encourage employees to work well. Where the need for good facilities and support from superiors makes all employees feel comfortable. Employees will feel motivated when working with support and good conditions in accordance with what is expected by employees. Once employees are able to be well motivated it will affect the increase in employee performance. Perceptions of good organizational support will affect the increase in employee motivation and then after employees feel motivated because of support, then performance will increase.

Hypothesis 7

Based on the results of the mediation analysis, it shows that motivation has a direct influence on the work engagement construct through performance at PT. Pos Indonesia Lubuklinggau branch. Where the exogenous construct is 0.394 with a T-statistic value of 2.062 greater than 1.96 (t-table) and a significance value of 0.040 less than 0.05 which can be stated that H7 work motivation can mediate the relationship between work engagement and performance.

In this study, work engagement can influence employee performance through motivation. This is consistent with research that has been conducted (Riyanto et al., 2021) which states that work motivation can mediate the relationship between work engagement and performance.

This proves that employee performance will increase if they feel motivated at work so that it will increase their work engagement

Conclusion

This study aims to analyze the effect of perceived organization support and work engagement on performance with motivation as a mediating variable at PT. POS Indonesia using Partial Least Square (PLS). Where it can be concluded that Perceived organization support has a positive but not significant effect on employee motivation at PT. Pos Indonesia Lubuklinggau Branch, Work engagement has a positive and significant effect on employee motivation at PT. Pos Indonesia Lubuklinggau Branch, Perceived organization support has a positive and significant effect on employee performance at PT. Pos Indonesia Lubuklinggau Branch, Work engagement has a positive but not significant effect on employee performance at PT. Pos Indonesia Lubuklinggau Branch, Motivation has a positive and significant effect on employee performance at PT. Pos Indonesia Lubuklinggau Branch, The mediating effect of perceived organizational support through motivation as a mediating variable does not

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indirectly affect employee performance at PT. Pos Indonesia Lubuklinggau Branch, Motivation as a mediating variable has an indirect effect on work engagement on the performance of employees at PT. Pos Indonesia Lubuklinggau

Suggestions

The suggestions for the next are:

- a) For the leadership of PT. Pos Indonesia Lubuklinggau needs to pay more attention to work engagement for its employees. By providing employees with better support so that they are able to develop their performance potential better, and trying to improve facilities within the company environment so that employees do not find it difficult to work.
- b) Company management is expected to treat its employees fairly both in terms of work and socially
- c) The company is able to make employees feel excited and filled with energy when doing their jobs by giving bonuses or holding recreation with all office employees.
- d) Employees in the company are expected to listen to input from colleagues who are more experienced in order to be more motivated and maintain the quality of the company's goods or services

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